



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

Cleveland Public Library - Main Branch, Louis Stokes Wing
2nd Floor, Conference Room B
325 Superior Avenue, Cleveland, OH 44114
Wednesday, September 11, 2024 - 4:00 pm

- 1. Opening of the Meeting**
 - a. Call to Order
 - b. Roll Call
 - c. **Action:** Swearing in of Trustee Gina Vernaci
 - d. **Action:** Motion to approve April 17, 2024 regular meeting minutes
 - e. **Action:** Motion to approve April 29, 2024 special meeting minutes
- 2. Public Comment on Today's Agenda**
- 3. Executive Director's Update**
- 4. Finance and Administrative Items**
 - a. Finance Report
- 5. Grantmaking Items**
 - a. Grantee Connect Series Update
- 6. Other Business**
 - a. Assembly for the Arts Update
- 7. Public Comment on CAC Business**
- 8. Adjourn**

Next Regular Meeting: November 20, 2024 - 4:00 pm



Minutes of the Annual Meeting of the Board of Trustees
Wednesday, April 17, 2024

A meeting of the Cuyahoga Arts & Culture (CAC) Board of Trustees was called to order at 4:06 pm at the Cleveland Public Library, Louis Stokes Wing, 325 Superior Avenue, Cleveland, OH.

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

Also in attendance were: Jill Paulsen, Executive Director and CAC staff.

1. SWEARING IN OF TRUSTEES

Trustee Mendez stated that County Executive Ronayne nominated, and County Council approved, the reappointment of Karolyn Isenhart and appointment of Leonard DiCosimo to the CAC Board of Trustees. Trustee Mendez administered the oath of office for Trustees Karolyn Isenhart and Leonard DiCosimo. Each swore to honestly, faithfully, and impartially perform their duties while serving as a trustee of Cuyahoga Arts & Culture. Trustees Isenhart and DiCosimo were appointed to three-year terms ending on March 31, 2027.

2. APPROVAL OF MINUTES

Action: To approve the minutes of the February 15, 2024 Board of Trustees meeting.
Motion by – Trustee Isenhart
Second by – Trustee Blakemore

Vote to approve the minutes of the February 15, 2024 Board of Trustees meeting.

Ayes: Blakemore, DiCosimo, Isenhart, Mendez, Scott Taylor.

The motion carried.

3. ELECTION OF OFFICERS

Trustee Scott Taylor presented the slate of officers with Trustee Karolyn Isenhart as President, Trustee Daniel Blakemore as Vice President, and Trustee Leonard DiCosimo, as Secretary.

Action: To approve the slate of officers: Trustee Isenhart as President, Trustee Blakemore as Vice President, and Trustee DiCosimo as Secretary.

Motion by – Trustee Mendez
Second by – Trustee Blakemore

Vote to approve the approve slate of officers: Trustee Isenhart as President, Trustee Blakemore as Vice President, and Trustee DiCosimo as Secretary.

Ayes: Blakemore, DiCosimo, Isenhart, Mendez, Scott Taylor.

The motion carried.

4. PUBLIC COMMENT ON MEETING AGENDA ITEMS

There was no public comment on today's agenda.

5. EXECUTIVE DIRECTOR'S REPORT

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

6. BOARD ACTION – GRANTMAKING

Approval of 2025 Project Support Grant Guidelines

Mr. Jake Sinatra, CAC's director of grantmaking strategy and communications, and Maya Curtis, grants manager, provided the Board with an overview of the 2025 Project Support Guidelines, which were included in the [Board materials](#).

- Process changes are consistent with what was previewed in February 2024.
- There are no policy changes from the PS 2024 guidelines.
- Goals were to clarify and simplify language and processes.
- Maintain option for multi-year funding commitment (bypass) in this program.
- Program will launch in May.

Action: To approve the 2025 Project Support grant program guidelines.

Motion by – Trustee Mendez

Second by – Trustee Blakemore

Discussion:

Who are the panelists? Panelists for CAC grant reviews are artists and working arts/cultural administrators from across the county. Panelists are vetted by CAC staff.

Were there any themes from grantees during comment period? Overall feedback was positive, and organizations like the multi-year funding commitment option.

Vote to approve the 2025 Project Support grant program guidelines.

Ayes: Blakemore, DiCosimo, Isenhart, Mendez, Scott Taylor.

The motion carried.

7. FINANCE REPORT

Ms. Meg Harris, CAC's director of administration, stated that tax revenue through March was \$1,907,440. This is \$374,255 (16.4%) below budget and \$529,249 (23.7%) below the same period in 2023. She stated interest revenue was \$130,013 and that non-grant expenses through March were \$233,279. Ms. Harris also provided an update on the status of the 2023 audit.

8. APPROVAL OF ACTION ITEMS

Appointment of members of the Audit and Finance Advisory Committee

Ms. Harris said the purpose of this committee is to ensure CAC has proper financial controls and policies in place and that its investment of inactive monies complies with its Investment Policy. She requested the Board reappoint the current members of the Audit and Finance Advisory Committee to continued one-year terms: Luis Cartagena, Ann McCarthy-Garland, and Ken Surratt. She added that Dan Blakemore would serve on behalf of the Board.

