



**Regular Meeting of the  
Cuyahoga Arts & Culture Board of Trustees**  
CCPL - Warrensville Heights Branch  
Wednesday, December 15, 2021, 3:30 pm

*Note: Board Meeting will also be livestreamed at <https://www.youtube.com/cacgrants>.*

- 1. Call to order, approval of minutes**
  - a. Call to order
  - b. Call the roll
  - c. Swearing in of [Karolyn Isenhart](#)
  - d. Motion to approve November 10, 2021 regular meeting minutes
  
- 2. Executive Session** – Motion to enter into executive session to consider the compensation of public employees (roll call vote)
  
- 3. Public Comment on Today’s Agenda**
  
- 4. Executive Director Report**
  
- 5. Action Items and Reports – Grantmaking**
  - a. Action – approval of resident-led arts and culture grants
    - i. Neighborhood Connections and ioby grants
  - b. Action – approval of 2022 Support for Artist grants
    - i. Julia de Burgos, Karamu House, SPACES grants
  
- 6. Action Items and Reports – Finance and General Business**
  - a. Finance Report
  - b. Action - Approval of 2022 Budget
  - c. Action - Approval of contracts/policies
    - i. *Employee Policy updates*
      1. COVID Illness Leave policy
      2. COVID-19 Vaccination policy
      3. Remote Work policy
    - ii. *Contracts*
      1. Compelling Communications
      2. DataArts
  
- 7. Other Business**
  - a. Connect with Culture - Sankofa Fine Art Plus
  - b. Assembly for the Arts
  
- 8. Adjourn**

Next Regular Meeting: February 9, 2022 – TBD



**Minutes of the Regular Meeting of the Board of Trustees**  
Wednesday, November 10, 2021

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A regular meeting of the Cuyahoga Arts & Culture (CAC) Board of Trustees was called to order at 4:18 p.m. at Parma Snow Branch Public Library 2121 Snow Rd, Parma, OH

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

Also, in attendance were CAC staff: Jill Paulsen, executive director; Meg Harris; Heather Johnson-Banks; Julia Murphy, Johnnia Stigall and Jake Sinatra.

**1. APPROVAL OF MINUTES**

Motion by Trustee Scott-Taylor, seconded by Trustee Mendez, to approve the minutes from the September 21, 2021 meeting. Discussion: Trustee Sherman indicated that she had reviewed and provided updates to the minutes. Trustee McGowan said she too has some additional revisions which she had provided to staff. Motion to approve minutes as amended by Trustees Sherman and McGowan. Vote: all ayes. 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](#).

Trustee Sherman thanked Luis Gomez for his service and work. Ms. Paulsen welcomed Johnnia Stigall, the newest member of the CAC team. Ms. Paulsen congratulated staff member Jake Sinatra on the arrival of a new baby.

**4. CONNECT WITH CULTURE**

Ms. Johnson-Banks welcomed Tizziana Baldenebro, Executive Director of SPACES who shared the work of SPACES including the CAC funded Urgent Art Fund. You can learn more about the Urgent Art Fund [here](#).

Ms. Baldenebro shared an overview of the 2021 Urgent Art Fund Grant program which CAC funds through its Support for Artists grant program.

Trustee Sherman asked how SPACES was doing during the COVID-19 pandemic. Ms. Baldenebro responded that the pandemic has allowed for stronger connections with artists. It has also allowed a change in staff leading to a current staff of seven. The current staff identify as either women or non-binary and six as BIPOC.

## **5. BOARD ACTION**

Ms. Johnson-Banks provided an overview of the 2022 grant application and panel review process, including the recommendations for 2022 grantmaking totaling \$11,613,452 for 249 organizations based in Cuyahoga County. Ms. Johnson-Banks offered her congratulations and appreciation to 2022 applicants' thoughtful and hard work.

Ms. Murphy provided further context to the Board, as detailed in the 2022 Grant memo, which includes the process for the three core 2022 grant programs: Cultural Heritage, Project Support, and General Operating Support. Ms. Murphy said that following approval of the 2022 guidelines by CAC's Board in April, CAC staff oversaw the eligibility check, application, and panel process as outlined in the memo. CAC staff was excited to recommend to the Board 249 organizations for grant funding, including 169 Project Support grants totaling just under \$1.2 million, 69 General Operating Support grants totaling \$10.2 million, and 11 Cultural Heritage grants totaling \$215,014. Trustee Scott-Taylor said the memo was very clear in outlining the process for the 2022 grant cycle and she appreciated the additional context for this meeting.

Trustee Sherman said that she has several questions she'd like to have addressed. She asked for details related to the 13 grantees that declined their 2021 grants which totaled \$225,000. She asked if that freed up additional funds for 2022 grant making or will it mean CAC draws less from the reserve. Ms. Johnson-Banks said these organizations declined their grants due to the ongoing impact of COVID-19 on organizations. She added that declining a 2021 grant did not impact any of the organizations from being eligible to apply for a 2022 grant and that it meant those funds would not be pulled from the reserve.

Trustee Sherman confirmed that during the 2020 November meeting the Board approved moving 69 grants (and associated projects) to be carried out in 2021 (rather than 2020), Ms. Johnson-Banks said that was correct. Trustee Sherman said she was trying to look back at the level of funding over recent years for the Project Support program to determine how it had changed. Ms. Johnson-Banks said that funding has been relatively flat when you take into consideration the nearly \$500,000 of project grants which were originally approved for 2020 but reapproved for the 2021 budget due to the pandemic. Trustee Sherman asked where the funds for the Cultural Heritage grants were coming from. Ms. Johnson-Banks said that all funds come from CAC's general fund. The organizations receiving Cultural Heritage grantees are all prior Project Support grantees. This was considered when creating and budgeting for the program and there was no impact to grants to Project Support applicants.

Trustee Sherman noted that fewer BIPOC groups were being recommended for funding through 2022 Project Support. Ms. Murphy noted that 10 BIPOC organizations, previously Project Support grant recipients, applied for funding through the Cultural Heritage grant program. Ms. Johnson-Banks noted that grants funds to BIPOC-led and -serving organizations is projected to increase by 18% in 2022.

Trustee Sherman said that the amount being allocated to Project Support was 400,000 less than in previous years. Trustee Sherman stated that in 2019 there were 5 PS I applicants not recommended, and 2 PS II applicants not recommended, and in 2020 there were 2 PS I applicants not recommended, and 3 PS II applicants not recommended, but in 2021 there were a total of 25 applicants not recommended for funding. Ms. Johnson-Banks confirmed that this is correct that 25 groups were not recommended for funding by panel. Trustee Sherman asked if the three panelists were reviewing all the applications. Ms. Johnson-Banks shared that there are four sub-panels for both written and interactive and each application has three panelist

reviewers. Ms. Johnson-Banks said that this panel model is consistent with those of previous years. Trustee Sherman stated that in previous years during Project Support I two-day panels, all 15 panelists reviewed all the applications. Ms. Johnson-Banks responded that in previous years no panelist reviewed all applications. A similar model to our current process, where each panelist reviewed a set number of applications, was used again this year. Trustee Mendez shared that this is a similar process of United Way that there are sub panels and panelists only review a subset of applications.

Trustee McGowan asked how many of the applicants who were not recommended for funding by panel had not participated in technical assistance opportunities. Trustee Scott-Taylor asked for an analysis of the participation of applicants in technical assistance opportunities. Ms. Johnson-Banks said staff could gather that information to share with the Board.

Trustee Sherman went through previous scores for organizations that were not recommended for funding and found that they had received higher scores previously. Ms. Johnson-Banks reminded the Board that each application stands alone, and scores are based on the 2021 applications. Trustee Scott-Taylor asked if the application questions have changed over the years. Trustee Mendez asked if there were changes in the funding criteria. Ms. Johnson-Banks said that there are updates to application questions each year to better delineate the scoring criteria and that CAC offers training, technical assistance, and office hours for all interested applicants.

Trustee Sherman asked what the CAC staff will do to support the unsuccessful applicants through the process in the future. Ms. Johnson-Banks said that CAC staff will support all applicants, as it has done in previous years. Trustee Sherman asked if the amounts were based on applicant scores. Ms. Johnson-Banks shared that the recommendation for more than \$5,000 was a percentage of their request amount. That grants of \$5,000 or less were modeled after previous years.

Trustee Scott-Taylor asked Trustee Sherman if the details CAC staff shared were sufficient for answering questions around the scoring. Trustee McGowan requested a high-level update in the future on the impact of technical assistance on funding success rates. Trustee Scott-Taylor asked if the 2022 RFP was different than the 2021 RFP. Trustee Mendez stated that the board should look at top line results, not specific applications, to inform future cycles. Staff stated that it will include these headlines in the next board packet, in addition to what is outlined in the memos in the November packet.

### **Approval of Project Support 2022 Scores and Grants**

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Ms. Murphy presented the Board with the slate of panel-approved 2022 Project Support grantees and highlighted 169 applications recommended for funding.

The following actions were taken:

Motion by Trustee Mendez, seconded by Trustee Scott-Taylor, to approve the 2022 Project Support scores:

<b>Organization</b>	<b>Score</b>
University Hospitals (UH)	82

Discussion: None. Vote – Ayes: Mendez, Sherman, Scott Taylor. Nays: None. Abstain: McGowan. The motion carried.

