

**August 2025**

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**Erie County Cultural Funding Grant Monitoring Program  
Ujima Company, Inc.  
January 1, 2020 through December 31, 2022**



**HON. KEVIN R. HARDWICK  
ERIE COUNTY COMPTROLLER**

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**HON. KEVIN R. HARDWICK  
ERIE COUNTY COMPTROLLER'S OFFICE  
DIVISION OF AUDIT & CONTROL  
95 FRANKLIN STREET  
BUFFALO, NEW YORK 14202**



August 22, 2025

Erie County Legislature  
92 Franklin Street, Fourth Floor  
Buffalo, New York 14202

Dear Honorable Members:

In 2023, the Erie County Comptroller's Office, Division of Audit & Control initiated a regular Monitoring Program of Erie County Cultural Funding Grants. The Erie County Cultural Funding program provides annual grants to non-profit arts and cultural organizations operating within the County. County funds are intended to be limited in their use to current operating expenses including salaries, program costs, fringe benefits, rents, utilities, office supplies, and equipment. Grant funds may not be used for or applied towards capital projects or physical improvements of buildings or facilities, nor as a revenue offset against accounts receivable. No funds received shall be used for any services provided or activities performed outside Erie County. The County's Department of Environment and Planning executes contracts with organizations and is the primary agency charged with monitoring.

**Objective**

The objective of the Cultural Funding Monitoring Program is to verify that the recipients have utilized County funds according to the terms and conditions associated with the Erie County Cultural Funding grant process and the recipient's contract with the County. In order to verify the proper use of the grant award, a number of agencies were selected in order to review their expenses and financial records.

**Scope and Methodology**

Approximately 120 different organizations receive funding annually from Erie County. The Comptroller's Cultural Funding Grant Monitoring Program is intended to review organizations that received a minimum of \$5,000 in funding during any of the three prior years. Approximately 80 agencies were identified as receiving \$5,000 or more in grant funding. The list of recipient organizations was split into two groups of approximately 40 agencies. The first batch of letters announcing the commencement of a review was sent to the selected non-profit organizations during mid-February 2023, and a second batch was sent in early October 2023. The review of all agencies is expected to be completed by December 31, 2025.

**2023 – 2024 Program**

During the interview phase, the Auditor identifies use of funding to narrow down the expenses to be verified. A table of agencies which meet the criteria for review along with the amount of grant awards can be found on the following page.