Action: To appoint members of the audit and finance committee for the period of April 1, 2023 – March 31, 2024: Luis Cartagena, Ann McCarthy-Garland, Ken Surratt, and Daniel Blakemore.

Motion by – Trustee Mendez

Second by – Trustee Scott Taylor

Vote to appoint members of the audit and finance committee for the period of April 1, 2023 – March 31, 2024: Luis Cartagena, Ann McCarthy-Garland, Ken Surratt, and Daniel Blakemore.

Ayes: DiCosimo, Isenhart, Mendez, Scott Taylor

Abstain: Blakemore

The motion carried.

Public Records Manager Designee

Ms. Harris submitted that she has completed annual training to be CAC's Public Records Manager Designee.

Action: to approve Meg Harris as the agency's Public Records Manager Designee.

Motion by – Trustee DiCosimo

Second by – Trustee Scott Taylor

Vote to approve Meg Harris as the agency's Public Records Manager Designee.

Ayes: Blakemore, DiCosimo, Isenhart, Mendez, Scott Taylor

The motion carried.

Approval of Updates to CAC Employee Manual

Ms. Harris stated that the Employee Manual had been updated to remove two policies as detailed in the memo provided to the Board.

Action: To approve the Employee Manual as revised, effective May 1, 2024.

Motion by – Trustee Blakemore

Second by – Trustee DiCosimo

Vote to approve the Employee Manual as revised, effective May 1, 2024.

Ayes: Blakemore, DiCosimo, Isenhart, Mendez, Scott Taylor

The motion carried.

Appointment of Two CAC board members as ex-officio board members of Assembly for the Arts

Action: To designate Trustees Isenhart and DiCosimo to serve on the Assembly for the Arts Board, representing CAC in this service, from now until CAC's next annual meeting, with the instruction that they will represent CAC and CAC's interests as part of their official duties and responsibilities as CAC Trustees, and also with the understanding that this service may end at an earlier time as determined by the designated Trustees of the Board.

Motion by – Trustee Mendez

Second by – Trustee Scott Taylor

Vote to designate Trustees Isenhart and DiCosimo to serve on the Assembly for the Arts Board, representing CAC in this service, from now until CAC's next annual meeting, with the instruction that they will represent CAC and CAC's interests as part of their official duties and responsibilities as CAC Trustees, and also with the understanding that this service may end at an earlier time as determined by the designated Trustees of the Board.

Ayes: Blakemore, DiCosimo, Isenhart, Mendez, Scott Taylor

The motion carried.

9. OTHER BUSINESS

Jeff Rusnak of R Strategy Group and Jeremy Johnson of Assembly for Action provided the Board with an update regarding replacing and expanding the cigarette tax. The first step is for CAC's Board to take action with the passage of a resolution which is then delivered to Cuyahoga County Council who would then go through a three-step reading process to put the issue on the ballot in November.

10. PUBLIC COMMENT ON CAC BUSINESS

Dave Biro, executive director of Midnight Art Club

ADJOURNMENT

Motion by Trustee Scott Taylor, seconded by Trustee Mendez, to adjourn the meeting.

Vote: all Ayes. The motion carried. The meeting was adjourned at 4:56 pm.

Attest:

Leonard DiCosimo, Secretary, Board of Trustees



Minutes of the Special Meeting of the Board of Trustees
Monday, April 29, 2024

A special meeting of the Cuyahoga Arts & Culture (CAC) Board of Trustees was called to order at 4:36 pm at the Cleveland Public Library, Louis Stokes Wing, 325 Superior Avenue, Cleveland, OH.

The roll call showed that Trustees Blakemore, DiCosimo, Isenhardt, and Scott Taylor were present. It was determined that there was a quorum.

Also in attendance were: Jill Paulsen, Executive Director and CAC staff.

1. BOARD ACTION – RESOLUTION FOR REPLACEMENT LEVY

Ms. Paulsen outlined a proposed resolution to Cuyahoga County Council for a replacement tax levy, noting the role of CAC's Board at this meeting is to determine the recommended timing and amount of the proposed tax.

Jeff Rusnak, Principal of R Strategy Group, and Jeremy Johnson, CEO of Assembly for Action, made a presentation to the Board regarding the recommendation for a replacement levy:

Arts & Culture Sector Economic Benefits

- Major contributor to regional economy
- Generates millions of dollars for region
- Creates and supports thousands of family-supporting jobs
- Attracts and retains talent
- Drives tourism
- Enhances neighborhoods
- \$533M in economic activity
- 8,637 jobs (AE6 Study)
- 104.2M in government revenue

Arts and Culture Sector Educational Benefits

- Improves student performance
- Offers unique opportunities and experiences for children
- Provides safe and healthy options for young people

Cigarette tax revenues have declined by more than 50% since 2007.

A replacement levy is recommended at the rate of 3.5 cents per cigarette for a period of 10 year.

This amount has been tested with voters and they are open to supporting a tax at this amount.

