



CAL-NOW

2021 Guidelines

Deadline: January 15, 2021 by 12:00 p.m. PT

**A program of the Center for Cultural Innovation
with support from the William & Flora Hewlett Foundation**



OVERVIEW

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 are accelerating and amplifying the pace of change. In order to shape the arts field to continually improve—so that it is more sustainable and sustaining, and inclusive of the diversity of people's unique perspectives and varied artistic expressions—CCI has been investing in California's emerging arts leader infrastructure to effect a stronger arts sector.

The CAL-Now grants program has provided general operating support to emerging arts leadership associations in California since 2018. These groups, individually and as a statewide network, have helped early-career professionals of all ages and backgrounds to build long-lasting professional relationships, practice leadership, and gain knowledge and informed perspectives. They have provided 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 has helped the field identify and engage future arts leaders thus ensuring that their perspectives inform policies and practices. The arts field has become more relevant with their voices, and emerging arts leader entities have contributed to the arts sector's vitality.

The CAL-Now grants program will conclude its support of emerging arts leadership associations in 2021. After three years of supporting this piece of the arts infrastructure, the final application cycle will be adjudicated in February 2021, after which grantees will be awarded two years of general operating support.

FUNDING AVAILABLE

CCI will be concluding its support of CAL-NOW, which has been made possible through the support of the William and Flora Hewlett Foundation. CCI is administering the final CAL-Now grant award cycle in 2021. A participatory review process of qualified applicants will determine how to distribute \$200,000 in available funding for California-based emerging arts leader associations. Grantee organizations that are supported in this final 2021 award cycle will automatically receive a final distribution from a remaining amount of \$45,000 in 2022, which will be equally divided among the 2021 CAL-Now grantees.

ELIGIBILITY

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 grants@cciarts.org, with the subject line "CAL-Now Qualification Inquiry."

The eligibility requirements for the CAL-Now grant program 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 the 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 each application and participate in the review meeting. Panelists will then determine how to distribute the pool of \$200,000 in available funds. (Grantees will automatically receive a distribution of funding in 2022, which will split \$45,000 equally amongst the 2021 grantees.) In this way, the decision-making is not only transparent but also shared. The participatory grantmaking approach is also intended to fulfill objectives of the CAL-Now grant 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:

- Review 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 a general consensus on how much to award each organization, including one’s own. *NB: CCI’s definition of consensus is more nuanced than simply describing a group’s ability to come to an “agreement.” In the context of a participatory grantmaking process, reaching a “consensus” is more an acknowledgment that while those involved (i.e., the panelists) may not be in 100% agreement, no one feels silenced or walks away and thinks they were not heard. Thus the goal in consensus decision-making is for participants to feel that they were genuinely part of the discussion at hand and, as a result, can support the final decision.*

Panelists will review applicants’ narrative proposals, budgets, bios, strategic plans, calendars of activities, and work samples in order to evaluate applications according to the following criteria:

- Relevance of the proposed activities to applicant’s strategic objectives.
- Importance of the proposed activities to the community (both people and region) they serve.
- Potential to realize more financial growth or sustainability 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.
- 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.

TIMELINE

Invitations to Apply
Application Deadline
Panel Review

December 3, 2020
January 15, 2021 by 12:00 p.m. PT
February 4, 2021, 10 a.m. – 4 p.m. PT*

Grant Period	February 5, 2021 – December 31, 2022
Interim Report Deadline	February 5, 2022
Final Report Deadline	December 31, 2022

**Participating panelists will hold Friday, February 5, 2021, 10 a.m. – 11 a.m. as an additional meeting time, should it be needed.*

APPLICATION

Submit completed proposals to grants@cciarts.org by **Friday, January 15, 2021 by 12:00 p.m. PT**. We request that each element of the application (e.g., cover letter, narrative, budget) is included in a single email submission but as separate attachments. Please adhere to page/paragraph limits.

