

**Cuyahoga County
Public Sector Arts and Culture
Investment Models**

**As adopted by the Board of
Cuyahoga County Commissioners**



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February 24, 2004

Resolution Number 040801

**Prepared by
Community Partnership for Arts & Culture**



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Attachment A: Cuyahoga County Cultural Leadership Taskforce Roster

Attachment B: Definition of Arts and Culture

Introduction

Described in depth on the pages that follow are the four public sector arts and cultural investment models developed and recommended by The Cuyahoga County Cultural Leadership Taskforce (the Taskforce)(*Attachment A*). The Taskforce, appointed by the Cuyahoga County Board of Commissioners, carefully considered the best ways to invest public sector dollars in Cuyahoga County's arts and cultural resources by reviewing numerous research studies, listening to representatives from private and public sector funding organizations, soliciting feedback from citizens of Cuyahoga County and using the experience and expertise of each other. The deliberations of the group resulted in a portfolio of investment models encompassing four funding categories: Operating Support, Individual Artist Support, Creative Development Support and Extraordinary Initiative Support.

The Cuyahoga County Board of Commissioners held two additional public hearings, besides the nine public meetings held by the Taskforce, on the investment models set forth in this document. Upon completion of the public hearings, the President of the Cuyahoga County Board of Commissioners and the County Administrator conducted an administrative review of the recommendations with assistance from the Community Partnership for Arts and Culture. No substantial changes were made. Language edits were made to address County administration issues. Please note: The Board of County Commissioners reserves the right for management to collapse or reorganize funding programs in an effort to streamline administration of the funding process.

With regard to administration of County arts and cultural funding, the Board of County Commissioners will pursue the creation of an arts and cultural district in Cuyahoga County. This district, which would have an independent board appointed by the Cuyahoga County Commissioners, would be responsible for managing the arts and cultural funding process in accordance with the Taskforce's recommendations of an open, public, transparent and competitive process based on clear criteria and free from conflict of interest. The formation of this district would be based on State of Ohio revised enabling legislation to create county-wide cultural districts.

Given the nature of the operating support category, the Commissioners recognize the need to allocated funds that will effectively and sufficiently address this category. An index for establishing the operating support allocation will be based on what the Ohio Arts Council granted Cuyahoga County arts and cultural groups through a similar program in their 2000-2001 biennial budget.

The Cuyahoga County Board of Commissioners believes a significant step forward has been achieved through the work of the Taskforce. The funding models described herein will lead to a reinvigorated region with healthy arts and cultural assets that improve the quality of life for all residents, attract and impress visitors from out of town and retain and create jobs in the County. These models are the blueprint for a process that will transform this region and energize our economy and arts and cultural environment.

Operating Support Fund

Purpose

General Operating Support (GOS) grants will assist arts and cultural organizations whose primary mission is to create, produce, present or provide services to the arts and cultural sector. GOS is for organizations that have a history of artistic and cultural quality, financial stability and long range planning. Funding is specifically for administration and operations. Separate funding is available for extraordinary projects and initiatives.

General Operating Support applications will be accepted on a multi-year basis. Applicant organizations recommended for General Operating Support by the panel will be approved to receive up to three years of funding. Each year's grant will be given to awarded organizations separately.

Eligibility Requirements

In order to be eligible to receive GOS, an organization must fulfill the following requirements. *Note: although an organization may be eligible, it does not guarantee they will receive GOS.* In order to receive GOS, organizations will be evaluated based on specific funding criteria.

- ❑ Applicant organization must be a not-for-profit, tax exempt 501(c)(3) arts or cultural organization
- ❑ Applicant organization must be incorporated for a minimum of four years
- ❑ Applicant organization must be located in Cuyahoga County
- ❑ Applicant organization must be established primarily to create, produce, present or provide service from the arts and cultural sector to the public
- ❑ Applicant organization must employ at least one paid, professional, administrative staff member, working a minimum of 20 hours per week (half-time)
- ❑ Applicant organizations must have an independent qualified audit and submit copies of the audit summary form in the application process
- ❑ Applicant organization must not be the primary responsibility of a government agency
- ❑ Applicant organization must be governed by a legally constituted, fiscally responsible board of directors

- ❑ Applicant organization must comply with all local, state and federal laws and regulations concerning civil and human rights and facility and program accessibility based on the Americans with Disabilities Act (ADA)
- ❑ Applicant organization must properly complete application process
- ❑ Applicant organization must be in compliance with all previous grants

Ineligible Requests

General Operating Support must be used exclusively for administrative and operating support. The following will not be funded with General Operating Support money (this list is not meant to be exhaustive):

- ❑ Capital improvements
- ❑ Purchase of permanent equipment
- ❑ Cost of receptions, food and beverage
- ❑ Agent's fees for programs contracted through commercial agencies
- ❑ Travel outside of US
- ❑ Indirect costs of colleges and universities
- ❑ Start-up money for a program not yet established
- ❑ One time projects or special events
- ❑ Activities taking place outside of Cuyahoga County or organizations that provide the majority of their programs and services outside of Cuyahoga County
- ❑ Fundraising or the advocacy of specific political causes or candidates

GOS is for non-profit arts and cultural organizations only and, therefore, the following examples of organizations are not eligible for funding through General Operating Support:

- ❑ Health and human services organizations
- ❑ Metro Parks and its affiliate the Zoo
- ❑ Public or private colleges and universities
- ❑ Libraries
- ❑ National or State service organizations
- ❑ Units of local government
- ❑ Other organizations whose primary mission does not include the arts, culture or science/historical-programming

These types of organizations would be eligible for other grants programs, such as project grants.

