



Annual Meeting of the
Cuyahoga Arts & Culture Board of Trustees
Virtual Event*
Wednesday, April 15, 2020, 4 pm

1. Call to order

- a. Call to order
- b. Call the roll
- c. Motion to approve Feb 12, 2020 minutes
- d. Election of Officers

2. Public Comment on Today's Agenda

3. Executive Director Report

4. Action Items and Reports – Grantmaking

- a. Review and approval of recommended changes to 2020 GOS and PS grant agreements to address COVID-related impacts on grantee organizations and projects
- b. 2021 Grantmaking Guidelines
 - i. Approval of 2021 Project Support guidelines
- c. Capacity Building
 - i. Approval of 2020 grants
- d. Support for Artists
 - i. Approval of 2020 Support for Artist grants

5. Action Items and Reports – Finance and General Business

- a. Finance Report
- b. Approve CAC staff as Essential Workers
- c. Emergency Family Medical Leave Act adoption
- d. Public Records Manager Designee
- e. Partnership Project Update – Approval of Next Steps
- f. Approval of Contracts

6. Public Comment

Next Meeting: Wednesday, June TBD, 2020

7. Adjourn

**Note: In accordance with [Ohio General Assembly House Bill 197](#), public meetings of Cuyahoga Arts & Culture's Board of Trustees will take place electronically as part of the COVID-19 response. Cuyahoga Arts & Culture will continue to post advance meeting notices and will provide the public access to the discussions and deliberations of its Board of Trustees at cacgrants.org.*



Minutes of the Regular Meeting of the Board of Trustees
Wednesday, February 20, 2020

A meeting of the Cuyahoga Arts & Culture (CAC) Board of Trustees was called to order at 4:12 pm at Mt. Pleasant NOW Development Corporation, 13815 Kinsman Road in Cleveland.

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

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

1. APPROVAL OF MINUTES

Motion by Trustee Hanson, seconded by Trustee Scott Taylor, to approve the minutes from the December 11, 2019 Board meeting. Discussion: None. Vote: all ayes. The motion carried.

2. PUBLIC COMMENT ON MEETING AGENDA ITEMS

There were no public comments on the meeting agenda items.

3. INTERIM EXECUTIVE DIRECTOR'S REPORT

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

4. CONNECT WITH CULTURE

Nicolas Perry, executive director of Mt. Pleasant NOW shared the way art has been incorporated into Family Unity Day and the organization.

5. FINANCE REPORT

Ms. Harris' report can be found [here](#).

6. BOARD ACTION – Finance and General Business

Appointment of Audit and Finance Committee Member

Ms. Harris walked through the appointment of Luis Cartagena to the Audit and Finance Committee.

Motion by Trustee Hanson, seconded by Trustee Scott Taylor, to approve the appointment of Luis Cartagena as the Audit and Finance Committee Member. Discussion: Trustee Garth shared concerns and

questions around transparency regarding this appointment and requested further clarification. Ms. Harris and Ms. Paulsen summarized Mr. Cartagena's experience and qualifications, also provided in the board materials, in both accounting and finance as well his experience working in accounting for public sector employers as well as his service on same type of board at CMHA. Vote: Aye: Hanson, Mendez, Scott Taylor, and Sherman. Nay: Garth. The motion carried.

7. PARTNERSHIP UPDATE

Trustee Hanson updated the Board on the WolfBrown – strategic partnership. Trustee Hanson shared that that the parties continue to explore ways to collaborate and align work.

8. EXECUTIVE SESSION

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

At 5:12 pm executive session adjourned and the Board resumed the open meeting.

Trustee Sherman stated that during the executive session the Board discussed the hiring of Jill Paulsen as Executive Director of Cuyahoga Arts & Culture, a decision that has the unanimous vote of the search team. Trustee Sherman stated that the Board has valued Ms. Paulsen's steady leadership over the past 20 months and the valuable input she has brought to the partnership work which has been underway for much of the past year.

Trustee Sherman thanked the community for their patience during this process. Trustee Sherman thanked fellow Board member, Trustee Hanson for his work during the search, and thanked the search team for their expertise, and Jill Paulsen for her leadership over the past year and a half.

Motion by Trustee Sherman, seconded by Trustee Garth, to hire Jill M. Paulsen as Executive Director and to approve that Charna Sherman have the ability to finalize contractual terms of this action on behalf of the Board of Trustees. Discussion: None. Vote: all ayes. The motion carried.

9. PUBLIC COMMENT

There were no public comments.

The next meeting will be held at 4:00 pm on Wednesday, April 15, 2020 at LGBT Community Center, 6500 Detroit Ave, Cleveland OH 44102

10. ADJOURNMENT

Motion by Trustee Hanson, seconded by Trustee Scott Taylor, to adjourn the meeting. Discussion: None. Vote: all ayes. The motion carried. The meeting was adjourned at 5:19 pm.

Charna Sherman, President, Board of Trustees

Attest:

Gwendolyn Garth, Secretary, Board of Trustees

Executive Director's Report
Annual Meeting of the Board of Trustees
April 15, 2020

Welcome to CAC's first ever virtual Board meeting. In accordance with HB 197, public agencies are temporarily able to conduct their meetings online. I appreciate your willingness to "gather" during this public health crisis so Cuyahoga Arts & Culture can continue to serve our community.

As we are all well aware, arts organizations are navigating a new, devastating reality. No public gatherings mean no ticket sales, admissions fees, in-person classes or events. It's a time of furloughs and layoffs. We worry about the health and safety of our employees and volunteers. For arts organizations – and all the residents of Cuyahoga County – now is a time of uncertainty.

For these reasons and more, I ask you to enter Wednesday's meeting with grace and empathy. We are in a position of privilege. On the 15th, this Board has the ability to act decisively in a series of actions that will help over 200 arts organizations weather this storm and emerge ready to serve residents again.

Specifically, I call your attention to:

- **CAC's COVID-19 response.** We want to be supportive of and flexible with our grantees during this crisis. See the memo, "Modifications to 2020 Grant Agreement to Address Impact of COVID-19" for further details on how we propose to accelerate the payment of \$5.1M to our current grant recipients, along with other solutions aimed at easing grant agreement requirements.
- **Ongoing grantmaking.** In normal times, this is already a busy season for the CAC team. In this packet you'll see the output of many months of work: Project Support 2021 Guidelines; Capacity Building grants; and 2020 Support for Artist grants. Kudos to Luis, Jake, India, Dan, Heather and Meg for excellent teamwork and ongoing service to our grantees.

At this annual meeting, you will also hold an election of officers, and take several administrative actions, most related to our response to COVID-19. I also look forward to your discussion and hopeful approval of our continued work with Arts Cleveland the PAC on our partnership project.

Thank you in advance for preparing for our annual meeting. Wishing you health!

CAC Board of Trustees Meeting – April 15, 2020 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 a brief update on the progress made since last the Board met in February. View a list of our [2020 team objectives](#), which guide our work.

COVID-19: Cuyahoga Arts & Culture Response

In response to the COVID-19 pandemic, Cuyahoga Arts & Culture is working to be as supportive and as flexible as possible with our grant recipients. On March 13, we sent an [email](#) to leaders from all current CAC grant recipients to affirm our commitment to being flexible and supportive during this crisis.

Being Flexible, Moving Cash Payments Earlier, Eliminating Match Requirements

At our April 15 Board meeting, we will ask the Board to approve technical changes to our existing General Operating Support (GOS) and Project Support (PS) I and II grant agreements. This will ensure we can accelerate operating support payments and be as flexible as possible in all of our grant programs. To that end we will also make sure Project Support grantees receive funding for expenses incurred, even if they had to cancel or postpone their events. Additionally, we will eliminate match requirements and offer the option to extend 2020 PS grants to 2021. We will work within our existing budget and grant programs to try to ease the burdens for our current grantee organizations during this difficult time.

Pending Board approval at April's meeting, CAC will accelerate \$5.1M in funding to local arts nonprofits in response to COVID-19.