I. Cover Sheet (1 page)

1. Primary Contact Name, Title/Role, E-mail Address, and Phone Number
2. Organization Name, Mailing Address, and Website URL
3. If your organization is fiscally sponsored, please provide the fiscal sponsor's name and mailing address
4. Please list who (only one) will represent your emerging arts leader association on the CAL-Now participatory grant panel. The panel will be held on Thursday, February 4, 2021, 10 a.m. – 4 p.m. PT. Panelists should plan to participate for the entirety of the 6-hour meeting (although we may not use that whole block of time). Panelists should also hold Friday, February 5, 2021, 10 a.m. – 11 a.m. as additional meeting time, should it be needed (i.e., allowing for panelists to “sleep on” their decisions and come back to conclude the decision-making this next day). CCI will host the panel meeting via video conference call, and your representative must be able to participate by video call. Please share the person's name, title/role, email address, and phone number.

II. Narrative

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. **(1 page)**
2. **Funding Request:** First, describe the activities that will happen during the grant period. 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. **(2 pages)**
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 sustainability or growth (e.g., as leverage for other funding). **(2 pages)**
4. **Context:** What would be the *worst-case* scenario if your organization is awarded less than the amount of funding requested? What would be the *best-case* scenario if your organization is awarded the amount of funding requested? **(1 page)**
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): **(1 page)**

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: Each gathering is attended by a minimum of 15 individuals who are engaged in talk-backs with filmmakers, and result in the acquisition of two new members.

6. **Contribution:** What resource, knowledge, asset, service, toolkit, etc. can you share that would strengthen the CAL-Now network and/or those in it? **(1-2 paragraphs)**
7. **Celebration:** Share what makes your emerging arts leader association awesome! **(1-2 paragraphs)**

III. Operating Budget

Submit the association’s budget for the most recently completed fiscal year in addition to a budget for the fiscal year(s) covered by **year one** of the two-year grant period (i.e., February 5, 2021 – February 5, 2022).

The following budget template is an example. We suggest submitting in the budget format you already use or adapting it to include key information indicating the status of income and the line items that would be supported if funded, in addition to noting the grantee and applicant names and fiscal year start date. Knowing that there is \$200,000 to be split among 4-5 organizations gives you an approximate ballpark for deciding how much to request from CCI and which activities (and budget line items) are projected to be covered by CCI funding. The template below can be accessed online, [here](#).

Grantee Name (fiscal sponsor listed here, if applicable):

Applicant Name (the emerging arts association’s name):

Fiscal Year Start Date:

INCOME	FY20 (actuals)	FY21	FY22	STATUS (indicate “requested” or “secured”)
<i>List sources of contributed and earned income, including amount requested from CCI</i>				
TOTAL				
EXPENSES (the following are examples—you should include items relevant to your budget)				NOTES (provide brief explanatory notes including which line 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 would be supported by the CCI grant
TOTAL				
Surplus/(Deficit)				

IV. Required Attachments (please submit each attachment as a single pdf):

1. Key Personnel Bios **(1 page)**
2. Strategic Plan **(5 pages)**
3. Current calendar of activities/services/programs **(1 page)**
4. Work Samples **(5 pages)**
Submit up to 5 pages of work samples that represent your organization’s work or programming. Examples might include event photos, press releases, news articles, copies of newsletters, brochures or other collateral, or a URL to an online video. Note for videos: Please submit no more than one video sample and limit the sample to 5 minutes. If your video is longer than 5 minutes, include instructions for viewing a specific segment.
5. Letter from fiscal sponsor describing legal and financial relationship to project (if applicable; please note that this attachment is for CCI’s due diligence purposes and will not be shared with panelists)

PAYMENT TERMS

CCI will issue funding over two payments. The first payment will be 100% of the grantee’s award amount as determined by the February 4, 2021 review panel. This payment will be made by direct deposit upon receipt of the signed grant agreement. The second and final payment will be 100% of an equally divided tranche of \$45,000. This payment will be processed upon grantee’s completion of an interim report survey.

GRANT DELIVERABLES

Grantees will be required to complete an online interim report survey and an online final report survey. Both surveys will ask grantees about the impact and use of funds. The interim report survey will be distributed to grantees in January 2022 with a February 5, 2022 deadline, and the final report survey will be distributed in late November 2022 with a December 31, 2022 deadline.

QUESTIONS

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