cuyahoga
arts & culture
strengthening community

Annual Meeting of the
Cuyahoga Arts & Culture Board of Trustees
The Dealership: 3558 Lee Road, Shaker Heights, OH 44120
Wednesday, April 24, 2019, 3:30 pm

1. **Call to order**
   a. Call to order
   b. Call the roll

2. **Motion to move to executive session to discuss the employment of public employees**
   a. Roll call vote

3. **Return to open session**
   a. Motion to approve February and April special meeting minutes

4. **Public Comment on Today's Agenda**

5. **Executive Director Report**

6. **Connect with Culture**
   a. Verb Ballets and Shaker Heights Development Corporation/Arts Van Aken

7. **Action Items and Reports**

   a. 2020 Grantmaking Guidelines
      i. Approval of Project Support 2020 guidelines
      ii. Approval of General Operating Support 2020-21 guidelines

   b. Support for Artists
      i. Approval of Year 2 Artist Learning Lab grant to CPCP

   c. Approval of Contracts (grantee capacity building & education)

   d. Finance Report

   e. Public Records Manager Designee

   f. Election of Officers

   g. Update on Executive Director Search

8. **Public Comment**

9. **Adjourn**

Next Regular Board Meeting: September 11, 2019 – location TBD

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Minutes of the Regular Meeting of the Board of Trustees
Wednesday, February 20, 2019

A meeting of the Cuyahoga Arts & Culture (CAC) Board of Trustees was called to order at 4:00 pm at Neighborhood Connections, 5000 Euclid Avenue, Cleveland.

The roll call showed that Trustees Avsec, Garth, Hanson, Miller and Sherman were present. It was determined that there was a quorum.

Also in attendance were: CAC staff: Jill Paulsen, interim executive director; Luis Gomez; Meg Harris; Dan McLaughlin; India Pierre-Ingram; and Jake Sinatra.

1. APPROVAL OF MINUTES

Motion by Trustee Hanson, seconded by Trustee Avsec, to approve the minutes from the December 11, 2018 Board meeting. Discussion: None. Vote: all ayes. The motion carried.

2. EXECUTIVE SESSION

Motion by Trustee Hanson, seconded by Trustee Avsec, to adjourn into executive session to consider the compensation of CAC's public employees. Discussion: None. Roll Call Vote: Avsec, aye; Garth, aye; Hanson, aye; Miller, aye; Sherman, aye. The motion carried.

At 4:06 pm executive session adjourned and the Board resumed the open meeting.

Motion by Trustee Hanson, seconded by Trustee Miller, to approve the personnel report. Discussion: None. Vote: all ayes. The motion carried.

3. PUBLIC COMMENT ON MEETING AGENDA ITEMS

There were no public comments on the meeting agenda items.

4. EXECUTIVE DIRECTOR'S REPORT

Ms. Paulsen thanked everyone for joining her and the Board. Ms. Paulsen's remarks can be found here.

5. CONNECT WITH CULTURE

Neighborhood Connections and LatinUS Theatre each offered brief presentations about their work.

6. BOARD ACTION - Grantmaking

Approval of Grants: CPCP Learning Lab Grants

Mr. Sinatra presented an update on the CPCP Learning Lab program. Mr. Sinatra recommended the Board approve a slate of 12 grants to Cuyahoga-County nonprofits to support 12 Civic Practice projects. The total investment will be in the amount of $90,000 ($7,500 per project). All of the nonprofit organizations are existing grant recipients (vetted through CAC's Project Support program).

Motion by Trustee Avsec, seconded by Trustee Miller, to approve 12 grants (below) to support 12 co-created Civic Practice Projects with local artists.

	Organization	Artist Partner	Project	Grant
1	Hispanic Alliance	Will Sanchez	**Latinx Arts & Culture of Hispanic Alliance** (community engagement and public art)	$7,500
2	FutureHeights	Tom Masaveg	**Cedar Lee Mini-Park Placemaking Project** (connecting the community to nature to transform a public space)	$7,500
3	The Hummingbird Project (Cleveland Seed Bank)	Gina Washington	**Seed to Seed** (creating a mobile art piece / resource to clean seeds, culminating in community gatherings)	$7,500
4	Mt. Pleasant NOW	Mr. Soul	**Mt. Pleasant Asomdwee Arts** (community peace mural inside Mt. Pleasant NOW)	$7,500
5	Lexington-Bell Community Center	Archie Green	**My Violin Weighs a Ton: A Hip-Hop Orchestra** (interactive music education and culminating concert with Lexington-Bell students)	$7,500
6	Burten, Bell, Carr Development, Inc.	Michele Crawford	**Kinsman/Central Neighborhood Messaging and Branding** (strategy for public art to brand the neighborhoods and design positive messaging)	$7,500
7	FrontLine Service	Oluremi Oliver	**Creating Community by Hearing Each Other** (storytelling circles in a safe, trauma-informed, space)	$7,500
8	FrontLine Service	Elaine Hullihen	**Stitching the Fabric of Community with Movement and Art** (sensitive movement workshops resulting in the creation of a group visual art piece)	$7,500
9	Campus District Inc.	Gary Williams	**Prospect Avenue Bridge Project** (public beautification and community building process)	$7,500
10	MidTown Cleveland	Lexy Lattimore	**MidTown Community Ballet** (inter-generational history sharing and performance)	$7,500

11	Shaker Heights Development Corp.	Kenya Woods	**Community Building Through Dance** (exploration of dance to reinforce Van Aken District as an equitable and inclusive gathering place)	$7,500
12	Greater Cleveland Neighborhood Centers Association	Isabel Axon-Sanchez	**P4SS Community Art Connection** (arts exploration for students and families, resulting in a community project)	$7,500
Total				**$90,000**

The total investment will be in the amount of $90,000 ($7,500 per project). As part of the Support for Artists grant program, at least $4,500 of each grant will fund the partner artist's fee and expenses. Discussion: None. Vote: all ayes. The motion carried.

Approval of Grants: *ioby* Grant

Mr. McLaughlin provided background information and a recommendation for the Board to approve a $60,000 grant to *ioby* for a match-fund that will support resident-led arts and culture projects throughout Cuyahoga County. Mr. McLaughlin stated that this work stems from our 2016 community-wide planning process and is accounted for in the 2019 budget.

Motion by Trustee Miller, seconded by Trustee Hanson, to approve a $60,000 grant to *ioby* for a match-fund that will support resident-led arts and culture projects throughout Cuyahoga County. Discussion: None. Vote – Ayes: Avsec, Hanson, Miller, Sherman. Nays: None. Abstain: Garth. The motion carried.

6. **FINANCE REPORT**

Ms. Harris' report can be found here.

7. **BOARD ACTION – Finance and General Business**

Approval of Updated Credit Card Policy

Ms. Harris recommended that the Board take action to name herself, director of administration, as the Fiscal Officer's designee. Ms. Harris stated that given the scope of her duties and particularly in light of the required new Credit Card Policy, this would allow CAC's office to continue to operate in an efficient manner.

Motion by Trustee Hanson, seconded by Miller, to approve Meg Harris as the Fiscal Officer's designee for Cuyahoga Arts & Culture. Discussion: None. Vote: All ayes. The motion carried.

Ms. Harris stated updates to the Credit Card Policy are a result of and based on the House Bill 312 which established internal control models for political subdivisions which utilize a credit card account.

Motion by Trustee Miller, seconded by Hanson, to approve the following Credit Card Policy and accompanying Credit Card Responsibility and Use Procedures. Discussion: None. Vote: All ayes. The motion carried.

8. Executive Director Search

CAC Trustee Gary Hanson updated the board on the executive director search process. He reported the search team is narrowing down a list of highly qualified candidates from about 50 applicants and believed the team would have a substantive update in eight or nine weeks.

9. PUBLIC COMMENT

There were no public comments.

The next meeting will be held at 4:00 pm on Wednesday, April 24, 2019 at The Dealership, 3558 Lee Road, Shaker Heights, OH 44120

10. ADJOURNMENT

Motion by Trustee Avsec, seconded by Trustee Miller, to adjourn the meeting. Discussion: None. Vote: all ayes. The motion carried. The meeting was adjourned at 4:45 pm.

_____
Charna Sherman, President, Board of Trustees

Attest:

_____
Gwendolyn Garth, Secretary, Board of Trustees

Minutes of the Special Meeting of the Board of Trustees
Monday, April 1, 2019

A special meeting of the Cuyahoga Arts & Culture (CAC) Board of Trustees was called to order at 12:05 pm in conference room 3 at The Cleveland Foundation, 1422 Euclid Avenue, 12th Floor, Cleveland, OH.

The roll call showed that Trustees Garth, Avsec, Hanson and Sherman were present. It was determined that there was a quorum.

Trustee Sherman stated that the purpose of today's special meeting was to consider the employment of a public employee.

A motion was made by Trustee Sherman, seconded by Trustee Avsec, to move to executive session to consider the employment of a public employee. The roll call vote was Ayes: Garth, Avsec, Hanson and Sherman. Nays: none.

(Trustee Miller arrived during executive session.)

The Board returned to open session at 4:50 pm.

ADJOURNMENT

Motion by Trustee Garth, seconded by Trustee Miller, to adjourn the meeting. No discussion. Vote: all ayes. The motion carried. The meeting was adjourned at 4:51 pm.

Charna Sherman, President, Board of Trustees

Attest:

Gwendolyn Garth, Secretary, Board of Trustees

Interim Executive Director's Report
Annual Meeting of the Board of Trustees
April 24, 2019

Welcome to our 2019 annual meeting of the CAC Board of Trustees.

I'd like to thank Verb Ballets and Shaker Heights Development Corporation, both CAC grant recipients, for hosting us at The Dealership, a co-working space, in Shaker Heights.

There are several actions before you for approval at today's meeting. All are included in the 2019 budget and outlined in our 2019 team objectives.

- *Project Support and General Operating Support guidelines:* You'll be asked to approve the guidelines for PS20 and GOS 20-21. Neither program includes major policy changes. See the memos for further details. Thanks to Heather, Luis, Dan and India for their excellent team work to ensure we're ready to launch our two primary grant programs again this spring. And thank you to our cultural partners who helped inform the guidelines by responding to surveys, hosting site visits and providing feedback.

- *Support for Artists' Learning Lab – Year 2*: We will also recommend a renewal grant to the Center for Performance and Civic Practice for Year 2 of its Learning Lab program. See the Staff Report and the contracts page for more. Kudos to Jake and Heather for managing this successful initiative.

- *Grantee capacity building opportunities:* In response to grantee feedback, we recommend two contracts to for grantee training and capacity building work. Both will provide support to organizations who are interested in making their work more racially equitable. This builds off of our 2016 community and organizational planning. See the contracts page for further details.

- In addition, we'll provide a finance report as well as administrative matters for your review and approval. See the agenda for a complete list of actions before you.

Finally, let's make sure to take a moment to **celebrate the amazing work of our grant recipients – which is highlighted in our 2018 annual report.** The report will be available at our meeting and will go out electronically and in hard copy to thousands of our stakeholders in coming days. See the Staff Report for a preview of this powerful report. Thanks to Jake and Malissa for leading this work.

I thank you in advance for spending time in the materials and preparing for a positive meeting.

CAC Board of Trustees Meeting – April 24, 2019
Updates from Staff

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 brief update on the progress made since last the Board met in February. View a list of our 2019 team objectives, which guide our work.

1. GRANTMAKING - Connecting with artists and organizations

General Operating Support and Project Support Updates
All final reports for 2018 General Operating Support grants have been received and paid, closing the 2018 GOS grant cycle. Goal Setting Forms have been received from all General Operating Support grant recipients as well, releasing the first 50% of their 2019 grant. The team is still waiting on one more final report for the 2018 Project Support grant cycle. Once this report has been submitted the 2018 grant cycle will come to a close. The team is working closely with the organizations that have outstanding requirements to ensure that they are submitted promptly.

Program staff have been in regular contact with all grant recipients, conducting several site visits or attending events related to CAC-funded organizations or projects. Multiple projects receiving Project Support funding for 2019 are currently underway. Some projects have already been completed and have submitted their final reports for their 2019 grant. Program staff has also scheduled their first in-person report out for Project Support II recipients on April 30th at Mount Pleasant NOW Development Corporation.

Staff have also making preparations to launch the upcoming grant programs: GOS 2020-21 and PS 2020. The applications have been updated and tested in the online system. Workshops and technical assistance opportunities will soon be finalized and shared with potential applicants, and the public. See the memos and accompanying GOS, PSI and PSII guidelines in this packet, all of which frame the Board's vote on them at the April 24th meeting.

Arts & Culture Network Night
The first Arts & Culture Network Night of 2019 was held on February 28th at the newly restored Agora Ballroom. This was CAC's best-attended Arts & Culture Network Night to date, with over 100 participants in attendance!

In addition to CAC and Neighborhood Connections staff, nine artists or arts & cultural professionals helped by assisting with planning and leading the event. CAC's aim for these sessions is to continue bringing the arts community together for relationship building, mutual support and to spark new initiatives with others. We are glad that these gatherings continue to have strong attendance a growing sense of ownership from the arts and cultural community. The next Arts & Culture Network Night

More than 100 people attended the February 2019 Arts & Culture Network Night at the Agora Ballroom

will be held in late May. The exact date and location will be confirmed soon, please plan to join us!

Support for Artists Grant Updates

- **CPCP's Learning Lab: 12 Civic Practice Projects Underway**
  Initial Success in Round 1: Following the Board's approval of $7,500 in funding for each of 12 Civic Practice Projects (resulting from the CPCP's Learning Lab program in winter 2018), grants have been issued and the nonprofit-artist collaborative partners are finalizing and implementing their proposed projects. The projects include a wide variety of efforts aimed at supporting artists and leveraging their creative assets to further the mission of the nonprofit partner. As a co-created project, the partners are collaborating to address civic issues and spark meaningful change in a variety of Cleveland-area communities.

  Projects range widely: from reimagining public parks, to helping students conquer fear of failure and embrace kindness through music, to defining a community identity through branding that challenges stereotypes, to using storytelling and movement to address challenges among the homeless population. All are united in their design to engage their communities in shaping outcomes of the projects. Each artist is receiving a majority of the grant funding for their expertise and contributions to the co-created effort. We look forward to sharing more about each project as it comes to fruition between now and the end of the calendar year.

  Board Action: Planning for Learning Lab Round 2. At the April meeting we will seek the Board's approval to enter into a renewal grant with the Center for Performance and Civic Practice for a second round of the CPCP's Learning Lab program. See the contracts page at the end of this packet for more detail.

  The program would begin in Q3 2019 and will once again offer professional development and funding for twelve artists and twelve nonprofit partners to co-create civic projects in 2020 – building off the success of Round 1 (described above). Staff continues to evaluate this initiative; early feedback from participants and community leaders (artists and nonprofits) has been overwhelmingly positive. Renewing the program will enable CAC to continue offering project-based support to artists and strengthen the capacity for collaboration between local artists and nonprofits.

- **Working with Nonprofit Partners to Serve Artists**
  Karamu House and Hispanic Business Center joined Cleveland Public Theatre and SPACES by launching their projects in February and March, respectively. Both are receiving a strong response and will continue to offer resources and opportunities throughout the year. LAND studio and Cleveland Arts Prize will announce their opportunities later this year. Staff continues to assess and evaluate these programs against the planning roadmap to ensure they are meeting goals set forth by the Support for Artists Planning Team and with an eye to future improvement. To stay up to date on our arts support offerings, visit: http://www.cacgrants.org/grant-programs/support-for-artists/.

New Opportunity: Supporting Resident-Led Arts & Culture Projects with *ioby*
Following board approval of a $60,000 grant to *ioby*, CAC and ioby staff worked to launch the Cuyahoga Arts & Culture Match Fund on April 3. Artists, resident-leaders and grassroots organizations that have an idea for a public arts and cultural project are invited use the crowdfunding platform to support their work. CAC will match the fundraising efforts of these projects, dollar-for-dollar, up to $5,000. The first *ioby* campaign eligible to receive Cuyahoga Arts & Culture Match funds launched April 10, and several more projects are preparing to launch in the coming weeks. Active campaigns and more details about the match fund can be found online at www.ioby.org/cac.

Racial Equity Institute: Learning Opportunities for our Partners
CAC is continuing to raise awareness that it will again offer free admission in 2019 to CAC-funded organizations to participate in learning sessions by the Racial Equity Institute (REI), in partnership with Cleveland Neighborhood Progress and ThirdSpace Action Lab. Multiple organizations have already attended the Groundwater and Phase 1 sessions this year, while others have registered to attend future sessions. Specifically, 35 individuals have attended the half-day Groundwater session and four people have attended the two-day Phase I session in 2019. If you are interested in learning more or participating in an REI session, please contact Luis Gomez at lgomez@cacgrants.org.

Neighborhood Connections
CAC is in the second year of a two-year, $150,000 grant to Neighborhood Connections (a program of the Cleveland Foundation) to co-fund grassroots arts and culture projects in the cities of Cleveland and East Cleveland. Neighborhood Connections received 172 applications for their next grant cycle. CAC and Neighborhood Connections expect to announce the next round of co-funded arts & cultural projects in May 2019.

Since 2013, CAC's annual investment of $75,000 in Neighborhood Connections' grantmaking has co-funded the work of over 300 grassroots arts & culture organizations. This work is separate from our work with Neighborhood Connections to co-host Arts & Culture Network Night.