Promoting Online Arts Programming

In addition to getting funding to groups through our existing grant commitments, we are also working to promote organizations who have taken their programming online/virtual in these recent days. We continue to update our listing at www.ClevelandArtsEvents.com.

1. GRANTMAKING - Connecting with artists and organization

General Operating Support Updates

GOS 2020 Payments. As of mid-March, all GOS grant recipients have received 50% of their grant award per our normal payment process. The next payments would normally be made between mid-July and August (40%) and then January – February 2021 (10%), totaling \$5.1million. The memo enclosed in this packet details layout how we would like to accelerate grant payments in order to help with short-term cashflow challenges most grantees are now facing.

Project Support Updates

2021 Grantmaking Guidelines. CAC's staff is preparing for the launch of the 2021 cycle of the Project Support grant program (PS21). See the memo in this packet for an overview and working

drafts of PS21 guidelines. We are also being flexible with all current 2020 grant recipients whose work has been impacted by the COVID-19 pandemic. See the COVID-19 response memo in this packet for ways our team intends to be flexible with and supportive of grantees during this time.

Supporting Resident-Led Arts & Culture Projects

Cuyahoga Arts & Culture Match Fund. Following the December 2019 approval of a \$72,000 grant to *ioby*, the 2020 CAC Match Fund launched in February. Artists, resident-leaders and grassroots organizations that have an idea for a public arts and cultural project are invited to use the crowdfunding platform to support their work. CAC will match the fundraising efforts of these projects, dollar-for-dollar, up to \$3,000. Seven projects are currently fundraising and one has already met its goal. The match fund will continue throughout 2020 or until all funds are used.

Neighborhood Connections Update. Neighborhood Connections received over 160 applications to its next round of grantmaking. Due to COVID-19, the committee that reviews proposals has been delayed in beginning its work until May. As a co-funder of Neighborhood Connections grants, CAC staff participates in the grantmaking committee process. We look forward to sharing the results of the next round of funding this summer.

Support for Artists Updates

Final Round of 2020 Support for Artists Recommendations. The final recommendations for 2020 Support for Artists are included in the attached memo. The slate includes the twelve Learning Lab projects which will take place through mid-2021 and three other recommendations to LAND Studio, Cleveland Arts Prize and Cleveland Public Theater. Organizations with Support for Artists programs approved at the Board's December meeting have launched and are making awards to artists. Staff are working with these grant recipients to determine solutions for meeting other needs of artists while managing required closures in response to COVID-19.

Learning Lab Workshops Complete. The final daylong Lab session led by Center for Performance and Civic Practice (CPCP) took place in early March. Since then CPCP has been working with the participants to determine the twelve artist-nonprofit partnerships and public projects to take place in 2020-21. These projects will build capacity for collaboration and co-design, with a focus on arts-based community-led transformation. See details in the enclosed memo.

Capacity Building

Grant Recommendations. Included in this packet is a slate of seven grant recommendations for a capacity building grants. These flexible grants will help groups more effectively serve their missions. See the memo for more detail.

2. COMMUNICATIONS / Connecting with residents

Arts & Culture Networks Nights

Connecting during COVID-19. Our second Arts & Culture Network Night of 2020 was to take place on April 9th; however, due to the COVID-19 pandemic, the event was canceled. We do want to note that in lieu of in-person Neighbor Ups and Network Nights, Neighborhood Connections hosted multiple virtual Marketplaces. Anyone can participate in these virtual Marketplaces and at any time you can make an offer, request and declaration by texting MP to 47-47-47. To learn more about how the Marketplace works visit: <http://neighborupcle.org/neighborup/work/the-marketplace>. Our next Network Night is tentatively planned for July 9th at New Bridge Cleveland.

Media Relations and ClevelandArtsEvents.com

Promoting Online and Virtual Events. The team at Artsopolis (the developers of our arts events calendar, ClevelandArtsEvents.com) has been helpful and proactive in providing solutions in response to COVID-19. Based on our community’s circumstances, we implemented a plan that helped grantees and website users understand the best next steps for updating their events to reflect changes in dates or cancellations. In addition, Artsopolis added a function to denote [online and streaming events](#), and we have invited grantees who are hosting online and virtual programs to add them to the website so that CAC can help to promote those events and offerings. We are using these new events in social media promotion and our event e-newsletter.

Paid Media Partnerships. At this time, we are deliberately pausing our paid media partnerships, as they are intended to promote the events and programs of CAC grant recipients, many of which are canceled or postponed. While many of these efforts will resume in due time, we are leveraging our social media platforms and partnership with Fresh Water Cleveland in April to highlight organizations who are providing virtual and online programs or events.

2019 Annual Report

Staff annually compiles a report to reflect on and highlight the work of our agency and grant recipients during the previous year. The 2019 report is nearing completion and we look forward to sharing it with you. In light of the current pandemic, staff is assessing how the report—which is typically printed and mailed—can be best distributed to our key stakeholders, as many are working remotely at this time. Keep your eye on your email inbox as we anticipate releasing the report online in early May.

Media Placements

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

- [Interim leader Jill Paulsen becomes executive director of Cuyahoga Arts and Culture](#) “After 20 months as interim director, Jill Paulsen was named executive director of Cuyahoga Arts and Culture on Wednesday.” (February 12, 2020) – *Cleveland Plain Dealer*
- [Jill Paulsen Named CEO of Cuyahoga Arts & Culture](#) “One of the largest local public funders of the arts in the nation has hired a new leader after a 20-month vacancy.” (February 12, 2020) – *ideastream*
- [Business Briefs - Cuyahoga Arts & Culture Adds Scott Taylor](#) “Michele Scott Taylor was appointed by Cuyahoga County Executive Armond Budish to serve on the Cuyahoga Arts & Culture board of trustees.” (February 23, 2020) – *Cleveland Jewish News*
- [Coronavirus pandemic hits the arts in Cleveland, sparking online innovation and uncertainty about future](#) “Just a couple months ago, nonprofit cultural organizations in Cleveland were anticipating a terrific 2020.” (April 5, 2020) – *Cleveland Plain Dealer*

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

3. BUILDING INTERNAL CAPACITY / Effective Teamwork and Operations

Racial Equity Work Ongoing

Even though the CAC team has been working remotely, we have continued our racial equity work. During our March 31st staff meeting, the internal equity team led the staff through a discussion

around themes and reflections on the [YWCA 21-Day Challenge](#) that the majority of the staff participated in earlier in the month.

Public Service Fellow

Late last year, staff applied to and was awarded a grant from the Cleveland Foundation for a Public Service Fellow. Fellows are recent college graduates who are interested in a career in the public sector. Staff have interviewed two candidates and look forward to welcoming a Fellow for their yearlong placement in September. The role of the Fellow will be to research racial equity best practices for public grantmakers and help CAC gain a better understanding of the needs of ALAANA organizations in the community.

Lending Expertise to Peer Grantmaking Processes

In late February, Luis reviewed applications for The Cleveland Foundation's Out of School Grant Program. He was asked to review 12 applications focused on out of school programming for young people in multiple neighborhoods within the City of Cleveland. At the same time, Luis and Dan also reviewed applications for The Cleveland Foundation's 2020 Census grants. The purpose of these grants is to encourage "hard to count" communities to complete the 2020 Census. Dan and Luis reviewed 54 applications from artists or arts-based organizations. Out of 181 organizations who applied, 37 of them were selected for funding. Serving as reviewers for other funders – both here and across the country – informs how we do our grantmaking.

Financial Update

2019 Audit

Annual Audit. The Ohio Auditor of State began CAC's 2019 audit in the end of March. The audit is typically completed by June 30.

2020 YTD

Revenue. Tax revenue through March was \$3,132,344. This is \$219,134 (7.5%) above estimate. Interest revenue through March was \$120,041. At this time, we are uncertain of how tax revenue may be impacted by the COVID-19 pandemic.

Expenditure. The majority of CAC's budget is comprised of grants which were approved in 2020. These grants are accrued at the beginning of the year and recognized on the balance sheet. Non-grant expenditures through March were \$209,664.