## Monitoring Program – Phase I

ACT #	APPROPRIATION	VENDOR NUMBER	TAX YEAR 2019	TAX YEAR 2020	TAX YEAR 2021
517125	Enlightenment Literary Arts Center & Dog Ears Bookstore	151183	\$ 28,600.00	\$ 36,600.00	\$ 55,000.00
518004	African American Cultural Center	112604	\$ 275,430.00	\$ 311,990.00	\$ 300,000.00
518012	Alleyway Theatre	109340	\$ 8,500.00	\$ 8,500.00	\$ 11,000.00
518016	American Legion Band of	100579	\$ 7,500.00	\$ 7,500.00	\$ 45,000.00
518017	Amherst Symphony Orchestra	100475	\$ 32,500.00	\$ 26,750.00	\$ 28,740.00
518019	Arts Services Initiative of WNY Inc	147159	\$ 26,050.00	\$ 26,050.00	\$ 30,000.00
518021	Ballet Artists of WNY (Heglia)	100794	\$ 24,000.00	\$ 24,000.00	\$ 30,000.00
518040	Buffalo Arts Studio (Arts Studio of Western New York, Inc)	101244	\$ 38,000.00	\$ 45,500.00	\$ 53,000.00
518044	Buffalo Inner City Ballet Co. Inc	108591	\$ 27,000.00	\$ 27,000.00	\$ 27,000.00
518050	Buffalo Music Hall of Fame	111142	\$ 4,500.00	\$ -	\$ 5,500.00
518051	Buffalo Heritage Carousel	167829	\$ 30,000.00	\$ 10,000.00	\$ 35,000.00
518074	Colored Musicians Club	130377	\$ 5,000.00	\$ -	\$ 12,500.00
518081	El Museo Gallery	109836	\$ 12,585.00	\$ 8,585.00	\$ 11,000.00
518084	Graydell Conservancy	103197	\$ 59,200.00	\$ 59,200.00	\$ 60,000.00
518111	Hull House Foundation	143473	\$ 13,375.00	\$ 3,375.00	\$ 7,500.00
518119	Jewish Community Center Cultural	111239	\$ 13,500.00	\$ 8,750.00	\$ 13,500.00
518120	Just Buffalo Literary Center	108577	\$ 78,100.00	\$ 78,100.00	\$ 83,500.00
518132	Locust St Neighborhood Art Classes	109885	\$ 23,230.00	\$ 25,230.00	\$ 28,500.00
518136	Martin House Restoration	104563	\$ 175,500.00	\$ 175,500.00	\$ 190,000.00
518139	Music is Art	139615	\$ 44,000.00	\$ 44,000.00	\$ 39,000.00
518141	Polish Arts Club of Buffalo Inc	106132	\$ 7,000.00	\$ 7,000.00	\$ 3,500.00
518147	Preservation Buffalo Niagara	147509	\$ 4,615.00	\$ 4,615.00	\$ 6,000.00
518160	Springville Center for The Arts	111308	\$ 30,305.00	\$ 20,505.00	\$ 36,000.00
518164	Squeaky Wheel	101266	\$ 20,920.00	\$ 20,920.00	\$ 27,000.00
518177	Theodore Roosevelt Inaugural Site	106532	\$ 32,320.00	\$ 32,320.00	\$ 37,000.00
518176	Ujima Company	101047	\$ 83,000.00	\$ 83,000.00	\$ 57,116.00
518180	Western New York Artists Group	108291	\$ 6,275.00	\$ 6,275.00	\$ 7,500.00
518181	WNY Book Arts Collaborative, Inc	139599	\$ 4,640.00	\$ 4,640.00	\$ 6,000.00
518182	Youne Audiences Of WNY	108815	\$ 10,500.00	\$ 10,500.00	\$ 14,000.00
518195	Buffalo Niagara Heritage Village	151996	\$ 18,500.00	\$ 18,500.00	\$ 24,500.00
518200	Michigan St African Amer Heritage	152572	\$ 15,000.00	\$ 15,000.00	\$ 32,500.00
518201	General Pulaski Association	103060	\$ 10,000.00	\$ 11,000.00	\$ 12,500.00
518204	Brighton Place, Inc	156134	\$ 10,000.00	\$ 16,000.00	\$ 20,000.00
518211	Hispanic Heritage Council of WNY	159305	\$ 12,000.00	\$ 20,000.00	\$ 24,500.00
518216	Rock-Riverside Alliance	170369	\$ 22,500.00	\$ 7,500.00	\$ 10,000.00
518233	Centro Culturale Italiano di Buffalo	167500	\$ 25,000.00	\$ 20,000.00	\$ 15,000.00
518549	South Buffalo Irish Fair/Can You Dig	112041	\$ 18,000.00	\$ 15,000.00	\$ 15,000.00
518596	Net Positive DBA The Foundry	168005	\$ 5,000.00	\$ -	\$ 5,000.00

