



**2012 Project Support II  
Grant Program Guidelines and Application Instructions**

**Intent to Apply Due: July 29, 2011 – 4:30pm  
Application Due: September 14, 2011 – 4:30pm**

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## OVERVIEW

### PURPOSE

Cuyahoga Arts & Culture (CAC) is a political subdivision of the State of Ohio enabled by Ohio Revised Code (ORC) Chapter 3381. The primary purpose of CAC is to support arts and culture in Cuyahoga County by making grants to nonprofit organizations.

### MISSION & CORE VALUES

The mission of CAC is to sustain the excellence of Cuyahoga County's arts and cultural assets that enrich our lives and enhance our community's appeal. CAC's core values are:

- Accountability – CAC will operate with integrity and always strive for excellence.
- Impartiality – CAC will act fairly, consistently, and without conflicts of interest.
- Transparency – CAC will operate openly and accessibly.
- Partnership – CAC will nurture partnerships that improve our grantmaking work.

### GRANT PROGRAMS

CAC administers two main grant programs – General Operating Support (GOS) for organizations with a primary purpose to provide arts or cultural services for the public, and Project Support (PS) for organizations that provide arts or cultural programs or activities for the public. **In response to community feedback CAC will offer two Project Support grant opportunities in 2012:**

#### Project Support I

Download the guidelines and application at [www.cacgrants.org](http://www.cacgrants.org)

- Grant awards up to \$50,000 for 501c3 Organizations
- Grant awards up to \$35,000 for Units of Government
- Completion of the Ohio Cultural Data Project (OCDP) required
- 1:1 cash match required

#### Project Support II

For which this document provides the guidelines and application information

- Grant awards up to \$5,000 for 501c3 Organizations
- No OCDP requirement
- 25% of 1:1 match can come from in-kind services
- Simpler financial documentation; acceptance of IRS Form 990N

To learn more about the differences between PS I and PS II, see the tip sheet, "[FAQ's – CAC Grant Programs](#)" on our website.

**Note:** Applicants may apply to just one of the above programs.

### ADVISORY PANELS

All CAC grant programs are adjudicated using independent panels of arts and cultural professionals from outside the region who evaluate and score applications in public meetings. Panelists are appointed by the Board of Trustees through open nominations and serve for specific grant programs and cycles.

**BOARD OF TRUSTEES**

CAC is governed by a five-member Board of Trustees appointed by the Cuyahoga County Executive. Members serve in a voluntary capacity for rotating three-year terms and are charged with developing CAC’s arts funding policy and approving grant expenditures.

**STAFF**

CAC grant programs are administered by professional staff responsible for ensuring an objective, equitable and transparent grantmaking process that meets CAC’s mission and core values. CAC staff provides pertinent and uniform information to the public regarding the grant application process and ensure that program guidelines and requirements are applied consistently.

**OWNERSHIP OF INTELLECTUAL PROPERTY**

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 grantee to protect the grantee’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.

**TIMELINE**

<b>PROJECT SUPPORT TIMELINE</b>	
Intent to Apply Deadline.....	July 29, 2011
Application Deadline.....	September 14, 2011
Panel Review.....	October 17-19, 2011
PS 2012 Grant Period.....	January 1, 2012 – December 31, 2012
PS 2012 Final Report Deadline.....	Due 30 days after the project has Concluded (No later than 1.31.13)

## 2012 PROJECT SUPPORT II GRANT PROGRAM GUIDELINES

The CAC Project Support (PS) grant program's primary purpose is to support Cuyahoga County based projects that promote public access and encourage the breadth of arts and/or cultural programming in our community. PS grant applications are adjudicated annually through a public panel review process. In 2012, the grant period is January 1, 2012 – December 31, 2012.

### WHO MAY APPLY/ELIGIBILITY CRITERIA

To be eligible for the PS II grant program applicant organizations must meet each of the following criteria:

- Be a nonprofit, tax exempt organization with a 501c3 determination letter from the Internal Revenue Service verified by Guidestar's Charity Check service.
- Have a "permanent and viable base of operations" in Cuyahoga County for at least one year prior to the Intent to Apply deadline.
- Have produced or presented arts and cultural program(s) open to the public within the previous two years prior to the Intent to Apply deadline.
- Provide the required financial documentation as outlined in the Intent to Apply.