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

- STAR Ohio: \$521 (yield .94%)
- RedTree Investment Group: \$15,113,651 (target yield 2.09%)

Cuyahoga Arts & Culture				
Through 03/31/2020				
	Actual YTD	Budget YTD	\$ Over/Under Budget	% of Budget
Ordinary Revenue/Expenditures				
Revenue				
Excise Tax	\$ 3,132,344	\$ 2,913,210	\$ 219,134	107.52%
Interest	\$ 120,041	\$ 124,000	\$ (3,959)	96.81%
Other revenue	\$ -	\$ -	\$ -	
Total Revenue	\$ 3,252,385	\$ 3,037,210	\$ 215,175	107.1%
Expenditures				
Arts & Cultural Programming				
Salaries, Wages and Benefits	\$ 73,212	\$ 109,505	\$ (36,293)	66.9%
Grant Panel Expenses	\$ -	\$ -	\$ -	
Grant Management Expenses	\$ 1,200	\$ 1,125	\$ 75	106.7%
Awareness Activities	\$ 22,408	\$ 20,000	\$ 2,408	112.0%
Grants**	\$ 11,964,297	\$ 11,983,899	\$ (19,602)	99.8%
Total A&C Exenditures	\$ 12,061,117	\$ 12,114,529	\$ (53,412)	99.6%
General & Administrative				
Salaries, Wages and Benefits	\$ 59,874	\$ 84,619	\$ (24,745)	70.8%
Facilities, Supplies, Equipment	\$ 21,037	\$ 21,705	\$ (668)	96.9%
Professional Fees	\$ 31,933	\$ 31,900	\$ 33	100.1%
Depreciation	\$ -	\$ -	\$ -	
Total G&A Expenditures	\$ 112,844	\$ 138,224	\$ (25,379)	81.6%
Total Expenditures	\$ 12,173,961	\$ 12,252,752	\$ (78,791)	99.4%
Net Ordinary Revenue	\$ (8,921,575)	\$ (9,215,542)	\$ 293,967	

** Outstanding 2019 and 2020 grant obligations are on the balance sheet.

Cuyahoga Arts & Culture
Balance Sheet as of

Mar 31, 20

ASSETS

Current Assets

Checking/Savings

KeyBank

192,643

RedTree (U.S.Bank)

15,113,651

Star Ohio

521

Total Checking/Savings

15,306,816

Accounts Receivable

11000 · Accounts Receivable

1,061,589

Total Accounts Receivable

1,061,589

Total Current Assets

16,368,405

Fixed Assets

15000 · Furniture and Equipment

75,223

15001 · Software and Webdesign

10,000

15002 · Leashold Improvements

7

17000 · Accumulated Depreciation

-82,219

Total Fixed Assets

3,010

TOTAL ASSETS

16,371,415

LIABILITIES & EQUITY

Liabilities

Current Liabilities

Other Current Liabilities

24000 · Payroll Liabilities

7,594

24200 · GOS Grants

5,098,856

24300 · Project Support Grants

1,437,387

24400 · Other Grants/Program Contracts

20,000

Total Other Current Liabilities

6,563,837

Total Current Liabilities

6,563,837

Total Liabilities

6,563,837

Equity

32000 · Retained Earnings

18,729,154

Net Income

-8,921,575

Total Equity

9,807,578

TOTAL LIABILITIES & EQUITY

16,371,415

CIGARETTE TAX RECEIPTS FY 19 VS FY 20 YTD				
	<u>2019</u>	<u>2020</u>		
Month	2019	2020	\$VAR	19-20%VAR
JANUARY	\$ 937,849.45	\$ 1,076,305.39	\$ 138,455.94	15%
FEBRUARY	\$ 911,499.85	\$ 994,450.54	\$ 82,950.69	9%
MARCH	\$ 998,471.61	\$ 1,061,588.50	\$ 63,116.89	6%
APRIL	\$ 1,091,847.74			
MAY	\$ 1,178,936.37			
JUNE	\$ 1,896,350.82			
JULY	\$ 189,281.14			
AUGUST	\$ 1,112,511.45			
SEPTEMBER	\$ 1,221,169.15			
OCTOBER	\$ 1,085,374.60			
NOVEMBER	\$ 1,058,425.84			
DECEMBER	\$ 871,071.50			
TOTALS	\$ 12,552,789.52	\$ 3,132,344.43	\$ 284,523.52	10.0%



MEMORANDUM

Date: April 15, 2020
To: CAC Board of Trustees
From: Jill Paulsen, Executive Director
Re: Modifications to 2020 Grant Agreements to Address Impact of COVID-19

Board Action: At the April 15 meeting, the Executive Director recommends, for Board approval, changes to the 2020 GOS and 2020 Project Support grant agreements to address the impact of COVID-19. These contract modifications allow CAC to be flexible and immediately responsive to the needs of our grantees in this time of crisis.

Background

As we are all now aware, the impact of COVID-19 has had a swift and dramatic negative impact on all aspects of our daily lives and the economies of every city and state. In order to address some of these unforeseen hardships on CAC's grantees, I recommend a series of modifications to the 2020 General Operating Support (GOS) and Project Support (PS) I and II grant agreements. These modifications will allow CAC to aid with cashflow to GOS grantees by disbursing grant payments more quickly and to help support projects that may have been canceled or delayed due to the State of Ohio's Stay at Home mandate. The impact on interest revenue for CAC will be minimal as interest rates have dropped considerably and will be under budget regardless of when we remit grant payments.

Recommended Changes to Agreement Terms

1. **General Operating Support** grant agreements tie the release of funds to reporting requirements. Currently, all grantees have received 50% of their 2020 grant award. The remainder is split 40% with the submission and review of the mid-year report due by July 31 and 10% with the submission and review of the final report due by January 31, 2021. The recommendation to the board is to amend the 2020 GOS grant agreements as follows:

Section 3. Reporting. Grant Recipient shall comply with CAC's reporting requirements. Mid-year and Year End Reports shall be submitted using the applicable online systems and forms posted on CAC's website. Grant Recipient will meet formally with CAC program manager at least once during the grant cycle for reporting and knowledge building purposes.

Section 4. Disbursement of Grant. The grant awarded to Grant Recipient under the terms of this Agreement will be disbursed in three installments as follows: 50%, 40% and 10%:
2020 Installments:

(a) First installment (50%), no earlier than January 1, 2020, provided Grant Recipient has submitted to CAC its:

- i) Signed 2020 General Operating Support Grant Agreement,

ii.) Completed 2020 Goal Setting form.

(b) Second installment (40%), upon request by organization to CAC program manager.
~~submission of 2020 Mid-Year Report, reviewed and approved by CAC.~~

(c) Third installment (10%), upon request by organization to CAC program manager.
~~submission of 2020 Year-End Report, reviewed and approved by CAC.~~

2. **Project Support** grant agreements require a different approach due to the nature of project support grants. Not all projects will be impacted in the same way, some 2020 projects were already complete, some were fully programmed and canceled days before performances and openings, others are partially planned and on hold indefinitely and others may indeed take place later in the year. In this case, I ask the Board give the program managers the ability to approve payments, as appropriate with several key changes to our normal grant requirements:
- a. Eliminate the match requirement on the income side. If event(s) were cancelled, the opportunity to charge an entrance fee, secure sponsors etc. may have been impacted.
 - b. Eliminate the stipulation that CAC will pay for no more than 50% of the project. Again, tracking with income, if the project could not happen, earned revenue opportunities may have been lost.
 - c. Eliminate the requirement that the event had to have taken place.
 - d. Provide grantees the opportunity to move their project date to next year (2021) – effectively extending the project period. Organizations opting to do this would not be eligible for an additional grant in 2021.

Board Action

To approve the actions stated above in this memo.

Next Steps

Following Board approval, staff will reach out to grantees to inform them of the changes that have been made to the grant agreements and what it means for them in terms of access to grant dollars and reporting requirements.