Application Process

Application form and resulting process will be determined at the onset of public funding. However, a typical application process would be as follows:

- ❑ Grant Application Workshops
- ❑ Grant Deadlines
- ❑ Panel Review
- ❑ Panel Recommendations
- ❑ Commissioner Review and Ratification

Funding Criteria

All applications for GOS will be evaluated by advisory panelists on the basis of the following criteria (commensurate to size):

Quality of Product/Programs and Services

- ❑ Consistently produces high quality artistic and cultural product
- ❑ Programs and services are congruent with mission
- ❑ Produces accurate records of patronage/audience

Quality of Management

- ❑ Regularly evaluates organization's performance against measurable goals
- ❑ Demonstrates strong business practices, including ongoing strategic planning, financial accountability, mission-focused marketing and development, sufficient technology, committed board that represents the diversity of the community the organization serves, and qualified staff to fulfill organization's mission
- ❑ Demonstrates a varied portfolio of funding sources – individual donors, businesses, foundation, and state and federal governments
- ❑ Maintains a percentage of earned revenue appropriate to its budget size and discipline

Community Impact

- ❑ Creates and retains jobs in Cuyahoga County
- ❑ Reaches a broad and definable audience
- ❑ Core programs fill necessary gaps or meet community needs
- ❑ Ability of all segments of the community, including multicultural individuals and organizations, people with disability and older adults to have access to products/programs
- ❑ Cooperation with other cultural groups
- ❑ Educational programs and services appropriate to organization's resources
- ❑ Participation in public advocacy efforts and community outreach

Grant Application Review Process

General Operating Support for the Cuyahoga County arts and cultural sector has a goal of providing general operating funding based on an open and transparent evaluation process. To do this effectively a panel comprised of out-of-region cultural professionals and local civic leaders will meet to review applications that have been properly completed and submitted on time at a public meeting. The panel will review each application to ensure applicant organization is eligible to receive General Operating Support and evaluate if applicant organization meets funding criteria (above). Panelists will provide an analysis of the strengths, weaknesses, opportunities and obstacles relative to the three funding criteria. During the review process there will be an opportunity for applicants, if present, to clarify any objective information the panelists question.

Panelists will score each criterion on a point scale, 100 being the highest and 1 being the lowest. The Olympian method will be used to reach an aggregate score.

- ❑ Any applicant with an aggregate score below 50 will not be considered for operating support
- ❑ Any applicant with a score equal to or higher than 50 but less than or equal to 80 will be recommended for funding subject to conditions
- ❑ Any applicant receiving a score of 81 or higher will be recommended for up to three years of funding without restrictions (applicants in this category will provide year-end evaluation reports and must go through an annual contract renewal process)

Eligible applicants approved for GOS will receive a grant through an equity funding system.

Funding System

Grant awards in GOS are based upon a funding formula. The central reason for adopting the proposed formula is that it balances the needs of the existing (and especially large) organizations with the community's need to nurture entrepreneurial arts activity. This formula accounts for organization budget size without allowing the largest organizations to consume the majority of the community's investment in GOS. The Ohio Arts Council uses a similar formula for distribution of operating support funds.

Funding Without Restrictions (Scores of 81 or higher)

Under the proposition that a group of organizations has passed the rigors of the criteria-based grants adjudication, the following formula would provide a level of equity for allocating funds to all members of the passing group:

Grant Amount = "**X**" times "**Constant**" divided by 100 times "Total Pool of Dollars Available for Operating Support Distribution", where

- **X** is the percentage of the organization's operating revenue to the aggregate of all awarded institutions operating revenues.
- **y** is an exponential power. The exponential power creates the equity within the funding formula. Raising or lowering the exponent adjusts the distribution of dollars amongst organizations. *Note: The exponent is selected based upon the composition (number of organizations at various budget sizes) of the passing group.* Current data on the arts and cultural community suggests that .7 may be an appropriate exponent to use.

Initial selection of the exponent will be made under the guidance of a statistician. Subsequent changes to the exponent will also be made under the guidance of a statistician. The only circumstance under which the exponent will be changed significantly is if there is a significant change in the composition of the passing group.

- **Constant** is a normalizing factor used to insure that all funds available are expended. The formula for the constant is 100 divided by the sum of all organization's X's raised to the power used.

Note: The budget range of organizations passing the adjudication is expected to be quite wide. In general, GOS awards on the top end of the range would be equal to no more than 3% of an organization's budget, while GOS awards on the bottom end of the budget range would be equal to no more than 25% of an organization's budget.