### WHO MAY NOT APPLY

The following types of organizations are *not* eligible to apply to the PS grant program (this list is not meant to be exhaustive): organizations that are serving as fiscal agents or fiscal sponsors for an organization or program; Units of Government; individuals; religious institutions without a separate 501c3 organization that specifically administers non-sectarian public programming; organizations receiving General Operating Support grant funds from CAC during the same grant cycle; organizations that are not in good standing with CAC and/or in compliance with previous grants.

### ELIGIBLE PROJECTS

The proposed arts or culture project must originate and be completed during the grant period, January 1, 2012 – December 31, 2012. The project must be open to the general public and conducted in Cuyahoga County. Organizations may only apply for one project per funding cycle and the project must be directly concerned with the arts or cultural heritage.

The request for support, as outlined in the narrative, should be consistent with the anticipated allocation of CAC funds as outlined in the budget section. For example if CAC funds will be used for marketing the event, the narrative should describe the marketing plan for the project.

Project budgets and requests can only pertain to the "arts and cultural" programming component of the event and the budget should only reflect expenses that will actually occur during the grant period (January 1 – December 31, 2012) and expenses that are directly related to the proposed project. Planning and administrative overhead costs for activities that occur prior to January 1, 2012 or after December 31, 2012 cannot be included in the budget.

College, university and K-12 school projects must involve and show support from the general community beyond college, university or K-12 students, faculty, and staff.

**GRANT REQUEST LEVELS**

The request amount:

- May not exceed \$5,000. Grant requests may only include expenses directly related to the project, which will be incurred during the grant period.

**FUNDING RESTRICTIONS**

Project funds cannot be requested for: operating support of the program or organization; religious ceremonies or events advancing or inhibiting a particular religious ideology; advocacy of specific political causes or candidates.

Restricted uses of project funds include but are not limited to: fundraising activities, or costs related to fundraising; cost of receptions, food and beverages; re-granting; tuition, scholarships, awards or cash prizes; capital improvements, expenditures, acquisitions and restorations (facilities and equipment); agent’s fees for programs contracted through commercial agencies; travel outside of the US.

**MATCH REQUIREMENTS**

PS II grants are matching grants through which organizations are expected to leverage CAC funds to secure support from outside sources. The matching funds may come from any source. Potential sources of your matching funds include foundation and/or government grants, private donations, ticket sales, and member dues.

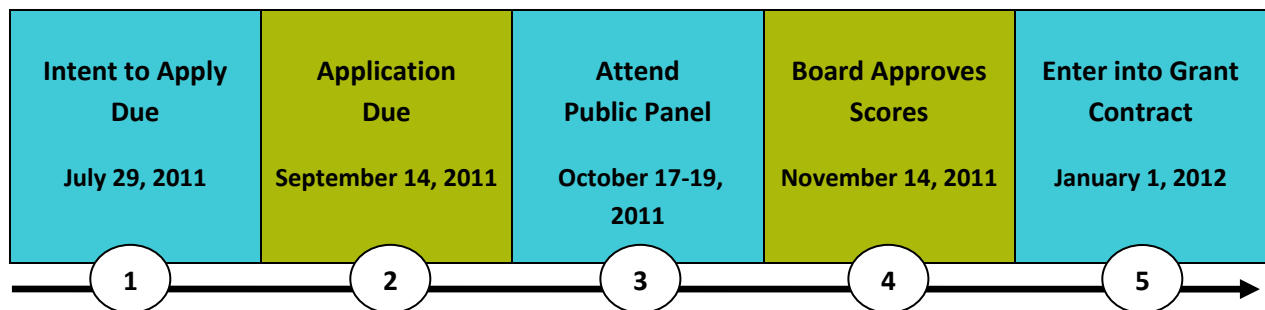
Of note, in-kind contributions will be considered as an important part of community support and administrative strength in the review process and may be used to meet 25 percent of the 1:1 match requirement. For purposes of PS II, the value of volunteer labor is \$12.00 per person, per hour.

**NEW APPLICANTS**

First time applicants to CAC grant programs are highly encouraged to schedule a pre-application meeting with CAC staff. The pre-application meeting is an opportunity to review and discuss your organization, the PS grant program requirements and CAC’s grantmaking process. CAC Project Support Manager, Stacey Hoffman, can be contacted by telephone at 216-515-8303, x101 or by email at [shoffman@cacgrants.org](mailto:shoffman@cacgrants.org).