2. COMMUNICATIONS / Connecting with residents

TOGETHER: CAC Releases 2018 Annual Report
Staff is pleased to share that at the time of the Board's April meeting, its annual Report to the Community available in print and online at **cacgrants.org/2018.**

Focusing on shared experiences and the unifying power of arts and culture, the report summarizes Cuyahoga Arts & Culture's annual activities and highlights a number of CAC-funded organizations across our grant programs, including support for artists.

We look forward to sharing these stories and data with our stakeholder and grantees; copies will be mailed by the end of April and extras available at the CAC office. Visit **cacgrants.org/2018** to learn more.

ClevelandArtsEvents.com and Ohio EventFinder
ClevelandArtsEvents.com is now integrated with the Ohio EventFinder, a free online database of arts and cultural events in the state of Ohio that feeds state and regional calendars. This allows for organizations who already enter their events on our website to have them automatically transferred to the Ohio EventFinder without having re-enter event or ticket information. Another plus is that the events are exported sites such as ArtsinOhio.com, Ohio Magazine, and PRIZM Magazine.

ClevelandArtsEvents.com Artists Network
Staff is working diligently to find new ways to connect artists and provide a platform on which they can share their public events. ClevelandArtsEvents.com/artist is seeing additional signups each week, and is providing visibility to a diverse range of regional artists. With 125 artists featured, we continue to find ways to grow the roster of artists. A recent effort to connect to CAC-funded nonprofits that work with groups of artists has enabled us to extend our reach (see right: a recent Facebook post by CAC grantee BAYarts promoting the ClevelandArtsEvents.com offerings to their audience).

If you know an artist who is interested in getting connected, encourage them to visit
www.clevelandartsevetns.com/artists.

In the News
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:

- **Get out and enjoy the remaining days of February with CAC-fueled events** "With February drawing to a close and Cleveland weather set to warm up for a few days, there's no excuse not to get out and enjoy the many outdoor Cuyahoga Arts and Culture (CAC) activities…" (February 21, 2019) – *Fresh Water Cleveland*

- **Cigarette Tax: A Learnable Moment**
  "Educators talk about "teachable moments"– those times when learning comes easily because something happens that makes information relevant. This is one of those times for people concerned about public funding for the arts in Cuyahoga County. (January 17, 2019) – *CAN Journal Blog*

  See a full list of media placements since CAC's last Board meeting.

3. BUILDING INTERNAL CAPACITY / Effective Teamwork and Operations

Team Updates

Professional Development
- **Nature & Science = Arts & Culture.** Several community organizations and funders in the nature and science space gathered on February 8 for a conversation at The City Club with New York City's Parks and Recreation Commissioner Mitchell J. Silver. Commissioner Silver shared how he

and his staff worked with local residents to ensure neighborhood parks were representing and addressing the needs of NYC's many neighborhoods through programming, design and access.

- **Supporting Artists**. Staff members attended various portions of The Joyce Foundation 2019 Creative Place keeping/Placemaking Summit. Many artists and Support for Artists grant partners also participated. The summit took place March 21-22 at St. John's Episcopal Church. Attendees learned about working with developers and municipal government around placemaking and place-keeping. Panels also addresses institutional and individual opportunities for artists.

Racial Equity Work Ongoing
- **Joining the YWCA's Equity Challenge.** CAC team members participated in YWCA's 21-day equity challenge along with thousands of community members. Each participant received an email from YWCA addressing topics around equity including the wealth gap, health disparities, and white fragility to name a few.

- **Board Action: Grantee Capacity Building.** After co-sponsoring with Gund and Cleveland foundations, a funders conference with Race Forward/GIA last year, CAC staff have been working with Race Forward to provide an arts-focused equity learning opportunity for our grant recipients. This is in response to ongoing requests from our grant recipients to build off their learnings in the Racial Equity Institute and take their work to the next step.

  Under the proposed contract, Race Forward would facilitate a 1-day training and a 1-day convening of CAC grant recipients in 2019. In between these sessions, attendees will participate in a webinar featuring case studies of communities and organizations applying an equity lens to their work. In coordination with the Race Forward process, attendees will have the opportunity to continue connecting with each other for facilitated conversation and advice from local consultant Erica Merritt of Equius Group. Requests to approve staff's ability to enter into contracts for both of these projects are before the Board today for its approval; each comes from an already budgeted line-item. See the contracts page at the end of this packet for additional detail.

FINANCIAL UPDATE

2019 YTD

Revenue. Tax revenue through March 31 was $2,913,196 This amount is $307,787 (9.8%) below forecast YTD. Interest revenue through March was $65,375.

Expenditure. The majority of CAC's budget is comprised of grants which were approved in 2018. These grants are accrued at the beginning of the year and recognized on the balance sheet. Non-grant expenditures through March were $220,486 and are tracking $71,731 below budget primarily due to timing of payments.

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

- STAR Ohio: $427,892 (yield 2.57%)
- RedTree Investment Group: $15,512,618 (yield 2.32%)

Audit and Finance Committee. The Committee met on April 10 to discuss CAC's Internal Financial Controls Policy and Procedures as well as the Audit Committee Charter. The recommended updates are at the end of this packet. The Board will be asked to approve the policy at this meeting.

Additionally, at this meeting, the Board will be asked to reappoint committee members to an additional one-year term. The non-CAC board members of the committee are:

- Ed Bell, President, Gries Financial, LLC
- Cynthia Riehl, Director, Global Markets Commercialization, Ernst and Young

Tim Longville, who has served on this committee for 10 years, has decided to roll off due to other commitments. We thank him for his service and meaningful input over his tenure.

Finally, with Mark Avsec rolling off the Board in the coming months, we anticipate Gary Hanson taking his place on this committee.

Cuyahoga Arts & Culture								
Through 3/31/19								
		Actual YTD		Budget YTD		$ Over/Under Budget		% of Budget
Ordinary Revenue/Expenditures								
Revenue								
Excise Tax	$	2,847,821	$	3,155,453	$	(307,632)		90.25%
Interest	$	65,375	$	65,500	$	(125)		99.81%
Other revenue	$	-	$	-	$	-		
Total Revenue	$	2,913,196	$	3,220,953	$	(307,757)		90.4%
Expenditures								
Arts & Cultural Programming								
Salaries, Wages and Benefits	$	80,731	$	97,081	$	(16,350)		83.2%
Grant Panel Expenses	$	-	$	-	$	-		
Grant Management Expenses	$	9,765	$	23,250	$	(13,485)		42.0%
Awareness Activities	$	27,522	$	30,000	$	(2,478)		91.7%
Grants**	$	12,263,811	$	12,288,544	$	(24,733)		99.8%
Total A&C Exenditures	$	12,381,829	$	12,438,875	$	(57,046)		99.5%
General & Administrative						$	-	
Salaries, Wages and Benefits	$	48,541	$	70,127	$	(21,586)		69.2%
Facilities, Supplies, Equipment	$	19,998	$	22,389	$	(2,391)		89.3%
Professional Fees	$	33,930	$	49,370	$	(15,440)		68.7%
Depreciation	$	-	$	-	$	-		
Total G&A Expenditures	$	102,469	$	141,886	$	(39,417)		72.2%
Total Expenditures	$	12,484,297	$	12,580,761	$	(96,463)		99.2%
Net Ordinary Revenue	$	**(9,571,101)**	$	**(9,359,808)**	$	**(211,294)**		

** Outstanding 2018 and 2019 grant obligations are on the balance sheet.

	Mar 31, 19
ASSETS	
Current Assets	
Checking/Savings	
KeyBank	46,347
RedTree (U.S.Bank)	15,512,618
Star Ohio	427,892
Total Checking/Savings	15,986,857
Accounts Receivable	
11000 · Accounts Receivable	998,472
Total Accounts Receivable	998,472
Total Current Assets	16,985,328
Fixed Assets	
15000 · Furniture and Equipment	75,223
15001 · Software and Webdesign	10,000
17000 · Accumulated Depreciation	-80,849
Total Fixed Assets	4,373
TOTAL ASSETS	**16,989,702**
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Other Current Liabilities	
24000 · Payroll Liabilities	10,679
24200 · GOS Grants	5,150,051
24300 · Project Support Grants	1,662,964
Total Other Current Liabilities	6,823,694
Total Current Liabilities	6,823,694
Total Liabilities	6,823,694
Equity	
32000 · Retained Earnings	19,737,109
Net Income	-9,571,101
Total Equity	10,166,008
TOTAL LIABILITIES & EQUITY	**16,989,702**

CIGARETTE TAX RECEIPTS FY 18 VS FY 19 YTD				
	2018	**2019**		
Month	**2018**	**2019**	**$VAR**	**18-19% VAR**
JANUARY	$ 1,489,490.74	$ 937,849.45	$ (551,641.29)	-37%
FEBRUARY	$ 675,154.53	$ 911,499.85	$ 236,345.32	35%
MARCH	$ 1,122,153.58	$ 998,471.61	$ (123,681.97)	-11%
APRIL	$ 1,094,271.01			
MAY	$ 975,737.92			
JUNE	$ 2,399,933.00			
JULY	$ 227,176.60			
AUGUST	$ 1,225,670.88			
SEPTEMBER	$ 1,121,033.98			
OCTOBER	$ 1,211,208.69			
NOVEMBER	$ 1,221,272.88			
DECEMBER	$ 1,036,824.70			
TOTALS	**$ 14,533,030.97**	**$ 2,847,820.91**	**$ (438,977.94)**	**-13.4%**

MEMORANDUM

Date: April 24, 2019
To: CAC Board of Trustees
From: CAC Staff: Luis Gomez; Dan McLaughlin; and Heather Johnson-Banks, program managers
Re: 2020 Project Support Guidelines

Executive Summary: At its April meeting, staff will present to the Board the 2020 Project Support guidelines for review and approval. The guidelines are the policy documents that shape CAC's grantmaking work and are the result of months of planning, feedback and discussion. The one recommended change is to decrease the maximum grant amount to $25,000 (down from $30,000 in 2019) in order to ensure we can support a growing pool of applicants within a fixed annual budget of $1.9M.

For PS20, the team will continue to streamline processes and offer expanded technical assistance. As always, this work is informed by feedback from our cultural partners. We made early drafts of the guidelines available on CAC's website and shared with all of our current cultural partners. We requested feedback on the application structure, questions and process (via survey, email, phone calls and in-person meetings) to inform the guidelines before the Board for its approval, as well as the team's approach to technical assistance throughout the application cycle.

Background
Project Support is one of Cuyahoga Arts & Culture's two primary grant programs. The 2019 cycle of Project Support is currently supporting 221 cultural partners through a total investment of approximately $1.9 million. This summer CAC will accept applications for the next cycle of Project Support (2020). Our other primary grant program, General Operating Support, will also be accepting new applications this year.

Important note: recall that, in our financial modeling for 2018 and forward, we do not anticipate growing the total financial investment in project support above $1.9 million annually; any growth in the program will be achieved through expanding our reach to new/different organizations, not through increased financial investment.

What Will Remain the Same?
No policy changes are proposed for the 2020 cycle of Project Support. The core program elements remain unchanged from the previous cycle:
- *Funding criteria* – the funding criteria will remain the same, with a continued focus on public benefit.
- *Grant cycles* – Project Support will continue to be an annual grant program.

- *Eligible organizations* – our grant programs will continue to use the same eligibility criteria and be open to all kinds of organizations offering public arts & cultural programming. First-time applicants to Project Support must still apply for Project Support II while applicants who have received funding within the last 4 years can apply for Project Support I.
- *Accessibility* – Project Support II will continue to have a shorter, simplified application ensuring accessibility for organizations that are smaller, newer, or have limited grant-seeking capacity.
- *Cultural Data Profile* – applicants to Project Support I will still complete a SMU|DataArts Cultural Data Profile.
- *Panel Review* – Project Support grants will be reviewed by a public panel processes as last year (in-person for PS I, online for PS II).
- *Commitment to technical assistance* – CAC's grant program team will continue to offer a variety of support opportunities throughout the application process. More details below.

Recommendations for 2020 Project Support Program
Project Support I request amount –To ensure we can support a growing pool of applicants within a fixed annual budget of $1.9M, we are recommending a smaller maximum request for Project Support I. We recommend that the maximum request amount for Project Support I be $25,000 (current maximum grant amount for PS is $30,000). CAC staff modeled several different scenarios and is confident that this approach will allow for continued growth while keeping PS20 within its annual budget of $1.9M.

Using Feedback to Shape our Recommendations
As is our practice, this year's guidelines have been informed by cultural partner feedback, sourced in a number of ways. The CAC team maintains ongoing communication with cultural partners by phone, email and in-person discussions at site visits, Board meetings and events such as Arts and Culture Network Night.

We tracked concerns and comments throughout the previous application process. We also surveyed all the 2019 applicants last fall. In the past month, <u>CAC invited all 221 current Project Support grant recipients to provide feedback on the draft 2020 guidelines</u>.

Continued Commitment to Technical Assistance
Every cycle, CAC staff commits time and resources to technical assistance for applicants as a step toward achieving more equitable grantmaking. With a full grant program team (Luis, Heather, Dan and India), CAC will continue to offer a variety of technical assistance. Examples include:

- Staff will *offer one-on-one, in-person office hours* for applicants throughout the eligibility check and application processes.

- Recognizing that differing levels of digital literacy impact an applicant's ability to apply, staff will *continue to offer hands-on technical assistance.*

- Continue to offer *application workshops* that reflect and serve the diverse pool of Project Support applicants, by incorporating varied times, locations and methods of delivery. We also view these sessions as opportunities to live our values of *connection* and *equity*, intentionally highlighting arts & cultural venues and programs that reflect the full range of offerings in the county.

- Continue to offer *brief videos* addressing questions frequently asked by applicants (e.g. completing budget tables, defining your community, support materials).

Next Steps

If the policies within the Guidelines are approved, CAC staff will finalize the application documents, currently in draft form in the Board packet. The late April launch date and a late May due date for the eligibility check allows more time for the CAC team to support new organizations and offer personalized technical assistance to applicants. Additional key dates are as follows:

2020 Key Program Dates

April 24	**Board reviews and can approve policies in 2020 guidelines**
April 29	Complete guidelines and applications are available online
May+	Project Support and General Operating Support application workshops
Ongoing	CAC provides technical assistance to applicants
May 30	Last day to submit eligibility check
August 1	Applications due
September- October	PS II panel conducted online
September 23-24	PS I Panel
October 24-25	GOS Panel
November	Board reviews and can vote to approve 2020 allocation and grants

cuyahoga arts & culture

strengthening community

2020 Project Support I

**GUIDELINES AND
APPLICATION INSTRUCTIONS**

Talespinner Children's Theatre

Eligibility Check Due:
MAY 30, 2019 BY 4:30 PM ET

Application Due:
AUGUST 1, 2019 BY 4:30 PM ET

Dear Applicant,

Thank you for your interest in the 2020 Project Support I grant program. Cuyahoga Arts & Culture's mission is to inspire and strengthen the community by investing in arts and culture. CAC is excited to work with you to connect Cuyahoga County residents to arts and culture in our community.

Cuyahoga Arts & Culture (CAC) is one of the largest local public funders for arts and culture in the nation, helping hundreds of organizations in Cuyahoga County connect millions of people to cultural experiences each year. Cuyahoga County residents created CAC in 2006 when they approved a tax on cigarettes to support arts and culture. Since 2007, CAC has invested more than $182 million in more than 400 organizations both large and small, making Cuyahoga County a more vibrant place to live, work and play.

This cycle, our General Operating Support, Project Support I and Project Support II grant programs are open to applications. If you're unsure of which program is the best fit for your organization, please take a look at the 2020 Grant Program Guide. If you're still unsure, feel free to contact us.

This document contains the guidelines and detailed application instructions for 2020 Project Support I, which offers grants of up to $25,000 for 501c3 organizations providing arts and cultural programming to residents of Cuyahoga County. Please keep in mind these two important dates:

- **Submit your Eligibility Check by May 30, 2019, by 4:30 pm ET**
- **Submit your Application by August 1, 2019, by 4:30 pm ET**

We encourage all applicants to start the process early to give themselves and CAC staff as much time as possible to help you succeed. CAC will be holding informational workshops during the application cycle and other opportunities for one-on-one assistance. CAC staff is always available to help answer any questions. As public employees, it is our role to support you and help you to be successful.

For additional information please contact a program manager: Luis Gomez at 216-515-8303 x106, Heather Johnson-Banks at x108 or Dan McLaughlin at x101. To learn more about Cuyahoga Arts & Culture, visit cacgrants.org and sign up to receive email updates.

We look forward to working with you!

Sincerely,

The Cuyahoga Arts & Culture Team

Table of Contents

Program Overview

Background

The purpose of Cuyahoga Arts & Culture's Project Support (PS) grant program is to promote public access and encourage the breadth of arts and cultural programming in our community by supporting Cuyahoga County-based projects. Grant applications are reviewed annually through a transparent panel review process. CAC will offer two Project Support grant options in 2019 for projects occurring in the January 1 – December 31, 2020 grant period. This document provides the guidelines and application instructions for the Project Support I program.

Brite Cleveland has been a Project Support recipient since 2015. Photo by Ken Blaze

Project Support I (PS I)

- Grant requests of up to $25,000 for 501c3 organizations based in Cuyahoga County
- Application consists of 10 narrative questions, budget and support materials
- Completion of a SMU|DataArts Cultural Data Profile for fiscal year 2018 required
- 1:1 cash match required

CAC will also offer the following grant opportunities for 2020:

- 2020 Project Support II (PS II): grants of up to $5,000 for 501c3 organizations.
- General Operating Support (GOS): multi-year core support for 501c3 organizations with a primary mission of arts & culture.

