**CAL-Now Grants Program**

*The CAL-Now grants program supports independent, dedicated emerging arts leadership associations in California.*

It is safe to say that the future doesn't get better purely by accident. The future will certainly look different because of today's demographic changes, generational attitudinal shifts, and technological innovations that accelerate and amplify the pace of change. In order to shape the arts field to continually improve—more sustainable and sustaining, and inclusive of the diversity of people's unique perspectives and varied artistic expressions—CCI is investing in California's emerging arts leader infrastructure to shape a stronger arts sector. The CAL-Now Grants Program will provide one-year project funding support to emerging arts leadership associations in California. These groups, individually and as a statewide network, help early-career professionals of all ages and backgrounds to build long-lasting professional relationships, practice leadership, and gain knowledge and informed perspectives. They provide opportunities for individuals in the arts—artists and arts workers—to exercise influence now so that they can become powerful leaders in the future. California's arts and culture community has benefited from the existence of emerging arts leadership associations, which help the field identify and engage future arts leaders thus ensuring that their perspectives inform policies and practices. The arts field is more relevant when incorporating their voices, and emerging arts leader entities contribute to the arts sector's vitality.

**APPLICATION PROCESS & ELIGIBILITY CRITERIA**

Through the support of the William and Flora Hewlett Foundation, CCI is providing $160,000 in 2018 to California-based emerging arts leader associations. CCI has been supporting emerging leaders in the state since 2010 (formerly through the Next Generation Arts Leadership Initiative) and, through this work, has identified qualified entities to invite to apply. However, if you have not been invited and these guidelines and eligibility seem to be a fit, please send an email inquiry introducing yourself and why you think your group qualifies to info@cciarts.org, with the subject line "CAL-Now qualification inquiry." The eligibility requirements for CAL-Now are that emerging arts leader associations must:

- Be based and operating solely in California.
- Be structured as a nonprofit or fiscally sponsored.
- Be operating independently (not as a project or a time-limited venture serving another organization's purpose). Independence indicates seriousness of the endeavor as well as indicating that efforts of running an organization and serving the field are led by early-career participants.
- Be dedicated to the sole purpose of serving as an emerging arts leadership association for their region.

- Be a generalist arts association open to emerging arts professionals—both arts workers and artists—of all artistic disciplines, types of organizational positions, and sectors (commercial, academic, and nonprofit) with information about how to participate or join in publicly accessible ways (e.g., Facebook group, dedicated website, etc.).

**REVIEW PROCESS & CRITERIA**

CCI will invite applications from already-recognized emerging arts leader associations. Those that successfully complete and submit their applications will participate in a shared review process. CCI will facilitate a participatory grantmaking panel review wherein one representative from each applicant organization (i.e., panelist) will review all the applications and participate in the review meeting. Panelists will determine how to award the pool of $160,000 in available funds. In this way, the decision-making is not only transparent but also shared. The participatory grantmaking approach is intended to fulfill objectives of the CAL-Now program—to shift grant decision-making power to grantseekers, to facilitate exchange of information and build the relationships amongst the emerging arts entities in the state, and to provide professional development to grant reviewers.

Individual grant reviewers will receive a modest panelist honorarium in recognition of their time. Each panelist will:
- Review and preliminarily score one another's proposal in advance of the meeting.
- At the meeting, panelists will discuss each proposal and the application pool as a whole.
- Through a facilitated process, panelists will come to general consensus on how much to award each organization, including one's own.

Panelists will review applicants' narrative proposals, project budgets, bios, strategic plans, and calendars of activities in order to evaluate applications according to the following criteria:
- Relevance of the proposed project to applicant's strategic objectives.
- Importance of the proposed project to the community (both people and region) they serve.
- Potential to realize more financial growth or stability over the course of the grant period.
- Reflects the diversity that is in their regions, or addresses how they plan to do so over time.
- Budget indicates capacity to accomplish project over the grant period.
- Demonstrates willingness and intentionality to participate in the statewide CAL-Now network as both a beneficiary and a contributor.
- Important contributor to California's emerging arts leader association infrastructure.
- Has met (or is meeting) requirements and deadlines of other funders.

**TIMELINE**

| | |
|---|---|
| **Invitations to Apply** | Week of September 17, 2018 |
| **Webinar** | September 27, 2018 at 12:15 p.m. PST |
| **Application Deadline** | **October 29, 2018 by noon PST** |
| **Panel Review** | Week of November 12, 2018 |
| **Grant Period** | November 16, 2018 – November 15, 2019 |
| **Interim Report Deadline** | October 16, 2019 (a 1-paragraph narrative overview of what has been accomplished to date in this grant period) |

**Final Report Deadline**        December 16, 2019

**APPLICATION**

Applicants must submit an online application by **Monday, October 29, 2018 by 12:00 p.m. (noon) PST**. The CAL-Now Grant Program online application can be accessed at **https://ccigrants.gosmart.org/.** Applications will be accepted online **ONLY** through CCI's GO Smart™ system. All applicants **MUST** register on CCI's grants system **before** they will be able to access the grant application. CCI strongly suggests registering right away to preview the application questions and requirements well in advance of the deadline.

