

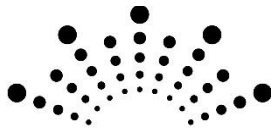


**Regular Meeting of the  
Cuyahoga Arts & Culture Board of Trustees**  
SPACES, 2900 Detroit Avenue, Cleveland, Ohio 44113  
Monday, September 11, 2017, 4:00 pm

- 1. Call to order, approval of minutes**
  - a. Call to order
  - b. Call the roll
  - c. Motion to approve June minutes
  - d. Swear in Trustees
  
- 2. Public Comment on Today's Agenda**
  
- 3. Executive Director's Report**
  
- 4. Finance Report**
  
- 5. Connect with Culture**
  
- 6. Update: Support for Artists Planning Team**
  
- 7. Discussion: Grant Program Allocations**
  
- 8. Board Action**
  - a. Administrative matters
    - i. Grant Recommendation: Star-Spangled Spectacular Concert: 2018-19
    - ii. Contract: CWRU COM-IN (Support for Artists)
  
- 9. Public Comment**

Next Regular Meeting: November 13, 2017, 4:00 pm  
Cleveland History Center  
10825 East Blvd, Cleveland, OH 44106

- 10. Adjourn**



cuyahoga  
**arts & culture**  
strengthening community

## About Cuyahoga Arts & Culture

### Our Mission

Cuyahoga Arts & Culture's mission is to inspire and strengthen the community by investing in arts and culture. CAC was approved by Cuyahoga County voters in 2006, and since 2007, CAC has invested more than \$158 million dollars in more than 300 arts and cultural organizations in Cuyahoga County.

### Our Grantmaking

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

### Our Values

We ground our work in our values and guiding principles:

- Connection
- Discovery
- Equity
- Service
- Stewardship
- Trust

### Our Board of Trustees

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

Current Trustees:

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

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

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

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

For more information, visit [www.cacgrants.org](http://www.cacgrants.org).

**Executive Director's Report**  
**Regular Meeting of the Board of Trustees**  
**11 September 2017**

Welcome to our September meeting. We are pleased to have Vice-President of County Council Pernel Jones with us today, to administer the oath of office to returning Trustee Gwendolyn Garth and new Trustee Kenneth Miller.

In the enclosed reports from the team, which pick up where the [August board update](#) left off, you will read more about the next steps in our grantmaking work: review of over 220 grant applications by our grant panels for project support and operating support. I hope you will join us, either virtually or in person, for the live panels for Project Support I (October 9 and 10) and General Operating Support (new applicants only, October 11). You will also note the roster of panelists that we will engage for these evaluations on pages 29-37. While we ask you to keep the panelists' names confidential until the panels begin, I know you join me in thanking this tremendous group of professionals for their service to CAC and to our community.

We will discuss two important issues at today's meeting. First, we look forward to hearing from representatives of the Support for Artists Planning Team with an update on their work and their request to extend the timeline for delivery of their recommended approaches for funding individual artists. The planning team has been doing hard and important work throughout the summer, and the staff recommends that we agree to extend the timeline until the end of the year. This will incur additional costs, and we will ask you to approve a contract extension for the team from the Community Innovation Network at CWRU during the administrative matters portion of our agenda.

Next, we will discuss a key decision that Trustees will be asked to make later this year: how much money to allocate into CAC's grantmaking activities. We will ground that discussion in a proposed revision to our Allocation Policy, a revision that reflects CAC's stated commitment to equity, and in some background material that provides objectives and historical perspectives. I encourage you to read the allocation memo carefully, which starts on page 22, and bring your comments and questions to our conversation. *Note that we will not be making allocation decisions at this meeting.*

Finally, one quick Save the Date: we will hold a "town hall" style meeting for artists on September 16<sup>th</sup>, and we encourage you to attend and listen as your schedules permit. Registration is available here: <http://bit.ly/cac-916>

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

## CAC Board Meeting September 11, 2017 Updates from Staff

Each year, Cuyahoga Arts & Culture staff members identify team objectives to guide our work that are mindful of the [agreements](#) that we have made with one another, and grounded by CAC's [Mission, Vision & Values](#). To reflect our two primary constituencies, as well as our desire to continuously improve our own work, our team objectives fall into three areas for 2017: 1) connecting with the arts & culture sector; 2) connecting with residents; and 3) building internal capacity to achieve our mission. What follows is detailed information, organized by goal area, that demonstrates substantive progress since the summer written report we emailed you in early August. Which follows this report.