To learn more about the differences between General Operating Support, Project Support I and Project Support II, refer to the 2020 Grant Program Guide. Organizations may only submit one application per cycle.

> **Please Note:** You will submit your SMU|DataArts Cultural Data Profile Funder Report as part of the Eligibility Check process, not with the Application. CAC will determine your maximum request amount using your FY 2018 arts and cultural expenses from the Funder Report.

Key Dates

Who May Apply

To be eligible for the 2020 Project Support I grant program, applicant organizations must meet all of the following eligibility criteria:

Eligibility Check Deadline		Application Deadline		Public Panel Review		Board Approves Grants
May 30, 2019, by 4:30 pm ET	→	August 1, 2019, by 4:30 pm ET	→	Week of September 23, 2019	→	November 2019

- Have received CAC funding in the past (Project Support or General Operating Support);
- Have a permanent and viable base of operations in Cuyahoga County for at least one year prior to May 30, 2019 (as verified in part by an organization's Articles of Incorporation);

> **Permanent and Viable Base of Operations in Cuyahoga County:** applicant organization, branch or affiliate office must have a business address in Cuyahoga County and conduct at least 51% of its local programs and services in Cuyahoga County for the residents of Cuyahoga County and visitors to Cuyahoga County.

- Be a 501c3 organization as verified by Guidestar's Charity Check service;
- Have produced or presented arts or cultural program(s) open to the public within the previous two years prior to May 30, 2019;

> **Arts or Cultural:** defined in the **Ohio Revised Code, Chapter 3381** (CAC's enabling law) as "including, but not limited to, literature, theater, music, dance, ballet, painting, sculpture, photography, motion pictures, architecture, archaeology, history, natural history, or the natural sciences."

- Provide the required financial documentation as outlined in the table on page 8; and
- Be incorporated and authorized to do business in Ohio as verified by the Ohio Secretary of State.

    CAC strongly encourages applicants who are from communities that have been historically excluded or marginalized.

    Informed by the Grantmakers in the Arts' "Racial Equity: Statement of Purpose," these communities include: African and African American; Latinx; Asian and Asian American; Arab;

Native American; Pacific Islander; lesbian, gay, bisexual, queer; transgender and gender variant people; people with disabilities; and women. Cuyahoga Arts & Culture also recognizes that some marginalized communities may not be listed here.

Cuyahoga Arts & Culture also recognizes that some marginalized communities may not be listed here and encourage applicants to articulate and provide supporting evidence about the marginalization of any community or ethnic/people group not named above. Marginalized communities do not include fringe artistic disciplines.

Who May Not Apply

The following types of organizations are not eligible to apply to the 2020 Project Support I grant program (this list is not exhaustive):

- Organizations that are not in good standing with CAC and/or in compliance with previous grants;
- Organizations that are serving as fiscal agents or fiscal sponsors for an organization or program;
- Religious institutions without a separate 501c3 organization that specifically administers non-sectarian public programming;
- Organizations that have not received CAC funding in the past;
- Private non-operating foundations;
- Units of government;
- K-12 schools, including parent-teacher associations and similar groups;
- Individuals
- Fundraising organizations, such as "Friends Of" groups who do not conduct their own programming.

Additionally, organizations receiving or applying for a General Operating Support or applying for a Project Support II grant from CAC are not eligible to apply for Project Support I funding in the same grant cycle.

Note for colleges and universities: Colleges and universities are eligible only for activities that clearly serve the needs of the community and are designed to involve a broad audience. Activities that are credit-producing or are oriented primarily to collegiate students and the academic community are not eligible.

What is a Project?

A project is a specific, connected set of activities, with a beginning and an end, explicit goals/objectives and a predetermined cost that does not equal the organization's total annual budget. Projects may be one-time events, such as a festival or exhibit; or a defined series of events, such as a roster of classes or a series of productions. Projects with multiple components must show that there is a cohesive theme that ties the project together.

Pre-Screening of Applications

CAC staff will pre-screen applications before moving them forward to panelists for review. If the submitted project does not meet CAC's definition of a project (above) or of arts or cultural heritage, or if the application appears to be a request for general operating support, CAC staff will deem the project ineligible for funding. The application will not be reviewed by the panel and your organization will be ineligible for funding in 2020.

Application Review Process

All eligible applications are evaluated by a panel of arts or cultural professionals from outside the region in a public panel review process. Panelists are chosen to represent a cross-section of professionals qualified to provide expert knowledge of specific arts or cultural disciplines, as well as for their management experience, professional knowledge of the sector and prior panel experience. CAC staff and trustees take every effort to ensure that the panel is diverse in terms of race, gender, age, and discipline. All panelists receive an honorarium for their service.

CAC staff members provide eligible grant applications and support materials to panelists approximately four weeks prior to the panel review meeting to allow panelists sufficient time for their evaluation. During the panel review meeting, **the panel will evaluate all eligible applications based on CAC Funding Criteria: Public Benefit; Artistic and Cultural Vibrancy; and Organizational Capacity.** For more information see the Funding Criteria section.

CAC staff members chair the panel review, but do not score or provide opinions on applications. Staff will manage all administrative and logistical actions necessary to conduct a successful panel review: provide panelists all documentation necessary to evaluate applications effectively; train panelists in matters of CAC policy and procedures; and provide all available objective information regarding an applicant to the panel.

Grant Recipient Requirements

Grant Agreement and Compliance

If your application is approved for funding by CAC's Board at its 2019 November meeting, CAC will prepare a letter with the grant amount and grant agreement for each grant recipient. CAC staff will be available to meet with new and returning grant recipients to review the grant agreement requirements. To be considered an active grant recipient and receive funding, recipients must sign a grant agreement. All funded activities and grant expenditures must occur during the grant period, January 1 – December 31, 2020.

Events Calendar and Credit Requirements

Funding from CAC comes from a tax approved by residents of Cuyahoga County. CAC asks that organizations receiving Project Support partner with CAC throughout the grant cycle by communicating with their grant manager at CAC, posting events and job opportunities on CAC's website, connecting with CAC on social media, and saying thank you to the residents of Cuyahoga County for their support. Grant recipients are required to post events (and encouraged to post jobs) to CAC's online events calendar, ClevelandArtsEvents.com. The Events Calendar and Credit Requirements document outlines how to partner with CAC. Grant recipients that do not comply with these expectations may be subject to a reduced final grant amount.

Reporting Requirements

All grant recipients that receive a 2020 Project Support grant must submit a final report online within 60 days of the completion of the project. In addition to a final report, CAC staff may conduct site visits during the project period. Reporting guidelines and instructions will be posted online in advance of deadlines. Reports consist of a narrative, financial documentation and support materials. Grant recipients that submit a late final report, or do not submit a final report, may receive a reduced or revoked final grant amount.

Maintaining Good Standing

In order to receive CAC funds, a grant recipient must maintain its good standing with CAC during the grant period. A grant recipient is in good standing if it:

- Fully and completely meets all requirements as stated in the grant agreement for the duration of the grant period;
- Accurately represents its organization and its activities in all documents submitted to CAC. This includes, but is not limited to, the eligibility check, application, final report and all other reports and forms; and
- Continues to meet the eligibility criteria.

A grant recipient not in good standing with CAC will be officially informed of this status in writing.

DuffyLit has received a Project Support I grant since 2010

Application Process

The following is an overview of Cuyahoga Arts & Culture's Project Support I grant program application process. News, updates and events (including technical assistance workshops and webinars) will be posted on the CAC website and distributed via email. Sign up at cacgrants.org and opt-in to receive *CAC Grant Information* to learn more. **We highly encourage all of our applicants to add CAC's URL and staff email addresses to your email safe senders list, address book, or contact list to continue receiving important information from CAC.** CAC will not extend any deadlines if our emails are sent to your spam or junk mail.

We strongly recommend that you begin your eligibility check and online application well before the due date to familiarize yourself with the online system, complete the SMU|DataArts Cultural Data Profile requirements, and to address any technical concerns.

Key Dates

Eligibility Check Deadline
May 30, 2019, by 4:30 pm ET

Application Deadline
August 1, 2019, by 4:30 pm ET

Public Panel Review
Week of September 23, 2019

Board Approves Grants
November 2019

How to Apply

Attend a Workshop

CAC will offer a variety of technical assistance workshops/trainings in advance of the application deadline. Information regarding such trainings will be posted on the CAC website and all applicants will be notified by email. While workshops are not required, we strongly encourage and invite all eligible applicants to attend.

Application FAQ

What is an eligible project?
Proposed projects must be arts or cultural activities open to the public. The funded activities must originate and be completed during the grant period, January 1 – December 31, 2020. The project must be open to the public and conducted in Cuyahoga County. Organizations may only apply for one project per funding cycle. **College and university projects must involve and show support from the general community beyond the students, faculty and staff.**

What does CAC mean by arts and culture?
The Ohio Revised Code Chapter 3381, CAC's enabling law, defines arts and culture as "including, but not limited to, literature, theater, music, dance, ballet, painting, sculpture, photography, motion pictures, architecture, archaeology, history, natural history, or the natural sciences."

Organizations that do not have a primary mission that is arts & culture are encouraged to apply (community development corporations, social service organizations, etc.) if the proposed project meets CAC's definition of arts and culture.

Are there match requirements?
Project Support I grants are matching grants. Applicants are required to leverage CAC funds to secure additional income from other sources. This program requires a 1:1 <u>cash</u> match by the applicant. This means that CAC will provide no more than half of the project's total expenses.

The matching funds may come from any source, excluding in-kind. Sources of your matching funds can include, but are not limited to, foundation or government grants, private donations, ticket sales, and member dues.

Matching funds may <u>not</u> include other funds from CAC. **This includes CAC co-funded grants through the Neighborhood Connections program.** Contact CAC staff with any questions.

What are the funding restrictions?
Project Support I funds cannot be requested for: operating support; fundraising events; religious ceremonies or events advancing or inhibiting a particular religious ideology; or advocacy of specific political causes or candidates.

Restricted uses of CAC funds include but are not limited to:

- credit-bearing academic programs (K-12 and college level)
- activities that are not open to the general public
- general operating support or operating expenses not directly related to your project
- fundraising or benefits
- regranting, scholarships, tuition assistance, awards or cash prizes
- deficit reduction or elimination, trust endowments, cash reserves, penalty or litigation fees, loans, or interest on loans
- capital improvements, facilities or equipment
- religious ceremonies or events advancing or inhibiting a particular religious ideology
- cost of receptions, food and beverages
- agent's fees for programs contracted through commercial agencies
- travel outside of the United States
- advocacy of specific political causes or candidates.

Step 1: Eligibility Check

> **Eligibility Check due May 30, 2019, by 4:30 pm ET**

> ➢ **Submit the Eligibility Check**
> The eligibility check is the first step in applying for a Project Support grant for all applicants and is submitted via CAC's online application and reporting system. CAC uses the eligibility check process to determine whether an organization meets the criteria to submit an application. **You do not need to have a finalized project plan at this stage.**
>
> Organizations that do not complete the eligibility check will not be permitted to submit a Project Support grant application and will not be eligible for funding. However, completing the eligibility check does not automatically make your organization eligible to apply for funding. Following the submission of the online eligibility check, CAC will notify applicants via email, to the primary contact on record, whether or not they are eligible.
>
> Recipients of 2018 or 2019 Project Support grant funds will submit fewer items during the eligibility check process.

The following table indicates what documentation must be uploaded for the eligibility check.

Documentation required based on past CAC funding	For 2018 or 2019 CAC Grant Recipients	For CAC Grant Recipients Prior to 2018
Documentation of public arts/cultural programs conducted within the last two years. Up to two examples, such as marketing materials or dated photos.		✓
2018 SMU|DataArts Cultural Data Profile Funder Report*	✓	✓
FY 2018 Financial Document** • Organizational Budget Expenses $750,000 or more: Independently certified financial audit and IRS Form 990/990-EZ or Form 990-PF • Organizational Budget Expenses $749,999 or less: IRS Form 990/990-EZ or Form 990-PF	✓	✓

*All PS I applicants will need to complete a Cultural Data Profile for fiscal year 2018 as part of the eligibility check.
**If your organization is unable to provide data or documentation from the 2018 fiscal year, please contact your program manager (well in advance of May 30/immediately)
**For CAC's purposes, IRS Form 990 must indicate total expenses on Line 17 for Project Support I

➢ **Complete your FY 2018 Cultural Data Profile and Generate and Review the Funder Report**
Cuyahoga Arts & Culture requires all Project Support I applicants to complete a FY 2018 Cultural Data Profile through the SMU|DataArts website (http://www.culturaldata.org/) as part of the Eligibility Check process. SMU|DataArts is a national, collaborative online system that collects and standardizes historical financial and organizational data.

You will need to generate your CAC Funder Report and upload it in the Support Materials section. Please refer to the *Cultural Data Profile Guide* for more information.

➢ **Learn your Maximum Request Amount and Gain Access to the Online Application**

Cuyahoga Arts & Culture determines your maximum grant request amount. This amount is based on the financial information submitted in your SMU|DataArts funder report during the eligibility check. The maximum grant request amount reflects up to 15% of the organization's expenses for arts or cultural programming (last line in your funder report under Expense Details called "Total expenses less in-kind") after deducting CAC funds, not to exceed $25,000.

To estimate your maximum request amount, use this formula:

$$\left[\text{Your FY 2018 Arts and Culture Expenses} - \text{Your FY 2018 In-Kind Expenses} - \text{Your 2018 CAC Grant} \right] \times 15\%$$

CAC staff will be happy to help you estimate your maximum grant request. Contact a program manager for more details.

Your request amount may not exceed the maximum grant request amount determined by CAC or 50% of the proposed project's total expenses. Grant requests may only include expenses directly related to the project that will be incurred during the grant period. ***Please note:*** *The grant amount you receive may differ from your maximum grant request amount.*

Once your organization has been deemed eligible, the primary contact on file will receive an email providing access to the online Project Support I application. The earlier you submit the eligibility check, the sooner you will have access to the online application.

Step 2: Application

> **Application due August 1, 2019, by 4:30 pm ET**

➢ **Gather your Support Materials**
Support materials are images, audio, video, links and/or other supporting documents that help bring your organization's mission and programs to life for panelists. They are essential to your application and play a critical role in helping panelists evaluate your organization and gain a better understanding of the proposed project. You may submit up to three support materials with your application. Please refer to the *Support Materials Guide* for more information.

➢ **Complete and Submit the Application by August 1, 2019, by 4:30 pm ET**
To be considered complete, an application must include all required narrative responses, a complete budget and support materials. See the Application section further details.

Late or incomplete applications will NOT be accepted. After 4:30 pm ET applications will no longer be able to be submitted through the online system.

Step 3: Public Panel Review

➢ **Attend the Public Panel Review Meeting**

- The public panel review meeting will take place at the Idea Center at Playhouse Square during the week of September 23, 2019.

- CAC staff will notify all applicants of the panel review meeting dates, times and locations; live streaming links; and will post all details on the CAC website in advance. Additional information will be made available closer to the panel review date.

- Though applicants do not take part in the panel deliberations, they are encouraged to attend to hear and learn as panelists discuss their application.

    2020 Project Support I Public Panel Review Meeting
    Week of September 23, 2019
    Idea Center at Playhouse Square, Miller Classroom
    1375 Euclid Avenue
    Cleveland, OH 44115

➢ **Learn your Organization's Score**

- During the panel review meeting, panelists will score each application on a point scale from 1 to 100 based on the Funding Criteria. Refer to the Funding Criteria and Scoring Framework details.

- The panelists' scores will be averaged for each application to determine the panel score.

- Any applicant receiving an averaged final panel score of 75.00 or higher will be recommended for a Project Support grant at either full or partial funding. Any applicant receiving a final panel score lower than 75.00 will not be recommended for a Project Support grant. Scores are not rounded.

- CAC staff will notify all applicants of their final panel score and whether they will be recommended for funding via email within two weeks of the panel review meeting.

Step 4: Application Results

➢ **Attend the CAC Board of Trustees Meeting to Learn your Grant Amount**

- Panel scores and grant amounts will not be confirmed until the November CAC Board of Trustees meeting. This meeting is open to the public, and applicants are encouraged to attend.

- The grant amount and total number of Project Support I grants will be determined by the following factors: the amount of funding allocated to the Project Support grant program (I & II); the panel score for each application; and the total request amount of all applications eligible for funding.

Kulture Kids has received Project Support I funding since 2015

These are general guidelines and are subject to change based on the total CAC funds available to the Project Support grant program in any given year. It is possible that all of the allocated Project Support grant funds could be awarded to those applicants receiving higher scores and applicants with lower scores (within the 75-100 point range) will not receive funding.

➢ **Appeals Process**
CAC will only consider and review appeals that are evidence-based and due to materially significant CAC *processing errors* that could have compromised an applicant's grant proposal. This does not include information that was in excess of the application's space limitations or information that was submitted after the application deadline. Any requests for appeals must be filed with the Executive Director within 10 working days after the conclusion of the panel review meeting. Requests received after 10 days will not be considered.

Please note: The panel's analysis and scoring of applications are *not* subject to appeal and therefore will not be considered for appeal by the CAC Board of Trustees. Neither grant awards nor grant award amounts are subject to appeal.

Cassidy Theatre has received Project Support I funding since 2013.

Funding Criteria and Scoring

What are Funding Criteria?

The Funding Criteria are the principles that anchor the Project Support application: Public Benefit; Artistic and Cultural Vibrancy; and Organizational Capacity.