**APPLICATION PROCESS**

The following is an overview of the PS II grant program application process. News, updates and events (including workshops) will be posted on the CAC website and distributed through CAC’s email listserv. Interested applicants are encouraged to sign up at [www.cacgrants.org](http://www.cacgrants.org) to receive notifications.



**1) Intent to Apply**

All organizations must complete the online Intent to Apply by July 29, 2011. The purpose of the Intent to Apply process is to allow CAC staff to determine whether your organization is eligible to apply for funding through the PS grant program and to determine the quantity and diversity of potential applications by discipline to inform the selection of review panelists.

**Organizations that do not submit the Intent to Apply will not be permitted to submit a PS II Grant Application and will not be eligible for funding.** However, submitting the Intent to Apply does not automatically make your organization eligible to apply for funding. CAC will notify you regarding your organization’s eligibility status. If your organization is eligible, CAC will provide you with a password and further instructions for completing the online PS Grant Application. If your organization is not eligible you will not be permitted to submit a PS Grant Application.

PS II - Required Eligibility Documentation
Current Certificate of Good Standing in the State of Ohio
Initial Articles of Incorporation, including Amendments if filed
List of Board of Directors or Trustees
Documentation of arts/cultural programs from within the last two years (No more than 3 examples)
Income and expense statements of arts/cultural programs for your most recently completed fiscal year*
Current organizational budget
Most recent financial document (no older than FY09): Organizational Budget Revenue \$500,000 or more: Independently Certified Financial Audit <b>OR</b> Organizational Budget Revenue \$499,999 or less: Independently Certified Financial Audit or Review <b>OR</b> IRS Form 990, 990-EZ or 990-N

\* For organizations whose primary mission is not arts or cultural.

**2) Grant Application**

The PS II Grant Application includes the following components:

- Application Narrative & Budget
- Support Materials

**DEADLINES**  
All items and materials must be submitted electronically by the following deadlines:

**INTENT TO APPLY DEADLINE: Friday, July 29, 2011 by 4:30 pm**

- Submit online form and upload all required eligibility documentation

**APPLICATION DEADLINE: Wednesday, September 14, 2011 by 4:30 pm**

- Submit online application and upload related attachments

**WORKSHOPS**

CAC will hold informational workshops to review the PS application and submission process. Workshop dates, locations and registration information will be posted on the CAC website in advance.

**PANEL REVIEW**

All eligible applications are evaluated by a panel of arts and cultural professionals from outside the region in a transparent review process. Panelists are selected and appointed by the CAC Board of Trustees for each grant cycle. 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 take every effort to ensure that the panel is diverse in all respects. All panelists receive an honorarium for their service.

CAC staff will notify all applicants of the panel review meeting dates, times, and locations, and will post all details on the CAC website in advance.

CAC staff does not take part in the discussion or scoring of applications, nor do they provide opinions on the applications. In advance of the review process, CAC staff may provide panelists with objective information regarding an applicant's grant history with CAC. CAC staff will also manage all administrative and logistical actions necessary to conduct a successful public meeting; 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 collect and tabulate scores.

CAC staff makes the grant applications and support materials available to panelists approximately four weeks prior to the Panel Review in order to allow panelists sufficient time for preparation and review of applications. During the public review, the panel provides a qualitative assessment of the strengths and weaknesses of each application to determine how well the applicant meets the funding criteria.

**PANEL REVIEW DATES**

October 17-19, 2011  
Idea Center at Playhouse Square, Smith Studio  
1375 Euclid Avenue  
Cleveland, OH 44115

**NOTIFICATION OF ELIGIBILITY FOR THE PANEL REVIEW**

CAC staff will notify all applicants whether their application is eligible to be reviewed by the panel and will also provide further details regarding the panel process and procedures. Incomplete applications will not be reviewed by the panel.

**APPLICATION SCORING**

Panelists score each application on a point scale from 1 to 30 based on the funding criteria outlined below. The Olympian Method is used to reach an aggregate panel score for each applicant. Any applicant receiving a score of 21 or higher will be recommended for a PS grant. Any applicant with an aggregate score lower than 21 will not be recommended for a PS grant. CAC will notify all applicants regarding their score and whether or not they will be recommended for funding.