### **CONNECTING WITH THE ARTS & CULTURAL SECTOR (cultural partners, artists, potential applicants)**

**Goal: To ensure more *equitable* grantmaking: identify and work to reduce barriers to entry (ongoing); continue to streamline our Project Support program (Q1); offer increased and new opportunities for technical assistance in all programs (Q2-3); and begin planning for a potential small pilot program that aims to provide staff-approved funding opportunities for arts programming previously not funded by CAC (Q3-4).**

- **Record Number of Applicants to CAC's Primary Grant Programs.** Applications for General Operating Support and Project Support were due August 24<sup>th</sup> at 4:30 pm. We received a total of 7 new and returning General Operating Support applications and 215 Project Support applications (76 PS I and 139 PS II). This represents CAC's largest set of applicants ever and is the result of a full-team effort this summer, including:
  - Six in-person workshops held at our cultural partners' locations, including an evening workshop and a weekend workshop. Total attendance: 75
  - Six rounds of office hours for applicants to meet one-on-one with CAC staff to address their organizations' applications and specific questions: Total attendance: 20
  - Reminder emails and personal phone calls, fielded by the entire CAC team.
  - Countless technical assistance phone calls and emails between CAC staff and applicants.
  - A first for CAC: a live-streamed eligibility overview broadcast via Facebook to help us reach potential applicants in a new way.
  
- **Public Panels Slated for October.** Our in-person, public grant review panels will be held in the Miller Classroom at Idea Center the week of October 9 (look for a formal invitation from CAC staff soon):
  - Project Support I will be held October 9-10.
  - General Operating Support will be held October 11.

For a second year, our Project Support II panel will be conducted completely online and does not meet in person.

**Goal: Throughout 2017, continue to build strong working relationships and *connections* with the 242 groups we fund (cultural partners) as well as potential, new applicants.**

- The team – with Dan leading project support and Jill stepping in to manage daily work of the operating support program with staff vacancies – continue to offer technical assistance and

review and approve reports. With operating support mid-year reporting now complete, we're transitioning to the work of helping the current cultural partners set 2018 goals (a process which will officially launch in early October and continue through early December).

**Goal: In line with our value of *discovery*, starting in Q2, offer learning and discussion opportunities for cultural partners and artists that both respond to their needs and reflect CAC's goals and priorities, including offerings that emphasize our commitment to *equity*.**

- **Third Annual Partnership Event with Baldwin Wallace is September 13.** To foster discussion and learning among our cultural partners and the broader community, the annual *Arts Innovation Summit* at Baldwin Wallace has become a valuable networking and learning opportunity. This year, CAC has cultivated a panel of speakers who are taking risks and leveraging entrepreneurial mindsets in their work. Members from the campus community at Baldwin Wallace will attend to make connections and network, and CAC's Karen Gahl-Mills will moderate the discussion. The event is free and the public is invited; [additional details](#) are found on our website.

**Goal: For Board approval in the second half of 2017, propose approaches for supporting artists that are aligned with CAC's mission, grounded in our agreed upon key elements and informed by broad public input, inclusive of artists' voices.**

- **Support for Artists Planning Team Shares Progress.** The Support for Artists Planning Team (SFAPT) has been hard at work during the summer months, starting with a kickoff retreat on June 28-29. The group (see the [full list of participants](#)) began with a full day racial equity training, led by Erica Merritt (who served as a facilitator for CAC's Cuyahoga Voices & Vision focus groups last summer), and continues to meet every other week to fulfill its charge to recommend new approaches to support individual artists. Regular meeting updates continue to be posted after each meeting on the [CAC website](#); a recent example is below.