Why Funding Criteria Matter

Panelists will use the Funding Criteria to evaluate and score the application. Your organization's commitment to Public Benefit; Artistic and Cultural Vibrancy; and Organizational Capacity should thread through your entire application, including the narrative, financials and support materials. By demonstrating this commitment, organizations of any size and discipline can achieve an exceptional rating in each of the three priority areas.

Panelists will evaluate and score the application using the following criteria for a total of 100 possible points:

Public Benefit: 45 points
CAC defines public benefit as an organization's ability to meaningfully engage its community through its project.

An organization meaningfully engages its community by:
- Demonstrating that it understands, respects, works with, and responds to its community
- Using knowledge of its community to drive its work
- Building meaningful relationships with residents and community partners
- Being accessible and inviting to its community and open to the public

Artistic and Cultural Vibrancy: 35 points
CAC defines Artistic and Cultural Vibrancy as an organization's ability to create a quality project that inspires and challenges its community.

An organization inspires and challenges its community by:
- Engaging a diverse team of arts and cultural professionals, qualified to complete the project
- Inspiring its community to think creatively and/or differently
- Incorporating a process of reflection that ensures fresh programming

Organizational Capacity: 20 points
Cuyahoga Arts & Culture defines Organizational Capacity as an organization's ability to successfully plan for and manage its project.

An organization successfully plans for and manages its project by:
- Recruiting and retaining an engaged and diverse board, staff, and/or volunteers who are qualified to complete the project
- Planning as a team to set project goals, measure progress and evolve
- Having clear plans to implement the project and achieve stated project goals
- Setting a budget that is realistic and appropriate for the project; demonstrating a clear plan to reach the match requirement

Scoring Framework

Panelists will use the following scoring framework and descriptions to assess each application:

Public Benefit: 45 Points

Weak	Fair	Good	Strong	Exceptional
1 – 23	24 – 33	34 – 38	39 – 42	43 – 45

Artistic and Cultural Vibrancy: 35 Points

Weak	Fair	Good	Strong	Exceptional
1 – 18	19 – 25	26 – 29	30 – 32	33 – 35

Organizational Capacity: 20 Points

Weak	Fair	Good	Strong	Exceptional
1 – 10	11 – 14	15 – 16	17 – 18	19 – 20

Scoring Descriptions

Exceptional: The applicant has provided <u>overwhelming</u> evidence throughout the application that demonstrates that this funding criterion is fully met. Responses are clear and directly address this funding criterion. The support materials are clear, highly relevant and lead to a deeper understanding of how the criterion is met.

Strong: The applicant has provided <u>clear</u> evidence throughout the application that demonstrates that this funding criterion is met. Responses are clear and address this funding criterion. The support materials are clear, highly relevant and lead to a deeper understanding of how the criterion is met.

Good: The applicant has provided <u>sufficient</u> evidence throughout the application that demonstrates that this funding criterion is met. Responses are generally clear, but do not consistently address this funding criterion. The support materials are relevant but provide only some understanding of how the criterion is met.

Fair: The applicant has provided <u>limited</u> evidence throughout the application that demonstrates that this funding criterion is met. Responses may not be clear and may not address this funding criterion. The support materials may not be relevant and may not provide additional understanding of how the criterion is met.

Weak: The applicant has provided <u>insufficient</u> evidence throughout the application that demonstrates that this funding criterion is met. Responses are unclear and/or do not address this funding criterion. The support materials may not be relevant and may not provide additional understanding of how the criterion is met.

Application Questions

If your organization is deemed eligible through the eligibility check process, CAC will notify your organization via email and provide access to the online 2020 Project Support I Application. The application questions are available in this section, and as an editable Word document here. The application must be submitted online using CAC's online application and reporting system, FluidReview.

The application has six sections:

- Organizational Overview and Financial Snapshot
- Project Basics
- Application Narrative
- Project Budget and Financials
- Support Materials
- Statement of Assurances

Organizational Overview and Financial Snapshot

The organizational overview and project basics give panelists a glimpse into your organization and the basic details of your proposed project.

- **Mission statement, organizational history and contact information.**

  This section will be pre-populated from your FluidReview Organization Details, but you may update or correct any information here.

Financial Snapshot

- **Enter your organization's total budget (expenses) for the 2019 fiscal year.**

  This should NOT be the project budget

- **Enter your arts and cultural budget (income and expenses) for FY 2018, 2019 and 2020. Depending on your fiscal year, some figures may be historic or projected.**

  If your organization's primary mission is arts and cultural, this will be your full budget. If your organization's primary mission is NOT arts and cultural, this will be your arts and cultural income and expenses ONLY.

	FY 2018	FY 2019	FY 2020
Income			
Expenses			

  FluidReview will calculate your net budget from the information you typed above.

Net			

Project Basics

Use the fields in this section to provide basic project details.

- **Project Title** (Up to 100 characters)

  This should be the title, not a summary of the project.

- **Project Summary** (Up to 500 characters)

  Briefly describe the project in a sentence or two.

- **Community Served and Art Form**

  Select the primary community your project serves and primary art form used for your project. CAC recognizes that some project can serve multiple communities and/or make use of multiple art forms.

  Primary Community

  Secondary Community (optional)

  Primary Art Form

  Secondary Art Form (optional)

- **Total Project Expenses**

- **Amount Requested from CAC**

  The requested amount cannot be more than 50% of the proposed project's total expenses. See your eligibility email from CAC for your maximum allowable request amount.

- **Project Dates**

  The start and end dates should not be the entire grant period. All events must begin and end within the grant period (January 1, 2020 – December 31, 2020).

- **Public Event Location(s)** (Up to 750 characters)

- **Total number of expected participants and/or audience members**

- **Will the event/activity be free or fee-based? How was this decision made?** (Up to 500 characters)

Application Narratives

The narrative is an important part of your application. It is your opportunity to communicate to the panel the specific details of your proposed project. Keep in mind that panelists are from outside the region and likely not familiar with your organization and/or community. It is important that you communicate all relevant information necessary for a person unfamiliar with your organization to fully understand your project. Before starting your responses to the narrative section, review the Funding Criteria and Scoring Framework.

We recommend that you prepare your answers offline in a word processing program and copy/paste your responses into the appropriate text box in the online application. Please note that your application can be saved at any point and you may return to the application to continue work.

1) **Define the community that you will serve through this project.** (Up to 1,000 characters)

   Tip: A community may be defined by geography (place), identity (attributes) or affinity (what we like). The best way to demonstrate your project's public benefit is to demonstrate that you know, respect, work with and respond to your community.

2) **Describe your project.** (Up to 2,500 characters)

   Tip: Include an overview of project activities and how the project will be carried out. Be sure to include when and where your project takes place.

3) **This question is about public benefit: describe how your project engages your community in a meaningful way.** (Up to 1,000 characters)

   Tip: CAC's definition of Public Benefit can be found on page 13.

4) **This question is about artistic & cultural vibrancy: describe how your project will inspire and challenge your community.** (Up to 1,000 characters)

   Tip: CAC's definition of Artistic & Cultural Vibrancy can be found on page 13.

5) **Set one project goal. In addition to completing this project, what goal does your organization want to accomplish within this project?**

   Goal: (Up to 500 characters)
   How will you know you have accomplished or made progress towards your goal? (Up to 500 characters)

   Tip: This goal should be specific, measurable and be related to why your organization is doing this project. If awarded funds, you are required to report the status of this goal with the final report.

6) Describe the team that will carry out your project. (Up to 2,000 characters)

> *Tip: Specify the roles of staff members, board members and/or volunteers who will execute the project. Identify the arts and cultural professionals and include an explanation of their roles in the project. Consider including and referencing support materials that highlight their work. If you have not yet made these decisions for 2020, provide examples of individuals you have worked with in the past.*

<u>OPTIONAL</u>: **Is there any additional information about your project or organization that may be helpful to an outside panelist reviewing your application?** (Up to 1,500 characters)

> *Tip: CAC recruits all panelists from outside of the region. What might be important information to share with someone who is unfamiliar with Cuyahoga County or your work?*

Project Budget and Financials

Complete the following project budget tables in *FluidReview*.

Income

Please describe your sources of income and their amounts in the table below. NOTE: Use the first row for your CAC Request.

	Income Source (text)	Income Amount ($)
1 - Enter "CAC Request" in the Income Source field to the right		
2 - Enter another source of income and the amount to the right		
3 - Enter another source of income and the amount to the right		
4 - Enter another source of income and the amount to the right		
5 - Enter another source of income and the amount to the right		
Total		$

Expenses

Please describe your expense categories and their amounts in the table below.

	Expense Category (text)	Expense Amount ($)
1 - Enter "Administrative Personnel" in the Expense Category field to the right		
2 - Enter "Arts and Cultural Professionals" in the Expense Category field to the right		
3 - Enter "Marketing/Publicity" in the Expense Category field to the right		
4 - Enter "Production/Event" in the Expense Category field to the right		
5 - Enter "Other" in the Expense Category field to the right		
Total		$

These questions correspond to the budget and support material sections as appropriate.

1) **How will you spend CAC funds?** (Up to 500 characters)

> *Tip: Indicate how CAC funds will be used. See list of prohibited uses of CAC funds on page 7 of guidelines.*

2) **What is your plan to raise matching funds for the project?** (Up to 750 characters)

> *Tip: Specify your anticipated income sources for the project. Indicate whether funds are pending or committed.*

3) **Use this field to further explain your project budget.** (Up to 1,000 characters)

> *Tip: Detail any line items that require additional information.*

4) **How will you proceed with your project if you don't receive the full amount of funding requested from CAC?** (Up to 500 characters)

> *Tip: Most applicants to Project Support I receive a portion of the funds they request, based on their score (generally 75% or greater). CAC does not expect any organization to carry out their full project on only a partial budget.*

5)   **Review your SMU|DataArts Funder Report. The data in your Funder Report may support or challenge your application's narrative and/or proposed budget. Use this space to provide any additional explanation to help panelists better understand how your attendance, program or financial data connects to your application.** (up to 1,000 characters)

> *Tip: Panelists review the Funder Report the same way they do your other support materials. Use this space to make sure it tells the same story as the rest of your application. Call out trends, themes or line items that support your application. Clarify any areas that might be confusing, contradictory or leave panelists with unanswered questions. Please refer to the Cultural Data Profile Guide for further information.*

Support Materials

Support materials bring your project to life and play a critical role in helping panelists evaluate your application. CAC encourages applicants to carefully select items that are clear, recent and relevant to the proposed project. Support materials may include images, audio files, videos, hyperlinks and/or other supporting documents.

Please consider using web-based support materials *instead* of uploading large files. You can share links such as a YouTube video or online photo album. Submitted links still count toward your maximum allowed. **Panelists will not review materials in excess of the three optional support materials.**

See the *Support Materials Guide* for more information on selecting, uploading and/or linking to support materials.

Please note: CAC does not own, collect royalties on or hold copyrights to artistic products resulting from its grants, nor will it take any action on behalf of the grant recipient to protect the grant recipient's intellectual property rights. CAC does, however, have legal authority to reproduce and use submitted documentation (electronically and in print) of such artistic products for educational, promotional, official or noncommercial purposes.

All applicants must upload or provide links to the following:

- ***Upload Support Material(s) -*** <u>At least one, but no more than three</u>, item(s) of your choice that brings your project to life and demonstrates the funding criteria.

- ***Upload Board of Directors List -*** *Include affiliations and their roles in the project (if applicable)*

- ***Upload your SMU|DataArts FY 2018 Cultural Data Profile Funder Report***

Statement of Assurances

After completing the support materials section, your organization will electronically authorize the application by completing the Statement of Assurances. An authorizing official will certify that they are authorized to submit the application on behalf of the organization and that the information submitted in the application is true and correct to the best of their knowledge.

Glossary

Arts or Cultural Heritage: defined in the Ohio Revised Code, Chapter 3381 (CAC's enabling law) as "including, but not limited to, literature, theater, music, dance, ballet, painting, sculpture, photography, motion pictures, architecture, archaeology, history, natural history, or the natural sciences."

Arts or Cultural Organization: defined in the Ohio Revised Code, Chapter 3381, as "any corporation, organization, association or institution that provides programs or activities in areas directly concerned with the arts and cultural heritage; and is not for profit and whose net earnings may not lawfully inure to the benefit of any private shareholder, member or individual."

Authorizing Official: an official of your organization who has authority to legally bind the organization. This individual has authority to sign all application and grant-related documents.

Capital: capital improvements, expenditures, acquisitions and restorations (facilities and equipment).

Community: CAC defines community as the constituents (audience, participants, neighbors and beneficiaries) the applicant intends to serve. The strongest applicants clearly define their community and include plans to engage these constituents in the planning and implementation of their mission.

Criteria: minimum standards applicants must comply with to be considered for funding. Meeting specific criteria does not guarantee a grant award since all CAC programs are competitive.

Cultural Data Profile: an online survey that collects financial and programmatic data for your organization by fiscal year through SMU|DataArts.

SMU|DataArts: a national, collaborative online system that collects and standardizes historical financial and organizational data. For more information, visit the SMU|DataArts website at www.culturaldata.org.

Diverse: composed of distinct qualities and characteristics; age, color, ethnicity, ancestry, sex, family or marital status, gender identity or expression, language, national origin, physical and mental disability, political affiliation, race, religion, sexual orientation, socio-economic status, veteran status, citizenship status and other characteristics that make individuals unique.

Eligibility Check: the process used to determine an applicant's eligibility to apply for CAC funding.

Fiscal Agent or Sponsor: an incorporated, nonprofit, tax-exempt organization that provides administrative and financial services for projects initiated by unincorporated, nonprofit organizations or incorporated, nonprofit organizations that do not have financial or administrative capability. Unincorporated groups or organizations may not apply to the Project Support program through an organization acting as a fiscal agent.

Matching Grant: a grant or gift made with the specification that the amount donated must be matched. Project Support I grants require a 1:1 <u>cash</u> match.

Nonprofit Organization: organizations that have tax-exempt status under Internal Revenue Code Section 501(c)(3) but are not private foundations under Internal Revenue Code Section 509 or are among those "operating" private foundations (private foundations that implement programs similar to public charities). These organizations are tax-exempt and contributions to them are tax deductible under such Internal Revenue Code Sections as 170, 642, 2055 and 2522.

Permanent and Viable Base of Operations in Cuyahoga County: applicant organization, branch or affiliate office must have a business address in Cuyahoga County at least 51% of its local programs and services in Cuyahoga County for the residents of Cuyahoga County and visitors to Cuyahoga County.

Public Programming: activities, services, productions, exhibits, tours, lectures, workshops, etc., that are open to the public.

Qualified Personnel: Personnel who meet specific requirements or precedent conditions for the position they occupy. Can be measured by educational attainment, experience, certifications, knowledge of community, etc.

Support Material: recent, relevant and quality evidence submitted by the applicant that demonstrates alignment with funding criteria and supports written narrative. Includes print, video, audio and visual materials. For more detailed information, please see the *Support Materials Guide*.

Additional Resources

CAC will offer a variety of application workshops, webinars and technical assistance trainings in advance of the application deadline. Workshop dates, locations and registration information will be posted on the CAC website and all eligible applicants will be notified by email regarding workshop details.

Please use the following guides referenced throughout this document for more detailed information to help you throughout the application process:

> *2020 Grant Program Guide*
>
> *Online Application & Reporting System Guide*
>
> *Support Materials Guide*
>
> *Cultural Data Profile Guide*

Also consider the following resources throughout the application process:

> SMU|DataArts Help Desk
>
> Past Applications: Applicants who wish to review high-scoring applications from past cycles are encouraged to contact the CAC staff.
>
> Panel Review Audio Files: Applicants may listen to audio recordings from previous panel review meetings to inform their applications and learn from others.

As always, CAC staff is here to assist you:

> **Luis Gomez, grant programs manager**
> lgomez@cacgrants.org
> 216.515.8303 x106
>
> **Heather Johnson-Banks, grant programs manager**
> hjohnsonbanks@cacgrants.org
> 216.515.8303 x108
>
> **Dan McLaughlin, grant programs manager**
> dmclaughlin@cacgrants.org
> 216.515.8303 x101
>
> **India Pierre-Ingram, associate – communications & grant programs**
> ipierreingram@cacgrants.org
> 216.515.8303 x107

cuyahoga
arts & culture
strengthening community

2020 Project Support II

GUIDELINES AND APPLICATION INSTRUCTIONS

New to CAC? Start here!

First-time applicants may only apply to this program, Project Support II.

Lake Erie Native American Council

Eligibility Check Due:
MAY 30, 2019 BY 4:30 PM ET

Application Due:
AUGUST 1, 2019 BY 4:30 PM ET

Dear Applicant,

Thank you for your interest in the 2020 Project Support II grant program. Cuyahoga Arts & Culture's mission is to inspire and strengthen the community by investing in arts and culture. CAC is excited to work with you to connect Cuyahoga County residents to arts and culture in our community.

Cuyahoga Arts & Culture (CAC) is one of the largest local public funders for arts and culture in the nation, helping hundreds of organizations in Cuyahoga County connect millions of people to cultural experiences each year. Cuyahoga County residents created CAC in 2006 when they approved a tax on cigarettes to support arts and culture. Since 2007, CAC has invested more than $182 million in more than 400 organizations both large and small, making Cuyahoga County a more vibrant place to live, work and play.

This cycle, both our Project Support I and Project Support II grant programs are open to applications. **If you are a first-time applicant, this program is right for you!** If you're unsure of which program is the best fit for your organization, please take a look at the 2020 Grant Program Guide. If you're still unsure, feel free to contact us.