Example 1:

Organization X has operating revenue of \$1 million. The total operating revenues for the group that passed the adjudication is approximately \$235,436,000. Organization X's operating revenues represent 0.425% of all operating revenues. For this example, we assume that the exponent is .7 and the constant is 38.790. The constant was arrived at by dividing 100 by the sum of all the organizations percentages raised to the exponent, in this case that sum equaled 257.801%. To compute organization X's grant amount, you would substitute the following values into the formula:

X = 0.425%
 y = .7
 Constant = 38.790
 Amount Available for Operating Support = \$7,000,000

$$(0.425\%^{.7} \times 38.790) / 100 \times \$7,000,000 = \$59,361$$

Under the equity funding formula, Organization X would receive \$59,361 in operating support, provided they received a score of 81 or higher.

Example 2:

Organization Y has operating revenue of \$22 million. The total operating revenues for the group that passed the adjudication is approximately \$235,436,000. Organization Y's operating revenues represent 9.344% of all operating revenues. For this example, we assume that the exponent is .7 and the constant is 38.790. The constant was arrived at by dividing 100 by the sum of all the organizations percentages raised to the exponent, in this case that sum equaled 257.801%. To compute organization X's grant amount, you would substitute the following values into the formula:

$$X = 9.344\%$$

$$y = .7$$

$$\text{Constant} = 38.790$$

$$\text{Amount Available for Operating Support} = \$7,000,000$$

$$(9.344\%^{.7} \times 38.790) / 100 \times \$7,000,000 = \$516,657$$

Under the equity funding formula, Organization Y would receive \$516,657 in operating support, provided they received a score of 81 or higher.

Funding with Conditions

Any applicant that scores equal to or higher than 50 but less than or equal to 80 will receive conditional status. Panelists will provide feedback to all organizations receiving conditional status. Feedback will highlight specific areas in which the panel would like to see improvement and organizations will be required to show improvement in these areas during the funding period if they expect to receive funding in subsequent funding cycles. Failure to show improvement in the identified areas during the funding period will result in the organization's being excluded from subsequent funding distributions.

Evaluation

All grant recipients will be required to submit final reports at the end of the grant period. Final grant reports will ask recipients to report on items such as number of jobs created and/or retained, additional dollars leveraged, diversity of community served and audience development. Evaluation tools will be based upon stated Countywide goals and objectives for overall arts and cultural funding as well as category specific goals and objectives.

Artist Support Fund

Purpose

Artist (literary, media, performing and visual) support funds are designed to advance the region as a producer and exporter of innovative work by originating and interpretive artists. Grant programs will be available for Artist Research and Development, Residencies and Entrepreneurial Advancement Projects.

Artist Research and Development

Artists may request funds for research on or development of innovative work that attempts to significantly advance the artist's career and discipline.

Eligibility Requirements

In order to be eligible to receive an artist research and development grant, an individual must fulfill the following guidelines. *Note: although an individual may be eligible, it does not guarantee they will receive artist support.* Individuals will be evaluated based on specific funding criteria.

- ❑ Applicant must be a resident of Cuyahoga County for a minimum of one year prior to the application deadline and commit to reside in the County throughout the funding period
- ❑ Applicant must be a practicing artist at least 18 years of age or be designated an emancipated youth.
- ❑ Applicant cannot be a student currently enrolled in a full-time undergraduate or graduate arts degree program
- ❑ If an applicant is part of an organization that is applying for project funding in the Creative Development Funds category, that applicant may not apply as an individual to receive funds for the same project
- ❑ Applicant must have at least one professional reference
- ❑ Applicant must comply with all local, state, and federal laws and regulations concerning civil and human rights and facility and program accessibility based on the Americans with Disabilities Act (ADA)
- ❑ Applicants must properly complete the entire application process
- ❑ Applicant must be in compliance with all previous grants

Ineligible Requests

- ❑ Living Expenses
- ❑ Travel Expenses
- ❑ Debt Reduction
- ❑ Fundraising or the advocacy of specific political causes or candidates

Application Process

Application form and resulting process will be determined at the onset of public funding. However, a typical application process would be as follows:

- ❑ Grant Application Workshops
- ❑ Grant Deadlines
- ❑ Panel Review
- ❑ Panel Recommendations
- ❑ Commissioner Review and Ratification

Funding Criteria

Applicants will self-select into one of two tiers for judging: emerging artist or established artist. The emerging artist tier is eligible only to artists that have been actively producing work for three years or less. All other artists must apply in the established artist tier. Artists that have been producing work for three years or less are eligible to apply in the established artist category. The same funding criteria will be used for emerging and established artists. Applicants will be reviewed on the following criteria:

Quality of Research and Development Project

- ❑ Relationship of work to and impact on the field
- ❑ Creative and inventive use of the art form
- ❑ Overall consistency in the body of the work submitted
- ❑ Technical proficiency in the use of the medium/media
- ❑ Quality of documentation
- ❑ Quality of the research and development plan (Quality of Management)
- ❑ Collaboration with other individuals/cultural groups (Quality of Management)
- ❑ Ability of the work to advance the region's image as a producer and exporter of innovative artistic work (Community Impact)
- ❑ Ability of the project to positively impact Cuyahoga County's economy (Community Impact)

Grant Application Review Process

Artist support funding has a goal of providing funding based on an open and transparent evaluation process. To do this effectively, multiple conflict-free advisory panels will meet to review applications that have been properly completed and submitted on time.