It is estimated that a replacement tax at this level will generate approximately \$160M over the ten-year levy period. This estimate factors in a continued decline in the sales of cigarettes in Cuyahoga County over the period.

Because this tax is specifically purposed for nonprofit organizations, work will continue, by Assembly for the Arts, to secure additional and different sources of funding to support independent artists. This is not the work of CAC but Assembly for the Arts.

ACTION: A RESOLUTION DECLARING IT NECESSARY TO REPLACE AN EXISTING 15 MILLS PER CIGARETTE (1½ CENTS, OR \$.015, PER CIGARETTE) TAX WITH A 35 MILLS PER CIGARETTE (3.5 CENTS, OR \$.035, PER CIGARETTE) TAX, FOR 10 YEARS, AND REQUESTING THE CUYAHOGA COUNTY COUNCIL TO SUBMIT THE QUESTION OF THAT TAX TO THE ELECTORS AT THE ELECTION TO BE HELD ON NOVEMBER 5, 2024, PURSUANT TO SECTION 5743.021(B)(2) OF THE REVISED CODE.

Motion by – Trustee Blakemore
Second by – Trustee Scott Taylor

Discussion: None.

VOTE TO APPROVE A RESOLUTION DECLARING IT NECESSARY TO REPLACE AN EXISTING 15 MILLS PER CIGARETTE (1½ CENTS, OR \$.015, PER CIGARETTE) TAX WITH A 35 MILLS PER CIGARETTE (3.5 CENTS, OR \$.035, PER CIGARETTE) TAX, FOR 10 YEARS, AND REQUESTING THE CUYAHOGA COUNTY COUNCIL TO SUBMIT THE QUESTION OF THAT TAX TO THE ELECTORS AT THE ELECTION TO BE HELD ON NOVEMBER 5, 2024, PURSUANT TO SECTION 5743.021(B)(2) OF THE REVISED CODE.

Roll call vote: Blakemore – yes
DiCosimo – yes
Isenhardt – yes
Scott Taylor – yes

The motion carried.

ADJOURNMENT

Motion by Trustee Scott Taylor, seconded by Trustee Blakemore, to adjourn the meeting.

The meeting was adjourned at 5:01 pm.

Attest:

Leonard DiCosimo, Secretary, Board of Trustees

Executive Director's Report

September 11, 2024

Welcome to Cuyahoga Arts & Culture's September 11th Board meeting.

The meeting will start with the swearing in of CAC Trustee Gina Vernaci, who was formally appointed to our Board by County Council earlier this summer.

We thank Gina for her willingness to serve our agency and the residents of our County. As a reminder: CAC's five board members are uncompensated and serve three-year terms. While CAC is an independent political subdivision of the State of Ohio, Cuyahoga County nominates and confirms all CAC Board members.

Today's meeting will include an update on our **Grantee Connect Series**, CAC's initiative to listen more deeply and connect with our grant recipients to inform our grantmaking. The project included:

- CAC's first completely anonymous survey of grant recipients, with an impressive response rate from 75% of the cultural organizations we fund.
- Five listening roundtables co-hosted at arts organizations across the County.

In all, more than 280 people participated. We look forward to sharing with you what we learned and how we are already acting on the feedback.

While not on today's agenda, please see the Staff Report for details on the agency's efforts to highlight the **importance of public funding for the arts**. New ads and a fresh communications toolkit for grantees ensure that we're all telling the story of how public dollars distributed by CAC are funding arts experiences in every zip code for all county residents!

Finally, I call your attention to our agency receiving its 17th consecutive clean audit. We also earned the **Auditor of State's award**, an honor earned by fewer than 10% of public agencies statewide. I thank our entire team for playing a part in this achievement.

I appreciate your attention to matters before the Board today.

Respectfully,

Jill Paulsen
Executive Director

Updates from CAC Staff

September 11, 2024

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

What follows is a brief update on the progress made since the Board last met in April.

1. GRANTMAKING

Core Grants: General Operating Support, Cultural Heritage, Project Support

2024 General Operating Support, Cultural Heritage and Project Support grants are in progress:

- **General Operating Support:** All grantees completed a 2024 Mid-Year Report, due July 31. Staff is working to review, provide feedback, and issue payments to grantees, which disburse 40% of the grant. New this year, grantees had the opportunity to schedule a site visit with their grant manager in lieu of completing written goal progress updates; 30 grantees participated, many expressing appreciation for the opportunity to connect. All grantees report on their goal progress at Year-End.
- **Cultural Heritage:** All grantees completed a 2024 Mid-Year Report and site visit or meeting with their grant manager, releasing 40% of their grant payment.
- **Project Support:** More than 55 Project Support grantees have completed their 2024 projects and completed reporting to date; the remainder are in progress. Grant managers process advance payment requests and reports on a rolling basis throughout the grant cycle.

To deepen relationships and hold more in-person meetings between CAC staff and grantees in 2024, grant managers are conducting regular site visits with their grantees, and the full grantmaking team is holding monthly team visits with a variety of grantees. Thank you to the grantees who have hosted our team throughout the year; we aim to continue this beneficial way of connecting with grantees into 2025.