This document contains the guidelines and detailed application instructions for 2020 Project Support II, which offers grants of up to $5,000 for 501c3 organizations providing arts and cultural programming to residents of Cuyahoga County. Please keep in mind these two important dates:

- **Submit your Eligibility Check by May 30, 2019, by 4:30 pm ET**
- **Submit your Application by August 1, 2019, by 4:30 pm ET**

We encourage all applicants to start the process early to give themselves and CAC staff as much time as possible in order to help you succeed. CAC will be holding informational workshops during the application cycle and other opportunities for one-on-one assistance. CAC staff is always available to help answer any questions. As public employees, it is our role to support you and help you to be successful.

For additional information please contact a program manager: Luis Gomez at 216-515-8303 x106, Heather Johnson-Banks at x108 or Dan McLaughlin at x101. To learn more about Cuyahoga Arts & Culture, visit cacgrants.org and sign up to receive email updates.

We look forward to working with you!

Sincerely,

The Cuyahoga Arts & Culture Team

Table of Contents

Program Overview

Background

The purpose of Cuyahoga Arts & Culture's Project Support (PS) grant program is to promote public access and encourage the breadth of arts and cultural programming in our community by supporting Cuyahoga County-based projects. Grant applications are reviewed annually through a transparent panel review process. CAC will offer two Project Support grant options in 2019 for projects occurring in the January 1 – December 31, 2020 grant period. This document provides the guidelines and application instructions for the Project Support II program.

Friends of Euclid Creek has been a Project Support II recipient for the past two years.

Project Support II (PS II)

- Grant requests up to $5,000 for 501c3 organizations based in Cuyahoga County
- Application consists of five narrative questions, budget and support materials
- 1:1 match required (50% of match can come from in-kind contributions)

CAC will also offer the following grant opportunities for 2020:

- 2020 Project Support I (PS I): grants of up to $25,000 for 501c3 organizations who have received CAC funding in the past.
- General Operating Support (GOS): multi-year core support for 501c3 organizations with a primary mission of arts & culture.

To learn more about the differences between General Operating Support, Project Support I and Project Support II, refer to the *2020 Grant Program Guide*. Organizations may only submit one application per cycle.

Key Dates

Eligibility Check Deadline
May 30, 2019, by 4:30 pm ET

Application Deadline
August 1, 2019, by 4:30 pm ET

Application Review Online
September 2019

Board Approves Grants
November 2019

Who May Apply

To be eligible for the 2020 Project Support II grant program, applicant organizations must meet all of the following eligibility criteria:

- Have a permanent and viable base of operations in Cuyahoga County for at least one year prior to May 30, 2019 (as verified in part by an organization's Articles of Incorporation);

> **Permanent and Viable Base of Operations in Cuyahoga County:** applicant organization, branch or affiliate office must have a business address in Cuyahoga County and do at least 51% of its local programs and services in Cuyahoga County for the residents of Cuyahoga County and visitors to Cuyahoga County.

- Be a 501c3 organization as verified by GuideStar's Charity Check service;
- Have produced or presented arts or cultural program(s) open to the public within the previous two years prior to May 30, 2019;

> **Arts or Cultural:** defined in the **Ohio Revised Code, Chapter 3381** (CAC's enabling law) as "including, but not limited to, literature, theater, music, dance, ballet, painting, sculpture, photography, motion pictures, architecture, archaeology, history, natural history, or the natural sciences."

- Be incorporated and authorized to do business in Ohio as verified by the Ohio Secretary of State.

CAC strongly encourages applicants who are from communities that have been historically excluded or marginalized.

Informed by the Grantmakers in the Arts' "Racial Equity: Statement of Purpose," these communities include: African and African American; Latino/a; Asian and Asian American; Arab; Native American; Pacific Islander; lesbian, gay, bisexual, queer; transgender and gender variant people; people with disabilities; and women. Cuyahoga Arts & Culture also recognizes that some marginalized communities may not be listed.

Cuyahoga Arts & Culture also recognizes that some marginalized communities may not be listed here and encourage applicants to articulate and provide supporting evidence about the marginalization of any community or ethnic/people group not named above. Marginalized communities do not include fringe artistic disciplines.

Who May Not Apply

The following types of organizations are not eligible to apply to the 2020 Project Support II grant program (this list is not exhaustive):

- Organizations that are not in good standing with CAC and/or in compliance with previous grants;
- Organizations that are serving as fiscal agents or fiscal sponsors for an organization or program;
- Religious institutions without a separate 501c3 organization that specifically administers non-sectarian public programming;
- Private non-operating foundations;
- Units of government;
- K-12 schools, including parent-teacher associations and similar groups;
- Individuals
- Fundraising organizations, such as "Friends Of" groups who do not conduct their own programming

Additionally, organizations receiving General Operating Support or applying for a Project Support I grant from CAC are not eligible to apply for Project Support II funding in the same grant cycle.

Note for colleges and universities: Colleges and universities are eligible only for activities that clearly serve the needs of the community and are designed to involve a broad audience. Activities that are credit-producing or are oriented primarily to collegiate students and the academic community are not eligible.

What is a Project?

A project is a specific, connected set of activities, with a beginning and an end, explicit goals/objectives and a predetermined cost that does not equal the organization's total annual budget. Projects may be one-time events, such as a festival or exhibit, or a defined series of events, such as a roster of classes or a series of productions. Projects with multiple components must show that there is a cohesive theme that ties the project together.

Pre-Screening of Applications

CAC staff will pre-screen applications before moving them forward to panelists for review. If the submitted project does not meet CAC's definition of a project (above) or arts or cultural heritage, or if the application appears to be a request for general operating support, CAC staff will deem the project ineligible for funding. The application will not be reviewed by the panel and your organization will be ineligible for funding in 2020.

Application Review Process

All eligible applications are evaluated by a panel of arts or cultural professionals from outside the region in an **online panel review process**. **There is no in-person panel.** Panelists will review and score applications independently and provide written feedback.

Panelists are chosen to represent a cross-section of professionals qualified to provide expert knowledge of specific arts or cultural disciplines, as well as for their management experience, professional knowledge of the sector and prior panel experience. CAC staff and trustees take every effort to ensure that the panel is diverse in terms of race, gender, age, and discipline. All panelists receive an honorarium for their service.

CAC staff members provide eligible grant applications and support materials to panelists approximately four weeks prior to the panel review meeting to allow panelists sufficient time for their evaluation. During the panel review meeting, **the panel will evaluate all eligible applications based on CAC Funding Criteria: Public Benefit; Artistic and Cultural Vibrancy; and Organizational Capacity.** For more information see the Funding Criteria section.

CAC staff monitors the online panel review but does not score or provide opinions on applications. Staff will manage all administrative and logistical actions necessary to conduct a successful panel review: provide panelists all documentation necessary to evaluate applications effectively; train panelists in matters of CAC policy and procedures; and provide all available objective information regarding an applicant to the panel.

Grant Recipient Requirements

Grant Agreement and Compliance
If your application is approved for funding by CAC's Board at its 2019 November meeting, CAC will prepare a letter with the grant amount and grant agreement for each grant recipient. CAC staff will be available to meet with new and returning grant recipients to review the grant agreement requirements. To be considered an active grant recipient and receive funding, recipients must sign a grant agreement. All funded activities and grant expenditures must occur during the grant period, January 1 – December 31, 2020.

Events Calendar and Credit Requirements
Funding from Cuyahoga Arts & Culture comes from a tax approved by residents of Cuyahoga County. CAC asks that organizations receiving Project Support partner with CAC throughout the grant cycle by communicating with their grant manager at CAC, posting events and job opportunities on CAC's website, connecting with CAC on social media, and saying thank you to the residents of Cuyahoga County for their support. Grant recipients are required to post events (and encouraged to post jobs) to CAC's online events calendar, ClevelandArtsEvents.com.
The Events Calendar and Credit Requirements document outlines how to partner with us effectively. Grant recipients that do not comply with these expectations may be subject to a 10% reduction to their final grant amount.

Grant Requirements
All grant recipients that receive a 2020 Project Support grant must submit a final report online within 60 days of the completion of the project. In addition to a final report, CAC staff may conduct site visits during the project period. Reporting guidelines and instructions will be posted online in advance of deadlines. Reports consist of a narrative, financial documentation and support materials. Grant recipients that submit a late final report, or do not submit a final report, may receive a reduced or revoked final grant amount.

Maintaining Good Standing

In order to receive CAC funds, a grant recipient must maintain its good standing with CAC during the grant period. A grant recipient is in good standing if it:

- Fully and completely meets all requirements as stated in the grant agreement for the duration of the grant period;
- Accurately represents its organization and its activities in all documents submitted to CAC. This includes, but is not limited to, the eligibility check, application, final report and all other reports and forms; and
- Continues to meet the eligibility criteria.

A grant recipient not in good standing with CAC will be officially informed of this status in writing.

International Women's Air & Space Museum is a current PS II recipient.

Application Process

The following is an overview of Cuyahoga Arts & Culture's Project Support II grant program application process. News, updates and events (including technical assistance workshops and webinars) will be posted on the CAC website and distributed via email. Sign up at cacgrants.org and opt-in to receive *CAC Grant Information* to learn more. **We highly encourage all of our applicants to add CAC's URL and staff email addresses to your email safe senders list, address book, or contact list to continue receiving important information from CAC.** CAC will not extend any deadlines if our emails are sent to your spam or junk mail. **We strongly recommend that you begin your eligibility check and online application well before the due date** to familiarize yourself with the system and to address any technical concerns.

Key Dates

Eligibility Check Deadline
May 30, 2019, by 4:30 pm ET

➜

Application Deadline
August 1, 2019, by 4:30 pm ET

➜

Application Review Online
September 2019

➜

Board Approves Grants
November 2019

How to Apply

For New Applicants

➢ **Meet with CAC Staff**
First-time applicants to CAC grant programs are highly encouraged to schedule an informational meeting with CAC staff before the eligibility check deadline (May 30, 2019). To schedule a meeting, please contact one of our program managers.

For All Applicants

➢ **Attend a Workshop**
CAC will offer a variety of technical assistance workshops/trainings in advance of the application deadline. Information regarding such trainings will be posted on the CAC website and all applicants will be notified by email. While workshops are not required, CAC strongly encourages and invites all eligible applicants to attend.

Application FAQ's

What is an eligible project?
Proposed projects must be arts or cultural activities open to the public. The funded activities must originate and be completed during the grant period, January 1 – December 31, 2020. The project must be open to the public and conducted in Cuyahoga County. Organizations may only apply for one project per funding cycle. **College and university projects must involve and show support from the general community beyond the students, faculty and staff.**

What does CAC mean by arts and culture?
The Ohio Revised Code Chapter 3381, CAC's enabling law, defines arts and culture as "including, but not limited to, literature, theater, music, dance, ballet, painting, sculpture, photography, motion pictures, architecture, archaeology, history, natural history, or the natural sciences."

Organizations that do not have a primary mission that is arts & culture are encouraged to apply (community development corporations, social service organizations, etc.), as long as the proposed project meets CAC's definition of arts and culture.

How much can I request?
The request amount may not exceed $5,000 or 50% of the proposed project's total expenses. Grant requests may only include expenses directly related to the project, which will be incurred during the grant period.

Are there match requirements?
Project Support II grants are matching grants. Applicants are required to leverage CAC funds to secure additional funds from other sources. This program requires a 1:1 match by the applicant. This means that CAC will provide no more than one half of the projects total expenses. For the purposes of PS II, the value of volunteer labor is set at $24.69, the most recently published value for volunteer time for the United States.

The matching funds may come from any source. **Up to 50% of your organization's matching funds can come from in-kind contributions**. Sources of your matching funds include, but are not limited to: foundation and/or government grants, private donations, ticket sales and member dues.

Matching funds may <u>not</u> include other funds from Cuyahoga Arts & Culture. **This includes CAC co-funded grants through the Neighborhood Connections program.** Contact CAC staff with any questions.

What are the funding restrictions?
Project Support II funds cannot be requested for: operating support; fundraising events; religious ceremonies or events advancing or inhibiting a particular religious ideology; or advocacy of specific political causes or candidates.

Restricted uses of CAC funds include but are not limited to:

- credit-bearing academic programs (K-12 and college level)
- activities that are not open to the general public
- general operating support or operating expenses not directly related to your project
- fundraising or benefits
- regranting, scholarships, tuition assistance, awards or cash prizes
- deficit reduction or elimination, trust endowments, cash reserves, penalty or litigation fees, loans, or interest on loans
- capital improvements, facilities or equipment
- religious ceremonies or events advancing or inhibiting a particular religious ideology
- cost of receptions, food and beverages
- agent's fees for programs contracted through commercial agencies
- travel outside of the United States
- advocacy of specific political causes or candidates.

Step 1: Eligibility Check

Eligibility Check due May 30, 2019, by 4:30 pm ET

➢ **Submit the Eligibility Check**
The eligibility check is the first step in applying for a Project Support grant for all applicants and is submitted via CAC's online application and reporting system. CAC uses the eligibility check process to determine whether an organization meets the criteria to submit an application. CAC staff will review applicant documents including articles of incorporation, charity check, and Secretary of State certificate of good standing to determine eligibility. **You do not need to have a finalized project plan at this stage.**

Organizations that do not complete the eligibility check will not be permitted to submit a Project Support grant application and will not be eligible for funding. However, completing the eligibility check does not automatically make your organization eligible to apply for funding. Following the submission of the online eligibility check, CAC will notify applicants via email, to the primary contact on record, whether or not they are eligible.

Recipients of 2018 or 2019 Project Support grant funds will submit fewer items during the eligibility check process.

The following tables indicate what information and documentation is required for the eligibility check.

For 2018 or 2019 Grant Recipients
Verify 501c3 status and Ohio charitable status
FY 2018 Financial Document* •IRS Form 990/990-EZ or Form 990-PF

For All Other Applicants (Includes New Applicants)
Upload documentation of public arts/cultural programs conducted within the last two years. Up to two examples, such as marketing materials or dated photos.
Enter amount of arts & cultural expenses from your organization's most recently completed fiscal year.
FY 2018 Financial Document* •IRS Form 990/990-EZ or Form 990-PF
Verify 501c3 status and Ohio charitable status

*If your organization is unable to provide data or documentation from the 2018 fiscal year, please contact your program manager.

➢ **Gain Access to the Online Application**
   Once your organization has been deemed eligible, the primary contact on file will receive an email providing access to the online Project Support II application. The earlier you submit the eligibility check, the sooner you will have access to the online application.

Step 2: Application

> **Application due August 1, 2019, by 4:30 pm ET**

➢ **Gather your Support Materials**
Support materials are images, audio, video, links and/or other supporting documents that help bring your organization's mission and programs to life for panelists. They are essential to your application and play a critical role in helping panelists evaluate your organization and gain a better understanding of the proposed project. You may submit up to three support materials with your application. Please refer to the *Support Materials Guide* for more information.

➢ **Complete and Submit the Application by August 1, 2019, by 4:30 pm ET**
To be considered complete, an application must include all required narrative responses, a complete budget and support materials. See the Application section for further details.

Late or incomplete applications will NOT be accepted. After 4:30 pm ET applications will not be able to be submitted through the online system.

Step 3: Online Panel Review

➢ **Online Panel**
- The online panel review process will take place in September.

➢ **Receive your Organization's Score & your Panelist Feedback**
- During the online panel review, panelists will score each application based on the Funding Criteria, with an emphasis on Public Benefit. Refer to the Funding Criteria and Scoring Framework.

- Each panelist will score and comment on each application. CAC staff will compile these comments, make them available to applicants and upload them to the CAC website as a learning tool for future applications.

- Any application that demonstrates evidence that it meets each of CAC's three funding criteria will be recommended for a Project Support grant at full funding or partial funding.

- CAC staff will notify all applicants of their final panel score and whether or not they will be recommended for funding via email in October.

Step 4: Application Results

➤ **Attend the CAC Board of Trustees Meeting to Learn your Grant Amount**

- Panel scores and grant amounts will not be confirmed until the November CAC Board of Trustees meeting. This meeting is open to the public, and applicants are encouraged to attend.

- The grant amount and total number of Project Support II grants will be determined by the following factors: the amount of funding allocated to the Project Support grant program (I & II); the panel score for each application; and the total request amount of all applications eligible for funding.

- These are general guidelines and are subject to change based on the total CAC funds available to the Project Support grant program in any given year. It is possible that all of the allocated Project Support grant funds could be awarded to those applicants receiving higher scores and applicants with lower scores will not receive funding.

➤ **Appeals Process**

CAC will only consider and review appeals that are evidence-based and due to materially significant CAC **processing errors** that could have compromised an applicant's grant proposal. This does not include information that was in excess of the application's space limitations or information that was submitted after the application deadline. Any requests for appeals must be filed with the Executive Director within 10 working days after the conclusion of the panel review. Requests received after 10 days will not be considered.

Please note: The panel's analysis and scoring of applications are **not** subject to appeal and therefore will not be considered for appeal by the CAC Board of Trustees. Neither grant awards nor grant award amounts are subject to appeal.

Funding Criteria and Scoring

What are Funding Criteria?

The Funding Criteria are the principles that anchor the Project Support application: Public Benefit; Artistic and Cultural Vibrancy; and Organizational Capacity.