*On Mon., August 21 the Support for Artists Planning Team met at Idea Center for their fourth working session. During their time together, the team worked in small groups to develop a stakeholder engagement plan, finalize a draft of equity primes that will guide this group's decision-making, and discuss how the concept of public benefit and art should impact CAC's support to individual artists. Planning team members will continue to work to solidify a vision statement, a needs statement, review national models, and finalize a stakeholder engagement plan during their next meeting on Mon., August 28.*

Independent facilitators Dr. Mark Chupp and Jerry Peña continue to support the planning team in its efforts to gather public feedback to form recommendations, with support from Heather Lenz and Rachel Oscar. To continue to gather public input the facilitators and SFAPT will hold a world café for Cuyahoga County artists on Saturday, September 16, which is open to the public. Additional details will be posted to the CAC website.

CAC staff continues to share updates on this work at [cacgrants.org/artists](http://cacgrants.org/artists), and invites the public to [join our mailing list](#) to receive periodic updates and news about support for artists, including future opportunities.

**Goal: In the second half of 2017, with the support of the National Endowment for the Arts, work with partners to provide paid opportunities for organizations and artists to present programming in *service* of residents on the newly designed Public Square in downtown Cleveland.**

- **Arts & Culture in the Square Concludes.** August 26 marked the final events of Arts & Culture in the Square, a collaboration with project partner, Group Plan Commission. Through this program 26 arts and culture events were held on Public Square between June 20 and August 26. Events ranged from live opera to a mock poetry slam to a day-long festival celebrating Latin cultural heritage. This program was made possible with a grant from the National Endowment for the Arts and the following project partners: Daniel Gray-Kontar (Twelve Literary Arts), Pandora Robertson (Ohio City Theatre Project), Lake Erie Ink, Literary Cleveland, Julia de Burgos, Roots of American Music, Karamu House, and Cleveland Opera. Pictured below is an instrument making event by Roots of American Music in August.



#### **Other Items of Note**

- **Neighborhood Connections.** The deadline to apply for the latest cycle of Neighborhood Connections funding was August 11. More than 100 applications were received, which will be reviewed by a committee of Cleveland and East Cleveland residents. Projects deemed eligible for funding that are arts and cultural in nature will be selected for co-funding in October and announced at the November board meeting, concurrent with CAC's primary grant programs.

#### **CONNECTING WITH RESIDENTS**

**Goal: To build shared knowledge and inform our work, conduct assessments (including a potential community survey in Q2-3, listening sessions, mapping, as well as other formal/informal approaches) to continue to *discover* how and where residents are — and are not — connecting with arts and culture.**

- **Statistically Significant Phone Survey Complete.** Following the Board's April approval, staff contracted TRIAD Research Group to complete a statistically significant telephone survey of Cuyahoga County residents. Some of the key findings were previewed in the August update:
  - ***Three-fourths (78%) of residents said arts and culture are extremely or very important to the community.*** 69% think it is extremely or very important to provide some public

funding to arts and culture organizations in Cuyahoga County. This is the same as in 2014 (68%).

- **About half of all Cuyahoga County residents regularly attend arts and cultural activities and events** (they go at least once a month), and a fifth identify as artists. Lack of information and cost are the biggest barriers to attending arts events and activities.
- While there is no dominant source of information about arts and culture activities, **90% of residents think CAC should provide information to residents** to make them more aware of the programs, events and organizations it supports.

CAC staff is now developing a summary of the full findings and communications strategies to share this data with our cultural partners to help inform their work.

### Other Items of Note

- **CAC's Community Listen & Storytelling is Ongoing - Cuyahoga Voices Vision.** CAC staff continues to raise awareness for CAC's [vision for its next decade](#). In addition to sharing about Cuyahoga Voices & Vision in ongoing communications and at visits with our cultural partners, Karen has held several targeted stakeholder meetings with community leaders, and individual follow-up sessions to share updates and progress.



