



2017 Arts Projects Guidelines

Tacoma Arts Commission

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If you need this information in an alternative format, please contact the Arts Program at (253) 591-5191 (voice). TTY or speech to speech users please dial (253) 591-5820 to connect to Washington Relay Services.



About Arts Projects

The Arts Projects program financially supports a variety of high quality arts projects throughout Tacoma. This funding can be used for artistic presentations, activities, workshops or projects that are accessible to the general public. Admission may be charged to these programs, as long as the application demonstrates public benefit (see definition). The arts activity may be a one-time event or a small number of events that are closely related. It may also be an ongoing program or neighborhood public art project. Additional consideration will be given to projects that include other funding from individuals, businesses, or organizations, and that pay professional artists for their professional services.

Funding for Arts Projects is determined through a competitive application process. Funding from year to year is not guaranteed. Contract awards will be based on budgetary factors and the evaluation criteria detailed in these guidelines. Of these, Artistic Quality and Artistic Merit are the most important factors in determining the competitiveness of an application.

Eligibility

You are eligible to apply if you answer 'yes' to one of these:

- Are you a private non-profit with any 501(c) designation (i.e. 501(c)3, 501(c)4)?
- Are you an organized group of community volunteers such as a business district or neighborhood council with an advisory body, business license, and organizational bank account? Submissions must come from an organization.
- Are you a for-profit business wishing to produce a not-for-profit arts function?
- Are you an educational institution wishing to produce a not-for-profit arts function?

AND, if you answer 'yes' to one of the above, then you need to answer 'yes' to all of these questions:

- Is your office located within the Tacoma city limits? Or, if you have no office, do a majority of your activities take place within the Tacoma city limits?
If you are unsure if your organization or program falls within Tacoma city limits, please call (253) 591-5191.
- If applying under an umbrella 501(c) organization, is the producing organization based in Tacoma? The umbrella 501(c) can be located outside of Tacoma but the producing organization must be located within the Tacoma city limits.
- Will the funded project be produced within Tacoma city limits?
- Is this the only contract that the applicant would have with the Community & Economic Development Dept. for 2017 for the same portion of the funded project?
- Will your organization match Arts Projects funding, at least \$1:\$1, with other sources of cash or in-kind support? Or, if you are a taxing authority, school, or school-based auxiliary organization, will you match Arts Projects funding at least \$1:\$1 with other sources of cash?
- Does your project support arts activities that are high quality and accessible to all audiences?

AND, you need to answer 'no' to all of these questions:

- Will the funded project be a charitable fundraiser?
- Will you receive funding from the Tacoma Arts Commission via any other funding program in 2017? Note: organizations selected to receive funding through the Arts Anchor Fund are not eligible to apply for Arts Projects funding.
- Are any administrative staff and/or artists, who will be paid with money received through Arts Projects funding, current members of the Tacoma Arts Commission or City of Tacoma employees?

Examples of Arts Projects

Some examples of projects that have been funded by Arts Projects in the past:

- Free weekly training in traditional ethnic dance offered at a community center
- Public art
- Community based arts events and/or exhibitions
- A clearly defined arts component for a festival
- Poetry readings
- Free performances of plays in local parks
- Concerts of contemporary classical music in a community center
- Workshops that teach artists new skills, or that expand the public's understanding of and appreciation for the arts.

To see more examples of projects which have been funded in the past, please see www.cityoftacoma.org/funding. These examples are not the only options for funded projects; these are meant to provide applicants with examples of the range and breadth of proposals that have been supported.

Arts Projects Does Not Support

- Commercial enterprises
- Direct support to individuals
- General operating support for the applicant organization (planning, staffing, logistics or marketing not directly attributable to the proposed project)
- Purchases of equipment
- Expenses other than direct costs of producing or presenting the activity
- Organizations or agencies that receive funding for the same services directly from the City of Tacoma via other processes
- Lodging or travel costs, even those for participating artists
- Receptions or fundraisers, even those which include or benefit the arts
- Debt service, endowment building or scholarships
- Political or religious arts activities

DATES TO NOTE

Workshop: **Thursday, October 13, 2016**, Noon – 1:30 pm, Tacoma Municipal Building, 747 Market Street, 9th floor, Visibility Center conference room

Deadline: **November 7, 2016, 11:59 pm**

Notification by: **December 16, 2016**

Funded programs must take place after awards are announced, between **January 1, 2017 and December 31, 2017**

About the Money

Applicants can apply for anywhere between \$1,000 and \$5,000 for their project. Actual contract amounts will be based upon the availability of funds and review of each application as measured against the evaluation criteria detailed in these guidelines. No funding is guaranteed until official approval of the budget by Tacoma City Council. Typically, contracts average around \$2,500.