2025 Project Support

The 2025 Project Support grant program launched in May with an initial eligibility deadline in June. First-time applicants (15) and grantees eligible to bypass the full application and panel process in 2024 were required to submit a **full application** for 2025 and will be reviewed in the public panel process. Applicants who met specific criteria, are conducting the same project in 2025 as approved by panel could opt to **bypass** the full application and panel process and will automatically be recommended for a grant in November.

In total, CAC received a total of 221 applications for 2025 Project Support, as follows:

2025 Project Support – Application Summary	
Bypass: eligible applicants doing same project approved by panel last year	46
Full Application: to be reviewed by panel in September*	175
Total Eligible Applicants	221

**15 of the 175 organizations being reviewed by panel are first-time applicants.*

Of these applicants, 175 returning and new applicants will be reviewed through CAC's public panel in September. The remaining grantees have been previously vetted and are in good standing. They will be automatically recommended for grants at the November meeting.

- **Panel Review Meetings:** Forty arts and culture professionals have been recruited to serve as panelists who will evaluate applications to our Project Support grant program. All panelists have been trained and are reviewing applications. CAC's public grant review panels will be held virtually on September 16-18. Project Support applicants requesting up to \$5,000 are reviewed through a written panel process. All applicants receive detailed feedback from panelists.

Technical Assistance & Grantee Feedback

This year, CAC staff held a variety of in-person and virtual technical assistance opportunities and resources to help applicants and grantees succeed. This summer, those offerings included:

- Plante Moran: Understanding and Filing a 990 workshop
- Grant Opportunities Workshop
- SMU | DataArts – Getting Started with the Cultural Data Profile and Data at Work: Introduction to DataArts Analytic Tools workshops
- Project Support application workshops
- Virtual application “office hours” for applicants to meet one-on-one with CAC staff to address their organizations’ application and specific questions.
- Emails and personal phone calls regarding technical assistance and reminders fielded by the entire CAC team.

After each step in the grant cycle, **staff continue to collect feedback to inform our work.** Those who submitted feedback on CAC's application process indicated that they were “very satisfied” with the process. One applicant noted about our technical assistance offering: “Very useful - a lot of info given on what answers support the prompts.” Staff use regular communication with applicants and grantees to inform technical assistance and to consider potential improvements for future grant cycles.

Grants to Nonprofits for Artist Support and Resident-Led Arts & Culture Projects

Assembly for the Arts' 2024 Support for Artists grant program is underway, supported by a \$500,000 grant. Assembly's design and management of the program includes a variety of project-based and flexible funding opportunities for artists, including programs by Cleveland Public Theatre, Julia de Burgos Cultural Arts Center, Karamu House, and SPACES, in addition to funding programs administered by Assembly. Assembly is also preparing to launch an artist advisory cohort, as part of the grant, to inform their ongoing artist programming. An announcement of the 2024 artist funding recipients is anticipated in September.

ioby's CAC Match Fund leveraged a grant to provide dollar-for-dollar matching for projects that bring arts and culture to Cuyahoga County residents. The Match Fund concluded in July and leveraged \$80,000 in match funds to support residents to raise an additional \$92,449, for a total of \$171,889 directed to 38 local projects.

Neighborhood Connections is co-funding resident-led arts and culture projects in 2024 with a grant from CAC. The first “action grant” deadline was in February and CAC co-funded 27 approved arts and culture projects. CAC will co-fund a second round in 2024, the deadline was August 19 and applications are currently under review. Neighborhood Connections held its second of four Arts & Culture Network Nights

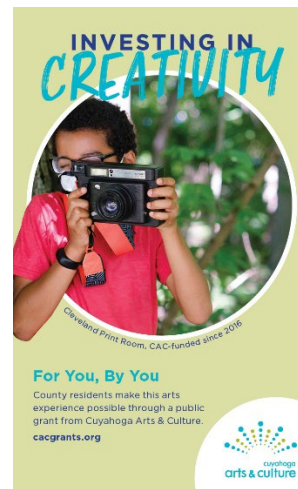
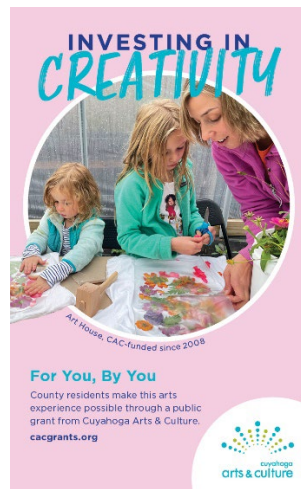
in 2024 on June 26 at The Brownhoist. The next Network Night is scheduled for Wednesday, September 25 from 6-8pm at Near West Theatre. All are welcome.