While all CAC cultural partners have received consistent communications about Cuyahoga Voices & Vision (including a hard copy of the project summary earlier this year) staff is in the process of identifying partners who may be less aware of this work and will schedule subsequent meetings to ensure broad understanding of CAC's work to continue to support Cuyahoga County nonprofits, and our stated commitment to equity in our grantmaking. Read about Cuyahoga Voices & Vision at [future.cacgrants.org](http://future.cacgrants.org).

**Media Placements.** In addition to consistent crediting for Cuyahoga Arts & Culture in the media by our partners, below are a sampling of recent media clips focused on CAC's work:

- [Financial Management Award Given To Cuyahoga Arts & Culture](#) – *Patch* “The award is the Auditor’s highest rating and this year, CAC celebrates 10 consecutive years of clean audits...” (August 22, 2017)
- [Arts organizations are amping up interactions](#) – *Crain’s Cleveland Business* “The demand for more participatory arts programming is a shift in climate rather than weather, said Gahl-Mills...” (August 13, 2017)
- [Americans for the Arts Member Spotlight – Cuyahoga Arts & Culture](#) – *AmericansForTheArts.org* “Ten years after Cuyahoga Arts & Culture (CAC) made its first grant, the public agency based in Cleveland, Ohio has invested...” (July 29, 2017)

See a [full list of media placements](#) since CAC's last Board meeting.

## BUILDING INTERNAL CAPACITY

**Goal: Expand CAC's capacity by offering robust and ongoing internship and volunteer opportunities throughout 2017, in part, through participation in the Cleveland Foundation internship program and YOU's CMSD student program.**

- **Thanks to Maritess!** A participant in the Cleveland Foundation's summer internship program, MaryTherese (Maritess) Escueta supported the agency's communications and storytelling efforts, connecting with cultural partners, and conducting other research and key projects. Maritess is a rising senior at Case Western Reserve University, studying sociology and dance.



**Goal: With an outside expert (selected in Q1), conduct year-long racial equity learning, as well as participate in the Racial Equity Institute, to inform CAC's policies and strategies for grantmaking, resident engagement, communications, and operations.**

- **Team Continues Commitment to Racial Equity Institute Training.** Meg attended the two-day training in July; now all of CAC's staff has completed this program. We also thank our Board members who have already participated or signed up to attend REI's half-day Groundwater training.

**Additional Equity Learning.** Jill continues to participate in the Philanthropy Ohio diversity, equity and inclusion statewide taskforce, which met in late August. She also attended the Pass the Reins: Shifting Decision-Making Power in Philanthropy session presented by NCRP, Grassroots Grantmakers and GrantCraft, to deepen our understanding of how equitable grantmaking will require sharing power. Karen and Jill also had a call with Eddie Torres, currently of the New York City Department of Cultural Affairs. He shared more about the CreateNYC cultural plan and how the agency is integrating equity into its work. We look forward to continuing this conversation with Eddie in Q4 and beyond as he transitions to his new role as CEO of Grantmakers in the Arts later this year.

### Other Items of Note

- After completing a holistic review of our grants processes and procedures, Roshi, Meg, Jill and Karen discussed the two open positions and the best ways to structure those vacant roles. We have determined that, considering the large number of growing applicants in our two major grant programs, it is best to hire two grant managers to work across programs and oversee our cultural partner relationships from the inception of the guidelines to approving reports and payments. We plan on posting the job openings in September and look forward to hiring two new team members before the end of the year.
- Roshi completed a supervisory training course with ERC in August. This five-session long training was tailored to newly appointed supervisors and helped Roshi hone basic skills in managing an employee. The sessions included topics like the role of the supervisor, communications between teammates, conflict management, managing performance, and employment law.