The following panels will be convened to review grant applications: Literary, Media, Performing and Visual.

The panel reviews and scoring will be done in public meetings. The panel will review each application to ensure applicant is eligible to receive artist support and evaluate if applicant meets funding criteria (above). Panelists will score each criterion on a point scale, 100 being the highest and 1 being the lowest. The Olympian method will be used to reach an aggregate score. Applicants scoring below a 50 will not be considered for funding.

Funding System

Once all applications are scored, all grant requests will be organized from highest to lowest based on score. The panels will review the appropriateness of each request and recommend the grant amount to award to each applicant. Applicants scoring highest are more likely, but not guaranteed, to receive a greater percentage of their grant request. Emerging artists are eligible to receive a maximum of \$5,000. Established artists are eligible to receive a maximum of \$15,000. Funding amounts are subject to change and are contingent on the allocation for this grant category.

The panelists' recommendations will be presented to the Cuyahoga County Board of Commissioners who will approve the actual grant amount. The approved grant amount will be awarded to the applicant in two installments – half at the beginning of the project and the remainder at the project's completion once an evaluation report is submitted.

At the end of the grant period recipients are required to participate in a public exhibition of research or work product. This public exhibition will be arranged by the body overseeing the distribution of public sector funds. The cost of the exhibition will be borne by the body overseeing the distribution of public sector funds.

Evaluation

All grant recipients will be required to submit final reports at the end of the grant period. Final grant reports will ask recipients to report on items such as number of jobs created and/or retained, additional dollars leveraged, diversity of community served and audience development. Evaluation tools will be based upon stated Countywide goals and objectives for overall arts and cultural funding as well as category specific goals and objectives.

Artist Residencies

Artists and neighborhoods/communities/educational institutions may jointly request funds to cover the costs associated with teaching in an accredited educational institution or within a neighborhood to develop a community project.

Eligibility Requirements

In order to be eligible to receive an artist residency, an individual must fulfill the following guidelines. *Note: although an individual may be eligible, it does not guarantee they will receive an artist residency.* Individuals will be evaluated based on specific funding criteria.

- ❑ Applicant must be a resident of Cuyahoga County for a minimum of one year prior to the application deadline and commit to reside in the County throughout the funding period.
- ❑ Applicant must be a practicing artist at least 18 years of age or be designated an emancipated youth
- ❑ Applicant must have at least 2 years of teaching experience or related educational training
- ❑ Applicant cannot be a student currently enrolled in a full-time undergraduate or graduate arts degree program
- ❑ Applicant must have a written agreement with the potential host organization
- ❑ Host organization must comply with all local, state, and federal laws and regulations concerning civil and human rights and facility and program accessibility based on the Americans with Disabilities Act (ADA)
- ❑ Applicant must properly complete the entire application process
- ❑ Applicant must be in compliance with all previous grants
- ❑ Organizations receiving operating support are not eligible to apply as a host organization

Ineligible Requests

- ❑ Debt Reduction
- ❑ Living Expenses
- ❑ Capital Improvements
- ❑ Fundraising or the advocacy of specific political causes or candidates

Application Process

Application form and resulting process will be determined at the onset of public funding. However, a typical application process would be as follows:

- ❑ Grant Application Workshops

- ❑ Grant Deadlines
- ❑ Panel Review
- ❑ Panel Recommendations
- ❑ Commissioner Review and Ratification

Funding Criteria

Applicants will be reviewed by a conflict-free, multi-disciplinary panel comprised of cultural professionals and local civic leaders. Applicants will be reviewed on the following criteria:

Quality of Artistic Product

- ❑ Relationship of work to and impact on the field
- ❑ Creative and inventive use of the art form
- ❑ Overall consistency in the body of the work submitted
- ❑ Technical proficiency in the use of the medium/media
- ❑ Quality of documentation

Quality of Management

- ❑ Applicant's ability to achieve the residency plan objectives (given his/her background)
- ❑ Ability of the artist to pass on his/her creative experience
- ❑ Quality of the jointly developed residency plan including expected outcomes
- ❑ Collaboration with individuals/cultural groups (if applicable)

Community Impact

- ❑ Ability of the work to advance the region's image as a producer and exporter of innovative artistic work
- ❑ Ability of the applicant to provide unique educational opportunities for the community
- ❑ Diversity of the population being affected
- ❑ Impact on the economy, through job creation, retention or some other rational method

Grant Application Review Process

Artist support has a goal of providing funding based on an open and transparent evaluation process. To do this effectively, conflict-free, multi-disciplinary panels will meet to review applications that have been properly completed and submitted on time.