2. COMMUNICATIONS

Sharing the Impact of Public Funding

CAC continues to create and promote tools for our grantees to tell the story of how public funding from Cuyahoga Arts & Culture has impacted their organization and community. These include:

- 2023-24 Report to the Community: In June, CAC released its [2023-24 Report to the Community](#) in a digital and mailed print format. The report highlights CAC's grantmaking, including how public dollars we distribute help to boost the economy, educate children and teens, create experiences that enrich our lives, and enhance our community's appeal. The report has been viewed by hundreds of grantees, public officials, and other residents. View the report at [2023report.cacgrants.org](#).
- Grantee Communications Toolkit: In August, a new suite of free tools was released to grantees to help them acknowledge CAC funding. These include an updated suite of ads for print and digital distribution; a set of fact sheets; 50 CAC "swag bags" promoting ClevelandArtsEvents.com; a customized grantee messaging guide, with impact data and storytelling templates, and more. These tools have been well-received by grantees, who have already begun using them widely.



- ClevelandArtsEvents.com: Promotion of the Cleveland Arts Events website, where CAC grantees are required to post their CAC-funded programs and events, is yielding great results. Through August, the site has been visited by more than 63,000 unique users, a 5% increase over 2023. More than 1,900 events have been posted on the site by CAC grantees and other groups in 2024.

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

- [Fighting for the arts: Cuyahoga Arts & Culture seeks tax levy replacement, increase \(freshwatercleveland.com\)](#) - May 1, 2024

- [Cuyahoga Arts & Culture takes first step toward putting levy on November ballot | Crain's Cleveland Business \(crainscleveland.com\)](#) - May 1, 2024
- [Cuyahoga County Council committee wants to let voters decide in November whether to increase cigarette tax for the arts - cleveland.com](#) - May 28, 2024
- [Cuyahoga County voters to decide whether to fund arts with cigarette tax hike | Ideastream Public Media](#) - June 4, 2024
- [Arts and culture levy provides funding that ignites creative spark in the community - cleveland.com](#) - June 18, 2024
- [The true value of Cuyahoga Arts and Culture tax - a thriving community: Geralyn M. Presti and Chinenye Nkemere - cleveland.com](#) - July 7, 2024
- [Creative booster: CAC connects communities through free arts and culture events \(freshwatercleveland.com\)](#) - August 29, 2024

3. EFFECTIVE TEAMWORK AND OPERATIONS

Connecting with Community and Building Our Capacity

CAC staff presented at or participated in the following workshops, peer groups, and trainings:

- Creative Ohio Regional Directors, Jill
- Greater Cleveland Funders Collaborative (GCFC) – Data Equity Working Group, Julia
- United State Urban Arts Federation National Directors, Jill
- Regional “Rustbelt” Communications Peer Group, Jake
- Philanthropy Ohio – Equity Summit, Dayvon
- Philanthropy Ohio – Northeast Ohio Arts & Culture Peer Discussion, Maya, Laura, Jill
- Cuyahoga County Board of Developmental Disabilities Arts & Culture Collaborative, Julia

Effective Teamwork and Operations

Core Racial Equity Group (CREW) Updates

CREW is an internal advisory body to CAC for equity initiatives that lead to a more racially equitable workplace. You can find additional information in our [CREW Description](#). CREW has finalized its 2024 goals, including an effort to encourage grantee organizations to share their demographic data via [Candid](#).

Working alongside other Northeast Ohio funders, this effort would help to build a centralized, public location for reporting data and reduce reporting burdens on grantee organizations while furthering our understanding of the nonprofits we serve. As a first step in this process, CAC built an anonymous and optional self-identification survey for its own board and staff which was distributed in July. This process models what we anticipate for grantee organizations, and the data will be used over time to see how our own organization is evolving.

FINANCIAL UPDATE

2024 YTD

Revenue. Tax revenue through July 31 was \$5,070,570. This is \$270,503 (5.1%) below forecast and \$780,794 (13.3%) less than the same period in 2023. The rate of decline in revenue is 13.3% YTD. Interest revenue through July was \$337,940. The overall expected yield on investments remained favorable due to sustained higher interest rates.

Expenditure. The majority of CAC's budget is comprised of grants which were approved in 2023. These grants are accrued at the beginning of the year and recognized on the balance sheet. Non-grant expenditures through July were \$582,550 and are tracking \$36,192 below budget primarily due to timing of payments.

Investments. As of July 31, CAC investment account balances are as follows:

- STAR Ohio: \$1,940,598 (yield 5.42%)
- RedTree Investment Group: \$9,473,270 (yield 4.36%)

Audit and Finance Advisory Committee

The Audit and Finance Advisory Committee met on May 22. The committee participated in the post-audit meeting with the Ohio Auditor of State (OAS). CAC's 2023 audit was released by OAS on June 4, 2024. The Auditor of State's Office awarded CAC with Auditor of State Award, an award in recognition of CAC's clean 2023 audit report. Fewer than 10% of the nearly 6,000 state and local government agencies that the Office audits each year receive this award.