MEMORANDUM

Date: April 15, 2020
To: CAC Board of Trustees
From: CAC Staff: Luis Gomez; Heather Johnson-Banks; Dan McLaughlin; India Pierre-Ingram
Re: 2021 Project Support (PS21) Guidelines

Executive Summary: At its April meeting, staff will present to the Board the 2021 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. This cycle, there are no recommended policy changes to the 2021 guidelines, but there are technical and procedural updates in response to COVID-19. These updates are outlined in the following pages.

For PS21, the team will continue to streamline processes and offer expanded technical assistance. As always, this work is informed by feedback from our grant recipients. We made early drafts of the guidelines available on CAC's website and shared with all of our current grant recipients. 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 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 2020 cycle of Project Support is currently supporting 211 grant recipients through a total investment of approximately \$1.6 million. This summer, CAC will accept applications for the next cycle of Project Support (2021). Our other primary grant program, General Operating Support, is currently mid-cycle and is not open to applications this year.

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

Responding to COVID-19: Updates to 2021 Project Support Program

As noted in a previous memo (Modifications to 2020 Grant Agreements to Address Impact of COVID-19), 2020 Project Support recipients that cancel or postpone their events due to COVID-19 will have the option to extend their 2020 Project Support grant into 2021. All organizations will still have the option to carry out their 2020 project and apply for a different project in 2021. No organization will be able to both extend their 2020 grant to 2021 and apply for an additional grant for funding in 2021.

Other changes in response to COVID-19 - Due to the number of Project Support recipients that have been and will be impacted by the ongoing public health crisis, CAC is offering additional flexibility through the application process:

- **Push-back Eligibility Check deadline.** The due date for the eligibility check, the first step in the application process, has been extended a month longer than the previous cycle. Eligibility checks will be due June 25, 2020, but CAC staff will work with any potential applicants through late July if they are unable to meet the eligibility due date because of COVID-19.
- **Allow older financial documents.** All applicants will be able to use their most recent fiscal year's financial document, rather than requiring 2019 data. The IRS has extended its filing dates, therefore many applicants will not have their 2019 financial documents readily available.
- **Move PSI to online, interactive panel.** Project Support grants will continue to be reviewed by a public panel process, as they have in years past. Due to ongoing limitations on travel and in-person gatherings, CAC is preparing to conduct its Project Support I panel online. Using video conferencing tools, panelists can still review applications together while keeping the proceedings accessible to the public. The Project Support II panel has been conducted via an online process for the past several cycles and will be unaffected.

What Will Remain the Same?

The core program elements remain unchanged from the previous cycle:

- *Funding criteria* – the funding criteria will remain the same, with some definitions refined to further align with CAC values, with a continued focus on public benefit.
- *Grant cycles* – Project Support will continue to be an annual grant program.
- *Grant Amounts* - the maximum request amounts in each program remain unchanged from last cycle. Project Support II applicants can request up to \$5,000; Project Support I applicants can request a portion of their previous year's arts & cultural expenses, up to \$25,000.
- *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 four (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.
- *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.

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.

CAC continues to track comments and suggestions from Project Support grantees throughout the year, and conducts a thorough survey of applicants at the conclusion of each application cycle. This month, CAC invited all current Project Support grant recipients to provide feedback on the draft 2021 guidelines.

Continued Commitment to Technical Assistance

Every cycle, CAC staff commits time and resources to technical assistance for applicants. With a full grant program team (Luis, Heather, Dan and India), CAC will continue to offer a variety of technical assistance

opportunities. In response to the COVID-19 pandemic, the grant program team is making preparations to adapt CAC’s technical assistance offerings to conform to social distancing guidelines. In-person application workshops and one-on-one office hours can be conducted using videoconferencing tools. CAC will continue to create short, topic-focused videos for applicants based on frequently asked questions. Recognizing that levels of digital literacy and access to videoconferencing tools vary among our applicants, CAC will still be available via phone and email to answer applicant questions.

Next Steps

Following Board approval, CAC staff will finalize the draft application documents currently included in the board packet. The late April launch date and a late June 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:

2021 Key Program Dates

April 15	Board reviews and votes on policies in 2021 guidelines
April 24	Complete guidelines and applications are available online
May+	Project Support application workshops
Ongoing	CAC provides technical assistance to applicants
June 25	Last day to submit eligibility check
August 6	Applications due
September- October	PS II panel conducted online
October 5-6	PS I Panel
November	Board reviews votes to approve 2021 allocation and grants

2021 Project Support I

GUIDELINES AND
APPLICATION INSTRUCTIONS



Cleveland Print Room

Eligibility Check Due:
June 25, 2020 BY 4:30 PM ET

Application Due:
AUGUST 6, 2020 BY 4:30 PM ET



Dear Applicant,

Thank you for your interest in the 2021 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 \$193 million in more than 420 organizations both large and small, making Cuyahoga County a more vibrant place to live, work and play.

This cycle, 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 [2021 Grant Program Guide](#)[\[Link\]](#). If you're still unsure, feel free to contact us.

This document contains the guidelines and detailed application instructions for 2021 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 June 25, 2020, by 4:30 pm ET**
- **Submit your Application by August 6, 2020, 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 hold 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	1
BACKGROUND	1
PROJECT SUPPORT I (PS I)	1
KEY DATES.....	1
WHO MAY APPLY	2
WHO MAY NOT APPLY	3
WHAT IS A PROJECT?	3
APPLICATION REVIEW PROCESS.....	4
GRANT RECIPIENT REQUIREMENTS.....	4
APPLICATION PROCESS	6
KEY DATES.....	6
HOW TO APPLY.....	6
STEP 1: ELIGIBILITY CHECK	8
STEP 2: APPLICATION.....	10
STEP 3: PUBLIC PANEL REVIEW	10
STEP 4: APPLICATION RESULTS.....	11
FUNDING CRITERIA AND SCORING.....	13
WHAT ARE FUNDING CRITERIA?.....	13
WHY FUNDING CRITERIA MATTER.....	13
SCORING FRAMEWORK.....	14
SCORING DESCRIPTIONS	14
APPLICATION QUESTIONS.....	15
ORGANIZATIONAL OVERVIEW AND FINANCIAL SNAPSHOT	15
PROJECT BASICS.....	16
APPLICATION NARRATIVES	ERROR! BOOKMARK NOT DEFINED.
PROJECT BUDGET AND FINANCIALS.....	18
SUPPORT MATERIALS.....	20
STATEMENT OF ASSURANCES.....	20
GLOSSARY.....	21
ADDITIONAL RESOURCES	23

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 2020 for projects occurring in the January 1 – December 31, 2021 grant period. This document provides the guidelines and application instructions for the Project Support I program.



CityMusic Cleveland has been a Project Support recipient since 2011. Photo by Lilia Sciarretti

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 2019 required
- 1:1 cash [match](#) required

CAC will also offer the following grant opportunities for 2020:

- [2021 Project Support II \(PS II\)](#)[\[Link\]](#): grants of up to \$5,000 for 501c3 organizations.

To learn more about the differences between Project Support I and Project Support II, refer to the [2021 Grant Program Guide](#)[\[Link\]](#). 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 2019 arts and cultural expenses from the Funder Report.

Key Dates



Who May Apply

To be eligible for the 2021 Project Support I grant program, applicant organizations must meet all of the following [eligibility criteria](#):

- 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 June 25, 2020 (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 June 25, 2020;

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.” Organizations representing Pacific Islander; lesbian; gay; bisexual; queer; transgender and gender-variant people; people with disabilities; and women are also encouraged to apply. Cuyahoga Arts & Culture also recognizes that some marginalized communities may not be listed here. Marginalized communities do not include fringe artistic disciplines.

Who May Not Apply

The following types of organizations are not eligible to apply to the 2021 Project Support I grant program (this list is not exhaustive):

- Organizations that extended their 2020 Project Support grant into 2021;
- 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 2021.

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 November 2020 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, 2021.

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.



Ingenuity has received a Project Support I grant since 2014

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



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, 2021. 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 cash 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 not include other funds from CAC. **This includes any CAC co-funded grants.** 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
- regrants, 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 June 25, 2020, 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 they are eligible.