Motion by Trustee Mendez, seconded by Trustee Scott-Taylor, to approve the 2022 Project Support grants:

<b>Organization</b>	<b>Score</b>	<b>Grant Amount</b>
University Hospitals (UH)	82	\$16,400

Discussion: None. Vote – Ayes: Mendez, Sherman, Scott Taylor. Nays: None. Abstain: McGowan. The motion carried.

Motion by Trustee McGowan, seconded by Trustee Scott Taylor , to approve the 2022 Project Support scores:

<b>Organization</b>	<b>Score</b>
BorderLight	75
FRONT International	87.67

Discussion: None. Vote – Ayes: McGowan, Mendez, Scott Taylor. Nays: None. Abstain: Sherman. The motion carried.

Motion by Trustee McGowan, seconded by Trustee Scott Taylor , to approve the 2022 Project Support grants:

<b>Organization</b>	<b>Score</b>	<b>Grant Amount</b>
BorderLight	75	\$15,000
FRONT International	87.67	\$17,533

Discussion: None. Vote – Ayes: McGowan, Mendez, Scott Taylor. Nays: None. Abstain: Sherman. The motion carried.

Motion by Trustee McGowan, seconded by Trustee Scott Taylor, to approve the Project Support 2022 Scores and Grants as listed in the Board handout (below). Discussion: None. Vote All Ayes. Motion carried.

<b>Organization</b>	<b>Score</b>	<b>Grant Amount</b>
Abrepaso Flamenco*	78.33	\$4,000
Achievement Centers for Children	79.67	\$4,000
America Asian Pacific Islander Organization†	75.33	\$4,000
America SCORES Cleveland	81	\$13,700
American Hungarian Friends of Scouting	76.50	\$6,232
American Slovenian Polka Foundation	83.67	\$4,000
Aradhana Committee†	80	\$12,664
Art of Me*†	97.33	\$5,000
Arts in Strongsville	86.33	\$4,000
Arts Renaissance Tremont (ART)	88.33	\$4,000
Baldwin Wallace University	79.67	\$15,933
Bay Village Community Band	75	\$2,800
Beachwood Arts Council	75.33	\$3,960
Benjamin Rose Institute on Aging	87.33	\$4,000

Berea Arts Fest	76.50	\$6,583
Big Creek Connects	81	\$1,600
Blazing River Freedom Band	83.67	\$840
Blue Streak Ensemble	87	\$4,000
Brite Cleveland	88	\$17,600
Brooklyn Heights Service Clubs	75.33	\$4,000
Buck Out Foundation†	88.33	\$7,640
Building Bridges Murals	90.33	\$5,000
Burning River Baroque	95.33	\$5,000
Burten, Bell, Carr Development†	88	\$4,000
Campus District Inc.	97.33	\$5,000
Carolyn L. Farrell Foundation for Brain Health	85	\$15,050
Case Western Reserve University	83.33	\$4,000
Cassidy Theatre	90.67	\$5,000
Catholic Charities Diocese of Cleveland	84	\$4,000
Cedar Fairmount Special Improvement District	78.33	\$4,000
Cesear's Forum	80.67	\$4,000
Chagrin Arts	75.33	\$14,709
Chagrin Documentary Film Festival	87.33	\$17,467
ChamberFest Cleveland	75.33	\$15,067
Choral Arts Cleveland	82.33	\$4,000
City Ballet of Cleveland	84.33	\$4,000
CityMusic Cleveland	91.67	\$18,333
Cleveland Chamber Choir	83	\$10,214
Cleveland Chamber Collective	92.67	\$5,000
Cleveland Chamber Music Society	83.67	\$12,550
Cleveland Chamber Symphony	88	\$4,000
Cleveland Composers Guild	86.33	\$4,000
Cleveland Cultural Gardens Federation	90	\$18,000
Cleveland Leadership Center	79	\$4,000
Cleveland Opera Theater	87.33	\$17,467
Cleveland Philharmonic Orchestra	78.67	\$4,000
Cleveland Photo Fest*	90	\$5,000
Cleveland Rape Crisis Center	99	\$5,000
Cleveland Rocks: Past Present and Future	85.67	\$17,133
Cleveland School of the Arts Board of Trustees	89.33	\$17,867
Cleveland Seed Bank	88.33	\$4,000
Cleveland Shakespeare Festival	86	\$4,000
Cleveland TOPS Swingband	90.67	\$5,000
Cleveland Treatment Center	90	\$10,719
Cleveland Uncommon Sound Project	87.67	\$4,000

Cleveland Women's Orchestra	84.33	\$4,000
CollectivExpress†	94.33	\$5,000
Colors+Youth Center*	95.67	\$5,000
Comité Mexicano†	86.33	\$4,000
Community Cup Classic Foundation†	97	\$5,000
Connecting for Kids of Westlake OH	84.50	\$4,000
convergence-continuum	81.33	\$10,990
Coventry Village Special Improvement District	87.67	\$4,000
Cudell Improvement	87.67	\$9,001
DANCEVERT	89	\$4,000
Downtown Cleveland Alliance	90.67	\$10,467
Eliza Bryant Village†	99.33	\$5,000
ENCORE Chamber Music	91	\$18,200
Esperanza†	88	\$4,000
Far West Center	84	\$4,000
Focus On Education†	80	\$4,000
Folknet	86.67	\$3,200
Food Strong	90.67	\$5,000
Front Steps Housing and Services	93.67	\$5,000
FrontLine Service	98.33	\$5,000
FutureHeights	94.33	\$5,000
Gardening in the District	78.67	\$4,000
German Music Society	81.33	\$1,440
Global Cleveland*	83	\$4,000
Good Company: A Vocal Ensemble	80	\$4,000
Graffiti HeArt	78	\$4,000
Greater Cleveland Film Commission	89.67	\$4,000
Greater Cleveland Neighborhood Centers Association	80	\$16,000
Greater Collinwood Development Corporation	88.33	\$4,000
Harvard Community Services Center†	90.33	\$5,000
Heights Youth Theatre	84.67	\$15,462
Henry Johnson Center	88.67	\$4,000
Hispanic Business Center†	86.67	\$4,000
Historic Gateway Neighborhood Corporation	85	\$4,000
Historic Warehouse District Development Corporation	84.33	\$4,000
Hospice of the Western Reserve	85	\$17,000
In Harmony Therapeutic Services*	81.33	\$1,164
India Fest USA†	95	\$5,000
International Community Council	86.33	\$4,000
International Women's Air & Space Museum	92.33	\$5,000
Italian Cultural Garden	84.33	\$4,000

Jennings Center for Older Adults	83	\$10,458
Jewish Family Service Association of Cleveland Ohio	87	\$4,000
Jones Road Family Development Corporation	79.33	\$6,619
Kulture Kids	93.33	\$5,000
Lake Erie Institute	75	\$4,000
Lakewood Young Filmmakers Academy	80	\$3,960
LakewoodAlive	91.33	\$5,000
Larchmere PorchFest	94.33	\$5,000
Les Délices	88	\$17,600
Lexington-Bell Community Center	78	\$7,770
LGBT Community Center Greater Cleveland	85.67	\$4,000
Literary Cleveland	88.67	\$17,733
Little Lumpy's Center for Educational Initiatives†	78.50	\$5,018
Local 4 Music Fund	88	\$13,842
LYLESART†	79.33	\$4,000
Maelstrom Collaborative Arts	95.33	\$10,563
Malachi Center	95	\$4,750
Mandel JCC	87	\$16,536
May Dugan Center	95.67	\$5,000
MidTown Cleveland	91	\$5,460
MorrisonDance	83.67	\$4,000
Music and Art at Trinity	80.50	\$11,370
Naach Di Cleveland†	89.67	\$4,000
NewBridge Cleveland Center for Arts & Technology	84.67	\$16,933
North Union Farmers Market	92.33	\$5,000
Northeast Ohio Coalition for the Homeless	92.33	\$5,000
Notes for Notes	97.67	\$5,000
Notre Dame College	85	\$17,000
OCA Cleveland†	91	\$5,000
Open Doors Academy	89.33	\$17,867
Open Tone Music	90.33	\$18,067
PALS for Healing	92	\$5,000
Parma Area Fine Arts Council	77	\$2,400
Playwrights Local	92	\$11,604
Polish American Cultural Center*	75.33	\$4,000
Polish Village Parma	75.67	\$4,000
Quire Cleveland	82	\$8,790
Reaching Heights	97.33	\$5,000
Renovare Music*	88.67	\$4,000
Restore Cleveland Hope†	86.67	\$4,000
Roberto Ocasio Foundation†	90.67	\$5,000



Slavic Village Development	87	\$4,000
SOS: Strengthening Our Students <sup>†</sup>	85.67	\$4,000
Stellar Acrobatic Dance Academy <sup>†</sup>	96	\$5,000
Suburban Symphony Orchestra	88	\$4,000
Talespinner Children's Theatre	83	\$10,331
Tender Hearts Crusades <sup>†</sup>	97	\$5,000
The City Club of Cleveland	86.67	\$16,258
The Gathering Place	89	\$4,000
The Harvard Square Center <sup>†</sup>	79.67	\$4,000
The Movement Project	79.67	\$5,991
Thea Bowman Center <sup>†</sup>	86.33	\$4,000
Trobár Medieval*	79	\$4,000
UCI	82	\$16,400
Ursuline College	95.33	\$5,000
VIVA Bavaria	85.33	\$4,000
Wake Up and Live's Actor's Studio <sup>†</sup>	84.67	\$4,000
Waterloo Arts	77.50	\$15,500
West Park Kamm's Neighborhood Development	90.33	\$4,500
West Shore Chorale	85.33	\$4,000
West Side Catholic Center	95.67	\$5,000
West Side Community House	85.67	\$17,133
Western Reserve Chorale	75.33	\$4,000
Western Reserve Fire Museum & Education Center	75.67	\$4,000
Western Reserve Land Conservancy	86	\$4,000
Westlake Chinese School <sup>†</sup>	94	\$5,000
Westown Community Development Corporation	86	\$4,000
Windsong, Cleveland's Feminist Chorus	92	\$5,000
Women in History	82.67	\$4,000
Youth Challenge	92.67	\$5,000

### **Approval of General Operating Support 2022 Grants**

Ms. Johnson-Banks stated that the Board would be asked to approve the grant amounts for the 69 General Operating Support groups with a total allocation of \$10.2 million per the 2022 Grants memo.