**FUNDING CRITERIA**

PS II grant applications will be evaluated using the following criteria:

**Public Benefit: Community Involvement and Public Impact (13 points maximum)**

- Applicant identifies and understands the community its project is meant to serve/engage
- Clear evidence of community involvement in the planning of the project
- Applicant clearly explains why the project warrants public support
- Applicant collaborates with other organizations and/or stakeholders to broaden community impact

**Artistic or Cultural Quality of Project (10 points maximum)**

- Qualified and experienced artists or cultural professionals are involved in the project
- Artistic or cultural benefit of the project to the community is clear

**Organizational Capacity (7 points maximum)**

- Clear demonstration of the applicant's capacity to plan for and manage the project
- Clear project budget; costs are realistic and appropriate to the scope of the project
- Realistic plans to attain the 1:1 match requirement through additional funding and/or in-kind donations

**GRANT AWARD DETERMINATION**

The size of PS II grants awarded will be determined by the following factors:

- The amount of funding for the PS grant program (I & II) allocated by the CAC Board of Trustees for 501c3 organizations;
- The Panel Review score of the application; and
- The aggregate request amount of applications eligible for funding.

Applicants will know their scores after the Panel Review has concluded but grant award amounts are not confirmed until the CAC Board of Trustees meets on November 14, 2011. These are general guidelines and are subject to change based on the total CAC funds available to the PS grant program in any given year. It is possible that all of the allocated PS grant funds could be awarded to those applicants receiving higher scores and applicants with lower scores (within the 21-30 point range) will not receive funding.

**APPEALS**

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. Grant awards are not subject to appeal. 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 CAC Executive Director within 10 working days after the approval of the grant awards by the CAC Board of Trustees. Requests received after 10 days will not be considered.

**GRANT AGREEMENT & COMPLIANCE**

An award letter with the grant award amount and grant agreement will be prepared for each grantee. CAC staff will meet with new grantees to review the grant agreement requirements. In order to be considered an active grantee of CAC, an original signed grant agreement must be received in CAC offices by the due date. All grants are awarded for a calendar year and all funded activities must occur during the grant period, January 1, 2012 – December 31, 2012. PS Grantees are required to submit to CAC any significant changes in the scope of the funded project during the course of the grant cycle for review and approval.

**GRANT REPORTS**

All PS grantees are required to comply with CAC's grant reporting requirements. In addition to the Final Report, CAC staff may engage in site visits during the funded project period.

**GOOD STANDING**

An organization will retain its good standing with CAC if it:

- Fully and completely meets all requirements as stated in the Grant Agreement for the duration of the grant period.
- Completes the project that has received advance funding and submits a report on expended funds.
- Accurately represents its organization and its activities in all documents submitted to CAC. This includes, but is not limited to, the intent to apply, application and report forms. An organization not in good standing with CAC will be officially informed of this status by letter authorized by CAC's Board of Trustees.

## APPLICATION

If your Intent to Apply is deemed eligible, CAC will contact your organization in early August to invite a full Project Support II Application. The full application has three parts: 1) application narrative; 2) project budget; and 3) support materials. See below for further detail.

**Note:** All submissions (narrative, budget and support materials) are online. No hard copy materials will be accepted. For information on using the online system, please refer to the [“Using the CAC Online Grant System”](#) fact sheet, available on our website.

**Application Due Date: Wednesday, September 14, 2011 - 4:30pm**

### I. APPLICATION NARRATIVE

The narrative is an important part of your application. It is your opportunity to communicate to the panel the context, goals, standards, plans, methods, processes, controls, public impact and benefit of your organization, program or project—the who, what, when, where, why and how. With the narrative and support materials, 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 Criteria for Funding (pg. 7). 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.

#### Project Basics

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

- Project Title
- Project Summary
- Total Project Budget  
(Note: budget should only reflect costs incurred within the grant period 1.1.12 – 12.31.12)
- Amount Requested from CAC
- List the event/activity dates  
(Note: These dates must be within the grant period 1.1.12 – 12.31.12)
- Total number of expected participants/audience members
- Which category best describes the primary goal of your project?
  - **Artistic Presentation:** to exhibit, perform or otherwise make the opportunity available for Cuyahoga County residents to experience or grow an appreciation for a particular arts or cultural discipline.
  - **Arts Learning:** to educate audiences, enrich artistic skills sets or advance the practical application of a particular arts or cultural discipline.
  - **Community Cultural Development:** to engage, empower or unite a group through art with the goal of promoting community togetherness, increasing awareness around issues or common cause or supporting neighborhood involvement.
  - **Cultural Heritage:** to exhibit, perform or otherwise make the opportunity available for Cuyahoga residents to experience an event or activity grounded in traditional arts or cultural practices, historic understanding or local custom.