The panel reviews and scoring will be done in public meetings. The panel will review each application to ensure applicant is eligible to receive artist support and evaluate if applicant meets funding criteria (above). Panelists will score each criterion on a point

scale, 100 being the highest and 1 being the lowest. The Olympian method will be used to reach an aggregate score. Applicants scoring below a 50 will not be recommended for funding.

Funding System

Once all applications are scored, all grant requests will be organized from highest to lowest based on score. The panels will review the appropriateness of each request and recommend the grant amount to award to each applicant. Applicants scoring highest are more likely, but not guaranteed, to receive a greater percentage of their grant request. Applicants are eligible to receive a maximum of \$20,000. Funding amounts are subject to change and are contingent upon the allocation for this category. The panelists' recommendations will be presented to the Cuyahoga County Board of Commissioners who will approve the actual grant amount. The approved grant amount will be awarded to the applicant in two installments – half at the beginning of the project and the remainder at the project's completion once an evaluation report is submitted. All funding will flow through the host organization. Organizations must provide matching funds of at least 50% of the total residency cost.

Evaluation

All grant recipients will be required to submit final reports at the end of the grant period. Final grant reports will ask recipients to report on items such as number of jobs created and/or retained, additional dollars leveraged, diversity of community served and audience development. Evaluation tools will be based upon stated Countywide goals and objectives for overall arts and cultural funding as well as category specific goals and objectives.

Entrepreneurial Advancement Projects

Artists may request funds (with a fiscal agent) for the development of projects that advance the individual artist community's ability to increase earned income. Entrepreneurial advancement dollars are aimed specifically at strengthening the individual artist community as a whole. Sample projects could include joint marketing initiatives, artist registries, or other projects aimed at connecting more people with local artists and their art.

Eligibility Requirements

In order to be eligible to receive an entrepreneurial advancement grant, an individual (or group of individuals) must fulfill the following guidelines. *Note: although an individual or group may be eligible, it does not guarantee they will receive an entrepreneurial advancement grant.* Individuals and groups will be evaluated based on specific funding criteria.

- ❑ All applicants must be a resident of Cuyahoga County for a minimum of one year prior to the application deadline and intend to reside in the County throughout the funding period.
- ❑ All applicants must be practicing artists at least 18 years of age or be designated as emancipated youth
- ❑ Applicants cannot be students currently enrolled in a full-time undergraduate or graduate degree program
- ❑ Applicants must have a written agreement with a fiscal agent
- ❑ Applicants must comply with all local, state, and federal laws and regulations concerning civil and human rights and facility and program accessibility based on the Americans with Disabilities Act (ADA)
- ❑ Applicants must properly complete the entire application process
- ❑ Applicants must be in compliance with all previous grants

Ineligible Requests

- ❑ Debt Reduction
- ❑ Living Expenses
- ❑ Capital Improvements
- ❑ Fundraising or the advocacy of specific political causes or candidates

Application Process

Application form and resulting process will be determined at the onset of public funding. However, a typical application process would be as follows:

- ❑ Grant Application Workshops
- ❑ Grant Deadlines
- ❑ Panel Review
- ❑ Panel Recommendations
- ❑ Commissioner Review and Ratification

Funding Criteria

Applicants will be reviewed by a conflict-free, multi-disciplinary panel comprised of cultural professionals and local civic leaders. Applicants will be reviewed on the following criteria:

Quality of Proposed Project

- ❑ Clearly defined goals, objectives and action steps in a detailed project plan
- ❑ Clearly defined strategies to reach a broad and definable audience in a detailed marketing plan
- ❑ Realistic, achievable project goals
- ❑ Exhibits clear benefit to the entire individual artistic community

Quality of Management

- ❑ Ability of management to achieve stated goals and objectives (given their background)
- ❑ Clearly identified matching funding for the proposed project – corporate sponsors, foundations, state and federal governments, earned income
- ❑ Explicitly proven commitment to project's success

Community Impact

- ❑ Ability of the work to advance the region's image as a producer and exporter of innovative artistic work
- ❑ Contribute to the vibrancy and high quality of life for the people who live in the community
- ❑ Involves community partners to collaborate/cooperate with to achieve project goals
- ❑ Identifies community partners to develop and implement the proposed project
- ❑ Economic impact, through job creation, retention or other rational method

Grant Application Review Process

Artist support funding has a goal of providing funding based on an open and transparent evaluation process. To do this effectively, conflict-free, multi-disciplinary panels comprised of cultural professionals and local civic leaders will meet to review applications that have been properly completed and submitted on time.

The panel reviews and scoring will be done in public meetings. The panel will review each application to ensure applicant is eligible to receive artist support and evaluate if applicant meets funding criteria (above). Panelists will score each criterion on a point scale, 100 being the highest and 1 being the lowest. The Olympian method will be used to reach an aggregate score. Applicants scoring below a 50 will not be considered for funding.

Funding System

Once all applications are scored, all grant requests will be organized from highest to lowest based on score. The panels will review the appropriateness of each request and recommend the grant amount to award to each applicant. Applicants scoring highest are more likely, but not guaranteed, to receive a greater percentage of their grant request.