The following actions were taken after the presentation:

Motion by Trustee Scott Taylor, seconded by Trustee McGowan, to approve the 2022 General Operating Support grants:

<b>Organization</b>	<b>Grant Amount</b>
Assembly	\$41,599

Discussion: None. Vote – Ayes: McGowan and Scott Taylor. Nays: None. The motion carried.

Motion by Trustee McGowan, seconded by Trustee Scott Taylor, to approve the 2022 General Operating Support grants:

<b>Organization</b>	<b>Grant Amount</b>
Cleveland Institute of Art	\$563,713
DANCECleveland	\$46,103

Discussion: None. Vote – Ayes: McGowan, Mendez, Scott Taylor. Nays: None. Abstain: Sherman. The motion carried.

Motion by Trustee Scott Taylor, seconded by Trustee McGowan, to approve the 2022 General Operating support grants as listed in the Board handout (below). Discussion: None. Vote: All ayes. The motion carried.

<b>Organization</b>	<b>Score</b>	<b>Grant Amount</b>
Apollo's Fire Baroque Orchestra		\$101,762
Art House		\$20,482
Art Therapy Studio		\$44,895
Artists Archives of the Western Reserve		\$24,777
BA Yarts		\$55,757
Beck Center for the Arts		\$124,020
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	75.30	\$41,618
Cleveland Botanical Garden		\$16,3354
Cleveland Classical Guitar Society	95.33	\$25,544
Cleveland Institute of Music		\$507,024
Cleveland International Film Festival		\$139,394
Cleveland Jazz Orchestra		\$21,871
Cleveland Museum of Art		\$931,148
Cleveland Museum of Natural History		\$481,344
Cleveland Play House		\$312,221
Cleveland POPS Orchestra		\$62,064
Cleveland Public Theatre		\$106,671
Cleveland Restoration Society		\$75,049
Collective Arts Network	87	\$29,143
Contemporary Youth Orchestra		\$30,768
Dancing Wheels		\$35,898
Doan Brook Watershed Partnership	86.67	\$37,238
Dobama Theatre		\$48,164
Dunham Tavern Museum	82.33	\$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		\$45,371
Rainey Institute		\$87,227
Rock and Roll Hall of Fame and Museum		\$69,6273
Roots of American Music		\$20,760
Shaker Historical Society		\$14,359
SPACES		\$34,668
The Cleveland Opera		\$15,097
The Cleveland Orchestra		\$1,027,491
The Music Settlement		\$193,895
The Musical Theater Project		\$52,611
The Sculpture Center		\$15,070
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

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**Approval of Cultural Heritage 2022 Grants**

Ms. Johnson-Banks stated that the Board would be asked to approve the grant amounts for the 11 Cultural Heritage groups with a total allocation of \$215,014 per the 2022 Grants Memo.

The following actions were taken after the presentation:

Motion by Trustee McGowan, seconded by Trustee Scott Taylor, to approve the 2022 Cultural Heritage scores:

<b>Organization</b>	<b>Score</b>
AfricaHouse International†	80.67
Cleveland Association of Black Storytellers†	81.67
Djapo Cultural Arts Institute†	91.67
DuffyLit†	93.33
Foluke Cultural Arts†	93.67
Greater Cleveland Urban Film Foundation†	95
Julia De Burgos Cultural Arts Center†	93.33
LatinUs Theater Company†	92
Mojuba! Dance Collective†	90.33
Sankofa†	88.67
Slovenian Museum and Archives	86.33

Discussion: None. Vote: All ayes. The motion carried.

Motion by Trustee Mendez, seconded by Trustee Scott-Taylor, to approve the 2022 Cultural Heritage grant amounts:

<b>Organization</b>	<b>Grant Amount</b>
AfricaHouse International†	\$25,618
Cleveland Association of Black Storytellers†	\$5,000
Djapo Cultural Arts Institute†	\$25,025
DuffyLit†	\$16,798
Foluke Cultural Arts†	\$30,000
Greater Cleveland Urban Film Foundation†	\$30,000
Julia De Burgos Cultural Arts Center†	\$30,000
LatinUs Theater Company†	\$29,932
Mojuba! Dance Collective†	\$7,923
Sankofa†	\$5,000
Slovenian Museum and Archives	\$9,718

Discussion: None. Vote: All ayes. The motion carried.

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

## **6. FINANCE REPORT**

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

Ms. Harris shared that we are using a forecast over the last three years and we are still showing a decline in revenue. To have cash on hand we will need to take money from the reserve.

Trustee Sherman asked if we will be approving the full budget including operations during our December Board meeting. Ms. Harris stated that the December Board meeting will include the full budget.

## **7. CONTRACTS**

There were no contracts.

## **8. ASSEMBLY FOR THE ARTS**

Jeremy Johnson, President and CEO of Assembly for the Arts shared his thanks for having him. Mr. Johnson shared that Assembly is not merging with Cuyahoga Arts & Culture but working in alliance. Assembly for the Arts is about thinking creatively of expanding the pie, the second part of the mission is to increase equity.

They are expanding by looking at multiple avenues of funding including city, state, and county funding. Mr. Johnson stated that Assembly is working with CAC to seek dollars from the American Rescue Plan Act to support artists, nonprofit organizations, and creative business. Mr. Johnson stated that they hold monthly assemblies with constituents asking how to amplify the works of creative community. Mr. Johnson also shared the Grantmakers in the Arts Workshop series for art organizations and art funders around capitalization around Equity and Funding that will be offered in the new year. Trustee Sherman applauded the work of Assembly for the Arts.

*Trustee Scott-Taylor left at 5:33 pm.*

Trustee Sherman said she is still interested in revisiting changes to CAC Ethics Policy but that the Board would wait until next year to have further discussion on this topic once a new member is appointed.

The next meeting will be held at 3:30 pm on Wednesday, December 15, 2020 at South Euclid-Lyndhurst Public Library 1876 South Green Rd, South Euclid, OH 44121. The meeting will be available to livestream on YouTube.

## **9. ADJOURNMENT**

Motion by Trustee Mendez, seconded by Trustee McGowan, to adjourn the meeting. No discussion. Vote: all ayes. The motion carried. The meeting was adjourned at 5:39 pm.

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Charna Sherman, President, Board of Trustees

Attest:

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Michele Scott Taylor, Secretary, Board of Trustees

# Executive Director's Report

Regular Meeting of the Board of Trustees: December 15, 2021

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

I want to welcome our newest Board member, Ms. Karolyn Isenhardt. She comes to CAC with deep experience in the local arts scene and strong commitment to supporting the diversity of our local creative community.

On the 15<sup>th</sup>, we will ask the Board to approve several important items that position CAC for a positive 2022. Most notably: the 2022 operational budget and 2022 Resident-Led and Support for Artist grants.

See memos in this packet for further detail on all action items.

See the Staff Report for more highlights from CAC's core 2022 grantmaking (general operating, cultural heritage, and project support grants) that the Board approved in November, including:

- 88% of all organizations that applied for funding were successful in CAC's panel process and received a 2022 grant.
- Of the applicants that participated in at least one CAC technical assistance workshop, 94% were recommended for a grant through the panel process.
- CAC increased its funding to Black, Indigenous, Person of Color (BIPOC)-led and -serving organizations by 18% in 2022 from 2021, due in part to the launch of a new grant program that provides flexible, core support to arts organizations that represent culturally specific communities. This success was noted by local press: [\*Staging a comeback: CAC Cultural Heritage grant winners elevate new voices.\*](#)
- 100% of the organizations who chose not to apply for a 2022 grant received personalized emails or phone calls from CAC staff during the application process. We provided technical support offers and/or assurance that CAC will work with them in future applications rounds when they are ready to apply. We anticipate that applications will rise again to nearly 300 as we enter a new – and hopefully safer – stage of the pandemic.

Finally, at the December meeting we look forward to sharing more about CAC's coalition efforts with Assembly to secure local ARPA funding – a joint effort that will ramp up in 2022 under new Mayoral and City Council leadership.

Thank you for your attention to matters before the Board today.

Respectfully,

Jill

## Updates from Staff: 2021 Highlights

### CAC Board Meeting December 15, 2021

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

**What follows is a summary of the work the team accomplished in 2021.**

### **1. GRANTMAKING: Connecting with artists and organizations**

Our 2021 objectives were to: 1) continue to build strong working relationships and connections with all grant recipients; 2) Deepen our commitment to BIPOC organizations; 3) Provide learning opportunities for grant recipients; and 4) Continue to meet the needs of artists through the Support for Artists grant program.