## Monitoring Program – Phase II

ACT #	APPROPRIATION	VENDOR NUMBER	TAX YEAR 2019	TAX YEAR 2020	TAX YEAR 2021
517533	Buffalo Olmsted Parks Conservancy	140237	\$ 25,910.00	\$ 25,910.00	\$ 35,000.00
518008	Albright-Knox Art Gallery	108707	\$ 575,000.00	\$ 575,000.00	\$ 675,000.00
518009	Albright-Knox Public Art Curator	147224	\$ 68,350.00	\$ 68,350.00	\$ -
518025	Assembly House 150, Inc	167747	\$ 1,000.00	\$ 1,000.00	\$ 6,500.00
518034	Buffalo & Erie County Botanical Garden	108743	\$ 102,000.00	\$ 125,000.00	\$ 150,000.00
518036	Buffalo & Erie Co Historical Society	108772	\$ 417,000.00	\$ 667,000.00	\$ 417,000.00
518052	Buffalo & Erie County Naval & Servicemans Park	109339	\$ 35,000.00	\$ 35,000.00	\$ 50,000.00
518060	Buffalo Philharmonic Orch Society	101032	\$ 926,000.00	\$ 926,000.00	\$ 940,000.00
518061	Buffalo Philharmonic Chorus	109796	\$ 34,500.00	\$ 34,500.00	\$ 35,000.00
518064	Buffalo Society Natural Sciences	109767	\$ 955,000.00	\$ 955,000.00	\$ 955,000.00
518068	Buffalo String Works, Inc	167853	\$ 3,500.00	\$ 3,500.00	\$ 3,355.00
518068	Burchfield Penney Art Center	101004	\$ 155,000.00	\$ 155,000.00	\$ 160,000.00
518072	Center for Exploratory and Perceptu	109934	\$ 55,000.00	\$ 55,000.00	\$ 63,000.00
518082	Danceability	156639	\$ 2,500.00	\$ 5,500.00	\$ 3,000.00
518096	Explore & More Children's Museum	102758	\$ 42,000.00	\$ 42,000.00	\$ 78,000.00
518108	Hallwalls Contemporary Arts Center	108598	\$ 57,000.00	\$ 57,000.00	\$ 60,000.00
518112	Hamburg Nat Hist Society/Penn-Delaware	103281	\$ 96,314.00	\$ 96,314.00	\$ 96,314.00
518116	Irish Classical Theatre Company	103727	\$ 85,500.00	\$ 85,500.00	\$ 93,500.00
518124	O'Connell College Kavinoky Theater	109341	\$ 11,750.00	\$ -	\$ 9,500.00
518128	Lancaster Opere House	111681	\$ 45,300.00	\$ 30,300.00	\$ 35,000.00
518140	Musicalfire Theatre	105304	\$ 61,525.00	\$ 61,525.00	\$ 68,000.00
518141	New Phoenix Theatre	109342	\$ 7,500.00	\$ 7,500.00	\$ -
518145	Road Less Traveled Productions	121043	\$ 63,500.00	\$ 63,500.00	\$ 67,000.00
518152	Roycroft Campus Cooperation	118213	\$ 50,000.00	\$ 40,000.00	\$ 50,000.00
518156	Shakespeare in The Park	109675	\$ 95,000.00	\$ 95,000.00	\$ 95,000.00
518168	Theatre Of Youth	109888	\$ 69,400.00	\$ 69,400.00	\$ 74,000.00
518173	Torn Space Theatre	143673	\$ 20,460.00	\$ 15,460.00	\$ 29,500.00
518188	Zoological Society Of Buffalo	108623	\$ 1,500,000.00	\$ 1,500,000.00	\$ 1,700,000.00
518195	Orchard Park Symphony Orchestra	147767	\$ -	\$ 4,615.00	\$ 8,000.00
518202	Buffalo Opera Unlimited Incorporated	155973	\$ 2,300.00	\$ 2,300.00	\$ 10,000.00
518203	Buffalo-Toronto Public Media WNEP/WFO	172909	\$ 3,750.00	\$ -	\$ 5,000.00
518205	Cheektowaga Comm Symphony Orchestra	109177	\$ -	\$ 7,500.00	\$ -
518209	Newstead Historical Society	105514	\$ 5,500.00	\$ 3,500.00	\$ 5,000.00
518223	O'Connell & Company Productions	159162	\$ 23,100.00	\$ 23,100.00	\$ 31,500.00
518219	Men's Chorus	163045	\$ 3,000.00	\$ 1,000.00	\$ 6,000.00
518221	Buffalo Center for Arts and Technology	152207	\$ 3,000.00	\$ 3,000.00	\$ 7,500.00
518226	Cheektowaga Historical Association	161121	\$ 3,250.00	\$ 6,250.00	\$ 6,100.00
518229	Second Generation Theatre Company	164957	\$ 2,020.00	\$ 2,020.00	\$ 5,000.00
518230	Steel Plant Museum of Western New York	147740	\$ 2,020.00	\$ 2,020.00	\$ 5,000.00
518503	Alden Christian Theater Society	143558	\$ 10,000.00	\$ -	\$ 3,000.00
518511	Clarence Concert Association	101711	\$ 3,500.00	\$ -	\$ 5,000.00
518523	Clarence Museum (Historical Soc of the Town of Clarence)	113067	\$ 3,500.00	\$ -	\$ 6,000.00

## BEST PRACTICES

Over the course of the Monitoring Program, the Division of Audit found a number of problematic practices and questionable expense categories on a recurring basis. In order to address issues pertaining to a large number of organizations, certain generally applicable best practices and recommendations are included here.

## Alcohol

Several organizations used or appeared to use CGF funds to obtain alcohol. While the Division of Audit does not recommend that CGF awards be made contingent on the absence of alcohol from events hosted by the organization, alcohol should not be purchased with CGF funds. The Division of Audit found dozens of alcohol purchases that appeared to be personal in nature and several more which likely violated NYS Alcoholic Beverage Control Laws. Furthermore, the NYS Comptroller has long held that alcohol is not a "lawful county charge", meaning that government officials and employees may not use taxpayer funds to purchase alcohol. The Division of Audit sees no reason that organizations receiving taxpayer funds should be treated differently.