The panelists' recommendations will be presented to the Cuyahoga County Board of Commissioners who will approve the actual grant amount. The approved grant amount will be awarded to the applicant in two installments – half at the beginning of the project and the remainder at the project's completion once an evaluation report is submitted. Applicants must provide a 1:1 match.

Evaluation

All grant recipients will be required to submit final reports at the end of the grant period. Final grant reports will ask recipients to report on items such as number of jobs created and/or retained, additional dollars leveraged, diversity of community served and audience development. Evaluation tools will be based upon stated Countywide goals and objectives for overall arts and cultural funding as well as category specific goals and objectives.

Creative Development Fund

Purpose

Creative Development (CD) funding will assist non-profit organizations residing in Cuyahoga County that present and produce arts or cultural events, activities, or projects for the community, including research and development and cultural tourism. Funding is defined in the following four programs:

Arts and Cultural Projects

Project grants foster excellence, diversity and community participation in arts and culture through the creation of new projects. Funding is designated for performing, visual, literary, natural science, historical or arts education projects that take place during a specific period of time (one fiscal year).

Research and Development

Research and Development requests enable an organization to research a new effort prior to taking the concept to implementation. R&D grants will assist organizations that want to research the needs of their constituents, consult with experts in the field, or evaluate an existing program to determine its effectiveness or appropriateness given the organization's mission.

Cultural Tourism

Cultural Tourism requests provide support for activities that serve to: 1) raise the awareness of art and cultural offerings and stimulate increased visitor participation from outside Cuyahoga County, 2) retain visitors to maximize their cultural experiences.

Funding is intended to support one-time, unique projects that are aligned with countywide tourism initiatives and is limited to arts & cultural organizations.

Organizational Development

Organizational Development grants provide partial start-up seed money or funds to help stimulate the development of non-profit arts and cultural organizations. This would include improving business practices or technical assistance support to address specific business issues. Organizational Development support is aimed at the operations and administration side of an organization not the programs and services. Recipients of operating support grants are not eligible for Organizational Development support. *Note: New organizations that appear to be doing similar activity to existing organizations will be responsible for articulating how they are different from or expand on the mission/activities of existing organizations.*

All projects should be one-time projects and applicants may not apply for the same project year after year. Applicants that have previously received funding for a project may only apply for funding for the same project if the plan involves expanding that project. Assistance is typically given to non-profit organizations that develop a strong project to benefit the artistic and cultural life in the region.

CD applications will be accepted on a yearly basis. Applicants recommended for CD funding by a panel will be approved to receive one-year funding. Organizations may not apply for more than one type of Project Support in one calendar year. Applicants may reapply for CD funding the following year. Organizations that receive General Operating support are ineligible for Project Support assistance (with the exception of Research and Development.)

Eligibility Requirements

In order to be eligible to receive CD, an organization must fulfill the following guidelines. *Note: although an organization may be eligible, it does not guarantee that they will receive CD funding.* In order to receive CD funding, organizations will be evaluated based upon specific funding criteria.

- ❑ Applicant organization must be located in Cuyahoga County
- ❑ Applicant organization must be a not-for-profit, tax exempt 501(c)(3) organization, however, for most programs, it does not have to be an arts and cultural organization
- ❑ Applicant organization must not be the primary responsibility of a government agency
- ❑ Groups without tax exempt 501(c)(3) status must identify a fiscal agent as a co-applicant

- ❑ Organizations that receive General Operating Support are not eligible for creative development support, with the exception of Research & Development
- ❑ Cultural Tourism and Organizational Development support will be limited to arts & cultural organizations
- ❑ For Cultural Tourism grants, projects must be aligned with countywide tourism initiatives (e.g. Destination Cleveland, Arts as Economic Development or other current initiatives)
- ❑ Applicant organizations must comply with all local, state, and federal laws and regulations concerning civil and human rights and facility and program accessibility based on the Americans with Disabilities Act (ADA)
- ❑ Applicant organizations must properly complete the entire application process
- ❑ Applicant organizations must be in compliance with all previous grants

Ineligible Requests

- ❑ Capital improvements
- ❑ Endowment support
- ❑ Purchase of permanent equipment
- ❑ Travel outside of US
- ❑ Indirect costs of colleges and universities
- ❑ Activities taking place outside of Cuyahoga County or organizations that provide the majority of their programs and services outside of Cuyahoga County
- ❑ Fundraising or the advocacy of specific political causes or candidates

Application Process

Application form and resulting process will be determined at the onset of public funding. However, a typical application process would be as follows:

- ❑ Grant Application Workshops
- ❑ Grant Deadlines
- ❑ Panel Review
- ❑ Panel Recommendations
- ❑ Commissioner Review and Ratification

Funding Criteria

The applications will be reviewed and scored based on:

Quality of Proposed Project

- ❑ Clearly defines goals, objectives and action steps in a detailed project plan
- ❑ Realistic, achievable project goals
- ❑ Clearly defines strategies to reach a broad and definable audience in a detailed marketing plan
- ❑ Involvement of arts and cultural organizations in project (if applicant is not an arts and cultural organization)
- ❑ Explicitly proves organization's commitment to project's success