**Project Activities & Goals**

- Describe the proposed project activities, include “what, where, when and how.” All activities should help your organization achieve its primary goal, as self-identified in the previous section (artistic presentation; arts learning; community cultural development; or cultural heritage).

**Public Benefit: Community Outreach & Engagement**

- Describe the community engaged in and served by the project. Include in your response a demographic overview including (as appropriate): age, gender, geography, ethnicity of expected audience/participants; indicate how your organization will reach this audience in both the planning and implementation of the project.
- How does this project benefit your community?

**Artistic & Cultural Quality**

- Who are the key artists/cultural personnel involved in the project and how were they selected to participate? Include brief one paragraph bios for key personnel and an explanation of their role in the project.

**Evaluation**

- How will you know the project is successful? Include information on the evaluation techniques or strategies you will use to track your progress.

**Other**

- Is there any additional information about your project that may be helpful to an outside panelist reviewing your application?

**II. PROJECT BUDGET**

Use your project budget (both the form and the narrative) to compliment the questions answered above. In the Budget Narrative please explain details relevant to each income/expense line item included in your budget.

**Project Budget Narrative**

- What is your organization’s plan to reach the 1:1 match requirement through additional funding and/or in-kind donations?
- Is the event/activity free or fee-based? How was this decision made?
- Project Income – If an item is not applicable, answer as such.
  - Detail your earned income.
  - Detail your contributed support.
  - Detail your government support (Not including your CAC request).
  - Detail your in-kind donations (Note: For purposes of PS II, the value of volunteer labor is \$12.00 per person, per hour).
- Project Expenses – If an item is not applicable, answer as such.
  - Detail your personnel expenses - in calculation include staff, time allocated to project, rate of pay.
  - Detail your outside personnel expenses. Include rate of pay and personnel role (i.e. contracted artist).
  - Detail your other project expenses or line items needing additional explanation.

### **III. SUPPORT MATERIALS**

Support materials 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. Applicants are encouraged to select their support materials carefully and submit items that are of high-quality, recent and relevant. For information on selecting and uploading support materials to your online application, please refer to the [“Including Support Materials in Your Application”](#) tip sheet, located on the CAC website ([www.cacgrants.org](http://www.cacgrants.org)).

#### **Statement of Assurances**

The Statement of Assurances is the last step in the application process. By checking the box of the electronic signature, you are certifying that you 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 your knowledge.

# Cuyahoga Arts & Culture Grant Programs

## Terms & Definitions

The terms & definitions in this document are applicable to CAC Project Support II Grant Program Guidelines, Application Process and Grant Cycle.

**Articles of Incorporation:** document filed with the Ohio Secretary of State, by a corporation's founders, describing the purpose, place of business, and other details of a corporation. Also known as a "charter."

**Artistic or Cultural Facility:** includes, but is not limited to, a performing arts center, a concert hall, a museum, a living arts center, and other property, improvements, or facilities used in connection therewith.

**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."

**Arts Learning:** to educate audiences, enrich artistic skills sets or advance the practical application of a particular arts or cultural discipline.

**Artistic Presentation:** to exhibit, perform or otherwise make the opportunity available for Cuyahoga residents to experience or grow an appreciation for a particular arts or cultural discipline.

**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.

**Certificate of Good Standing:** document used by organizations or businesses to prove they are incorporated and authorized to do business in Ohio. The good standing status signifies an entity is current with the filing requirements of the Secretary of State's office, as well as being current with the entity's corporate franchise taxes. This certificate is issued by the Ohio Secretary of State's office and can be requested online.

**Community:** community is defined as the constituents served by the applicant. This community can be discipline, geographically, or culturally-based. The strongest proposals clearly define their community and include plans to engage these constituents in the planning and implementation of the project.