Cuyahoga Arts & Culture				
Through 7/31/2024				
	Actual YTD	Budget YTD	\$ Over/Under Budget	% of Budget
Ordinary Revenue/Expenditures				
Revenue				
Excise Tax	\$ 5,070,570	\$ 5,341,073	\$ (270,503)	94.94%
Interest	\$ 337,940	\$ 292,500	\$ 45,440	115.53%
Other revenue	\$ 41,940	\$ 41,000	\$ 940	102.3%
Total Revenue	\$ 5,450,450	\$ 5,674,573	\$ (224,123)	96.05%
Expenditures				
Salaries, Wages and Benefits	\$ 432,651	\$ 438,774	\$ (6,123)	98.6%
Grantmaking Expenses	\$ 28,322	\$ 47,340	\$ (19,019)	59.8%
Grants**	\$ 11,179,762	\$ 11,425,487	\$ (245,725)	97.8%
Facilities, Supplies, Equipment	\$ 31,868	\$ 40,716	\$ (8,848)	78.3%
Professional Fees	\$ 89,709	\$ 91,911	\$ (2,202)	97.6%
Depreciation	\$ -	\$ -	\$ -	
Total Expenditures	\$ 11,762,312	\$ 12,044,229	\$ (281,917)	97.7%
Net Ordinary Revenue	\$ (6,311,862)	\$ (6,369,656)	\$ 57,794	

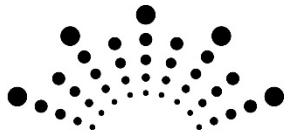
** Outstanding 2023 and 2024 grant obligations are on the balance sheet.

Non-grant cash disbursements YTD	\$ 582,550	\$ 618,742	\$ (36,192)
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Cuyahoga Arts and Culture
Balance Sheet
As of July 31, 2024

	Total
ASSETS	
Current Assets	
Bank Accounts	
KeyBank	104,829.10
RedTree (U.S.Bank)	9,473,269.52
Star Ohio	1,940,598.06
Total Bank Accounts	\$ 11,518,696.68
Accounts Receivable	
11000 Accounts Receivable	\$ 274,153.68
Total Accounts Receivable	\$ 274,153.68
Total Current Assets	\$ 11,792,850.36
Fixed Assets	
15000 Furniture and Equipment	5,980.97
Total Fixed Assets	\$ 5,980.97
TOTAL ASSETS	\$ 11,798,831.33
LIABILITIES AND EQUITY	
Liabilities	
Current Liabilities	
Other Current Liabilities	
24000 Payroll Liabilities	4,234.22
24200 GOS Grants	3,648,987.00
24300 PS and CH Grants	1,000,335.00
24450 2024 SFA & ComBased Grants	316,500.00
Total Other Current Liabilities	\$ 4,970,056.22
Total Current Liabilities	\$ 4,970,056.22
Total Liabilities	\$ 4,970,056.22
Equity	
32000 General Fund	13,140,637.26
Net Income	-6,311,862.15
Total Equity	\$ 6,828,775.11
TOTAL LIABILITIES AND EQUITY	\$ 11,798,831.33

CIGARETTE TAX RECEIPTS FY 23 VS FY 24 YTD				
Month	2023	2024		
		2024	\$VAR	23/24 % VAR
JANUARY	\$ 902,452.46	\$ 720,680.19	\$ (181,772.27)	-20.1%
FEBRUARY	\$ 661,798.93	\$ 585,197.39	\$ (76,601.54)	-11.6%
MARCH	\$ 935,437.39	\$ 601,562.02	\$ (333,875.37)	-35.7%
APRIL	\$ 758,029.32	\$ 762,671.33	\$ 4,642.01	0.6%
MAY	\$ 816,989.21	\$ 823,925.67	\$ 6,936.46	0.8%
JUNE	\$ 1,656,081.30	\$ 1,302,380.22	\$ (353,701.08)	-21.4%
JULY	\$ 120,575.75	\$ 274,153.68	\$ 153,577.93	127%
AUGUST	\$ 884,886.34			
SEPTEMBER	\$ 912,041.36			
OCTOBER	\$ 815,722.53			
NOVEMBER	\$ 702,298.01			
DECEMBER	\$ 916,773.68			
TOTALS	\$ 10,083,086.28	\$ 5,070,570.50	\$ (780,793.86)	-13.3%



cuyahoga
arts & culture
strengthening community

MEMORANDUM

Date: September 11, 2024
To: CAC Board of Trustees
From: Jake Sinatra, director – grantmaking strategy & communications
Re: 2024 Grantee Connect Series Update

Background

In November 2023, Cuyahoga Arts & Culture committed to listening more deeply and connecting with our nonprofit arts and cultural community to help shape our grantmaking.

This commitment was made at a difficult time for our arts community. Many nonprofit organizations were continuing to grapple with uncertainties and budgetary constraints resulting from the pandemic. CAC made planned, but difficult, reductions to its grantmaking allocation as its revenues continued to decline. Concurrently, some artists were expressing discontent about how independent artists access funding.

Listening and evaluation have always been core to CAC's grantmaking process. However, we acknowledged that work needed to be done to build trust and unity so that CAC remains responsive to the needs of our grantees and residents, in 2024, and into the future.

About the Grantee Connect Series

In direct response to this commitment to listen and learn, CAC launched our *Grantee Connect Series* this spring. The initiative offered grantees a variety of ways to connect with CAC and each other. The series was designed to build transparent, trust-based relationships with our grant recipients that will better position CAC to respond to their needs and the residents they serve.