Quality of Management

- ❑ Outlines artistic and management capabilities
- ❑ Identifies within the budget other sources of funding for the proposed project – corporate sponsors, foundations, state and federal governments, earned income
- ❑ Explains how the project is relevant to the organization's mission and goals

Community Impact

- ❑ Contributes to economic development in Cuyahoga County, through job creation, retention or other method
- ❑ Contributes to the vibrancy and high quality of life for the people who live in the community
- ❑ Meets community needs or addresses organizational inefficiencies to better meet community needs
- ❑ Identifies possible community partners to collaborate/cooperate with to achieve project goals
- ❑ Identifies community partners to develop and implement the proposed project
- ❑ Enhances the artistic and cultural sector in the region

Grant Application Review Process

Creative Development grants have a goal of providing funding based on an open and transparent evaluation process. To do this effectively multiple advisory panels comprised of out-of-region cultural professionals and local civic leaders will meet to review applications that have been properly completed and submitted on time. The following panels will be convened to review grant applications: Performing, Visual, Media, Literary, Scientific (museum based), Historical and Arts Education. Experts will be added as deemed appropriate to assist with the review of cultural tourism and organizational development grants. Panelists will be required to comply with the established conflict of interest policy.

The panel reviews and scoring will be done in public meetings. The panel will review each application to ensure applicant organization is eligible to receive CD support and evaluate if applicant organization meets funding criteria (above). Panelists will score each criterion on a point scale, 100 being the highest and 1 being the lowest. The

Olympian method will be used to reach an aggregate score. Applicants scoring below a 50 will not be recommended for funding.

Funding System

Once all applications are scored, all grant requests will be organized from highest to lowest based on score for each grant category (Project Support, Research and Development, Cultural Tourism, Organizational Development) within the discipline panels. The panels will review the appropriateness of each request and recommend the grant amount to award to each applicant. Applicants scoring highest are more likely, but not guaranteed, to receive a greater percentage of their grant request.

The panelists' recommendations will be presented to the Cuyahoga County Board of Commissioners who will approve the actual grant amount. The approved grant amount will be awarded to the applicant in two installments – half at the beginning of the project and the remainder at the project's completion once an evaluation report is submitted. Organizations may request up to 50% of a project's cost with a dollar for dollar match required. 50% of the match may be in hard cash, 50% of the match may be in-kind.

Evaluation

All grant recipients will be required to submit final reports at the end of the grant period. Final grant reports will ask recipients to report on items such as number of jobs created and/or retained, additional dollars leveraged, diversity of community served and audience development. Evaluation tools will be based upon stated Countywide goals and objectives for overall arts and cultural funding as well as category specific goals and objectives.

Extraordinary Initiatives Fund

Purpose

Extraordinary Initiative (EI) funding will be available for non-profit organizations (not limited to arts and cultural organizations) to address issues of critical or timely importance to the community through a significant arts and cultural effort. Support will enable an organization to respond to unique circumstances or opportunities and accomplish something outside of its normal program and service offerings. Extraordinary Initiatives should invigorate and enhance the creativity of Cuyahoga County's arts and cultural ecosystem and improve the vibrancy and high quality of living in the community. Preference will be given to organizations that identify and work collaboratively with community partners. Grant amounts vary by category and will be determined after allocation is known. There will be four grant programs in this category:

Special Opportunity Grants

Special Opportunity grants are available to organizations on a competitive basis for the purpose of leveraging a unique circumstance to benefit citizens of Cuyahoga County. A limited number of Special Opportunity grants will be awarded each year and a cash match may be required. Special Opportunity grants should advance the region's artistic and cultural sector. Money may be used to export Cuyahoga County arts and cultural organizations to other locations. Projects should be innovative, unique and engaging.

Commissioners' Action Grants

Commissioners' Action grants will be made available by the Cuyahoga County Commissioners through a Request for Proposal (RFP). The RFP will outline a specific community arts and cultural initiative that they would like to see developed and implemented. The Commissioners will call for non-profit organizations to write a proposal of how the group would address the commissioners' initiative and submit it to the Board of County Commissioners for review. All proposals will be reviewed by a panel selected by the Board of County Commissioners. Depending on the RFP, one or more applicants may be recommended by the panel. There will not be a matching requirement for Commissioner Action grants. Commissioners Action grants may not be awarded every year; rather, they will be initiated as needed.

Strategic Investment Grants

Strategic Investment grants may be available for nonprofit organizations to develop and implement a new, highly visible initiative that will significantly enhance the region's arts and cultural offerings and stimulate increased arts and cultural participation. This is an ongoing investment to make systemic change. Strategic Investment grants may fund projects that influence change now and in the future, and therefore may take several years to implement. As a result, the grant money will most likely be used for long term planning and implementation. A limited number of Strategic Investments grants will be available annually and a cash match is preferred. Applicant organizations will be required to provide detailed evidence of expected outcomes and a timeline for completion.