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

- Managed a portfolio of **295 grant recipients** in our primary grant programs, offering personalized customer service.
- **Led four grant recipient workshops**, attended by 96 organizations, including all new 2021 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 COVID-19 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 also 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 390 resident-led arts and culture projects with Neighborhood Connections**. In 2021, our \$60,000 investment helped co-fund 36 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 3<sup>rd</sup> year of the **ioby Cuyahoga Arts & Culture Match Fund**. The fund provided up to \$3,000 per project in match funds, totaling \$75,000 in resident-led arts projects. CAC funds helped residents raise an additional \$102,284 on ioby.org, for a total of \$177,284 directed to 32 local arts and culture projects. This includes a 14% increase in the number of projects and 29% increase in the amount of funds raised 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.** The self-reported demographics of ioby project leaders in Cleveland in 2021 were 55.8% Black or African American, 25.6% White, 7% Hispanic or Latino, 7% Another race or ethnicity, 2.3% Asian, and 2.3% Multiracial or Multiethnic.

- Building off 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 2022 Grantmaking Process.**

- The application process opened for 2022 Project Support and 2022-23 General Operating Support, and 2022 **Cultural Heritage**, CAC's newest grant program.
- 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 337, with some participants attending multiple offerings. **Of the applicants that participated in a workshop, approximately 94% were recommended for funding.**
- 100% of General Operating Support and Cultural Heritage applicants participated in the technical assistance designed for the respective grant program and **all applicants were recommended for funding.**
- CAC staff conducted proactive outreach and consistent one-on-one technical assistance via phone, email, and meetings with applicants, resulting in **184 recommended grant recipients.**
- When combined with the steady cohort of General Operating Support grantees, **the 2022 portfolio includes 249 organizations** with grants totaling \$11,613,452. This includes \$491,034 to applicants identifying at BIPOC-led and -serving, **an 18% increase over 2021.**
- In its first year, all 11 Cultural Heritage applicants were recommended for grants providing flexible support to organizations that are representative of a culturally specific population. **91% of Cultural Heritage grant recipients are BIPOC-led and serving.**

**Coordinated Public Panels.** To review and recommend grants in a transparent and impartial manner, CAC staff recruited **25 panelists** from around the country. Staff trained panelists in the review process and funding criteria and stressed the connection between respecting their community and public benefit. For the interactive and written panels, staff chaired the proceedings, provided technical support to panelists, shared progress on social media. Panelists read, reviewed, and scored 194 Project Support, 5 General Operating Support, and 11 Cultural Heritage applications in September, **with 88% of all applicants recommended for funding.** Staff worked to prioritize panelist diversity across age, race, gender and discipline. What follows is a self-identified breakdown by race/ethnicity, gender, and age of our 2022 panelists:



Panelist Race	
Asian or Asian American	12%
Black or African American	16%
Hispanic or Latino/a/x	8%
Multiracial	12%
White or European American	52%

Panelist Age	
20-29	14%
30-39	27%
40-49	27%
50-59	14%
60-69	18%

Panelist Gender	
Gender Queer	4%
Female	36%
Male	60%

- The **Interactive Project Support panel** was held September 27 and 28<sup>th</sup> via Zoom livestream, which has been viewed over 100 times. 8 panelists reviewed 64 applications, recommending 52 for funding.
- The **Cultural Heritage panel** was held September 29<sup>th</sup> via Zoom livestream, which has been viewed over 70 times. 5 panelists reviewed 11 applications, all of which were recommended for funding.
- The **General Operating Support panel** was held September 30<sup>th</sup> via Zoom livestream, which has been viewed over 70 times. 5 panelists reviewed 5 applications, all of which were recommended for funding.
- The **Written Project Support** panel was conducted online, as it has been in previous years.
  - 12 panelists reviewed 130 applications, recommending 117 for funding.
  - Panelists wrote comments, along with their scores, which have been shared with applicants as feedback and as an educational tool for future applications.

**Highlighting New Grant Recipients.** 9 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 2022 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:

- Abrepaso Flamenco
- Art of Me
- Cleveland Photo Fest
- Colors+ Youth Center
- Global Cleveland
- In Harmony Therapeutic Services
- Polish American Cultural Center
- Renovare Music
- Trobár Medieval

**Expanded Our 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 programs.
  - Offered a workshop called Applying Equity to Financial Management provided by BDO FMA, attended by individuals with financial decision-making roles.
  - As of November 2021, **87 individuals** participated in CAC’s funded programs through ThirdSpace Action Lab, including the half-day Groundwater Training, two-day Latinx Challenge, and the two-day Phase I Training.

- **Supported the work of GOS grant recipients moving from learning to action** with the series – Operationalizing Equity and Belonging in the Arts, presented by Gradient Consulting. Across all six sessions, people participated 132 times.
- Worked with SMU DataArts to present “**Introduction to the New Cultural Data Profile,**” a workshop for arts & cultural organizations to walk through recent changes, give a refresher on the CDP, and share free tools to analyze data. **77 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 **930 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 and click ratings.
- **51 participants, representing the majority of GOS grant recipients, attended the Goalsetting Workshop hosted by CAC staff.** Aimed at returning GOS grantees, this workshop focused on CAC’s goalsetting requirements, the SMARTIE goal framework, and included a case study from Dobama Theatre.

**Made Grants to Provide Support and Funding to Artists.** Throughout 2021, Cuyahoga Arts & Culture staff worked with six 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 reflect new work implemented in 2021, while the remainder were extensions granted due to the onset of the pandemic. 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. In all, more than 100 artists benefitted from a CAC-funded program or funding opportunity in 2021.

<b><u>2021 Support for Artists Grant Recipients</u></b>	unrestricted monetary support	specific project support	physical spaces	institutional connections	professional development
<b>Center for Performance and Civic Practice</b>	X	X	X	X	X
<b>Cleveland Public Theatre</b>		X	X	X	X
<b>Julia de Burgos</b>	X	X	X	X	X
<b>Karamu House</b>	X	X	X	X	X
<b>LAND studio</b>				X	X
<b>SPACES</b>	X	X	X	X	X

In a memo that follows in this packet, staff outlines recommendations to continue to serve the diverse spectrum of artists in our community. For more information about this process and Support for Artists partners, visit [www.cacgrants.org/artists](http://www.cacgrants.org/artists).

## 2. COMMUNICATIONS / Connecting with residents

Our 2021 communications objectives were to: 1) Respond to the COVID-19 pandemic with consistent and transparent communications; 2) Promote the work of the new arts alliance (Assembly for the Arts) by raising awareness about opportunities that benefit CAC grantees; 3) Use monthly media partnerships and communications channels to highlight CAC-funded organizations with a focus on racial equity; and 4) Continue to build community by offering virtual Arts and Culture Network Nights.

**Crisis to Recovery: Continued COVID-19 Communications.** Building off our work in 2020, CAC continued its efforts to communicate transparently and provide information and resources related to funding and support. Moving from the initial crisis to the prolonged recovery period, CAC highlighted stories of inspiration and innovation in 2021. CAC also continued to support communications for virtual CAC Board of Trustees and committee meetings, as well as for our online grant panel and associated video livestreams. Though in-person meetings have resumed, CAC continues to offer a livestream of Board meetings.

- **Yet We Created: 2020 Report to the Community.** In June, CAC released its Report to the Community, titled “Yet We Created.” The report summarizes the devastating impact of the COVID-19 pandemic on CAC grant recipients over the past year, as well as ways that CAC funding has helped groups to navigate challenges and respond creatively. The report has been viewed by hundreds of CAC stakeholders, including an email distribution to thousands of grantees, public officials, and other engaged residents. You can view and share the report at [cacgrants.org/2020](https://cacgrants.org/2020).
- **COVID-19 Impact Reports.** The impact of the pandemic on CAC grantees was shared widely with our stakeholders and the broader community through media coverage and continued advocacy using data gathered through CAC’s reporting processes. The reports were cited frequently as a local demonstration of the continued devastation of the COVID-19 pandemic, and of CAC’s response during this challenging time:
  - [Report Shows Cleveland Arts Sector Hit Hard By Pandemic | Arts & Culture | ideastream](#)  
February 5, 2021
  - [Arts and cultural nonprofits in Cuyahoga County hit hard by pandemic, new survey finds \(cleveland19.com\)](#)  
February 10, 2021
  - [New Cuyahoga Arts & Culture Survey Shows COVID-19's Impact On Arts Economy | Arts & Culture | Ideastream Public Media](#)  
September 21, 2021
  - [Arts and culture nonprofits in Cuyahoga County continue to take heavy losses in the pandemic | Crain's Cleveland Business \(crainscleveland.com\)](#)  
September 21, 2021
  - [New Cuyahoga Arts & Culture Survey Shows COVID-19's Impact On Arts Economy | WKSU](#)  
September 22, 2021
  - [Starving artists: COVID-19 continues to impact arts and culture as we try to return to normal \(freshwatercleveland.com\)](#)  
September 23, 2021

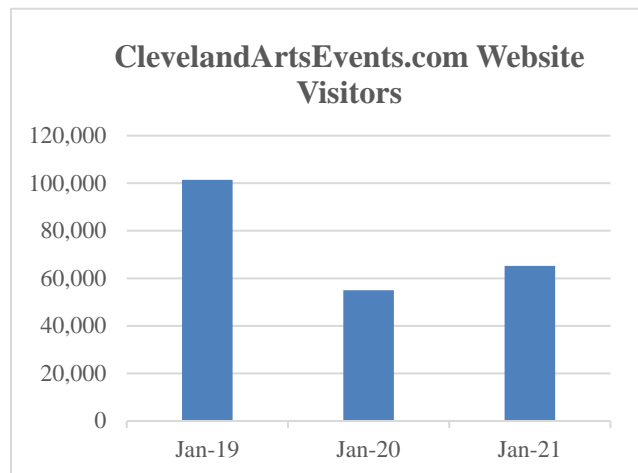
**Highlighted the Work of CAC Grantees.** As part of our media partnership with FreshWater Cleveland, **ten features were issued** to raise awareness of CAC’s grant recipients and other initiatives. Each piece shared a unique perspective on CAC-funded activities. These stories **received over 328,700 views** through FreshWater Cleveland’s website and social media pages.