- Jake will attend the inaugural [Artists Thrive](#) Summit in Berea, KY from September 6-9. Attendees are traveling from all across the country to come together in Berea for three days of conversation about support for artists. This is a timely opportunity to meet new national colleagues, discover new organizations, and inform our artist support work.
- Congrats to Jake! He's been selected to serve on the Young Professionals Council of the [Alliance for the Great Lakes](#). Dedicated to conserve and restore the world's largest freshwater resource using policy, education and local efforts, and ensuring a healthy Great Lakes region, Jake's participation will include supporting a grantmaking process for Cleveland-area projects that align with the mission of the Alliance.

## FINANCIAL UPDATE

### 2017 YTD

**Revenue.** Tax revenue through July 31 was \$8,479,943. This figure is \$5,692 (.1%) below forecast for the first seven months of the fiscal year and 10% above revenue for the same period in 2016. Interest revenue through July was \$122,025. This figure is as forecast for the period.

**Expenditure.** Cash expenditures through July were \$9,106,052. This figure is above the budgeted amount of \$8,594,315 primarily due to the timing of grant payments. Please note the expenditure figure varies from the financial statements because we recognized, or accrued, the full amount of grant awards for 2017 in January. We will draw down the balance sheet account as we remit payments to our cultural partners.

**Investments.** As of July 31, CAC inactive monies are invested as follows:

- STAR Plus: \$503 (yield .87%)
- RedTree Investment Group: \$16,275,053 (yield 1.4-1.5% with average maturity of 2 years)
- STAR Ohio: \$3,623,903 (yield 1.2%)

<b>Cuyahoga Arts &amp; Culture</b>				
<b>Through 7/31/17</b>				
	<b>Actual</b>	<b>Budget (cash)</b>	<b>\$ Over/Under Budget</b>	<b>% of Budget</b>
<b>Ordinary Revenue/Expenditures</b>				
<b>Revenue</b>				
Excise Tax	\$ 8,479,943	\$ 8,485,635	\$ (5,692)	99.93%
Interest	\$ 122,025	\$ 119,700	\$ 2,325	101.9%
Other revenue	\$ 9,788	\$ 5,280	\$ 4,508	
<b>Total Revenue</b>	<b>\$ 8,611,756</b>	<b>\$ 8,610,615</b>	<b>\$ 1,141</b>	<b>100.0%</b>
<b>Expenditures</b>				
<b>Arts &amp; Cultural Programming</b>				
Salaries, Wages and Benefits	\$ 246,008	\$ 279,137	\$ (33,129)	88.1%
Grant Panel Expenses	\$ 80	\$ -	\$ 80	
Grant Management Expenses	\$ 55,932	\$ 77,750	\$ (21,818)	71.9%
Awareness Activities	\$ 41,580	\$ 62,500	\$ (20,920)	66.5%
Grants**	\$ 14,891,100	\$ 7,720,000	\$ 7,171,100	192.9%
<b>Total A&amp;C Exenditures</b>	<b>\$ 15,234,700</b>	<b>\$ 8,139,387</b>	<b>\$ 7,095,313</b>	<b>187.2%</b>
<b>General &amp; Administrative</b>				
Salaries, Wages and Benefits	\$ 197,208	\$ 221,087	\$ (23,879)	89.2%
Facilities, Supplies, Equipment	\$ 63,210	\$ 76,142	\$ (12,932)	83.0%
Professional Fees	\$ 168,358	\$ 157,700	\$ 10,658	106.8%
Depreciation	\$ -	\$ -	\$ -	
<b>Total G&amp;A Expenditures</b>	<b>\$ 428,775</b>	<b>\$ 454,929</b>	<b>\$ (26,154)</b>	<b>94.3%</b>
<b>Total Expenditures</b>	<b>\$ 15,663,475</b>	<b>\$ 8,594,315</b>	<b>\$ 7,069,159</b>	<b>182.3%</b>
<b>Net Ordinary Revenue</b>	<b>\$ (7,051,719)</b>	<b>\$ 16,300</b>	<b>\$ (7,068,018)</b>	

\*\* Actual grants figure represents accrual for approved grants for 2017. Outstanding 2017 obligations are on the balance sheet.