**Community Cultural Development:** to engage, empower or unite a group through art with the goal of promoting community togetherness, increasing awareness around issues or common cause or supporting neighborhood involvement.

**Cultural Heritage:** to exhibit, perform or otherwise make the opportunity available for Cuyahoga residents to experience an event grounded in traditional arts or cultural practices, historic understanding or local custom.

**DUNS Number:** the Data Universal Numbering System (DUNS) number is a unique nine-character identification number. DUNS numbers are required of all Federal grant recipients and provided by the commercial company Dun & Bradstreet.

The Federal government uses the DUNS number to better identify similar and related organizations that are receiving funding under grants and cooperative agreements. The number also provides consistent name and address data for electronic grant applications. Obtaining a DUNS number is easy and there is no charge. To obtain a DUNS number, go to the [Dun and Bradstreet Web site](#) or phone 1-866-705-5711.

**Employer Identification Number (EIN):** nine digit number assigned by the IRS when granting 501c3 not-for-profit status.

**Fiscal Agent:** 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 any of CAC grant programs through an organization acting as a fiscal agent.

**Independently Certified Reviewed Financial Statements:** requires that a CPA perform inquiry and analytical procedures. This would include having knowledge of the client's industry and applicable accounting principles, having a clear understanding with the client as to the services to be provided, and reading the financial statements to determine whether there are any obvious departures from generally accepted accounting principles. Upon completion, a report is issued stating that a review has been performed in accordance with AICPA professional standards, that a review is less in scope than an audit, and that the CPA did not become aware of any material modifications that should be made in order for the statements to be in conformity with generally accepted accounting principles, or if applicable, another comprehensive basis of accounting. This is known as the expression of "limited assurance."

**Independently Certified Audited Financial Statements:** are the products of a CPA's highest level of assurance services. In an audit, the CPA performs all of the steps contained within compiled or reviewed statements, but also performs verification and substantiation procedures. These verification and substantiation procedures may include direct correspondence with creditors or debtors to verify details of amounts owed, physical inspection of inventories or investment securities, inspection of minutes and contracts, and other similar steps. Also, the CPA gains a knowledge and understanding of the entity's internal control structure. When the audit is completed, the CPA's standard audit report states that an audit was performed in accordance with generally accepted auditing standards, and expresses an opinion that the financial statements fairly present the entity's financial position and results of operations. This is known as the expression of "positive assurance."

**In-Kind Donation:** 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 hadn't 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.

**Letters of Commitment:** letters should be not longer than one typewritten page, and should directly affirm that the partnering or collaborating entity intends to support the proposed project as stated in the application (budget pages and/or narrative). It should be clear that the writers of the letters are familiar with the proposal. Letters should be addressed to CAC.

**Matching Grant:** A grant or gift made with the specification that the amount donated must be matched on a one-for-one basis or according to some other prescribed formula.

**Nonprofit Organization:** organizations that have tax-exempt status under Internal Revenue Code Section 501c3, 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.

**Ohio Cultural Data Project (OCDP):** Ohio CDP is a state-wide, collaborative effort of public and private funders throughout Ohio and consists of an online system for collecting and standardizing historical financial and organizational data. Cuyahoga Arts & Culture, along with other funders in Ohio, now requires Project Support – Tier I applicants to complete a Cultural Data Profile through the Ohio CDP Web site ([www.ohculturaldata.org](http://www.ohculturaldata.org))

**Olympian Method:** the single highest score and the single lowest score submitted by the panelists will be eliminated when computing the average score of all the panelists. This will produce an average score that is unsusceptible to a panelist skewing the average score either in favor of or against a grant applicant.

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

**Program Evaluation:** formative evaluation occurs during the program planning and implementation. Summative evaluation occurs after the program has been completed. CAC encourages organizations to select evaluation methods (both qualitative and quantitative) that allow applicants to continually refine programs and services. Evaluation tools may include surveys, polls and questionnaires, interviews, discussions, evaluation forms, checklists and documented observations.

**Staff or Personnel:** those whom an organization employs by paying salaries, wages and benefits. These employees receive an IRS Form W-2 for tax purposes at the end of the year.

**Units of Government:** political subdivision of the State of Ohio located within Cuyahoga County (e.g., county community college district, school district, library district, municipal corporation) or instrumentality of the State of Ohio (e.g. state university) with substantial operations in Cuyahoga County.