In addition, CAC continued its successful partnership with WKYC Channel 3, which featured seven live or recorded TV segments highlighting the work of CAC grantees and promoting the ClevelandArtsEvents.com website. Those promoted videos **reached more than 288,000 people** through wkyc.com and Facebook advertising. We look forward to continuing to highlight our grantees, with an emphasis on BIPOC-led and -serving organizations in 2022.



**Supported Virtual/Online Resident Connections to CAC-Funded Events.** In 2021, CAC continued to evolve our events website to provide information about CAC-funded programs, jobs, calls for artists, and more. Since the addition of our “Online/Streaming” event category, **more than 1,500 virtual or online events have been posted.** We continue to work with the website vendor to make this platform responsive to the needs of CAC grantees and to help them reach more residents at this challenging time.

**Website traffic increased 20% from 2020 to 2021.** Though we have not resumed usership on par with the pre-pandemic rate (2019), the site has continued in 2021 to see nearly **6,000 users per month who view more than 15,000 pages each month in 2021.**



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 15,000 views in 2021. CAC grew or maintained strong participation on its social platforms:

**Cuyahoga Arts & Culture Social Media Awareness**

	Dec 2019	Dec 2020	Dec 2021
<b>Facebook Followers</b>	15,352	16,191	16,622
<b>Twitter Followers</b>	130,968	127,536	124,942
<b>Instagram Followers</b>	2,612	3,374	4,200

**Gathered the Arts & Cultural Community.** Working with Neighborhood Connections, CAC offered opportunities to convene our grant recipients, artists, and residents. In 2021, CAC offered **six virtual 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 20-50 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. We look forward to continuing to host Arts and Culture Network Nights in 2022, in partnership 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 50 media placements focused on or mentioning CAC's work or support in 2021**, that contributed to continued awareness of CAC:

- [Cuyahoga County Arts Advocates Make Case For Broader Tobacco Tax | Arts & Culture | ideastream](#) February 2, 2021
- [Cuyahoga County arts advocates want permission to expand cigarette tax through state budget amendment - cleveland.com](#) March 4, 2021
- [Government relief offers lifeline to performing arts community | Theater | clevelandjewishnews.com](#) April 9, 2021
- [Pandemic year resulted in 6,500 canceled events, \\$119M lost revenue for Cuyahoga arts and culture nonprofits - cleveland.com](#) June 24, 2021
- [Students, artists team up with Cuyahoga Arts & Culture to tout LGBTQ+ Pride and racial equity \(freshwatercleveland.com\)](#) August 26, 2021
- [Cuyahoga Arts & Culture announces \\$11.6M in grants for 2022 | Arts & Culture | Ideastream Public Media](#) November 10, 2021

### 3. EFFECTIVE TEAMWORK AND OPERATIONS

Our 2021 objectives were to: 1) Continue our commitment to professional development; 2) Use equity primes to guide our decision making and work toward a multi-cultural organizational culture (MCOB); and 3) Continue to steward public funds in a responsible and transparent manner.

- **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.
- **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.
- **Committed to working together effectively,** staff conducted a 4-part retreat which culminated in the development of new team agreements.
- **Philanthropy DEI Committee.** India Pierre-Ingram completed her first year on the DEI Committee and supported the Committee in thinking through equity and inclusion practices.
- **Good luck at school, Luis!** This summer we congratulated Luis Gomez as he made the decision to pursue a master's in social work. In his three years as a CAC program manager, Luis placed a priority on building strong relationships with the groups we serve and took the lead on our work with Neighborhood Connections.
- **Congratulations to Chey!** Upon completing their one-year Cleveland Foundation Public Service Fellowship, Chey Jeffries landed a wonderful role at the Detroit-based Transforming Power Fund, a collaborative that focuses on community-led grantmaking and donor organizing
- **Welcome, Johnnia!** In October Johnnia Stigall joined the grant program team. She oversees a portfolio of more than 100 organizations that receive funding through or plan to apply to CAC's General Operating Support, Cultural Heritage, and Project Support grant programs. She brings experience working in nonprofit organizations and training as a musician to CAC, most recently working at the Cleveland Institute of Music.
- **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. This year, CREW developed a description to guide their work and bring organizational clarity. CREW also developed 2021 Goals and you can view updates in the [Core Racial Equity Working Group Updates document](#).
- **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.
- **2021 Crain's Women of Note.** CAC's executive director Jill Paulsen was selected by Crain's Cleveland Business for its Women of Note Award.

## **FINANCIAL UPDATE 2021 YTD**

**Revenue.** Tax revenue through November 30 was \$10,943,581. This is \$128,708 (1.2%) above budget year-to-date and \$601,105 (4.5%) below revenue for the same period in 2020. Interest revenue through November was \$167,497.

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

- RedTree Investment Group: \$12,938,763(target yield 1.24%)
- STAR Ohio: \$4,975,741 (yield .09%)

**Expenditure.** Expenditures through November were \$13,328,393 and are tracking under budget by \$425,000 primarily due to reduced grant payments resulting from several organizations declining or scaling back their 2021 grants due to programming challenges related to challenges from COVID-19. Additionally, we are modestly underbudget in other categories mainly for the same reason, projects we planned to undertake were scaled back or delayed due to the ongoing pandemic.

### **2021 Year End Outlook**

Revenue is expected to slightly exceed forecast by year end, pending tax receipts for December. As stated above, expenses for 2021 are below budget primarily due to canceled or scaled-back project grants. CAC will finish the year with expenses approximately \$425,000 below budget and will draw approximately \$1,250,000 from the reserve to balance expenditures vs revenue for the year. The approved 2021 budget planned for a draw on the reserve of \$1.8 million.

### **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.

### **Human Resources Policy Additions**

There three policy additions brought to the Board for review and approval at this meeting. All polices are included in the packet and are effective immediately, upon the Board's approval. The polices, which follow this report, are:

- Remote/Telework/Hybrid Work Policy: This policy provides guidelines around working from home, whether it be in a hybrid capacity or at times an ongoing capacity (as we are doing now).
- COVID-19 Vaccination Policy: This policy requires that employees of CAC be vaccinated against COVID-19.
- COVID-19 Illness Leave: This policy provides for additional 40 hours of paid sick leave should an individual contract COVID-19 and require the time off for recovery.

<b>Cuyahoga Arts &amp; Culture</b>				
<b>Through 11/30/21</b>				
	<b>Actual YTD</b>	<b>Budget YTD</b>	<b>\$ Over/Under Budget</b>	<b>% of Budget</b>
<b>Ordinary Revenue/Expenditures</b>				
<b>Revenue</b>				
Excise Tax	\$ 10,943,581	\$ 10,814,873	\$ 128,708	101.19%
Interest	\$ 167,497	\$ 164,550	\$ 2,947	101.79%
Other revenue			\$ -	
<b>Total Revenue</b>	<b>\$ 11,111,078</b>	<b>\$ 10,979,423</b>	<b>\$ 131,655</b>	<b>101.2%</b>
<b>Expenditures</b>				
<b>Arts &amp; Cultural Programming</b>				
Salaries, Wages and Benefits	\$ 324,370	\$ 353,577	\$ (29,206)	91.7%
Grant Panel Expenses	\$ 13,588	\$ 17,000	\$ (3,413)	
Grant Management Expenses	\$ 56,776	\$ 76,905	\$ (20,129)	73.8%
Awareness Activities	\$ 17,763	\$ 27,800	\$ (10,037)	63.9%
Grants**	\$ 12,419,714	\$ 12,703,634	\$ (283,920)	97.8%
<b>Total A&amp;C Exenditures</b>	<b>\$ 12,832,211</b>	<b>\$ 13,178,915</b>	<b>\$ (346,704)</b>	<b>97.4%</b>
<b>General &amp; Administrative</b>				
Salaries, Wages and Benefits	\$ 305,513	\$ 321,566	\$ (16,053)	95.0%
Facilities, Supplies, Equipment	\$ 66,060	\$ 77,115	\$ (11,055)	85.7%
Professional Fees	\$ 124,609	\$ 178,724	\$ (54,115)	69.7%
Depreciation	\$ -	\$ -	\$ -	
<b>Total G&amp;A Expenditures</b>	<b>\$ 496,182</b>	<b>\$ 577,405</b>	<b>\$ (81,223)</b>	<b>85.9%</b>
<b>Total Expenditures</b>	<b>\$ 13,328,393</b>	<b>\$ 13,756,320</b>	<b>\$ (427,927)</b>	<b>96.9%</b>
<b>Net Ordinary Revenue</b>	<b>\$ (2,217,315)</b>	<b>\$ (2,776,897)</b>	<b>\$ 559,582</b>	

\*\* Outstanding 2021 grant obligations are on the balance sheet.