Recipients of 2019 or 2020 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 2019 or 2020 CAC Grant Recipients	For CAC Grant Recipients Prior to 2019
Documentation of public arts/cultural programs conducted within the last two years. Up to two examples, such as marketing materials or dated photos.		✓
2019 or 2018 SMU DataArts Cultural Data Profile Funder Report*	✓	✓
FY 2019 or FY 2018 Financial Document** <ul style="list-style-type: none"> • <u>Organizational Budget Expenses \$750,000 or more</u>: Independently certified financial audit and IRS Form 990/990-EZ or Form 990-PF • <u>Organizational Budget Expenses \$749,999 or less</u>: IRS Form 990/990-EZ or Form 990-PF 	✓	✓

*All PS I applicants will need to complete a Cultural Data Profile for their most recent fiscal year as part of the eligibility check.

**For the 2021 grant cycle your organization can submit your most recent financial documentation, either FY 2019 or FY 2018

**For CAC's purposes, IRS Form 990 must indicate total expenses on Line 17 for Project Support I

➤ **Complete your Cultural Data Profile and Generate and Review the Funder Report**

Cuyahoga Arts & Culture requires all Project Support I applicants to complete a Cultural Data Profile through the [SMU|DataArts](http://www.culturaldata.org/) website (<http://www.culturaldata.org/>) as part of the Eligibility Check process. This year organizations will be able to submit a funder report for their most recent data, either FY 2019 or FY 2018. 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](#) [\[Link\]](#) 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:

$$\left[\begin{array}{l} \text{Your FY 2019} \\ \text{Arts and Culture} \\ \text{Expenses} \end{array} - \begin{array}{l} \text{Your FY 2019} \\ \text{In-Kind} \\ \text{Expenses} \end{array} - \begin{array}{l} \text{Your 2019} \\ \text{CAC Grant} \end{array} \right] \times 15\%$$

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 6, 2020, 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 \[Link\]](#) for more information.

➤ Complete and Submit the Application by August 6, 2020, 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. After the deadline, the system will lock you out and it will not allow you to make any further changes to your submission.

Step 3: Public Panel Review

- The public panel review meeting will take place during the week of October 5, 2020.
 - 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. Applicants do not need to take part in the panel deliberations.
- **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](#) 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

➤ Grant Amounts Approved by CAC Board of Trustees

- 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 welcomed to attend but not required.
- 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.

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.



Judson's Theatre in the Circle has received Project Support I funding since 2018

➤ **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.



DuffyLit has received Project Support I funding since 2011.

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 shares power by understanding, [respecting](#), working with, and responding 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, representative of the community and audience served
- Inspiring its community to think differently and/or creatively
- 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 overwhelming 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 clear 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 sufficient 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 limited 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 insufficient 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 2021 Project Support I Application. The application questions are available in this section, and as an editable Word document [here\[Link\]](#). 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 2020 fiscal year.**

This should NOT be the project budget

- **Enter your arts and cultural budget (income and expenses) for FY 2019, 2020 and 2021. 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 2019	FY 2020	FY 2021
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.
- **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, 2021 – December 31, 2021).
- **Public Event Location(s)** (Up to 750 characters)
- **Total number of expected participants and/or audience members**
- **Who are the participants and/or audience members? How do you work with them in developing your project?** (Up to 750 characters)
- **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 2,000 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.

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 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](#) [\[Link\]](#) 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\[Link\]](#) 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.
- **Upload Board of Directors List** - *Include affiliations and their roles in the project (if applicable)*
- **Upload your SMU|DataArts FY 2019 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.

Diverse: includes all the ways in which people differ, and it encompasses all the different characteristics that make one individual or group different from another. Distinct qualities and characteristics include; 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, and other characteristics that make individuals unique. It also involves different ideas, perspectives, and values.

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 cash 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 and/or artists who meet specific requirements or precedent conditions for the position they occupy. Can be measured by educational attainment, experience, certifications, knowledge of community, etc.

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.

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](#)[Link].

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:

*[2021 Grant Program Guide](#)***[Link]**

[Online Application & Reporting System Guide](#)

[Support Materials Guide](#)

*[Cultural Data Profile Guide](#)***[Link]**

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, senior associate – communications & grant programs

ipierreingram@cacgrants.org

216.515.8303 x107



New to CAC? Start here!

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



2021 Project Support II

GUIDELINES AND APPLICATION INSTRUCTIONS

Julia de Burgos Cultural Arts Center

Eligibility Check Due:

June 25, 2020 BY 4:30 PM ET

Application Due:

AUGUST 6, 2020 BY 4:30 PM ET



Dear Applicant,

Thank you for your interest in the 2021 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 \$193 million in more than 420 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 2021 Grant Program Guide[[Link](#)]. If you're still unsure, feel free to contact us.

This document contains the guidelines and detailed application instructions for 2021 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 June 25, 2020, by 4:30 pm ET**
- **Submit your Application by August 6, 2020, 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 hold 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	1
BACKGROUND	1
PROJECT SUPPORT II (PS II)	1
KEY DATES.....	1
WHO MAY APPLY	2
WHO MAY NOT APPLY	3
WHAT IS A PROJECT?	3
APPLICATION REVIEW PROCESS.....	3
GRANT RECIPIENT REQUIREMENTS.....	4
APPLICATION PROCESS	6
HOW TO APPLY.....	6
STEP 1: ELIGIBILITY CHECK	8
STEP 2: APPLICATION.....	10
STEP 3: ONLINE PANEL REVIEW	10
STEP 4: APPLICATION RESULTS.....	11
FUNDING CRITERIA AND SCORING.....	12
WHAT ARE FUNDING CRITERIA?.....	12
WHY FUNDING CRITERIA MATTER	12
SCORING DESCRIPTIONS	13
APPLICATION QUESTIONS	14
ORGANIZATIONAL OVERVIEW AND FINANCIAL SNAPSHOT	14
PROJECT BASICS.....	14
APPLICATION NARRATIVES	15
PROJECT FINANCES.....	16
SUPPORT MATERIALS.....	17
STATEMENT OF ASSURANCES.....	17
GLOSSARY	18
ADDITIONAL RESOURCES	20

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 2020 for projects occurring in the January 1 – December 31, 2021 grant period. This document provides the guidelines and application instructions for the Project Support II program.



FutureHeights has been a Project Support II recipient since 2012

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 2021:

- **2021 Project Support I (PS I) [Link]:** grants of up to \$25,000 for 501c3 organizations who have received CAC funding in the past.

To learn more about the differences between Project Support I and Project Support II, refer to the [2021 Grant Program Guide \[Link\]](#). Organizations may only submit one application per cycle.

Key Dates



Who May Apply

To be eligible for the 2021 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 June 25, 2020 (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 June 25, 2020;

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; Latinx; Asian and Asian American; Arab; Native American.” Organizations representing Pacific Islander; lesbian; gay; bisexual; queer; transgender and gender variant people; people with disabilities; and women are also encouraged to apply. Cuyahoga Arts & Culture also recognizes that some marginalized communities may not be listed here. Marginalized communities do not include fringe artistic disciplines.

Who May Not Apply

The following types of organizations are not eligible to apply to the 2021 Project Support II grant program (this list is not exhaustive):

- Organizations who extended their 2020 Project Support grant into 2021;
- 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 2021.

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 November 2020 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, 2021.

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](https://www.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.

Reporting Requirements

All grant recipients that receive a 2021 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. Project Support II grant recipients may also have the option to complete the final report through participation in an in-person report session with other grant recipients. More details will be shared about this process after CAC's board approves grants in November.

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.