Our *Grantee Connect Series* offered staff and board members at CAC-funded organizations three ways to help shape CAC's work in 2024 and beyond:

1. **Guidelines Feedback:** an opportunity to provide real-time feedback on CAC's grantmaking guidelines for 2025 Project Support.
2. **Independent and Anonymous Grantee Survey:** a comprehensive, anonymous survey about CAC's grantmaking and future, managed by an independent research firm.
3. **Grantee Connect Meetups:** a series of in-person and virtual gatherings to hear the initial survey findings, share feedback, and connect with peers.

Additionally, CAC staff is conducting a **National Funder Scan**, interviewing representatives from more than 10 funding agencies (public, nonprofit, State, or local government). The scan will provide benchmark data and best practices which CAC can learn from as it plans for the future.

Response & Initial Findings

More than **280 individual participants** representing over **200 grantee organizations** participated in the *Grantee Connect Series*. Most of the participation came through the survey, which saw a 75% organizational response rate (185 grantee organizations) and a 58% individual response rate (218 completed surveys).

CAC staff held Grantee Connect Meetups at five locations, and in one online session. At those sessions we shared initial findings from the survey and gathered additional feedback.

Initial findings include:

1. Grant recipients highly value multi-year and flexible funding from CAC.
2. Grantees are satisfied with communications about the grantmaking process and find CAC staff helpful.
3. Some grant recipients do not understand how their grants are determined.
4. There is confusion about CAC's role in fundraising and/or diversifying revenues.
5. There is no consensus on how CAC should distribute funds or evolve its grantmaking, despite a shared need for more resources.

See additional details on the initial findings on the pages that follow.

Next Steps

We have already begun acting on what we heard. For example, the survey indicated grantees are generally satisfied with communications from CAC. However, we heard grantees might benefit from new approaches to sharing information about CAC and its processes through videos, visual aids, and other tools. In August, we released a new Communications Toolkit, which aims to share in new ways. We also commit to:

- Continue the conversation – CAC will continue its Grantee Connect Meetups, as an ongoing space to build trust and connection between CAC and the groups it funds.
- Offer ongoing feedback mechanisms – CAC has launched a general feedback form to collect feedback from grantees and the public on a year-round basis. CAC has also increased its grantee site visits in 2024 and will continue to prioritize a variety of opportunities to connect with staff. Already this year, the grants team has conducted over 100 visits, an increase over recent years.

We anticipate sharing additional findings on this project later this fall, including methodology, results, peer research, and considerations for CAC's future grantmaking. These findings will inform Board planning discussions at future meetings, and the team's work as it begins development of 2026 grant guidelines.



2024 Grantee Connect Series

TOGETHER TODAY AS WE PLAN FOR TOMORROW

Help shape CAC's grantmaking to arts nonprofits

What

This year, Cuyahoga Arts & Culture will hold a series for grant recipients to connect with CAC and each other. These opportunities will strengthen our nonprofit arts community and shape CAC's future.

Why

We are committed to building transparent, trust-based relationships with our grant recipients. We know it is important to listen and connect in a variety of ways. Through this series, feedback and conversations will help CAC plan for the future and respond to grantee needs.

Who

Staff at current and recent grant recipient organizations (CAC-funded nonprofits).

When

March - June 2024

The 2024 Grantee Connect Series will include a variety of opportunities



Give Feedback on CAC's 2025 Grant Guidelines

Provide feedback on CAC's draft guidelines and application for 2025 Project Support.

March 15 - March 27, 2024



Take our 2024 Grantee Survey

A comprehensive online survey about CAC's grantmaking and future. Managed by an independent research firm.

March - April 2024



Join us at Grantee Connect Meetups

Gather with fellow CAC grantees to hear the findings of the 2024 Grantee Survey, connect, and converse.

May - June 2024

2024 Grantee Connect Series

This year, Cuyahoga Arts & Culture is holding a series for grant recipients to connect with CAC and each other. Through this series, feedback and conversations will help CAC plan for the future and respond to grantee needs.

Methodology

In March 2024, CAC worked with an independent local firm, Bedrock Research, LLC, to administer an online survey of CAC’s 2023-2024 grant recipients.

The objective of the survey was to **establish a baseline of grantee feedback to help shape future planning and inform upcoming work.**

CAC was provided aggregated survey data results and masked verbatim comments to protect respondent anonymity.

Participants

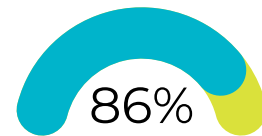
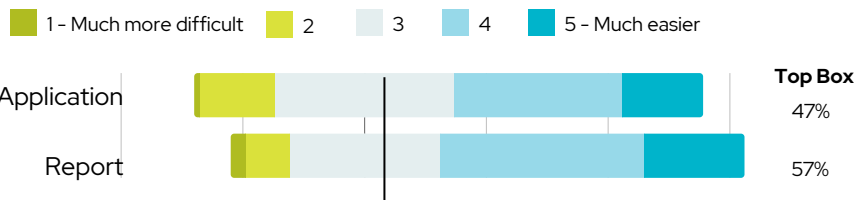
75% organizational response rate, **58%** individual response rate (**218** completed surveys received from **185** grantee organizations).