Why Funding Criteria Matter

Panelists will use the Funding Criteria to evaluate and score the application. Your organization's commitment to Public Benefit; Artistic and Cultural Vibrancy; and Organizational Capacity should thread through your entire application, including the narrative, financials and support materials. By demonstrating this commitment, organizations of any size and discipline can achieve an exceptional rating in each of the three priority areas.

Panelists will evaluate and score the application using the following criteria:

Public Benefit
CAC defines public benefit as an organization's ability to meaningfully engage its community through its project.

An organization meaningfully engages its community by:
- Demonstrating that it understands, respects, works with, and responds to its community
- Using knowledge of its community to drive its work
- Building meaningful relationships with residents and community partners
- Being accessible and inviting to its community and open to the public

Artistic and Cultural Vibrancy
CAC defines Artistic and Cultural Vibrancy as an organization's ability to create a quality project that inspires and challenges its community.

An organization inspires and challenges its community by:
- Engaging a diverse team of arts and cultural professionals, qualified to complete the project
- Inspiring its community to think creatively and/or differently
- Incorporating a process of reflection that ensures fresh programming

Organizational Capacity
Cuyahoga Arts & Culture defines Organizational Capacity as an organization's ability to successfully plan for and manage its project.

An organization successfully plans for and manages its project by:
- Recruiting and retaining an engaged and diverse board, staff, and/or volunteers who are qualified to complete the project
- Planning as a team to set project goals, measure progress and evolve
- Having clear plans to implement the project and achieve stated project goals
- Setting a budget that is realistic and appropriate for the project; demonstrating a clear plan to reach the match requirement

Scoring Descriptions

Yes: Yes, evidence is provided throughout the application that the funding criteria are fully met. The applicant's responses are clear and address the questions in the application. The support materials are clear, highly relevant and lead to a deeper understanding of how the criteria are met.

Somewhat: Some evidence is provided throughout the application that the funding criteria are met. The applicant's responses are sufficient and address the questions in the application. The support materials are relevant but provide only some understanding of how the criteria are met.

No: No, evidence is not provided throughout the application that the funding criteria are met. Responses are unclear and/or do not address this funding criterion. The support materials may not be relevant and may not provide additional understanding of how the criteria are met.

Slovenian Museum and Archives has received PS II funding since 2018.
Photo by Andy Wrobel

Application Questions

If your organization is deemed eligible through the eligibility check process, CAC will notify your organization via email and provide access to the online 2020 Project Support II Application. The application questions are available in this section, and as an editable Word document here. The application must be submitted online using CAC's online application and reporting system, *FluidReview*.

The application has six sections:

- Organizational Overview and Financial Snapshot
- Project Basics
- Application Narrative
- Project Budget
- Support Materials
- Statement of Assurances

Organizational Overview and Financial Snapshot

The organizational overview and project basics give panelists a glimpse into your organization and the basic details of your proposed project.

- **Mission statement, organizational history and contact information.**

    This section will be pre-populated from your FluidReview Organization Details, but you may update or correct any information here.

Financial Snapshot

- **Enter your organization's total budget (expenses) for the 2019 fiscal year.**

    This is NOT the project budget. Enter the amount of money you spend to operate your entire organization during the year.

- **Enter your arts and cultural budget (income and expenses) for the 2019 fiscal year.**

    If your organization's primary mission is arts and cultural, this will be your full budget. If your organization's primary mission is NOT arts and cultural, this will be your arts and cultural income and expenses ONLY.

Project Basics

Use the fields in this section to provide basic project details.

- **Project Title** (Up to 100 characters)

    This should be the title, not a summary of the project.

- **Project Summary** (Up to 500 characters)

Briefly describe the project in a sentence or two.

- **Community Served and Art Form**

  Select the primary community your project serves and primary art form used for your project. CAC recognizes that some projects can serve multiple communities and/or make use of multiple art forms.

    Primary Community

    Secondary Community (optional)

    Primary Art Form

    Secondary Art Form (optional)

- **Total Project Expenses**

- **Amount Requested from CAC**

    The requested amount cannot be more than 50% of the proposed project's total expenses.

- **Project Dates**

    The start and end dates should not be the entire grant period. All events must begin and end within the grant period (January 1, 2020 – December 31, 2020).

- **Public Event Location(s)** (Up to 750 characters)

- **Total number of expected participants and/or audience members**

- **Will the event/activity be free or fee-based? How was this decision made?**

Application Narratives

The narrative is an important part of your application. It is your opportunity to communicate to the panel the specific details of your proposed project. Keep in mind that panelists are from outside the region and likely not familiar with your organization and/or community. It is important that you communicate all relevant information necessary for a person unfamiliar with your organization to fully understand your project. Before starting your responses to the narrative section, review the Funding Criteria section.

We recommend that you prepare your answers offline in a word processing program and copy/paste your responses into the appropriate text box in the online application. Please note that your application can be saved at any point and you may return to the application to continue work.

1) **Define the community that you will serve through this project. How will you work with this community to carry out your project?** (Up to 1,000 characters)

    Tip: A community may be defined by geography (place), identity (attributes) or affinity (what we like). The best way to demonstrate your project's public benefit is to demonstrate that you know, respect, work with and respond to your community.

2) **What will you do? How will you do it?** (Up to 2,000 characters)

> *Tip:* Include an overview of project activities and how the project will be carried out. Consider what, where, when and how.

3) **This question is about public benefit: describe how your project engages your community in a meaningful way.** (Up to 1,000 characters)

> *Tip:* CAC's definition of Public Benefit can be found on page 12.

4) **Set one project goal. In addition to completing the project, what goal does your organization want to accomplish within this project?**

> **Goal:** (Up to 500 characters)

> **How will you know you have accomplished or made progress toward your goal?** (Up to 500 characters)

> *Tip:* This goal should be specific, measurable and be related to why your organization is doing this project. If awarded funds, you are required to report the status of this goal with the final report.

5) **Who will be involved?** (Up to 1,000 characters)

> *Tip:* Specify the roles of any staff/volunteers, board members and/or other project partners. Specify any arts or cultural professionals/expertise.

OPTIONAL: Is there any additional information about your project or organization that may be helpful to an outside panelist reviewing your application? (Up to 1,500 characters)

> *Tip:* CAC recruits all panelists from outside of the region. What might be important information to share with someone who is unfamiliar with Cuyahoga County or your work?

Project Finances

Complete the following questions about your project's finances in the Online Application and Reporting System.

1) **How will you spend CAC funds?** (Up to 500 characters)

> *Tip:* Indicate how CAC funds will be used. See list of prohibited uses of CAC funds on page 8 of guidelines.

2) **How will you raise matching funds?** (Up to 500 characters)

Tip: List the sources and amounts you'll use to raise the matching income for the rest of the project budget.

3) **Use this field to further explain your project finances.** (Up to 1,000 characters)

> *Tip: Detail anything that may require additional information. Consider adding information about any in-kind sources here.*

Support Materials

Support materials bring your project to life and play a critical role in helping panelists evaluate your application. CAC encourages applicants to carefully select items that are clear, recent and relevant to the proposed project. Support materials may include images, audio files, videos, hyperlinks and/or other supporting documents.

Please consider using web-based support materials *instead* of uploading large files. You can share links such as a YouTube video or online photo album. Submitted links still count toward your maximum allowed. **Panelists will not review materials in excess of the three optional support materials.**

See the *Support Materials Guide* for more information on selecting, uploading and/or linking to support materials.

Please note: CAC does not own, collect royalties on or hold copyrights to artistic products resulting from its grants, nor will it take any action on behalf of the grant recipient to protect the grant recipient's intellectual property rights. CAC does, however, have legal authority to reproduce and use submitted documentation (electronically and in print) of such artistic products for educational, promotional, official or noncommercial purposes.

All applicants must upload or provide links to the following:

- ***Upload Support Material(s) -*** At least one, but no more than three, item(s) of your choice that brings your project to life and demonstrates the funding criteria.

Statement of Assurances

After completing the support materials section, your organization will electronically authorize the application by completing the Statement of Assurances. An authorizing official will certify that they are authorized to submit the application on behalf of the organization and that the information submitted in the application is true and correct to the best of their knowledge.

Glossary

Arts or Cultural Heritage: defined in the Ohio Revised Code, Chapter 3381 (CAC's enabling law) as "including, but not limited to, literature, theater, music, dance, ballet, painting, sculpture, photography, motion pictures, architecture, archaeology, history, natural history, or the natural sciences."

Arts or Cultural Organization: defined in the Ohio Revised Code, Chapter 3381, as "any corporation, organization, association or institution that provides programs or activities in areas directly concerned with the arts and cultural heritage; and is not for profit and whose net earnings may not lawfully inure to the benefit of any private shareholder, member or individual."

Authorizing Official: an official of your organization who has authority to legally bind the organization. This individual has authority to sign all application and grant-related documents.

Capital: capital improvements, expenditures, acquisitions and restorations (facilities and equipment).

Community: CAC defines community as the constituents (audience, participants, neighbors and beneficiaries) the applicant intends to serve. The strongest applicants clearly define their community and include plans to engage these constituents in the planning and implementation of their mission.

Criteria: minimum standards applicants must comply with to be considered for funding. Meeting specific criteria does not guarantee a grant award since all CAC programs are competitive.

Diverse: composed of distinct qualities and characteristics; age, color, ethnicity, ancestry, sex, family or marital status, gender identity or expression, language, national origin, physical and mental disability, political affiliation, race, religion, sexual orientation, socio-economic status, veteran status, citizenship status and other characteristics that make individuals unique.

Eligibility Check: the process used to determine an applicant's eligibility to apply for CAC funding.

Fiscal Agent or Sponsor: an incorporated, nonprofit, tax-exempt organization that provides administrative and financial services for projects initiated by unincorporated, nonprofit organizations or incorporated, nonprofit organizations that do not have financial or administrative capability. Unincorporated groups or organizations may not apply to the Project Support program through an organization acting as a fiscal agent.

In-Kind Contribution: a gift of goods and services. In-kind goods and services are typically goods and services that your organization would have to otherwise buy if they had not been donated (including donated space, equipment or expertise, etc). The value of the donated supplies or services may be recorded as the amount that your organization would have to pay for similar items.

For the purposes of PS II, the value of volunteer labor is set at $24.69 per hour, the most recently published value for volunteer time for the United States.

Matching Grant: a grant or gift made with the specification that the amount donated must be matched. Project Support II grants require a 1:1 match. In-kind contributions can account for no more than 50% of your matching income.

Nonprofit Organization: organizations that have tax-exempt status under Internal Revenue Code Section 501(c)(3) but are not private foundations under Internal Revenue Code Section 509 or are among those "operating" private foundations (private foundations that implement programs similar to public charities). These organizations are tax-exempt and contributions to them are tax deductible under such Internal Revenue Code Sections as 170, 642, 2055 and 2522.

Permanent and Viable Base of Operations in Cuyahoga County: applicant organization, branch or affiliate office must have a business address in Cuyahoga County and present at least 51% of its local programs and services in Cuyahoga County for the residents of Cuyahoga County and visitors to Cuyahoga County.

Public Programming: activities, services, productions, exhibits, tours, lectures, workshops, etc., that are open to the public.

Qualified Personnel: Personnel who meet specific requirements or precedent conditions for the position they occupy. Can be measured by educational attainment, experience, certifications, knowledge of community, etc.

Support Material: recent, relevant and quality evidence submitted by the applicant that demonstrates alignment with funding criteria and supports written narrative. Includes print, video, audio and visual materials. For more detailed information, please see the *Support Materials Guide*.

Additional Resources

CAC will offer a variety of application workshops, webinars and technical assistance trainings in advance of the application deadline. Workshop dates, locations and registration information will be posted on the CAC website and all eligible applicants will be notified by email regarding workshop details.

Please use the following guides referenced throughout this document for more detailed information to help you throughout the application process:

> *2020 Grant Program Guide*
>
> *Online Application & Reporting System Guide*
>
> *Support Materials Guide*

Also consider the following resources throughout the application process:

> Past Applications: Applicants who wish to review high-scoring applications from past cycles are encouraged to contact the CAC staff.
>
> Panel Review Results: Applicants may review the panel results and comments from last year's panel to inform their applications and learn from others.

As always, CAC staff is here to assist you:

> **Luis Gomez, grant programs manager**
> **lgomez@cacgrants.org**
> **216.515.8303 x106**
>
> **Heather Johnson-Banks, grant programs manager**
> **hjohnsonbanks@cacgrants.org**
> **216.515.8303 x108**
>
> **Dan McLaughlin, grant programs manager**
> **dmclaughlin@cacgrants.org**
> **216.515.8303 x101**
>
> **India Pierre-Ingram, associate – communications & grant programs**
> **ipierreingram@cacgrants.org**
> **216.515.8303 x107**

MEMORANDUM

Date: April 24, 2019
To: CAC Board of Trustees
From: CAC Staff: Heather Johnson-Banks, Luis Gomez and Dan McLaughlin, program managers
Re: 2020-21 General Operating Support

Executive Summary: At its April meeting, staff will present to the Board the 2020-21 General Operating Support guidelines for review and approval. The guidelines are the policy documents that shape CAC's grantmaking work and are the result of months of planning, feedback and discussion. CAC's staff is not proposing policy changes to the 2020-21 cycle of General Operating Support.

As always, this work is informed by feedback from our cultural partners. We made early drafts of the guidelines available on CAC's website and reached out to our current cultural partners. We requested feedback on the application structure, questions and process (via survey, email, phone calls and in-person meetings) to inform the guidelines before the Board for its approval, as well as the team's approach to technical assistance throughout the application cycle.

Background
General Operating Support is one of Cuyahoga Arts & Culture's two primary grant programs. The 2018-19 cycle of General Operating Support is currently supporting 61 grant recipients (steady cohort) through a total investment of $10.2 million. This summer CAC will accept applications for the next cycle of General Operating Support (2020-21). Our other primary grant program, Project Support, will also be accepting new applications this year.

Staying Consistent in 2020-21: Program Goals & Commitment to Grantee Input
CAC's commitment to General Operating Support remains strong. The GOS program will continue to provide flexible, substantive, multi-year support to arts and cultural institutions that provide a range of programs benefiting residents throughout Cuyahoga County.

Informing the recommendations below, program managers have been in regular communication with current General Operating Support grant recipients throughout 2018 and into 2019. In addition to ongoing site visits, the team surveyed all GOS organizations in December 2018 asking for their thoughts and feedback on the upcoming 2020-21 grant cycle. They have also benchmarked CAC's work against peer institutions nationwide.

What Will Remain the Same?
Grounded in the same 2018-19 program goals, here is a list of additional core program elements that will remain unchanged in the 2020-21 cycle:

- *Funding criteria* – the three funding criteria will remain the same, with a continued focus on public benefit.

- *Eligible organizations* – we will continue to use the same eligibility criteria.
- *Grant cycles* – GOS will continue to be a two-year program.
- *Cultural Data Profile* – applicants to GOS will still complete an SMU|DataArts Cultural Data Profile.
- *Panel Review* – we will continue to hold an in-person panel for GOS program new applicants.
- *Formula* – CAC will use the same formula with the base of grantee operating budgets determined by a three-year average of the organizational revenue as determined by the Eligible Revenue and Support (ERS) forms. In 2020-21, the maximum annual grant amount for any one organization shall be no higher than $1,164,989.
- *Technical assistance* – CAC's grant program team will continue to offer a variety of support opportunities and one-on-one assistance throughout the application process.

Recommendations for the 2020-21 General Operating Support Program
Continue with steady cohort model. Staff recommends that returning applicants to the General Operating Support program who have received four or more consecutive years of funding from CAC (including one cycle of GOS), continue to be exempted from the GOS application and panel review. This model was piloted during the 2018-19 GOS cycle and feedback has been overwhelmingly positive. In place of completing the full application, organizations meeting the criteria above will be asked to set goals aligned with CAC's funding criteria that will be used in mid-year and year-end reporting. Staff will continue to rely on existing relationships with longstanding cultural partners, as well as continued mid-year and year-end reporting, to monitor progress. Grant amounts would be determined by re-running the formula based on updated organizational financials (Eligible Revenue and Support (ERS) forms for 2016, 17 and 18) in the fall. See page 9 in the GOS guidelines for more detail.

Issue guidelines and hold panel for new applicants. To ensure a mechanism for new entrants into the GOS program, we ask the Board to review and approve the GOS 2020-21 guidelines. Approval of the guidelines would launch the application process in late spring. For new applicants, CAC will continue to hold a panel in fall wherein a diverse group of arts and culture professionals from outside Northeast Ohio will score applications. Historically, applicants going through our panel process have experienced a high success rate. Applicants with a score of 75 are approved for a grant.

Next Steps
If the policies within the Guidelines are approved, CAC staff will finalize the application documents, currently in draft form in the Board packet. The late April launch date and a late May due date for the eligibility check allows more time for the CAC team to support new organizations and offer personalized technical assistance to applicants for the application. Additional key dates are as follows:

Key Program Dates

April 24	Board reviews and can approve policies in 2020-21 guidelines
April 29	Complete guidelines and applications are available online
May+	General Operating Support and Project Support application workshops
Ongoing	CAC provides technical assistance to applicants
May 30	Last day to submit eligibility check
August 1	Applications due
September - October	PS II panel conducted online
September 23-24	PS I panel
October 24-25	GOS panel
November	Board reviews and can vote to approve 2020 allocation and grants

2020-2021 General Operating Support

GUIDELINES AND
APPLICATION INSTRUCTIONS

Cleveland Botanical Garden

Eligibility Check Due:
May 30, 2019 BY 4:30 PM ET

Application Due:
AUGUST 1, 2019 BY 4:30 PM ET

Dear Applicant,

Thank you for your interest in the 2020-2021 General Operating Support (GOS) grant program. Cuyahoga Arts & Culture's mission is to inspire and strengthen the community by investing in arts and culture. We are excited to work with you to connect our community to arts and culture, creating a more vibrant Cuyahoga County.