Applicants must employ a variety of revenue sources to fund their project.

Applicant must match Arts Projects funding at least \$1:\$1 with other sources of cash or in-kind support. Taxing authorities, schools, and school-based auxiliary organizations must match Arts Projects funding at least \$1:\$1 with other sources of cash.

A broad funding base indicates both community support for, and the financial stability of, the project and organization. The Commission will not be the only funder for any project. Instead, it provides a 'seal of approval' that artists and organizations may use to leverage additional support from the public and private sectors.

Money will not be available to the applicant until the completion of the funded project. Recipients must be prepared to cover the costs of the program until that time.

Legal Requirements

Location

All funded projects must take place within Tacoma city limits. Applicants must have both offices and primary performance venues located within Tacoma city limits.

Access

Funded programs must be open to the public and fully accessible to all audiences, including individuals with disabilities.

Audit

Contractor shall manage all of its operations in accordance with a policy of keeping books and records open to the City. The City shall be and they are hereby authorized, at such times as they may deem necessary and proper, to perform periodic audits of and monitor Contractor's activities to ensure Contractor's compliance with the requirements of this agreement.

Legality

Programs must comply with the laws of the Federal Government, the State of Washington and the City of Tacoma.

Non-Discrimination

Contractor agrees to take all steps necessary to comply with all federal, state, and City laws and policies regarding nondiscrimination and equal employment opportunities. Contractor shall not discriminate in any employment action because of race, religion, color, national origin or ancestry, sex, gender identity, sexual orientation, age, marital status, familial status, or the presence of any sensory, mental or physical handicap. In the event of non-compliance by Contractor with any of the non-discrimination provisions of this agreement, the City shall be deemed to have cause to terminate this agreement in whole or in part.

Public Benefit

The City of Tacoma cannot use public funds in any way that may be construed as a gift to an individual or organization. Each contract will specify a specific 'deliverable' that will be provided to the citizens of Tacoma.

Examples of public benefit include but are not limited to:

- ensuring that the artistic project is accessible and affordable
- providing cultural experiences that are not otherwise available to citizens of Tacoma
- producing a component that is free to the public
- producing free publications with significant artistic content
- allowing the public to access and witness the creation of new artistic work
- providing special outreach within the neighborhoods or business districts

Acknowledgment

Arts Projects recipients must acknowledge the City's funding in all appropriate publications and media. City of Tacoma's Arts Commission logo placement is also requested where appropriate. Appropriate sponsor recognition may include curtain speeches, programs, signage, websites, emails, advertisements, press releases, public service announcements, print previews or reviews, season brochures, flyers, postcards, newsletters, letters, posters and other publications and media. Refusal to fully acknowledge the City's funding may be grounds for termination of a contract.

Evaluation Criteria

Funding is not guaranteed. The review process is competitive and the Tacoma Arts Commission routinely receives applications with requests totaling more than the money available. Evaluations are based on three factors (percentages indicate the weight of each factor in relation to the final score):

Artistic Quality and Merit (40%)

Artistic Quality & Merit is the most important criteria in reviewing each application. The Commission may use site evaluations of previously funded projects, if applicable, when considering each application. The strength of the projects proposed must be clearly demonstrated in the application narrative and supported by the work sample submitted. The goal and expected outcome of the project must be clearly defined by the organization. The Arts Commission's funding decisions are based solely on the content of the application; they cannot make inferences. Be very clear about your project proposal. Artists and works selected should represent diverse cultural and aesthetic traditions.