<b>Non-grant cash disbursements YTD</b>	\$ 908,679	\$ 1,052,686	\$ (144,007)
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Cuyahoga Arts & Culture  
Balance Sheet as of

**Nov 30, 21**

**ASSETS**

**Current Assets**

**Checking/Savings**

**KeyBank** \$ 103,165

**RedTree (U.S.Bank)** \$ 12,938,763

**Star Ohio** \$ 4,975,741

**Total Checking/Savings** \$ 18,017,669

**Accounts Receivable**

**11000 · Accounts Receivable** \$ 865,654

**Total Accounts Receivable** \$ 865,654

**Other Current Assets**

**12100 · Prepaid Expenses** \$ 3,745

**Total Other Current Assets** \$ 3,745

**Total Current Assets** \$ 18,887,068

**Fixed Assets**

**15000 · Furniture and Equipment** \$ 75,223

**15001 · Software and Webdesign** \$ 10,000

**17000 · Accumulated Depreciation** \$ (83,429)

**Total Fixed Assets** \$ 1,794

**TOTAL ASSETS**

**\$ 18,888,862**

**LIABILITIES & EQUITY**

**Liabilities**

**Current Liabilities**

**Accounts Payable**

**20000 · Accounts Payable** \$ 7,000

**Total Accounts Payable** \$ 7,000

**Other Current Liabilities**

**24000 · Payroll Liabilities** \$ 3,855

**24200 · GOS Grants** \$ 1,020,002

**24300 · Project Support Grants** \$ 956,387

**24400 · Other Grants/Program Contracts** \$ 160,000

**Total Other Current Liabilities** \$ 2,140,244

**Total Current Liabilities** \$ 2,147,244

**Total Liabilities** \$ 2,147,244

**Equity**

**32000 · Retained Earnings** \$ 18,958,933

**Net Income** \$ (2,217,315)

**Total Equity** \$ 16,741,618

**TOTAL LIABILITIES & EQUITY**

**\$ 18,888,862**

<b>CIGARETTE TAX RECEIPTS FY 20 VS FY 21 YTD</b>				
	<u>2020</u>	<u>2021</u>		
<b>Month</b>	<b>2020</b>	<b>2021</b>	<b>\$VAR</b>	<b>20-21%VAR</b>
JANUARY	\$ 1,076,305.39	\$ 879,251.89	\$ (197,053.50)	-18.3%
FEBRUARY	\$ 994,450.54	\$ 767,148.61	\$ (227,301.93)	-22.9%
MARCH	\$ 1,061,588.50	\$ 1,160,248.70	\$ 98,660.20	9.3%
APRIL	\$ 984,297.91	\$ 1,110,191.70	\$ 125,893.79	12.8%
MAY	\$ 857,554.60	\$ 887,123.22	\$ 29,568.62	3.4%
JUNE	\$ 1,974,335.05	\$ 1,919,137.93	\$ (55,197.12)	-2.8%
JULY	\$ 264,637.95	\$ 249,437.79	\$ (15,200.16)	-6%
AUGUST	\$ 1,110,212.04	\$ 1,133,490.66	\$ 23,278.62	2%
SEPTEMBER	\$ 1,204,394.78	\$ 856,790.12	\$ (347,604.66)	-29%
OCTOBER	\$ 1,067,270.43	\$ 1,115,112.10	\$ 47,841.67	4%
NOVEMBER	\$ 949,644.47	\$ 865,654.26	\$ (83,990.21)	-9%
DECEMBER	\$ 1,187,772.61			
<b>TOTALS</b>	<b>\$ 12,732,464.27</b>	<b>\$ 10,943,586.98</b>	<b>\$ (601,104.68)</b>	<b>-5.207%</b>



## MEMORANDUM

**Date:** December 15, 2021  
**To:** CAC Board of Trustees  
**From:** Julia Murphy, grant programs manager  
Jake Sinatra, manager – special projects & communications  
**Re:** 2022 Resident-Led Grantmaking

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**Board Action:** Cuyahoga Arts & Culture recommends grants to two organizations totaling \$150,000, to provide grants supporting responsive, resident-led work in 2022. These organizations are Neighborhood Connections (\$50,000) 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 390 resident-led arts and culture projects** in Cleveland and East Cleveland and invested a total of \$670,000 through Neighborhood Connections. Since 2019, **CAC has invested \$185,000 in matching funds into 77 resident-led arts and culture projects** through the ioby-CAC Match Fund. See the Staff Report for more on the impact of 2021 Resident-Led grants.

**Neighborhood Connections:** \$50,000 to co-fund resident-led projects in Cleveland and East Cleveland. 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 grantmaking in support of emergent community solutions and projects.

**ioby:** \$100,000 for the Cuyahoga Arts & Culture Match Fund program to support resident-led arts and culture projects in Cuyahoga County from January 1 - December 31, 2022. This program leverages CAC funding through a 1:1 match from citizen philanthropy. \$85,000 in match funds from CAC will generate an additional \$85,000 in funds raised through crowdfunding on ioby.org, for a total of at least \$170,000 supporting local arts and culture projects. An estimated 29-40 projects will receive up to \$3,000 in match funds in 2022. 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 grantmaking programs to potential applicants in 2022.

This work is in addition to the contract to Neighborhood Connections to continue Arts & Culture Network Night throughout 2022. CAC is coordinating with the staff at Assembly to support the implementation of these convenings in the year ahead, with the desire that this work will eventually be led by Assembly and fully integrated into their community-building efforts. See the contracts table at the end of this packet for more information.



**MEMORANDUM**

**Date:** December 15, 2021  
**To:** CAC Board of Trustees  
**From:** Jake Sinatra, manager – special projects & communications  
 Heather Johnson-Banks, director of grant programs  
**Re:** 2022 Support for Artists - grant recommendations

**Board Action:** CAC recommends three grants totaling \$260,000 to provide flexible support and services to artists in 2022. These organizations are Julia de Burgos Cultural Arts Center, Karamu House and SPACES.

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

**Julia de Burgos:** \$70,000 for Unidos por el Arte. 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.

**Karamu House:** \$120,000 for the Room in the House Residency. Eight visual artists and eight performing artists will receive access to space, participate in a digital exhibition of their work, receive marketing support. All 16 artists receive flexible funding awards.

**SPACES:** \$70,000 for an Urgent Art Fund. Ten Cuyahoga County artists will receive 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.

**Commitment to supporting BIPOC artists**

Since 2019, more than 250 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 by these three nonprofits, 88% identified as BIPOC.

**Next Steps**

Following Board approval, CAC staff will work with the organizations to launch and co-promote these artist funding opportunities to potential applicants in 2022. In addition, CAC is in conversation with Assembly for them to deliver professional development and opportunities to artists. CAC will bring a grant recommendation to support this work to the Board in 2022, once Assembly has a team in place to support this new work and our two organizations have finalized shared goals.



**MEMORANDUM**

Date: December 15, 2021  
 To: CAC Board of Trustees  
 From: Jill Paulsen, executive director and Meg Harris, director of administration  
 Re: 2022 Budget Appropriation

**ACTION:** At the December 15 board meeting, Trustees will be asked to approve the 2022 operating budget for CAC in the amount of \$13,232,472.

**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. As such, **the 2022 operating budget is lower than the 2021 board-approved budget in all categories.**

**2021 Approved Budget vs. 2022 Proposed Budget**

Revenue	Approved 2021 Budget	Planned 2022 Budget	Change in Budget	% Change
Excise Tax	\$ 11,927,558	\$ 11,594,333	\$ (333,225)	-2.8%
Interest Income (cash)	\$ 175,000	\$ 130,000	\$ (45,000)	-25.7%
	\$ 12,102,558	\$ 11,724,333	\$ (378,225)	-3.1%
Expenditures	2021 Budget	2022 Budget	Change in Budget	% Change
Grants and Grants Management				
Salaries, Wages and Benefits	\$ 388,997	\$ 378,852	\$ (10,146)	-2.6%
Grant Program Management	\$ 132,300	\$ 108,000	\$ (24,300)	-18.4%
Grants	\$ 12,753,634	\$ 12,120,452	\$ (633,182)	-5.0%
<b>Total Grants/Grants Mgmt Expenditures</b>	<b>\$ 13,274,931</b>	<b>\$ 12,607,304</b>	<b>\$ (667,628)</b>	<b>-5.0%</b>
General & Administrative				
Salaries, Wages and Benefits	\$ 369,400	\$ 364,597	\$ (4,803)	-1.3%
Facilities, Supplies, Equipment	\$ 84,145	\$ 81,274	\$ (2,871)	-3.4%
Professional Fees	\$ 187,524	\$ 178,298	\$ (9,226)	-4.9%
Depreciation	\$ 2,000	\$ 1,000	\$ (1,000)	-50.0%
<b>Total G&amp;A Expenditures</b>	<b>\$ 643,069</b>	<b>\$ 625,168</b>	<b>\$ (17,900)</b>	<b>-2.8%</b>
<b>Total Annual Expenditures</b>	<b>\$ 13,918,000</b>	<b>\$ 13,232,472</b>	<b>\$ (685,528)</b>	<b>-4.93%</b>

## 2022 Budget and Annual Objectives

Overall, this operating budget ensures that CAC is positioned to achieve its 2022 team objectives, while limiting expenses wherever possible. This includes:

- Provide financial and/or technical support to over 300 arts and culture organizations so they can emerge stronger from the pandemic able to serve residents.
- In coordination with Assembly, communicate the vital role that a more equitable creative economy can play in the lives of residents and visitors.
- Center equity in our daily work and long-term strategy.
- Connect more residents to CAC-funded arts and culture events.
- Invest appropriately in staff to retain our strong team.