## Debit Cards

Credit cards, particularly with smaller organizations, can provide a critical layer of expense control. The Division of Audit found a large quantity of small-dollar expenses appearing personal in nature. If a debit card is used, the money is gone by the time statements are typically reviewed, while a credit card bill often needs to be paid and approved by the organization's board of directors.

## Alternate Funding Sources and Segregation of Accounts

Organizations may have several sources of governmental or philanthropic funding. One way to ensure that CGF funds go farthest is to tailor awards to the needs of the organization. Such an assessment would require applicants to provide certain financial documents covering prior years and a disclosure of current year funding applications.

Furthermore, accounts received from Erie County should not be comingled with the other funds of the organization. Having source information upfront and requiring the segregation of accounts substantially decreases the likelihood of wasted CGF funds.

## **UJIMA COMPANY, INC.**

### **BACKGROUND**

Ujima Company, Inc. (UCI) is a 501(c)(3) nonprofit organization founded in 1983. UCI is a multi-ethnic, multicultural professional theatre with a stated mission to preserve, promote, and perform African American theatre. The organization aims to provide employment opportunities for established artists and training opportunities for emerging artists.

UCI received \$83,000 in Cultural Grant Funding (CGF) for the years 2020 and 2021 and was awarded \$57,714 in 2022.

### **AUDITOR'S OBSERVATION**

UCI operates as a collective membership organization composed of actors, theater technicians, arts administrators, choreographers, playwrights, teachers, musicians, and vocalists. The organization's vision focuses on community building through the production of quality theater that elevates the voices of underrepresented and underserved populations within the local community.

In addition to theatrical productions, UCI uses theater to increase access to the arts, raise awareness of social issues, provide training and employment opportunities, and collaborate with other institutions through educational programming. One of UCI's flagship initiatives is the Dunbar Project, an arts training program for students ages 12 to 18. This program offers interdisciplinary instruction in acting, music, dance, technical theater, and professional development.

During the review period, grants and contributions represented the organization's primary source of revenue, comprising approximately 75% of total income. Programming income was the second-largest source of revenue. Additional revenue was generated through fundraising initiatives, space rentals, and ticketed events. UCI's annual appeal is one of its principal fundraising campaigns.

The COVID-19 pandemic impacted operations, resulting in a temporary shutdown. In-person programming resumed in September 2021. During the closure, UCI transitioned to digital programming, including virtual performances and remote instruction for initiatives such as the Dunbar Project. Staff continued to operate remotely. UCI also received pandemic related financial assistance, including Payroll Protection Program (PPP) funding, an Economic Injury Disaster Loan (EIDL), and support from various foundations, which helped offset program losses.

Primary expenses during the review period included salaries, occupancy costs, production-related costs, and accounting fees. In accordance with its contract with Erie County, CGF was allocated toward personnel, occupancy, and production-related expenses.

### **AUDITOR'S CONCLUSION**

During the monitoring process, UCI provided sufficient documentation to substantiate its use of Cultural Grant Funding for each year under review. Documentation included federal tax returns, information returns, bank and credit card statements, and electronic financial records. For all years reviewed, total expenses incurred and paid exceeded the amount of CGF awarded. The auditor confirmed that grant funding was fully utilized.

An analysis of operating expenses showed that personnel costs were limited to UCI's leadership team. However, a comprehensive assessment of executive compensation was not possible due to frequent changes in leadership during the review period, which resulted in inconsistent salary figures. Additionally, a detailed breakdown of compensation for officers and key employees was not reported under Section VII of the organization's federal return. A review of prior years indicated that salary increases were consistent with national averages. Board meeting minutes showed that compensation packages were established at the time of hiring by Board officers. No atypical or excessive operating expenses were identified.

The Board of Directors consists of 11 members. Board terms are limited to two consecutive three-year terms, after which members must step down for at least one year. The organization confirmed active Board involvement in internal controls, which was supported by Board meeting documentation. Internal policies, compensation packages, and financial decisions are reviewed and approved by the Board. The Finance Committee reviews the draft IRS Form 990 and submits it to the full Board for approval or amendment. Board members are required to complete annual conflict of interest disclosures.

As part of the records review, the auditor identified compensatory payments made to Board members and executive staff for additional artistic and technical services rendered to the organization. Although UCI has a conflict of interest policy in place, the auditor was unable to verify that Board members recused themselves from decisions where a financial conflict existed. Board meeting minutes did not provide sufficient evidence of recusals during the review period.

At the conclusion of the grant review, the auditor determined that UCI was in compliance with IRS Form 990 and New York State CHAR500 filing requirements. The organization was also found to be in compliance with all other federal and state obligations during the review period.