**Narrative Questions** (all questions marked * indicate information that will be distributed for the panel review)
1. **Organizational Background**\*: (a) Provide the organization's mission; (b) a brief history of the organization, including the year it was founded; and (c) its strategic direction (3,300 characters maximum, including spaces)

2. **Funding Request**\*: First, describe the activities for which you are requesting general operating support funding. Then, describe how these activities are important to (a) the organization and its strategic objectives, (b) to your constituents, and (c) to your region/community. When responding, describe your constituents and your region/community. (5,000 characters maximum, including spaces)

   > NOTE: General operating support is meant to support the organization and can be applied to activities, such as programs, projects, personnel, capacity building, etc. With specificity, indicate how you intend to expend general operating support funds. Proposed activities must be realized within the grant period of November 16, 2018 – November 15, 2019. Of course, plans can change and, if awarded, any changes that deviate significantly from the proposed project budget or narrative will require grantees to seek advance approval of CCI.

3. **Relevance of Activities**\*: Share how these activities will help the organization be even more relevant and impactful in the following ways: (a) in responding to your constituents' needs for professional development and leadership opportunities; (b) in contributing to shaping a more diverse arts field; and (c) in realizing organizational financial stability (e.g., as leverage for other funding). (5,000 characters maximum, including spaces)

4. **Context**\*: Describe how support at this time will help the organization. Also, describe any potential challenges that may affect desired outcomes. (3,300 characters maximum, including spaces)

5. **Intended Outcomes**\*: List three concrete goals that you hope to achieve with support, and how you will know if the organization has made progress or achieved success. Use the following format (content is just an example): (3,300 characters maximum, including spaces)

   *Goal:* To produce three film screenings of significant documentary films relevant to our community of X County so as to attract new members and engage them in critical conversations.
   *Indicator*: 15-person attendance at each gathering, engaged in talk-backs with filmmakers, and result in new membership.

6. **Contributor**\*: What resource, knowledge, asset, service, toolkit, etc. can you share that would strengthen the CAL-Now network and/or those in it? (500 characters maximum, including spaces)

7. **Celebration\*:** Share what makes your emerging arts group Awesome! (500 characters maximum, including spaces)

8. **Operating Budget\***: Submit a budget of the association's operations for the fiscal year(s) covered by the grant period November 16, 2018 – November 15, 2019. The following budget template is an example. We suggest submitting in the budget format you already use or adapting it to include key information on the status of income and indicating the line items that would be supported if funded. Please note that because of the participatory grantmaking process, you will not specify a request amount. Knowing that there is $160,000 to be split among 4-5 organizations gives you an approximate ballpark for deciding which activities (and budget line items) to request funding. The template can be accessed at https://www.cciarts.org/_Library/docs/Operating_Budget_Template.xlsx.

   **Grantee Name** (fiscal sponsors listed here):
   **Project Name** (the emerging arts association's name):

| Income | FY19 | FY20 | Status (indicate "requested" or "secured") |
|---|---|---|---|
| *List sources of contributed and earned income, including CCI* | | | |
| **Total** | | | |
| **Expenses** (the following are examples and you should list items relevant to your budget) | | | **Brief Explanatory Notes (including which lines items are projected to be covered by CCI funding)** |
| Salaries | | | Number of staff |
| Payroll Taxes & Employee Benefits | | | For how many |
| Re-grant programs | | | Number of awards |
| Other Professional Services, including consultants | | | Describe briefly |
| Travel, Conferences, Meetings | | | Describe briefly |
| Other-postage, supplies, etc. | | | Describe, if noteworthy |
| Overhead | | | Specify how much and percentage to fiscal sponsors and to project organization, as applicable |
| Lobbying Expenses, if any | | | If listed, specify what portion of this and the organization's budget |
| **Total** | | | |
| **Surplus/(Deficit)** | | | |

9.  Additional **Required** Materials include:
    a.  Key Personnel Bios*
    b.  Strategic Plan*
    c.  Active calendar of activities/services/programs*
    d.  Letter from fiscal sponsor describing legal and financial relationship to project (if applicable)
    e.  Data Arts Report (if available)
    f.  List of your current funders, and the status of meeting your grant deadlines and requirements (e.g., Hewlett Foundation – closed grant and all obligations met, or X Municipal Funder – extended grant period by 3 months with a new deadline to complete all reporting requirements by Y).

10. Please list who (only one) will represent your emerging arts leader association on the CAL-Now participatory grant panel. The panel will be held the week of November 12, 2018, with the exact date and times to be announced. Panelists should plan to participate for the entirety of the 4-hour meeting. CCI will host the panel meeting via video conference call, and your representative must be able to participate by video call.
    Name _____; Title/Role:_____; Email address:_____; Phone number_____

**GRANT DELIVERABLES**

Upon completion of the grant, grantees must submit a final report according to reporting requirements that will be provided. CCI will issue payment of the final 10% of the awarded grant amount upon satisfactory and complete receipt of the final deliverables. Reporting components include:

1.  A narrative report (1000 words maximum) describing the activities/outputs you conducted/generated over the past year, and how they advanced your efforts. Also describe any major changes (internally or externally) that impacted the work and/or organization supported by the grant.
2.  Financial report compared against the budget originally submitted with your grant application using the same format with an additional column(s) labeled "Actuals" and/or "Year to Date" expenditures (e.g., "FY19 Actuals" and "FY20 YTD"). Please explain any major variations of 25% or more (note that any such variations require the approval of CCI before those costs were incurred). If actual expenditures are less than the grant payment made to date, disclose the amount of CCI grant funds remaining (i.e., unspent). Funds not used for the purposes of the grant must be returned.
3.  High-resolution photographs in JPEG form documenting the impact of your work during the grant period that CCI can use in non-commercial ways to promote CAL-Now activities on our website, annual report, etc. Please provide credit information for each photograph, including what and who is depicted, date, location, photographer, etc.

If you have additional questions about the application process, contact Laura Poppiti, Program Director, Bay Area, at cali@cciarts.org or (415) 288-0530.