53% executive directors; **44%** primary contacts for CAC grant. (respondents self-identified and could select more than one identifier)

A representative sample of grant programs (General Operating Support, Project Support, Cultural Heritage), budget size, and grant size.

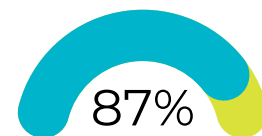
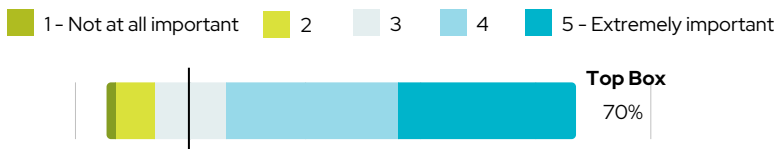
Application & Reporting

How do CAC’s application and reporting processes compare to other grants you pursue?



of participants find it clear and easy to understand that **CAC grants prioritize public benefit, artistic and cultural vibrancy, and organizational capacity.**

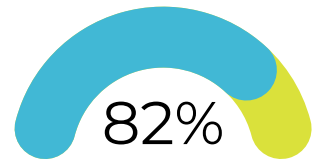
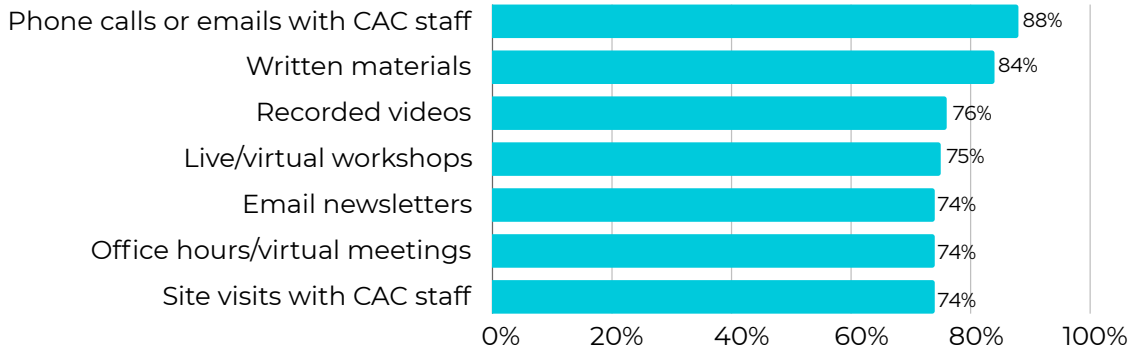
How important is it for CAC to use a public panel review process?



of participants find **virtual reporting** to be of value.

Technical Assistance & Resources

Satisfaction with technical assistance resources among users



of participants believe that **CAC should provide information to residents** to increase awareness of the programs, events, and organizations it funds.

Communications & Planning

1 - Strongly disagree 2 3 4 5 - Strongly agree

I receive enough deadline reminders to help me submit applications and reports to CAC on time.



My grant manager has been helpful in answering questions when they come up.



CAC provides clear information about grant cycles, requirements, and timelines.



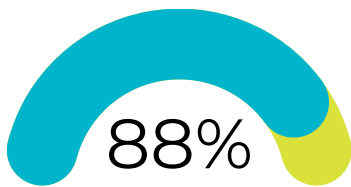
I received clear communications about changes to my grant amount between 2023 and 2024.



CAC communicates with transparency about changes to their grantmaking process.



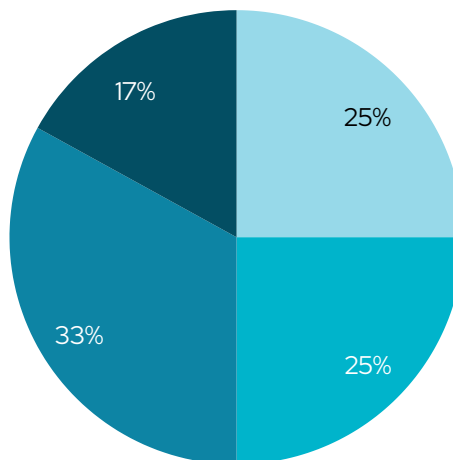
I understand how my organization's 2024 grant was calculated.



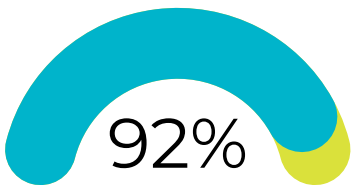
believe **multi-year commitments**, in which the organization receives the same grant amount each year, to be of importance.

As anticipated, CAC receives decreasing tax revenue each year (down 50% since CAC's inception). At the same time, CAC receives increasing numbers of applications each year.

How should CAC's grantmaking process best accommodate this?



- Stop accepting new applications
- Make the grants smaller so more nonprofits can receive grants
- Make the eligibility requirements more restrictive
- Make the grants process more competitive



believe CAC is **fulfilling its mission** to inspire and strengthen the community by investing in arts and culture through its grantmaking.