Benjamin Rose Institute for Aging 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



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 (June 25, 2020). 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 project's total expenses. For the purposes of PS II, the value of volunteer labor is set at \$25.43, 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 not include other funds from Cuyahoga Arts & Culture. **This includes any CAC co-funded grants.** 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
- regrants, 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 June 25, 2020, 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 2019 or 2020 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 2019 or 2020 Grant Recipients
Verify 501c3 status and Ohio charitable status
FY 2019 or FY 2018 Financial Document* • IRS Form 990/990-EZ/990-N 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 2019 or FY 2018 Financial Document* • IRS Form 990/990-EZ/990-N or Form 990-PF
Verify 501c3 status and Ohio charitable status

*For the 2021 grant cycle, organization can submit their most recent financial documentation.

- **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 6, 2020, 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 6, 2020, 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. After the deadline, the system will lock you out and it will not allow you to make any further changes to your submission.

Step 3: Online Panel Review

➤ **Online Panel**

- The online panel review process will take place in October.

➤ **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

➤ **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 welcomed to attend but not required.
- 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.



The Cleveland Leadership Center has received Project Support II funding since 2015.

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 shares power by understanding, [respecting](#), working with, and responding 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, representative of the community and audience served
- Inspiring its community to think differently and/or creatively
- 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.



*Qire Cleveland has received PS II funding since 2011.
Photo by Joshua McElliott*

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 2021 Project Support II Application. The application questions are available in this section, and as an editable Word document [here \[Link\]](#). 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 2020 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 2020 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.
- **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, 2021 – December 31, 2021).
- **Public Event Location(s)** (Up to 750 characters)
- **Total number of expected participants and/or audience members**
- **Who are the participants and/or audience members? How do you work with them in developing your project?** (Up to 750 characters)

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](#) [Link] 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: includes all the ways in which people differ, and it encompasses all the different characteristics that make one individual or group different from another. Distinct qualities and characteristics include; 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, and other characteristics that make individuals unique. It also involves different ideas, perspectives, and values.

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 \$25.43 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 and/or artist 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 \[Link\]](#).

DRAFT

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:

[2021 Grant Program Guide](#)**[Link]**

[Online Application & Reporting System Guide](#)

[Support Materials Guide](#)**[Link]**

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. Please note that some organizations will not have comments as it was only optional for some scores.

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, senior associate – communications & grant programs

ipierreingram@cacgrants.org

216.515.8303 x107



MEMORANDUM

Date: April 15, 2020
To: CAC Board of Trustees
From: Heather Johnson-Banks, program manager
Jake Sinatra, manager – special projects & communications
Re: Support for Artists progress update & remaining 2020 grant recommendations

Board Action: At the April 15 meeting, staff recommends 15 grants, totaling \$190,000, for the remaining 2020 Support for Artists grants designed and managed by our nonprofit grant recipients. This slate fulfills CAC’s 2020 commitment for its Support for Artists grants.

Background & Commitment to Equity

For the last two years, CAC has operated under a Board-approved framework to provide grants to nonprofit organizations who design and run artist support programs. All grants recommendations are informed by the [key elements for support](#) for artists, the Support for Artists Planning Team’s [extensive recommendations](#), and opinions of hundreds of residents and artists.

Through these grants to 18 nonprofit organizations, more than 150 artists have directly benefited through fellowships, project-based funding, access to physical spaces, professional development, and more. By prioritizing funding for artists who foster artistic expression and identify as historically marginalized or underrepresented, CAC has furthered its commitment to equity. An estimated 70% of artists who received funding and 55% of overall participants in the Support for Artist programs and events identified as people of color. For more information about this process, the recommendations and funded programs, visit cacgrants.org/artists.

2020 Grants: Part I – Progress Update

At the end of last year, the Board approved four 2020 Support for Artists grants: Julia de Burgos, Karamu House, SPACES and the Center for Performance and Civic Practice. Since then, all groups have made good progress. Julia de Burgos selected six artists who will participate in their Unidos por el Arte program. Karamu House selected four artists for the first of its four Room in the House residencies. SPACES’ Urgent Art Fund has accepted and evaluated applications since launching earlier this year. The Center for Performance and Civic Practice held all in-person Artist Learning Lab workshops and matched artists with their nonprofit partners (see below for specific pairings and related grant recommendations).

All Support for Artists grant recipients are revising their timelines and approaches in response to COVID-19 stay at home restrictions.

2020 Grants: Part II - Board Action for April

At its April meeting, the Board will be asked to approve 15 Support for Artists grants totaling \$190,000. The slate represents the second and final round of 2020 Support for Artist recommendations:

- **LAND studio** – a grant of \$35,000 for Studio to the Street, a series of 5 workshops focused on public art that will take place in late 2020. Topics addressed will include developing an online presence, fabrication, community engagement, conservation and maintenance, and the business of public art including contracts and insurance.
- **Cleveland Arts Prize** – a grant of up to \$15,000 to support the Verge fellowship by providing awards of at least \$2,500 to at least five Verge artists; this sponsorship-grant builds on a program funded by the Cleveland Foundation.
- **Cleveland Public Theatre** – a grant of \$50,000 for the Premiere Fellowship. Through this program, four Cuyahoga County-based theater artists (a playwright, a director, an actor and a designer) will each receive a cash award of \$2,000 plus fees for their work, professional development opportunities and other CPT assets related to the development and implementation of their Fellowship during CPT’s 2020-21 season.
- **Civic Practice Projects** – twelve grants in the amount of \$7,500 each (for a total of \$90,000) to eleven current CAC grant recipients to conduct civic practice projects between June 2020 and May 2021. As part of the Board-approved Learning Lab program by Center for Performance and Civic Practice, the following nonprofits will partner with a Cuyahoga County artist from the Lab and receive a grant to carry out a project based on the skills learned in the program. Each artist will receive at least \$5,000 through the project.

Doan Brook Watershed Partnership
Downtown Cleveland Alliance
Esperanza*
Foluke Cultural Arts Center
Hispanic Police Officers Association
International Women's Air & Space Museum
Judson
Julia de Burgos Cultural Arts Center
The City Club of Cleveland
University Circle Inc
West Side Catholic Center

**Esperanza will receive two grants and partner with two artists to carry out two civic practice projects. As in 2019, there are 12 artist participants and 11 nonprofit partners.*

Ongoing Evaluation

Staff assesses all Support for Artists grants through regular reports and site visits. We communicate frequently with our nonprofit partners and attend their artist events and exhibitions. Staff also relies on direct feedback from artists to shape our grant recommendations. We survey artists, interview CAC Artist Network Leaders to shape the second year of our Support for Artist grants. We gather feedback formally and informally through our Arts & Culture Network Nights and our email list of nearly 900 artists, which receives regular updates from staff.

All grant recipients report that CAC’s Support for Artists funding has advanced their missions, expanded their artist networks and increased their understanding of how to effectively support the needs of Cuyahoga County artists.

Budget & Next Steps

Upon Board approval, staff will finalize grant agreements and develop plans to promote the CAC-funded programs and services. We will continue to evaluate the programs and seek feedback throughout the year to inform future recommendations for services and offerings for 2021.

These recommendations are in line with the \$400,000 budgeted for this program in 2020. We look forward to working with the grant recipients on their Support for Artists offerings in the year ahead.

Table 1: 2020 Support for Artist Grantees

The table below represents CAC's 2020 investments in local artists, accomplished through 19 total Support for Artists grants, plus ClevelandArtsEvents.com online artist directory.

2020 Support for Artists Grantees

	unrestricted support	project support	physical spaces	institutional connections	professional development
ClevelandArtsEvents.com online artist directory				X	X
Center for Performance and Civic Practice's Artist Learning Lab* (13 grants)		X		X	X
Julia de Burgos Cultural Arts Center	X		X	X	
Karamu House	X	X	X	X	X
SPACES	X	X	X	X	X
LAND Studio*		X		X	X
Cleveland Public Theater*	X		X	X	X
Cleveland Arts Prize*	X			X	

* Note: Pending board approval April 15, 2020. Other items were approved in 2019.



cuyahoga
arts & culture
strengthening community

MEMORANDUM

Date: April 15, 2020
To: CAC Board of Trustees
From: Program team: Luis Gomez, Heather Johnson-Banks, Dan McLaughlin, India Pierre-Ingram
Re: 2020 capacity building grants

Board Action: At the April 15 meeting, staff recommends seven grants, totaling \$125,000, to provide capacity building support to Cuyahoga County arts organizations that serve communities who have been historically marginalized or underrepresented, and/or organizations that foster artistic expression deeply rooted in and reflective of historically marginalized or underrepresented communities.