Cuyahoga Arts & Culture (CAC) is one of the largest local public funders for arts and culture in the nation, helping hundreds of organizations in Cuyahoga County connect millions of people to cultural experiences each year. Cuyahoga County residents created CAC in 2006 when they approved a tax on cigarettes to support arts and culture. Since 2007, CAC has invested more than $182 million in more than 400 organizations both large and small, making Cuyahoga County a more vibrant place to live, work and play.

This document contains the guidelines and application instructions for the 2020-2021 General Operating Support program. It provides an explanation of the application process, including eligibility requirements, specific application questions, and a glossary of terms. CAC will also offer grants through its Project Support program in 2020. To learn more about the differences between CAC's grant programs, refer to the 2020 Grant Programs Guide. We encourage all applicants to give themselves and CAC staff as much time as possible in order to help you succeed:

- **Submit your Eligibility Check by May 30, 2019, by 4:30 pm ET**
- **Submit your Application by August 1, 2019, by 4:30 pm ET**

CAC staff is always available to help answer any questions. As public employees, our team is here to support you and help you to be successful. For additional information please contact a program manager. To learn more about Cuyahoga Arts & Culture, visit cacgrants.org and sign up to receive email updates.

We look forward to working with you!

Sincerely,

The Cuyahoga Arts & Culture Team

Current GOS Grant Recipients:
If your organization has received four consecutive years of CAC funding (two GOS cycles or one GOS and two PS cycles), you may forgo the application and panel review processes. If you would like to opt into the application process, please proceed with the below guidelines. Contact your program manager to learn more.

Table of Contents

Program Overview

Background

The purpose of Cuyahoga Arts & Culture's General Operating Support (GOS) program is to strengthen the community by deepening its access to arts and culture through meaningful, multi-year core support grants to arts and cultural organizations based in and serving Cuyahoga County.

Dobama Theatre has been a GOS recipient since 2011. Photo by Steve Wagner

Successful GOS applicants have:

- a primary mission to create, produce, present or provide arts and/or cultural services for the public,
- a history of vibrant artistic and/or cultural programming, and
- strong organizational capacity to carry out their work.

CAC will also offer the following grant opportunities:

- 2020 Project Support I (PS I): grants of up to $25,000 for 501c3 organizations. First-time CAC applicants are not eligible to apply to the PS I program.
- 2020 Project Support II (PS II): grants of up to $5,000 for 501c3 organizations.

To learn more about the differences between General Operating Support, Project Support I and Project Support II, refer to the *2020 Grant Program Guide.* Organizations may only submit one application per cycle.

Key Dates

Eligibility Check Deadline	Application Deadline	Public Panel Review	Board Approves Grants
May 30, 2019, by 4:30 pm ET	August 1, 2019, by 4:30 pm ET	Week of September 23, 2019	November 2019

New Applicants

First-time applicants to CAC grant programs are **highly encouraged to schedule a meeting with CAC staff before the Eligibility Check deadline.** This informational meeting is an opportunity to review and discuss your organization, the GOS grant program requirements and CAC's grantmaking process. For assistance, please contact us at 216-515-8303 or info@cacgrants.org.

Who May Apply

To be eligible for the GOS grant program, organizations must meet <u>all</u> of the following criteria:

- Have a primary mission to provide programs or activities in areas directly concerned with arts or cultural heritage (as defined by the Ohio Revised Code Chapter 3381) for the general public.

> **Arts or Cultural: defined in the Ohio Revised Code, Chapter 3381 (CAC's enabling law) as "including, but not limited to, literature, theater, music, dance, ballet, painting, sculpture, photography, motion pictures, architecture, archaeology, history, natural history, or the natural sciences."**

- Have a permanent and viable base in Cuyahoga County for at least three years prior to May 30, 2019.

> **Permanent and Viable Base of Operations in Cuyahoga County: applicant organization, must have a business address in Cuyahoga County and conduct the majority of its local programs and services in Cuyahoga County for the residents of Cuyahoga County and visitors to Cuyahoga County.**

- Exist as a 501(c)(3) organization for at least three years <u>or</u> be a successor to an arts or cultural organization that had been a 501(c)(3) organization for at least five years prior to May 30, 2019, **and be** verified as a 501(c)3 by GuideStar's Charity Check service.

> **Arts or Cultural Organization: defined in the Ohio Revised Code, Chapter 3381 as, "any corporation, organization, association or institution that provides programs or activities in areas directly concerned with the arts and cultural heritage; and is not for profit and whose net earnings may not lawfully inure to the benefit of any private shareholder, member or individual."**

- Employ for a minimum of two years prior to May 30, 2019, at least one paid, professional cultural/artistic and/or administrative staff person working a minimum of 20 hours per week (or 1,040 hours per year) at or above the state-designated minimum wage. This staff person must receive an IRS Form W-2 from the organization reporting wages and withheld taxes and must have approval from the organization's Board of Directors to sign for financial transactions and grant-related documents.
- Provide independently certified audited financial statements for FY16, FY17, and FY18 if its FY18 total expenses are $750,000 or more; or provide either independently certified audited or reviewed financial statements for FY16, FY17, and FY18 if its FY18 total expenses are less than $750,000.
- IRS Form 990/990-EZ or Form 990-PF (Required for all budget sizes)
- Be incorporated and authorized to do business in Ohio as verified by the Ohio Secretary of State.

CAC strongly encourages applicants who have been historically excluded or marginalized.

Informed by the Grantmakers in the Arts' "Racial Equity: Statement of Purpose," these communities include: African and African American; Latino/a; Asian and Asian American; Arab; Native American; Pacific Islander; lesbian, gay, bisexual, queer; transgender and gender variant people; people with disabilities; and women.

Cuyahoga Arts & Culture also recognizes that some marginalized communities may not be listed here and encourage applicants to articulate and provide supporting evidence about the marginalization of any community or ethnic/people group not named above. Marginalized communities do not include fringe artistic disciplines.

Who May Not Apply

The following types of organizations are not eligible to apply to the GOS program (this list is not meant to be exhaustive):

- Organizations whose primary mission is not arts and/or cultural.
- Organizations that are not in good standing with CAC and/or not in compliance with previous grants;
- Organizations that are serving as fiscal agents or fiscal sponsors for an organization or program;
- Religious institutions without a separate 501c3 organization that specifically administers non-sectarian public programming;
- Organizations that are the primary responsibility of a government agency;
- National or state service organizations supporting organizations (i.e. "friends of");
- K-12 schools, including parent-teacher associations and similar groups;
- Fundraising organizations of any kind;
- Private foundations of any kind;
- Units of government;
- Private libraries;
- Individuals.

Organizations that are applying to the Project Support program may not apply for GOS funding in the same grant cycle.

Application Review Process

All eligible applications are evaluated by a panel of arts or cultural professionals from outside the region in a transparent panel review process. Panelists are chosen to represent a cross-section of professionals qualified to provide expert knowledge of specific arts or cultural disciplines, as well as for their management experience, professional knowledge of the sector and prior panel experience. The CAC staff and trustees make every effort to ensure that the panel is diverse in all respects. All panelists receive an honorarium for their service.

CAC staff members provide the applications and support materials to panelists approximately four weeks prior to the panel review meeting in order to allow panelists sufficient time for their evaluation. During the panel review meeting, **the panel will evaluate all eligible applications based on CAC Funding Criteria: Public Benefit; Artistic and Cultural Vibrancy; and Organizational Capacity.**

CAC staff review applications for completeness but do not score or provide opinions. Staff will manage all administrative and logistical tasks necessary to conduct a successful panel review; provide panelists all documentation necessary to evaluate applications effectively; inform the panel in matters of CAC policy and procedures; provide all available objective information regarding an applicant to the panel, and serve as panel chair.

Grant Recipient Requirements

Grant Agreement and Compliance
In order to be considered an active grant recipient and receive funding, recipients must sign a grant agreement each year of the two-year grant period. Grant agreements will be issued following Board approval at the 2019 November meeting. CAC staff will be available to meet with new and returning grant recipients to review requirements. GOS grants are authorized for both years of the two-year cycle, with the grant amount paid during each calendar year. All funded activities and expenditure of grant dollars must occur during the respective calendar year.

Events Calendar and Credit Requirements
Funding from Cuyahoga Arts & Culture comes from a tax approved by residents of Cuyahoga County. CAC asks that organizations receiving General Operating Support partner with CAC throughout the grant cycle by communicating with their grant manager at CAC, posting events and job opportunities on CAC's website, connecting with CAC on social media, and saying thank you to the residents of Cuyahoga County for their support. The Events Calendar and Credit Requirements outline how to partner with us effectively. Grant recipients that do not comply with these expectations may be subject to a reduced final grant amount.

Reporting Requirements
All 2020-21 GOS grant recipients will have four online reports to submit throughout the cycle: mid-year and year-end reports in 2020 and 2021. These reports allow CAC to better understand progress made against goals, offer support where necessary, and provide an opportunity for organizations to reflect on their activities during the year. Reports consist of a narrative portion, financial documentation, and other required support material; instructions will be posted online at least 60 days in advance of deadlines. Grant recipients that submit a late final report, or do not submit a final report, may receive a reduced or revoked final grant amount.

Maintaining Good Standing

In order to receive CAC funds, a grant recipient must maintain its good standing with CAC during the grant period. A grant recipient is in good standing if it:

- Fully and completely meets all requirements as stated in the grant agreement for the duration of the grant period;
- Accurately represents its organization and its activities in all documents submitted to CAC. This includes, but is not limited to, the eligibility check, application, final report and all other reports and forms; and
- Continues to meet the eligibility criteria.

A grant recipient not in good standing with CAC will be officially informed of this status in writing.

Photo courtesy of Inlet Dance Theatre by Roger Mastroianni

Application Process

The following is an overview of Cuyahoga Arts & Culture's 2020-2021 General Operating Support grant program application process. News, updates, and events (including technical assistance workshops and webinars) will be posted on the CAC website and distributed via email. Sign up at www.cacgrants.org and opt-in to receive *CAC Grant Information* to learn more. **We highly encourage all of our applicants to add CAC's URL and staff email addresses to your email safe senders list, address book, or contact list to continue receiving important information from CAC.** CAC will not extend any deadlines if our emails are sent to your spam or junk mail.

We strongly recommend that you begin your eligibility check and online application well before their due dates to familiarize yourself with the online system, complete the SMU|DataArts Cultural Data Profile requirements, and to address any technical concerns.

Key Dates

Eligibility Check Deadline
May 30, 2019, by 4:30 pm ET

→

Application Deadline
August 1, 2019, by 4:30 pm ET

→

Public Panel Review
Week of September 23, 2019

→

Board Approves Grants
November 2019

Pre-Application

➢ **Meet with CAC Staff**
First-time applicants to CAC grant programs are highly encouraged to schedule an informational meeting with CAC staff before the eligibility check deadline (May 30, 2019). To schedule a meeting, please contact us at 216-515-8303 or info@cacgrants.org.

➢ **Attend a Workshop**
CAC will offer a variety of workshops related to all grants program in advance of the eligibility check and application deadline. Information regarding such workshops will be posted on the CAC website and all applicants will be notified by email. While workshops are not required, we strongly encourage interested applicants to attend.

Eligibility Check due May 30, 2019, by 4:30 pm ET

➢ **Submit the Eligibility Check**

The eligibility check is the first step in applying for a General Operating Support grant for all applicants and is submitted via CAC's online system. CAC uses the eligibility check process to determine whether or not an organization meets the criteria to submit an application.

- Due May 30, 2019, by 4:30 pm ET.
- Audited or Reviewed financial statements for FY16, FY17 and FY18 must be submitted with the eligibility check.
- Within two weeks of the submission of the online Eligibility Check, CAC will notify applicants of their eligibility status.
- CAC staff will review applicant documents including articles of incorporation, charity check, and Secretary of State certificate of good standing to determine eligibility.

> **Application due August 1, 2019, by 4:30 pm ET**

For Applicants Approved Through the Eligibility Check

➢ **Gain Access to the Online Application**
Once your organization has been deemed eligible, the primary contact on file will receive an email providing access to the online General Operating Support application. The earlier you submit the eligibility check, the sooner you will have access to the online application.

➢ **Submit Eligible Revenue and Support Forms**

- Eligible Revenue & Support (ERS) forms must be completed using data from the organization's FY16, FY17 and FY18 Certified Financial Reviews or Audits.
- All ERS forms must be submitted to a Program Manager by **August 1, 2019 by 4:30 pm ET** in order for an application to be complete and eligible for review.

ERS forms determine the base revenue figure for each successful GOS applicant, which is used in the formula that determines an organization's GOS grant amount. See ERS Instructions for additional information.

➢ **Generate Your Cultural Data Profile**

One of the required support materials is SMU|DataArts' Cultural Data Profile (CDP) Funder Report. SMU|DataArts is a national, collaborative online organization that collects and standardizes historical financial and organizational data. Applicants will complete data profiles based on fiscal year Audit or Review information through the SMU|DataArts website, culturaldata.org. The completed profile is then used to generate the Funder Report.

All eligible applicants are required to:

- Complete a data profile for FY16, FY17, and FY18.
- Generate CAC's Funder Report with data from these fiscal years and submit it with your application.

The data profile must be in *Completed* status, meaning that your data have cleared the error check. Once complete, you will need to generate your CAC Funder Report and upload it in the Support Materials section. The funder report will be one page in length and contain three years of historical information about your organization. Please refer to the *Cultural Data Profile Guide* for more information.

➢ **Gather your Support Materials**
Support materials are images, audio, video, links and/or other supporting documents that help bring your organization's mission and programs to life for panelists. They are essential to your application and play an important role in helping panelists evaluate your organization and gain a better understanding of the proposed project. Please refer to the *Support Materials Guide* for more information.

➢ **Complete and Submit the Application by August 1, 2019, by 4:30 pm ET**
To be considered complete, an application must include all required responses and support materials. See the Application section further details.

Late or incomplete applications will NOT be accepted. After 4:30 pm ET applications will no longer be able to be submitted through the online system.

➢ **Notification of Eligibility for the Panel Review Meeting**
CAC staff will email primary contacts regarding the status of their application. If eligible for review by the panel, CAC will provide further details regarding the panel process and procedures. Incomplete applications will not be reviewed.

Post-Application

➢ **Attend and Participate in the Public Panel Review Meeting**
- The Public Panel Review Meeting will take place at the Idea Center at Playhouse Square the week of September 23, 2019.
- CAC staff will notify all applicants of the panel review meeting dates, times, locations, and live streaming links, and will post all details on the CAC website in advance. Additional information will be made available closer to the panel review date.

2020-2021 GOS Public Panel Review Meeting
Week of September 23, 2019
Idea Center at Playhouse Square, Miller Classroom
1375 Euclid Avenue
Cleveland, OH 44115

➢ **Learn your Organization's Score**

- During the panel review meeting, panelists will score each application on a point scale from 1 to 100 based on the Funding Criteria.
- The panelists' scores will be averaged for each application to determine the panel score.
- Any applicant receiving an averaged panel score of 75.00 or higher will be recommended for a GOS grant; scores are not rounded.
- Any applicant receiving a panel score lower than 75.00 will not be recommended for a GOS grant.
- CAC staff will notify all applicants whether they will be recommended for funding via email within two weeks of the conclusion of the panel review meeting.

➢ **Attend the CAC Board of Trustees Meeting to Learn your Grant Amount**

- Panel scores and grant amounts will be approved at the November CAC Board of Trustees meeting. This meeting is open to the public, and applicants are encouraged to attend.

- GOS grant amounts are determined by a formula designed to distribute funding to recommended organizations by considering several factors including:

  o The total amount allocated to be granted for that GOS cycle;
  o The averaged operating budget for the previous three fiscal years (FY16, FY17, and FY18) of each organization, as determined by each applicant's Eligible Revenue and Support (ERS) forms; and
  o The aggregation of all GOS grant recipients' operating funds as determined by ERS forms; and
  o The maximum annual grant amount for any one organization for 2020-2021, which shall be no higher than $1,164,989.

Photo courtesy of Lake Erie Ink

➢ **Appeals Process**

CAC will only consider and review appeals that are evidence-based and due to materially significant CAC *processing errors* that could have compromised an applicant's grant proposal. This does not include information that was in excess of the application's space limitations or information that was submitted after the application deadline. Any requests for appeals must be filed with the Executive Director within 10 working days after the conclusion of the panel review. Requests received after 10 days will not be considered.

Please note: The panel's analysis and scoring of applications are *not* subject to appeal and therefore will not be considered for appeal by the CAC Board of Trustees. Neither grant awards nor grant award amounts are subject to appeal.

Funding Criteria and Scoring

What are Funding Criteria?

The Funding Criteria are the principles that anchor the General Operating Support application: Public Benefit; Artistic and Cultural Vibrancy; and Organizational Capacity.

Why Funding Criteria Matter

Panelists will use the Funding Criteria to evaluate and score the application on a scale of 1 to 100. Your organization's commitment to each Funding Criteria should thread through your entire application, including the narratives, financials and support materials. By demonstrating this commitment, organizations of any size and discipline can achieve an exceptional rating in each of the three priority areas.

Applications receiving an averaged panel score of 75.00 or higher will be recommended for a GOS grant.