## Revenue

Excise tax revenue projections for 2022 are \$11,594,333. This projection is based on a three-year rolling average of the decrease in tax receipts seen over the past three years (2019/2018, 2020/2019 and 2021/2020). Interest revenue is forecast to be \$130,000, net of investment fees, based on projections provided by our investment advisor.

Year	Rev	Decrease	
2018	\$ 13,799,929	\$ (733,102)	-5.04%
2019	\$ 12,552,789	\$ (1,247,140)	-9.04%
2020	\$ 12,732,464	\$ 179,675	1.43%
2021 Forecast	\$ 12,070,000	\$ (662,464)	-4.22%
2022 Est.	\$ 11,594,333	\$ (475,667)	-3.94%

## Expenses

We anticipate that our expenses, detailed below, will be approximately \$13,232,472, the majority of which are already committed to grants and grant programs approved by the Board at the November meeting. CAC will utilize \$1,508,139 from the cash reserve to meet approved grant commitments and operating expenses for 2022. 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.

## Appropriation Detail

### 1. Grants and Grants Management

#### a. Salaries, Wages and Benefits: \$378,852

This category includes salaries for the director of grant programs, three grant program managers, 50% of communications/special projects manager, and 25% of 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.

#### b. Grant Program Management: \$108,000

The expenditures in this area are comprised of three broad categories: application and panel review activities; grant program management and capacity building activities for grant applicants and

recipients; and awareness activities including marketing of CAC-funded arts and culture events through ClevelandArtsEvents.com and other media initiatives.

c. Grants: \$12,120,452

This category represents grants awarded through: General Operating Support (\$10.2mil.); Project Support and Cultural Heritage (\$1.35mil.) grant programs; Neighborhood Connections for grassroots grantmaking (\$50k); ioby for crowd-funded grants (\$100k) SMU DataArts for use of the Cultural Data Project (\$20k); and the Support for Artists initiative (\$400k).

2. General and Administrative

a. Salaries, Wages and Benefits: \$364,597

G&A staff salaries include the executive director, 50% communications/special projects manager 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.

b. Facilities, Supplies, Equipment: \$81,274

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

c. Professional Fees: \$178,298

This category includes fees for banking, legal, communications/strategy, IT support, visual identity/design, accounting, and financial services. This category has increased slightly over 2021 anticipated expenses because CAC will undertake a website redesign in 2022. The website was last updated eight years ago and the enhanced functionality and features of a new website will benefit our ability to share information with the public.

**Action Requested**

We ask that Trustees approve the 2022 operating budget in the amount of \$13,232,472. We look forward to answering your questions at the December 15 Board meeting.

## 2022 Budget Appropriation Overview

<b>Revenue</b>	<b>2020 Actual</b>	<b>2021 Projection</b>	<b>2022 Budget</b>
Excise Tax	\$ 12,732,464	\$ 12,070,000	\$ 11,594,333
Interest Income (cash)	\$ 285,240	\$ 175,000	\$ 130,000
Other Income	\$ 3,050,000	\$ -	\$ -
	\$ 16,067,704	\$ 12,245,000	\$ 11,724,333
<b>Expenditures</b>	<b>2020 Actual</b>	<b>2021 Projection</b>	<b>2022 Budget</b>
<b>Grants and Grants Management</b>			
Salaries, Wages and Benefits	\$ 361,090	\$ 369,320	\$ 378,852
Grant Program Management	\$ 93,228	\$ 109,088	\$ 108,000
Grants	\$ 14,822,429	\$ 12,453,139	\$ 12,120,452
<b>Total Grants/Grants Mgmt Expenditures</b>	\$ 15,276,747	\$ 12,931,546	\$ 12,607,304
<b>General &amp; Administrative</b>			
Salaries, Wages and Benefits	\$ 335,929	\$ 349,726	\$ 364,597
Facilities, Supplies, Equipment	\$ 75,197	\$ 73,447	\$ 81,274
Professional Fees	\$ 148,842	\$ 139,524	\$ 178,298
Depreciation	\$ 1,210	\$ 1,000	\$ 1,000
<b>Total G&amp;A Expenditures</b>	\$ 561,178	\$ 563,697	\$ 625,168
<b>Total Annual Expenditures</b>	\$ 15,837,925	\$ 13,495,243	\$ 13,232,472
<b>Change in Net Position</b>	\$ 229,779	\$ (1,250,243)	\$ (1,508,139)
<b>Reserve at YE</b>	\$ 18,817,861	\$ 17,567,618	\$ 16,059,479
	12/31/2020	12/31/2021	12/31/2022
	Actual	Projection	Budget



<b>2022 Budget Appropriation Detail</b>		
		Draft 2022 Budget
<b>Revenue</b>		
	Excise Tax (est)	\$ 11,594,333
	Interest Income	\$ 130,000
	Other Revenue	
Total Revenue		\$ 11,724,333
<b>Expense</b>		Draft 2022 Budget
Salaries and Benefits		
	G&A Payroll	\$ 254,151
	Grants Management Payroll	\$ 288,487
	Benefits	\$ 200,810
Total Salaries, Wages and Benefits		\$ 743,448
Facilities, Supplies, Equipment		
	Office Supplies and Equipment	\$ 13,500
	Meals & Catering	\$ 200
	Professional Development	\$ 13,350
	Postage and Mailings	\$ 300
	Space Rental	\$ 49,344
	Travel	\$ 500
	Utilities (telecom)	\$ 4,080
Total Facilities, Supplies, Equipment		\$ 81,274
Professional Fees		
	Web Site hosting and mgmt	\$ 2,200
	Visual Identity	\$ 36,000
	Accounting Fees	\$ 15,000
	Bank Service Fees	\$ 3,600
	Legal Fees	\$ 25,000
	Communications/PR	\$ 67,000
	Insurance	\$ 8,000
	Other Professional/Contract Svc	\$ 21,498
Total Professional Fees		\$ 178,298
Grants and Grants Management		
	Panel Expenses	\$ 15,100
	Grantee Capacity Blding and Training	\$ 66,500
	Grantee and Event Promotion	\$ 26,400
	General Operating Support Grants*	\$ 10,200,000
	Project and Cultural Heritage Grants*	\$ 1,350,452
	Support for Artists	\$ 400,000
	Resident-Led Grants	\$ 150,000
	DataArts	\$ 20,000
Total Grants and Grants Management		\$ 12,228,452
	Depreciation Expense	\$ 1,000
Total Expense		\$ 13,232,472
Draw on Cash Reserve		\$ (1,508,139)

\*Approved November 10, 2021

APPROPRIATION RESOLUTION FOR CUYAHOGA ARTS & CULTURE  
FOR THE FISCAL YEAR ENDING DECEMBER 31, 2022

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, 2022, the following amounts are appropriated from the General Fund:

SECTION 1. There is appropriated for Grants and Grants Management \$12,607,304.

SECTION 2. There is appropriated for General & Administrative Expenses \$625,168.

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  
McGowan  
Mendez  
Scott Taylor  
Sherman

**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 15, 2021, showing the adoption of the Resolution set forth above.

\_\_\_\_\_  
Secretary, Board of Trustees  
Cuyahoga Arts & Culture

Approved December 15, 2021

### **COVID Illness Leave**

To protect the health and well-being of CAC staff, CAC will provide up to forty (40) hours of COVID Illness Leave to regular full-time employees who have exhausted their sick time, when it is needed for the following reasons (unless remote work is feasible and approved by CAC):

- a. The employee has been advised by a health care provider to self-quarantine due to concerns related to COVID-19; or
- b. The employee is experiencing symptoms of COVID-19 and seeking a medical diagnosis from a health care provider.

CAC will interpret these reasons consistent with the terms of the Families First Coronavirus Response Act (FFCRA), and CAC may require documentation on the need for leave. COVID Illness Leave will be paid at the employee's regular rate of pay for regularly scheduled hours of work. There will be no carry-over or payout upon separation from employment for unused COVID Illness Leave. COVID Illness Leave and the exhaustion requirements will be pro-rated for part-time employees.

This policy will automatically expire on 12-31-22, unless extended by the Board of Trustees.

### **COVID-19 Vaccination Policy**

In furtherance of CAC's commitment to providing and maintaining a workplace that is free of known hazards, CAC is requiring all employees who enter the workplace or attend CAC meetings and events to be fully vaccinated against COVID-19.

For purposes of this policy, an employee is "fully vaccinated" when considered "fully vaccinated" under applicable guidance from the Centers for Disease Control and Prevention ("CDC").

Employees must provide proof of vaccination status by showing their vaccination card in person, or a copy or photograph of it via email, to the Director of Administration prior to their first day in the office or any business travel or attendance at in-person business meetings or events. CAC will keep medical information confidential to the extent required by law.

Employees seeking an accommodation should contact the Director of Administration and follow CAC procedures for requesting an accommodation.

## **Remote Work**

CAC supports remote work in specific situations and assignments where it is beneficial to CAC and consistent with CAC's operational needs. Remote work is a flexible work arrangement in which an employee is permitted to work remotely from a designated alternative work location away from the traditional on-site work environment. CAC may authorize remote work as a full-time arrangement or utilize it in a hybrid model. CAC will not require employees to work remotely under this policy.