	<b>Actual - Accrual</b>	<b>Budget - Cash</b>	<b>Actual - Cash</b>
<b>Cash Expenditures</b>	<b>\$ 15,663,475</b>	<b>\$ 8,594,315</b>	<b>\$ 9,106,052</b>

Cuyahoga Arts & Culture  
Balance Sheet as of

**Jul 31, 17**

**ASSETS**

**Current Assets**

**Checking/Savings**

KeyBank	139,462.70
RedTree (U.S.Bank)	16,275,053.42
Star Ohio	3,623,902.08
STAR Plus	503.13

<b>Total Checking/Savings</b>	20,038,921.33
-------------------------------	---------------

**Accounts Receivable**

<b>11000 · Accounts Receivable</b>	156,576.58
------------------------------------	------------

<b>Total Accounts Receivable</b>	156,576.58
----------------------------------	------------

<b>Total Current Assets</b>	20,195,497.91
-----------------------------	---------------

**Fixed Assets**

<b>15000 · Furniture and Equipment</b>	73,534.23
--	-----------

<b>15001 · Software and Webdesign</b>	10,000.00
---------------------------------------	-----------

<b>17000 · Accumulated Depreciation</b>	-75,171.19
---	------------

<b>Total Fixed Assets</b>	8,363.04
---------------------------	----------

<b>TOTAL ASSETS</b>	<b>20,203,860.95</b>
---------------------	----------------------

**LIABILITIES & EQUITY**

**Liabilities**

**Current Liabilities**

**Accounts Payable**

<b>20000 · Accounts Payable</b>	2,750.85
---------------------------------	----------

<b>Total Accounts Payable</b>	2,750.85
-------------------------------	----------

**Other Current Liabilities**

<b>24000 · Payroll Liabilities</b>	13,957.77
------------------------------------	-----------

<b>24200 · GOS Grants</b>	5,211,744.00
---------------------------	--------------

<b>24300 · Project Support Grants</b>	1,362,035.00
---------------------------------------	--------------

<b>Total Other Current Liabilities</b>	6,587,736.77
--	--------------

<b>Total Current Liabilities</b>	6,590,487.62
----------------------------------	--------------

<b>Total Liabilities</b>	6,590,487.62
--------------------------	--------------

**Equity**

<b>32000 · Retained Earnings</b>	20,665,091.83
----------------------------------	---------------

<b>Net Income</b>	-7,051,718.50
-------------------	---------------

<b>Total Equity</b>	13,613,373.33
---------------------	---------------

<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>20,203,860.95</b>
---------------------------------------	----------------------

<b>TOTAL LIABILITIES &amp; EQUITY</b>	<b>20,203,860.95</b>
---------------------------------------	----------------------

**CAC CIGARETTE TAX COLLECTIONS HISTORY AND 2017 ACTUAL REVENUE**

<b>Month</b>	<b>2016</b>	<b>2017</b>	
	<b>Monthly Tax</b>	<b>Monthly Tax</b>	<b>16-17% Change</b>
JANUARY	\$ 979,521.54	\$ 1,257,349.49	28.36%
FEBRUARY	\$ 1,060,158.47	\$ 1,222,139.47	15.28%
MARCH	\$ 1,246,640.07	\$ 1,294,282.38	3.82%
APRIL	\$ 1,143,716.06	\$ 1,194,757.98	4.46%
MAY	\$ 1,302,807.27	\$ 1,347,820.51	3.46%
JUNE	\$ 2,435,737.96	\$ 2,007,016.71	-17.60%
JULY	\$ 391,358.36	\$ 156,576.58	-59.99%
AUGUST	\$ 1,405,296.53		
SEPTEMBER	\$ 1,177,403.31		
OCTOBER	\$ 1,266,539.62		
NOVEMBER	\$ 1,265,199.34		
DECEMBER	\$ 1,092,758.15		
<b>TOTALS</b>	<b>\$ 14,767,136.68</b>	<b>\$ 8,479,943.12</b>	<b>-1%</b>