Capacity Building

Capacity building grants are investments in an organization to increase its effectiveness and its future sustainability. Through these grants, CAC aims to help strengthen grant recipients' ability to fulfill their artistic missions in 2020 and beyond. This slate of grants builds upon CAC's board-approved value of equity and is also informed by national research on cultural funding (see: [Not Just Money: Equity Issues in Cultural Philanthropy](#), and the findings from CAC's 2016 [Cuyahoga Voices & Vision](#) project).

Each arts organization submitted a proposal outlining a specific capacity building effort that they will undertake in 2020 and, in some cases, into early 2021. CAC staff worked closely with each organization to develop their proposals and will continue to work with them as this work unfolds over the next year. Grant amounts are commensurate with organizations' operating budgets and are comparable in size to the grants awarded through CAC's Project Support grant program. All organizations have received CAC's Project Support funding for multiple years, and meet all eligibility requirements of CAC's grant programs.

Project descriptions and recommended grant amounts are below. These grants are part of the Board-approved 2020 budget. The recommendations do not impact allocations to any other 2020 grant programs.

Board Action

The following grant recommendations provide \$125,000 in funding for seven previously-vetted (by Project Support panelists from across the country), Cuyahoga County nonprofits that primarily serve under-represented or historically marginalized cultural groups to support capacity building efforts over the next year:

- **Djapo Cultural Arts Institute** - \$10,000 to hire a program assistant and marketing consultant to develop a marketing strategy and improve website functionality.
- **Duffy Liturgical Dance Ensemble** – \$25,000 to contract with a succession planning consultant and to support staff salaries.

- **Foluké Cultural Arts Center** – \$25,000 to create and support office administrator and administrative assistant positions.
- **Greater Cleveland Urban Film Festival** – \$25,000 to support seasonal staff as well as GCUFF’s newly-created, year-round program administrator position. Additional funds will be used for professional development and branding efforts.
- **Julia de Burgos** – \$25,000 to hire a part-time Program Assistant to aid in the administration of a variety of programs as well as to supplement the Executive Director’s salary.
- **Lake Erie Native American Council** – \$5,000 to formalize accounting practices and to support the organization’s first paid, part-time staff position.
- **LatinUs Theater** – \$10,000 to hire a Marketing Coordinator who will help them with fundraising as well as to supplement the Executive Director’s salary.

Budget & Next Steps

Following Board approval, CAC will convene grantees online in late spring and hopefully in-person later in 2020 for organizations to share their progress with CAC and their arts leader peers; what we learn from these organizations will help shape our broader grantmaking.

Cuyahoga Arts and Culture COVID-19 FFCRA LEAVE POLICY

The current COVID-19 (also referred to as the novel coronavirus) pandemic is an unprecedented event in modern history. Cuyahoga Arts and Culture (“CAC”) is instituting this temporary policy in order to comply with the recently enacted Families First Coronavirus Response Act (“FFCRA”).

This policy and the leave entitlements provided in accordance with it are effective on April 1, 2020, and apply to leave taken between April 1, 2020 and December 31, 2020, at which time this policy expires, unless the FFCRA is amended to provide for an earlier expiration date, in which case this policy will expire on the earlier date. The COVID-19 situation has evolved rapidly and continues to change daily. This policy is intended to comply with the FFCRA, and CAC will interpret and implement this policy consistent with the FFCRA. CAC, at its option, may modify, delete, suspend, or discontinue any part or parts of this policy at any time without prior notice, to the extent permitted by law. Nothing in this policy modifies CAC’s at-will employment policy.

FFCRA PAID SICK LEAVE

Eligible full-time employees (i.e., those who are normally scheduled to work 40 hours or more per workweek) may use up to 80 hours of FFCRA Paid Sick Leave for a “qualifying reason,” as set forth below.

Eligible part-time employees (i.e., those who are not full-time employees) may use a pro-rated amount of FFCRA Paid Sick Leave for a “qualifying reason,” as set forth below. For part-time employees who work a normal weekly schedule, the pro-rated amount of FFCRA Paid Sick Leave is equal to the number of hours that the part-time employee is normally scheduled to work over two workweeks. For part-time employees who lack a normal weekly schedule, the pro-rated amount of FFCRA Paid Sick Leave will be calculated as set forth in the FFCRA.

FFCRA is paid at the rates set forth below. FFCRA Paid Sick Leave does not carry over from one year to the next, and unused FFCRA Paid Sick Leave is not paid upon termination of employment. FFCRA Paid Sick Leave is in addition to an employee’s accrued paid time off available under CAC policies (including Paid Time Off and Sick Time).

“Qualifying Reasons” For Use of FFCRA Paid Sick Leave

FFCRA Paid Sick Leave may be used if an employee is unable to work or telework (when telework is permitted by CAC) as a result of one of the following six qualifying reasons:

- (1) The employee is subject to a federal, state, or local quarantine or isolation order related to COVID-19.
- (2) The employee has been advised by a health care provider to self-quarantine due to concerns related to COVID-19.
- (3) The employee is experiencing symptoms of COVID-19 and seeking a medical diagnosis from a health care provider.
- (4) The employee is caring for an “individual” who is subject to a quarantine or isolation order or has been advised to self-quarantine due to concerns related to COVID-19.
- (5) The employee is caring for a son or daughter whose school or place of care has been closed (or whose child care provider has been made unavailable) due to reasons related to COVID-19.
- (6) The employee is experiencing any other substantially similar condition as declared by the Secretary of Health and Human Services in consultation with the Secretaries of the Treasury and Labor.

Pay During FFCRA Paid Sick Leave

For qualifying reasons (1) through (3): If an employee is taking FFCRA Paid Sick Leave because the employee is unable to work or telework (when telework is permitted by CAC) because of reasons (1) through (3) –

specifically, that (1) the employee is subject to a Federal, State, or local quarantine or isolation order related to COVID-19; (2) the employee has been advised by a health care provider to self-quarantine due to concerns related to COVID-19; or (3) the employee is experiencing symptoms of COVID-19 and is seeking medical diagnosis from a health care provider – the employee will be paid the employee’s regular rate of pay for each applicable hour (up to a maximum of \$511/day, and a maximum of \$5,110 in the aggregate).

For qualifying reasons (4) through (6): If an employee is taking FFCRA Paid Sick Leave because the employee is unable to work or telework (when telework is permitted by CAC) because of reasons (4) through (6) – specifically, that (4) the employee is caring for an individual who is subject to a quarantine or isolation order or has been advised to self-quarantine due to concerns related to COVID-19; (5) the employee is caring for a son or daughter whose school or place of care has been closed (or whose child care provider has been made unavailable) due to reasons related to COVID-19; or (6) the employee is experiencing any other substantially similar condition as declared by the Secretary of Health and Human Services in consultation with the Secretaries of the Treasury and Labor – the employee will be paid at 2/3 of the employee’s regular rate of pay for each applicable hour (up to a maximum of \$200/day, and a maximum of \$2,000 in the aggregate).

Employees may elect to use any accrued paid time off that is available under CAC policies to supplement FFCRA Paid Sick Leave pay, such that the employee may receive the employee’s full regular rate of pay until the available paid time off is exhausted or the employee’s FFCRA Paid Sick Leave ends, whichever is sooner.

Requesting and Using FFCRA Paid Sick Leave

Employees with a qualifying reason for using FFCRA Paid Sick Leave shall notify CAC by complying with CAC’s usual and customary notice and procedural requirements for requesting leave, absent unusual circumstances, and providing sufficient information for CAC to determine whether the requested leave is covered. Employees shall provide this notice to the employee’s supervisor and also to the Director of Administration or Executive Director if the supervisor is unavailable.