Emergency Recovery Grants

Emergency Recovery grants are aimed at non-profit arts and cultural organizations that encounter an unexpected, significant loss of income due to a specific, unpredictable circumstance or extraordinary situation. Short term funding is available to help stabilize an arts or cultural organization that has suffered some extraordinary catastrophe and is consequently in financial crisis. Funding will enable select nonprofit arts and cultural organization to regain their operation's stability. A limited number of Recovery grants will be available. All requests of up to \$10,000 (contingent on allocations for this grant category) will be in the form of a grant, requests exceeding \$10,000 will be in the form of a revolving loan program. Applicant organizations will be required to provide detailed evidence of action steps that will ensure financial stability in the future. Applicants will only be allowed to apply for a recovery grant one time during a five year period.

Recovery grants are not intended to address poor business practices, such as shortfalls in fundraising campaigns.

Eligibility Requirements

In order to be eligible to receive EI funding, an organization must fulfill the following guidelines. *Note: although an organization may be eligible, it does not guarantee that they will receive EI funding.* In order to receive EI funding, organizations will be evaluated based upon their ability to meet the funding criteria.

- ❑ Applicant organization must have a presence or facility in Cuyahoga County
- ❑ Applicant organization must be a not-for-profit, tax exempt 501(c)(3)
- ❑ Applicant organization must comply with all local, state and federal laws and regulations concerning civil and human rights and facility and program accessibility based on the Americans with Disabilities Act (ADA)
- ❑ Applicant organization must properly complete application process
- ❑ Applicant organization must be in compliance with all previous grants

Ineligible Requests

- ❑ Endowment support
- ❑ Fundraising or the advocacy of specific political causes or candidates

Application Process

Application form and resulting process will be determined at the onset of public funding. However, a typical application process would be as follows:

- ❑ Grant Application Workshops
- ❑ Grant Deadlines
- ❑ Panel Review
- ❑ Panel Recommendations
- ❑ Commissioner Review and Ratification

Funding Criteria

All applications/proposals will be evaluated by advisory panelists on the basis of the following criteria:

Quality of Proposed Project

- ❑ Applicant's understanding of and the importance of the community issue being addressed
- ❑ Ability of applicant to achieve solution being proposed
- ❑ Uniqueness and creativity of solution
- ❑ Timeliness of project
- ❑ Financial feasibility of the initiative
- ❑ Clearly define strategies to reach a broad and definable audience in a detailed marketing plan
- ❑ Ability of initiative to attract funding from other sources and earn income
- ❑ Involvement of multiple groups or individuals as partners in the special initiative

Quality of Organization

- ❑ Artistic or cultural management capabilities
- ❑ Ability to implement what is proposed
- ❑ Ability to secure other sources of funding to adequately cover anticipated expenses
- ❑ Financial and fiscal responsibility
- ❑ Ability to meet the organizations mission
- ❑ Participation from board and/or volunteers

Community Impact

- ❑ Increases participation in arts and culture
- ❑ Improves the vibrancy and high quality of living in the community
- ❑ Engages existing and attract new residents to the region
- ❑ Advances and promote the understanding of the diverse cultures
- ❑ Strengthens Cuyahoga County's economy through job creation, retention or other method

Applications for recovery grants will not be scored on the criteria above; rather the panel will make recommendations based on the appropriateness and quality of the application.

Grant Application Review Process

Extraordinary Initiatives funding has a goal of providing funding based on an open and transparent evaluation process. To do this effectively, advisory panels comprised of out-of-region cultural professionals and local civic leaders will meet to review applications for Special Opportunity and Strategic Investment grants that have been properly completed. Commissioner Action and Emergency Recovery grants will be reviewed by a panel designated by the Cuyahoga County Commissioners. Panelists will be required to comply with the established conflict of interest policy.

The panel reviews and scoring will be done in public meetings. The panel will review each application to ensure applicant organization is eligible to receive EI funding and

evaluate if applicant organization meets funding criteria (above). Panelists will score each criterion on a point scale, 100 being the highest and 1 being the lowest. The Olympian method will be used to reach an aggregate score.

Funding System

Once all applications are scored, all grant requests will be organized from highest to lowest based on score for each grant category within the panels. The panels will review the appropriateness of each request and recommend the grant amount to award to each applicant (Special Opportunity and Strategic Investment grants only). Applicants scoring highest are more likely, but not guaranteed, to receive a greater percentage of their grant request.

The panelists' recommendations will be presented to the Cuyahoga County Board of Commissioners who will approve the actual grant amount. The approved grant amount will be awarded to the applicant in two installments – half at the beginning of the project and the remainder at the project's completion once an evaluation report is submitted. Commissioners will either accept or reject proposals for the Commissioner Action grant category and reserve the right to accept parts of proposals or ask applicants to collaborate.

Evaluation

All grant recipients will be required to submit final reports at the end of the grant period. Final grant reports will ask recipients to report on items such as number of jobs created and/or retained, additional dollars leveraged, diversity of community served and audience development. Evaluation tools will be based upon stated Countywide goals and objectives for overall arts and cultural funding as well as category specific goals and objectives.