Public Benefit: 45 points
CAC defines public benefit as an organization's ability to meaningfully engage its community to achieve its mission.

An organization meaningfully engages its community by:
- Demonstrating that it understands, respects, works with, and responds to its community
- Using knowledge of its community to drive its work
- Building meaningful relationships with residents and community partners
- Being accessible and inviting to its community and open to the public

Artistic and Cultural Vibrancy: 35 points
CAC defines Artistic and Cultural Vibrancy as an organization's ability to create quality, mission-driven work that inspires and challenges its community.

An organization inspires and challenges its community by:
- Engaging a diverse team of arts and cultural professionals, qualified to achieve mission
- Inspiring its community to think creatively and/or differently
- Incorporating a process of reflection that ensures fresh programming

Organizational Capacity: 20 points
CAC defines Organizational Capacity as an organization's ability to successfully manage resources to their best use now and for years to come.

An organization successfully plans for and manages its resources by:
- Recruiting and retaining an engaged and diverse board, staff and/or volunteers who are qualified to carry out the mission
- Planning as a team to set goals, measure progress and evolve
- Planning strategically to achieve a stronger financial position

Scoring Framework

Panelists will use the following scoring framework and descriptions to assess each application:

Public Benefit: 45 Points

Weak	Fair	Good	Strong	Exceptional
1 – 23	24 – 33	34 – 38	39 – 42	43 – 45

Artistic and Cultural Vibrancy: 35 Points

Weak	Fair	Good	Strong	Exceptional
1 – 18	19 – 25	26 – 29	30 – 32	33 – 35

Organizational Capacity: 20 Points

Weak	Fair	Good	Strong	Exceptional
1 – 10	11 – 14	15 – 16	17 – 18	19 – 20

Scoring Descriptions

Exceptional: The applicant has provided <u>overwhelming</u> evidence throughout the application that demonstrates that this funding criterion is fully met. Responses are clear and directly address this funding criterion. The support materials are clear, highly relevant and lead to a deeper understanding of how the criterion is met.

Strong: The applicant has provided <u>clear</u> evidence throughout the application that demonstrates that this funding criterion is met. Responses are clear and address this funding criterion. The support materials are clear, highly relevant and lead to a deeper understanding of how the criterion is met.

Good: The applicant has provided <u>sufficient</u> evidence throughout the application that demonstrates that this funding criterion is met. Responses are generally clear but do not consistently address this funding criterion. The support materials are relevant but provide only some understanding of how the criterion is met.

Fair: The applicant has provided <u>limited</u> evidence throughout the application that demonstrates that this funding criterion is met. Responses may not be clear and may not address this funding criterion. The support materials may not be relevant and may not provide additional understanding of how the criterion is met.

Weak: The applicant has provided <u>insufficient</u> evidence throughout the application that demonstrates that this funding criterion is met. Responses are unclear and/or do not address this funding criterion. The support materials may not be relevant and may not provide additional understanding of how the criterion is met.

Application

If your organization is deemed eligible through the eligibility check process, Cuyahoga Arts & Culture will notify you via email and provide access to the application. The application questions are available in this section, and as an editable Word document here. The application must be submitted online using CAC's online application and reporting system, FluidReview.

The application has six main sections:

- Institutional Goals
- Organizational Overview
- Funding Criteria Narratives
- Additional Narratives
- Support Materials
- Statement of Assurances

Institutional Goals

Identify institutional goals that relate to the Funding Criteria. If you receive a grant, you will be asked to track and share your progress on each of these goals in your 2020 mid-year and year-end reports.

> *TIP: Institutional goals are specific, measurable, achievable, realistic and time-targeted aims that an organization develops to achieve its mission.*

A. Public Benefit: Engaging your community to achieve your mission
- **Your one primary goal:** (up to 500 characters)
- **How will you measure progress?** (up to 750 characters)

B. Artistic and Cultural Vibrancy: Creating quality, mission-driven work that inspires and challenges your community.
- **Your one primary goal:** (up to 500 characters)
- **How will you measure progress?** (up to 750 characters)

C. Organizational Capacity: Ability to successfully plan for and manage various resources to their best use now and for years to come.
- **Your one primary goal:** (up to 500 characters)
- **How will you measure progress?** (up to 750 characters)

You will also be asked to provide an Equity Commitment for your organization. Please see our definition of equity in the glossary. This will not be shared with the panel but you will be required to track and share your progress in your 2020 mid-year and year-end reports.

A. Equity Commitment: Operating with an awareness of legacies of privilege and power and working to address its effects on opportunity, access and resources.
- **Your one primary goal:** (up to 500 characters)
- **How will you measure progress?** (up to 750 characters)

Organizational Overview

The organizational overview and project basics give panelists a glimpse into your organization and the basic details of your proposed project.

- **Mission statement and organizational history**

> *This section will be pre-populated, but you may update or correct any information here.*

- **Financial Snapshot**

	Last Completed Fiscal Year **Budget**	Last Completed Fiscal Year **Actual**	Variance (automatically calculated)	Current Fiscal Year **Budget**
Revenue				
Expenses				
Net				

Funding Criteria Narratives

These narratives are your opportunity to communicate to the panel the context, goals, processes and work of your organization. It is important that you communicate all relevant information necessary for panelists from outside the region to fully understand your organization.

Public Benefit Narratives
CAC defines Public Benefit as an organization's ability to successfully engage its community to achieve its mission.

1. **Define your community.** (up to 1,000 characters)

   A community may be defined by geography (place), identity (attributes) or affinity (what we like). The best way to demonstrate your project's public benefit is to demonstrate that you know, work with and respond to your community. Who are the people your organization exists to serve and engage? We are happy to share example responses with you. Just reach out to your program manager.

2. **Define the ways your organization understands, works with, respects and responds to its community in a meaningful way.** (up to 1,500 characters)

3. **Describe how your organization builds meaningful relationships with stakeholders (partners, audiences, patrons, users, visitors, etc.) to drive your work.** (up to 1,500 characters)

4. **In what ways is your organization accessible and inviting to your community?** (up to 1,500 characters)

Artistic and Cultural Vibrancy Narratives

CAC defines Artistic and Cultural Vibrancy as an organization's ability to create quality, mission-driven work that inspires and challenges its community.

1. **Describe two programmatic highlights that best represent your organization's work over the *last* two years that demonstrate how your organization inspired its community to think creatively and/or differently.** (up to 1,500 characters)

2. **Describe two programmatic highlights that your organization plans to implement over the *next* two years that demonstrate how your organization will inspire its community to think creatively and/or differently.** (up to 1,500 characters)

3. **Describe how your organization incorporates a process of reflection to ensure fresh programming and continuous improvement?** (up to 1,500 characters)

4. **Describe how your organization engages a diverse team of arts and cultural professionals to achieve your mission. How are they qualified?** (up to 1,500 characters)

Organizational Capacity Narratives

CAC defines Organizational Capacity as an organization's ability to manage for today and plan for tomorrow.

1. **Describe your organizational planning process for the current year. How do you know that you are on track? Who is key to this process, both within your organization and outside it?** (up to 1,500 characters)

2. **Describe your organization's current financial situation. How does your organization plan strategically to achieve a stronger financial position? Who set your organization's current fiscal year budget and how are they qualified?** (up to 1,500 characters)

   You will upload this budget in the Support Materials section.

3. **Describe how your organization engages a diverse team of administrative, operational and finance professionals to achieve your mission.** (up to 1,500 characters)

4. **How do you recruit and retain an engaged and diverse, board, staff and/or volunteers who are qualified to help set policies and goals that will guide the organization?** (up to 1,500 characters)

Additional Narratives

Organizational Capacity Assessment

Answer "Yes" or "No" to each question below. You will have the opportunity provide an explanation to any of your responses in a text field that will appear at the end of the assessment. Your response will NOT impact your organization's eligibility for CAC funding, though it may impact score.

	Question	YES	NO
A.	Does your board meet on a regular schedule? How often? (insert explanation below)		
B.	Are minutes kept and available for review?		

C.	Do 100 percent of your board members give annual financial contributions?		
D.	Have/will any board members be paid stipends for their service on the board or for professional services provided to the organization?		
E.	Are any of your staff and board members related?		
F.	Does any board member or staff person have a financial interest in the operation of the organization other than an authorized salary?		
G.	Has the board adopted by-laws and are they periodically reviewed?		
H.	Does your organization have a board-approved budget?		
I.	Does your organization have a board-approved strategic or long-range plan?		
J.	Does your organization have a board-approved diversity, equity and inclusion policy? **(not your EOE statement)**		
K.	Are regular and year-end financial statements reviewed by the		
L.	Does your organization handle all of its financial transactions through a regularly reconciled checking account?		
M.	Is your organization current on all tax obligations including employee withholding, sales tax, business taxes to all levels of		
N.	Is check-signing authority included in the by-laws or other written procedures?		
O.	Does your organization have cash flow projections that are updated regularly?		
P.	Are your present facilities, or facilities in which you present/conduct programs, ADA compliant?		
Q.	Does your organization have a succession plan in place for executive leadership?		
R.	Does every employee receive an annual performance review?		
S.	Do you have a line item in your organizational budget for professional development that is available to all staff?		
Additional Comments (Optional):			

Application

Cultural Data Profile Funder Report Narrative

> *To ensure that panelists understand your organization's CDP Funder Report, you will have the opportunity to include a narrative explanation of your data. Share details on areas where there are standout variances, trends or shifts from year to year and any data points that might need context or explanation.*

1. **Explain any important outliers, trends or variances.** (up to 1,500 characters)

Optional Question

1. **What additional information would you like to share about your organization?** (up to 1,000 characters)

2. **Add any web-based support material links here. Other support materials will be uploaded in the next section of the application.** (up to 3 links)

Support Materials

Support materials play a critical role in helping panelists evaluate your application by bringing to life your organization's mission and programs. They may include images, audio, video, links and other support documents.

- Photos, videos, audio and other documents do not necessarily need to be professionally produced to demonstrate vibrant programming.
- All audio and visual materials should be cued to immediately begin with relevant activity.
- Applicants are encouraged to submit quality support materials that are current (within the last 24 months) and relevant to the application.

For information on selecting and uploading support materials to your online application, please refer to the Support Materials Guide.

Please note: CAC does not own, collect royalties on or hold copyrights to artistic products resulting from its grants, nor will it take any action on behalf of the Grant Recipient to protect the Grant Recipient's intellectual property rights. CAC does, however, have legal authority to reproduce and use submitted documentation (electronically and in print) of such artistic products for educational, promotional, official or noncommercial purposes.

All applicants must upload or provide links to the following:

Organizational Support Materials

- Cultural Data Project Funder Report (with FY16, FY17, and FY18 data profiles in *Complete* status)
- Audit or Review for FY18 (see eligibility requirements more information).
- Board of Directors list - including affiliations
- Current year organizational budget

Arts and Cultural Support Materials

- Up to five items of your choice that demonstrate your Public Benefit, Artistic and Cultural Vibrancy and Organizational Capacity

Statement of Assurances

The Statement of Assurances is the last step in the application process. An authorizing official will certify that s/he is authorized to submit the application on behalf of the organization and that the information submitted in the application is true and correct to the best of his/her knowledge.

Cleveland Museum of Art. Photo courtesy of CAC staff.

Glossary

ADA Compliant: The organization and/or facility is compliant with the Americans with Disabilities Act, a federal anti-discrimination statute.

Arts or Cultural Heritage: defined in the Ohio Revised Code, Chapter 3381 (CAC's enabling law) as "including, but not limited to, literature, theater, music, dance, ballet, painting, sculpture, photography, motion pictures, architecture, archaeology, history, natural history, or the natural sciences."

Arts or Cultural Organization: defined in the Ohio Revised Code, Chapter 3381, as "any corporation, organization, association or institution that provides programs or activities in areas directly concerned with the arts and cultural heritage; and is not for profit and whose net earnings may not lawfully inure to the benefit of any private shareholder, member or individual."

Authorizing Official: an official of your organization who has authority to legally bind the organization. This individual has authority to sign all application and grant-related documents.

Capital: capital improvements, expenditures, acquisitions and restorations (facilities and equipment).

Community: CAC defines community as the constituents (audience, participants, neighbors, and beneficiaries) the applicant intends to serve. The strongest applicants clearly define their community and include plans to engage these constituents in the planning and implementation of their mission.

Criteria: minimum standards applicants must comply with to be considered for funding. Meeting specific criteria does not guarantee a grant award since all CAC programs are competitive.

SMU|DataArts: a national, collaborative online system that collects and standardizes historical financial and organizational data. For more information, visit the SMU|DataArts website at www.culturaldata.org.

Diverse: composed of distinct qualities and characteristics; age, color, ethnicity, ancestry, sex, family or marital status, gender identity or expression, language, national origin, physical and mental disability, political affiliation, race, religion, sexual orientation, socio-economic status, veteran status, citizenship status and other characteristics that make individuals unique.

Eligibility Check: the process used to determine an applicant's eligibility to apply for CAC funding.

Eligible Revenue and Support (ERS) Form: the *ERS form* is used by CAC to determine the base revenue figure for each organization receiving General Operating Support. This base figure will be used in the computation of the formula used to determine the GOS grant for each recipient organization. The ERS form must be completed by all GOS applicants using data from the organization's FY16, FY17 and FY18 Certified Financial Reviews or Audits.

Equity: the fair treatment, access, opportunity, and advancement for all people, while at the same time striving to identify and eliminate barriers that have prevented the full participation of some groups.

Fiscal Agent or Sponsor: an incorporated, nonprofit, tax-exempt organization that provides administrative and financial services for projects initiated by unincorporated, nonprofit organizations or incorporated, nonprofit organizations that do not have financial or administrative capability. Unincorporated groups or organizations may not apply to the Project Support program through an organization acting as a fiscal agent.

Funding Formula: the calculation used by CAC to determine grant amounts.

Going Concern: the *Going Concern Principle* is the assumption that an entity will remain in business for the foreseeable future. Note: This term will appear in the Statement of Assurances in the online system.

Nonprofit Organization: organizations that have tax-exempt status under Internal Revenue Code Section 501(c)(3), but are not private foundations under Internal Revenue Code Section 509 or are among those "operating" private foundations (private foundations that implement programs similar to public charities). These organizations are tax-exempt and contributions to them are tax-deductible under such Internal Revenue Code Sections as 170, 642, 2055 and 2522.

Permanent and Viable Base of Operations in Cuyahoga County: applicant organization must have a business address in Cuyahoga County and presents the majority of its local programs and services in Cuyahoga County for the residents of Cuyahoga County and visitors to Cuyahoga County.

Public Programming: activities, services, productions, exhibits, tours, lectures, workshops, etc., that are open to the public.

Qualified Personnel: who meet specific requirements or precedent conditions for the position they occupy. Can be measured by educational attainment, experience, certifications, knowledge of community, etc.

Support Material: recent, relevant and quality evidence submitted by the applicant that demonstrates alignment with funding criteria and supports written narrative. Includes print, video, audio and visual materials. For more detailed information, please see the *Support Materials Guide*.

Photo Courtesy of the Cleveland International Film Festival

Additional Resources

CAC will offer a variety of application workshops, webinars, and technical assistance trainings in advance of the application deadline. Workshop dates, locations, and registration information will be posted on the CAC website and all eligible applicants will be notified by email regarding workshop details.

Please use the following guides referenced throughout this document for more detailed information to help you throughout the application process:

> *2020 Grant Program Guide*
>
> *Online Application & Reporting System Guide*
>
> *Support Materials Guide*
>
> *Cultural Data Profile Guide*

Also, consider the following resources throughout the application process:

> Past Applications: Applicants who wish to review high-scoring applications from past cycles are encouraged to contact the CAC staff.
>
> Panel Review Audio Files: Applicants may listen to audio recordings from previous panel review meetings to inform their applications and learn from others.

As always, CAC staff is here to assist you:

> **Luis Gomez, grant programs manager**
> lgomez@cacgrants.org
> 216.515.8303 x106
>
> **Heather Johnson-Banks, grant programs manager**
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>
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> dmclaughlin@cacgrants.org
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>
> **India Pierre-Ingram, associate – communications & grant programs**
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cuyahoga
arts & culture
strengthening community

Contracts & Grants for Board Approval at April 24, 2019 Meeting					
Contractor	**Amount**	**Purpose**	**Term**	**Require Board Approval**
Center for Performance and Civic Practice	up to $56,200	Enter into a renewal contract for the second cycle of the Artist Learning Lab run by Center for Performance and Civic Practice (CPCP). The Learning Lab is a resource for artists and communities working together to develop local capacity for arts-based community-led transformation. This program, geared toward artists, will provide training and professional development, facilitation of connections with nonprofits (civic partners) and the opportunity to access stipends and project-based funding for co-designed collaborative work for up to 12 artists. This is a competitive program for which interested artists must apply.	2019-2020	Yes
Race Forward	up to $30,000	To provide grantee capacity building and education in the area of racial equity in the nonprofit arts sector, followed by a convening of facilitated discussions around high level organizational approaches to improving outcomes. This also includes a webinar for participants featuring case studies on organizational approaches. Race Forward is a nationally-recognized leader in DEI work. CAC, along with Gund and Cleveland Foundations, has funded and participated in RF trainings in the past.	2019	Yes
Equius Group	up to $9,000	To provide expertise, facilitation and support to grant recipients as they move from learning to implementation in the area of racial equity in their own organizations. CAC has worked with Erica Merritt, Equius' founder, for our organizational planning (2016) and our grant programs (2018).	2019	Yes