Occasional remote access to perform CAC's business functions does not constitute remote work under this policy. Such access must be approved through appropriate supervisory channels. Similarly, remote work under this policy does not include off-site work assignments that occur within an employee's duties or are otherwise required by CAC, such as attendance at off-site meetings.

### **Eligibility**

Only CAC employees who are specifically authorized pursuant to this policy can work remotely. Employees who have completed their break-in period with CAC are eligible to request a remote work arrangement, including on a hybrid basis. CAC on its own initiative also may identify and authorize remote work arrangements, establishing a process for how to participate. CAC's decision to authorize a remote work arrangement is discretionary and is not an arrangement that an employee should expect or demand.

Remote work is not a substitute for dependent care, and an employee working remotely must not be the permanent primary caregiver for any individual during scheduled work hours. Alternative supervision or care must be established prior to the start of a remote work arrangement. CAC may request documentation to ensure that an employee is not using remote work as a substitute for dependent care.

### **Requests**

Employees who request a remote work arrangement (on either an ongoing or situational basis) should make their request to their supervisor, identifying the reason, duration, and location for the requested remote work. CAC may request additional information. Supervisors should inform the Director of Administration of the request.

*Requests for Remote Work on a Situational Basis:* Employees may request a situational remote work arrangement for a short duration, including for the following reasons:

- The employee needs a block of uninterrupted time to complete a project.
- The employee has a business or personal appointment during the day and cannot reasonably commute to and from the office.
- The employee has a condition that temporarily limits mobility but is able to perform duties.
- The employee has, or has been exposed to, a communicable disease but maintains the ability to perform duties.
- The employee is caring for an immediate family member who is suffering from an illness or injury, in a limited and infrequent circumstance, where the employee is able to complete assigned duties while also caring for the immediate family member (e.g., a sick child staying home from school), even if only for a portion of the work day (e.g., a half-day of remote work).
- Extreme weather or another unforeseen situation prevents travel.
- Another reason that, in CAC's discretion, would benefit CAC to have the employee perform their assigned job responsibilities at an alternate location for a short duration.

CAC will not automatically approve requests for situational remote work; instead CAC will evaluate each request in context. If an employee's request is denied and the employee is unable to come into the office, then other policies such as PTO and sick time may still be applicable.

### **Evaluation of Requests**

CAC will consider requests to work remotely on an individual basis, considering operational needs, job duties, performance, the business benefit to CAC, and other relevant factors such as the demonstrated ability to effectively telework. In deciding whether to authorize a request, supervisors should consult with the Director of Administration, who may consult with the Executive Director, and others. For situational remote work requests, however, supervisors may authorize these requests with or without such consultation, and they should notify the Director of Administration of any authorization.

### **Authorized Remote Work Arrangements**

*Approval:* Authorized remote work arrangements will be put into writing and will include the specifics of the arrangement. By working remotely, an employee affirms that the employee is able to complete their job duties from an appropriate remote location and that the employee has the appropriate equipment (including internet access) for doing so. Approval for situational remote work can be made orally but must be confirmed in writing, which may include email.

*Schedule:* CAC may authorize a remote work schedule on a full-time or part-time (hybrid) basis. Regardless of any set schedule, operational needs take precedence over remote work days and an employee will be required to forgo remote work without notice if needed at the office on a particular day, in CAC's discretion.

*Reevaluating / Terminating Remote Work:* CAC may authorize remote work on a temporary or periodic basis. At a minimum, all remote work arrangements will be reevaluated when there is a change in job duties and at other times in CAC's discretion.

CAC, in its discretion, may modify or terminate a remote work arrangement at any time and for any reason. This includes but is not limited to any determination, in CAC's discretion, that continuation would not be productive, efficient, or otherwise not in the best interest of CAC. It may also be discontinued based on performance or changing needs of CAC or the employee.

### **Miscellaneous:**

*Applicability of CAC Policies and Practices:* A remote work arrangement does not affect an employee's basic terms and conditions of employment with CAC. Employees are still obligated to comply with all CAC rules, policies, practices, and instructions. For example:

- Employees who are authorized to work remotely will be compensated for all pay, leave, and overtime under CAC policies and procedures. Employees who are authorized to work remotely must follow CAC policy and procedure for any absence or leave and any required approval for overtime.
- The employee's work hours and the amount of time the employee is expected to work per day or pay period will not change. Employees who are authorized to work remotely must perform their job duties at the designated alternate work location during scheduled work hours **and must be reachable during scheduled work hours.**
- Employees who are authorized to work remotely must arrange personal business/family responsibilities so as not to interfere with work time.
- Employees who are authorized to work remotely must comply with all public records requirements, including from remote locations.

Any violation of the above may result in removal from the remote work arrangement and/or disciplinary action including separation from employment.

*Equipment and Supplies:* CAC will determine the appropriate equipment and supply needs for each remote work arrangement. The Director of Administration will serve as a resource in this matter. The employee must comply with all CAC policies and practices relating to CAC-owned equipment (e.g., regarding use, security, etc.) and must return any CAC-provided equipment and supplies immediately upon request. Employees are generally responsible for ensuring the alternate work location has adequate workspace, including internet capabilities and office furniture, and will not be reimbursed for these items. When an employee uses personal equipment, the employee is responsible for maintenance and repair of their equipment. In the event of equipment and/or system failure, the employee must notify their supervisor immediately.

*Work Location:* An employee who is authorized to work remotely must identify an alternate work location that is reasonably quiet and free of distractions or any noises inconsistent with an office environment, and that is free of safety and fire hazards. An employee who is authorized to work remotely is covered by worker's compensation for their own job related injuries that occur in the course and scope of the performance of the employee's official job duties. Other than these injuries, CAC is not liable for any accidents and/or injuries at the alternate work location, including but not limited to those resulting from the employee's failure to comply with all safety and health regulations or from any violation of the remote work policy.



Mindful of the [agreements](#) that we have made with one another, and grounded by CAC's [Mission, Vision & Values](#), we state the following objectives for 2022:

**Grantmaking: Supporting nonprofits and creatives**

1. Throughout 2022, continue to provide high quality service to 300+ arts nonprofits as they: close out 2021 grants, carry out their 2022 grants, and seek 2023 funding.
2. By the end of Q1, evaluate our grantmaking and ensure equity threads through each stage of the process.
3. Throughout 2022, provide technical assistance to address the goals and funding priorities of each grant program; work with Assembly in their development of sector-wide racial equity programming; deepen our commitment to BIPOC organizations and employees.
4. By Q4, work in coalition with other local grantmakers, to establish a grantee demographic data collection process, support grantees in the respectful implementation of this work.
5. Invest in and support the work of our Resident-Led grantmaking and Support for Artist grantees, focusing on BIPOC artists and residents. Work with Assembly to expand regional/national funding sources to launch new programming that meets artists' needs.

**Communications: Connecting with residents**

1. In response to the pandemic, provide consistent and transparent communications to grant recipients, stakeholders, and the public regarding CAC funding, emerging funding and support opportunities, and participation in CAC-funded events.
2. In Q2-3, launch an updated CAC website to provide helpful information to current/potential grantees and demonstrate the impact of CAC funding to residents.
3. Throughout 2022, promote the work of Assembly by raising awareness about opportunities that benefit CAC grantees, including racial equity training and support and efforts to secure additional public funding.
4. Every month use media partnerships and communication channels to highlight how CAC-funded organizations are addressing racial inequities in the arts, while also spotlighting BIPOC-led and serving organizations.
5. Build community by offering virtual Arts and Culture Network Nights for artists, residents, and grant recipients to connect and mobilize around key community issues; bring Assembly into this work.



**Effective Teamwork and Operations**

1. Steward public funds in a responsible and transparent manner.
2. Co-lead with Assembly, efforts to expand public funding for the arts, including securing local ARPA funds that would be distributed to nonprofits by CAC, and supporting Ohio Citizens for the Arts statewide coalition efforts.
3. Throughout 2022, with the support of the Core Racial Equity Working Group and through active participation in the Government Alliance for Racial Equity, take actions to become a more anti-racist, multicultural organizational culture. Report back quarterly on 2022 CREW goals.
4. Continue our commitment to professional development and self-care for each team member, especially as we manage through the pandemic and a transition to a hybrid work from home/office schedule; make time to celebrate our successes.

<b>Contracts &amp; Grants Update for Board</b>				
<b>Contractor</b>	<b>Amount</b>	<b>Purpose</b>	<b>Term</b>	<b>Require Board Approval</b>
Compelling Communications	\$27,000	Strategic communication and public relations, including Assembly partnership and expanded public funding efforts.	1/1/2022 - 12/31/2022	Y
DataArts	\$20,000	Tool to track program participation and financial measures and support advocacy coalition efforts.	1/1/2022 - 12/31/2022	Y
Neighborhood Connections	\$10,500	Contract to design, host and conduct outreach and follow-up for Arts & Culture Network Nights in 2022.	1/1/2022 - 12/31/2022	N
Ohio Auditor of State	Up to \$5,360 annually	For year end conversion of financials, annually	1/1/2022-12/31/2024	N
R Strategy Group	\$7,500	Strategic advising	10/15/2021-1/15/2022	N
FIT Technologies	\$13,020	IT Support and Management	11/1/2021-10/31/2022	N