An employee shall provide CAC with notice as soon as practicable of a request for leave in order to care for a son or daughter whose school or place of care is closed, or child care provider is unavailable, due to COVID-19 reasons, when such leave is foreseeable. In all other circumstances, an employee shall follow reasonable notice procedures, which generally includes providing notice as soon as practicable (under the applicable facts and circumstances) after the first workday (or portion thereof) for which an employee takes FFCRA Paid Sick Leave.

Employees may be required to submit documentation certifying the leave is for a qualifying reason. Employees will not be required to use other paid leave under CAC policy before using FFCRA Paid Sick Leave.

FFCRA Paid Sick Leave does not count as hours worked for purposes of overtime compensation calculation.

FFCRA Paid Sick Leave is permissible on an intermittent basis if it mutually meets the needs of CAC and the employee who qualifies for FFCRA Paid Sick Leave. In accordance with the FFCRA, intermittent leave will not be considered or permitted for qualifying reasons (1)-(4) and (6), listed above, for an employee working onsite. In those situations, FFCRA Paid Sick Leave must be taken in full-day increments on a continuous basis until either the employee no longer has a qualifying reason for taking FFCRA Paid Sick Leave, or the employee uses the full amount of available FFCRA Paid Sick Leave, whichever is earlier.

80 hours is the upper limit of FFCRA Paid Sick Leave for full-time employees (with a pro-rated upper limit for part-time employees). Use of FFCRA Paid Sick Leave shall cease upon either the beginning of the employee’s next scheduled work shift following the termination of the qualifying reason for taking FFCRA Paid Sick Leave, or upon reaching the upper limit of FFCRA Paid Sick Leave, whichever occurs first.

Continuation of Group Health Coverage

During approved FFCRA Paid Sick Leave, CAC will maintain coverage under the group health plan at the level and under the conditions as if the employee had continued to work and not taken FFCRA Paid Sick Leave. If the employee normally pays the employee's portion of the group health plan premium by payroll deduction, and if the employee's paid leave is sufficient to cover the employee's portion of the group health plan premium, then CAC will deduct the employee portion of the group health plan premium as a regular payroll deduction. If the employee's pay is insufficient to cover the employee portion of the group health plan premium, then the employee must independently pay the employee portion of the premium in order to maintain coverage.

Returning from FFCRA Paid Sick Leave

In appropriate situations, CAC may require that an employee provide a written certification from a health care provider indicating the employee's fitness to return to work in accordance with applicable law.

PUBLIC HEALTH EMERGENCY CHILDCARE LEAVE UNDER THE FAMILY MEDICAL LEAVE ACT (FMLA)

Employees who have been employed by CAC for at least 30 days prior to the start of the requested leave (or, if the employee was laid off or terminated on or after March 1, 2020 and rehired before December 31, 2020, the employee was on CAC's payroll for 30 or more of the 60 calendar days prior to the date of layoff or termination) are eligible to take Public Health Emergency Childcare leave under the FMLA as set forth below ("PHE Childcare FMLA Leave"). Implementation of this temporary policy does not alter eligibility or entitlement requirements for other types of FMLA leave.

Eligible employees may take PHE Childcare FMLA Leave if the employee is unable to work or telework (when telework is permitted by CAC) due to a need for leave to care for the employee's son or daughter whose school or place of care has been closed, or whose child care provider has been made unavailable, due to a public health emergency. PHE Childcare FMLA Leave is not available if another suitable person is available to care for the son or daughter during the period of requested leave, or if CAC does not have work for the employee during the period of requested leave.

Note that nothing in this policy expands the 12 weeks of total FMLA leave available to eligible employees in the applicable 12 month period, regardless of qualifying reason. In other words, use of PHE Childcare FMLA Leave is combined with all other FMLA leave (including non-emergency) taken by an otherwise eligible employee in the applicable 12-month period. Further, an eligible employee may not take more than a maximum of 12 weeks of PHE Childcare FMLA Leave even if it spans two FMLA leave 12 month periods.

A "son or daughter" means a biological, adopted, or foster child, a stepchild, a legal ward, or a child of a person standing *in loco parentis*, who is under 18 years of age, or who is 18 years of age or older and who is incapable of self-care because of a mental or physical disability.

"Place of care" means a physical location in which care is provided for the employee's child while the employee works. Examples include day care facilities, preschools, before- and after-school care programs, schools, homes, summer camps, summer enrichment programs, and respite care programs.

A "child care provider" means a provider who receives compensation for providing childcare services on a regular basis, such as a center-based child care provider, a group home child care provider, a family child care provider, or other licensed, regulated, or registered provider of child care services for compensation. Childcare provider also includes a family member or friend, such as a neighbor, who regularly cares for the employee's child.

A "public health emergency" means an emergency with respect to COVID-19 declared by a federal, state, or local authority. A "son or daughter" includes a biological, adopted, or foster child, a stepchild, a legal ward, or a child of person standing *in loco parentis*.

Pay During PHE Childcare FMLA Leave

- The first two weeks of PHE Childcare FMLA Leave will be unpaid, unless the employee is eligible for FFCRA Paid Sick Leave (in which case such leaves will run concurrently) or, if the employee has exhausted FFCRA Paid Sick Leave, the employee may elect to use any accrued paid time off that would be available for this purpose under CAC policies (including Paid Time Off) during this two-week period (in which case such time will run concurrently).
- If the PHE Childcare FMLA Leave exceeds two weeks, the employee will be paid during the remainder of such leave at 2/3 of the employee's regular rate of pay for the employee's usual hours scheduled, up to a maximum of \$200/day, and a maximum of \$10,000 in the aggregate. Pay for part-time employees will be based on the number of hours the employee would typically be scheduled to work. Employees may elect to use any accrued paid time off that is available under CAC policies to supplement the employee's pay so that that the employee receives their full rate of pay during this period of paid leave. Following the exhaustion of all other available accrued paid leave, the balance of an employee's paid PHE Childcare FMLA Leave shall be paid at 2/3 of the employee's regular rate of pay, up to a maximum of \$200/day, and a maximum of \$10,000 in the aggregate.

Requesting and Using PHE Childcare FMLA Leave

Employees needing to utilize PHE Childcare FMLA Leave shall notify CAC by complying with CAC's usual and customary notice and procedural requirements for requesting leave, absent unusual circumstances, and providing sufficient information for CAC to determine whether the requested leave is covered. Employees shall provide this notice to the Director of Administration or designee.

An employee shall provide CAC with notice as soon as practicable of a request for PHE Childcare FMLA Leave, when such leave is foreseeable. When not foreseeable, an employee shall follow reasonable notice procedures, which generally includes providing notice as soon as practicable (under the applicable facts and circumstances) after the first workday (or portion thereof) for which an employee takes PHE Childcare FMLA Leave.

Employees may be required to submit documentation certifying the qualifying reason for the leave.

PHE Childcare FMLA Leave does not count as hours worked for purposes of overtime compensation calculation.

PHE Childcare FMLA Leave is permissible on an intermittent basis if it mutually meets the needs of CAC and the employee who qualifies for PHE Childcare FMLA Leave.

Continuation of Group Health Coverage

During approved PHE Childcare FMLA Leave, CAC will maintain coverage under the group health plan as if the employee had continued to work and not taken PHE Childcare FMLA Leave. If the employee normally pays the employee's portion of the group health plan premium by payroll deduction, and if the employee's paid leave is sufficient to cover the employee's portion of the group health plan premium, then CAC will deduct the employee portion of the group health plan premium as a regular payroll deduction. For any portion of the employee's PHE Childcare FMLA Leave that is unpaid, or if the employee's pay is insufficient to cover the employee's portion of the group health plan premium, then the employee must independently pay the employee portion of the group health plan premium in order to maintain coverage.

Other Standard FMLA Terms

For details regarding job protection/restoration, see CAC's full FMLA policy.

Contracts & Grants Update for Board

Contractor	Amount	Purpose	Term	Approval
Capitol Partners	up to \$15,000	Tax and legal policy research.	4/15/2020-12/31/2020	Board