Artistic Quality may include:

- Presentation of artists or art forms not readily available to Tacoma audiences
- Presentation of a variety of artists and art forms
- Creation or refinement of new work or creative reinterpretation of existing work created in a public forum
- Collaborations between artists, particularly those from different disciplines
- Presentation of accomplished artists with strong performance or exhibition history

Artistic Merit may include:

- Broadening and/or deepening public knowledge, understanding and appreciation of and access to the arts
- Positive impact on artists and arts organizations, including payment of fees for their services
- Perpetuating and promoting artistic or cultural forms that are underrepresented
- Reaching special populations, such as shut-in senior citizens or culturally diverse and/or ethnically specific communities through the artwork or activity

Community Impact (35%)

The financial need of an applicant organization is not considered when evaluating applications. The most successful applicants will document that proposed activities will reach large audiences and/or underserved/underrepresented segments of the community (can include underrepresented art forms).

Projects that are taking place in a public or private location must have a letter of agreement from the property owner to indicate their acceptance of the proposed project.

Funding should help meet an important community need and contribute to the richness and vitality of Tacoma. All arts activities supported by the Tacoma Arts Commission must be accessible to the full breadth of Tacoma's citizenry.

Capacity to Complete the Program (25%)

A successful application must demonstrate that the organization has the capacity and commitment to produce the proposed project. Applications must demonstrate:

- Clear planning—the application refers to the project's goals, and organization's strategic and/or business objectives
- Skilled leadership of board and key staff, paid or unpaid
- Effective marketing to target audiences—demonstrated by marketing work samples
- Fundraising skill—as demonstrated by a well-prepared application and diverse mix of confirmed funders
- Feasibility of budget - demonstrated in the proposed project budget and through funding matches
- Documentation and evaluation plan - the application lays out plans for documenting and self-evaluating the project

Application Process

Step 1 – Pre-Application Workshop

The Tacoma Arts Commission will host a free application workshop specific to Arts Projects on Thursday, October 13, 2016 from Noon – 1:30 at the Tacoma Municipal Building, 747 Market Street, 9th floor, Visibility Center conference room. All applicants are strongly encouraged to send a representative to the workshop.

Step 2 – Submit Application by November 7, 2016

Starting this year, Arts Projects applications must be submitted electronically through the Arts Projects application form available at www.tacomaarts.submittable.com/submit. Applications are due on November 7, 2016 by 11:59 pm. Applications received after this date will not be reviewed and will be deemed ineligible for funding regardless of the merit of the program.

Step 3 – Staff Review

Staff will review each application for completeness and legal compliance. Organizations may be asked to supply corrections, clarification and missing material. Failure to respond by the deadline given will disqualify the application. Incomplete applications or applications with material deficiencies may be rejected at the discretion of staff or review panel.

Step 4 – Selection Process

Each application goes before a review panel comprised of peers, Art Commissioners and other qualified members. Panel recommendations will be forwarded to the Tacoma Arts Commission for approval at its December 12, 2016 meeting. Applicants will be notified by December 16, 2016. An award notification letter is not a contract. Funding is not guaranteed for a particular project until the contract has been fully executed.

Step 5 - Contracting

Staff will contact each recipient to formalize the contract and accompanying documents and deliverables. Payment will not be made if the contract is received after the project has begun or if the organization does not return the contract.

Step 6 – Site Evaluation

An Arts Commissioner and/or staff member may perform a site evaluation for each recipient. If an organization's programs do not clearly reflect the content of the application or violate any of the above requirements, the City may withhold payment for the contract. The City of Tacoma will not execute additional contracts with the organization through the Arts Projects program unless and until the contract disagreement is resolved. Information gathered in the site evaluation will be used in evaluating subsequent applications to this program.

Step 7 – Reporting & Payment

As soon as the contracted programming is completed, the organization must submit a Project Report and invoice to the Community and Economic Development Department in order for the payment process to begin. A Project Report form will be provided which requests the following information:

- Number of people served (volunteers, artists, students, seniors, Tacoma citizens, cultural tourists)
- Brief programmatic evaluation
- Accessibility and accommodation for people with disabilities
- Educational components
- Marketing and publicity summary
- Matching funds
- Budget reconciliation

All Project Reports are due to the Community & Economic Development Dept. on or before December 31, 2017. Typically, payment is mailed approximately four weeks after the report and invoice is received. **Awarded funds will not be dispersed until the funded project has been completed.** Applicants must be prepared to cover their expenses before requesting payment. The Community & Economic Development Dept. will issue payment only upon timely receipt of an invoice and Project Report.

2017 Arts Projects Application

Help

For assistance, please call Cultural Arts Specialist Naomi Strom-Avila at 253.591.5191 or email nstrom-avila@cityoftacoma.org

How to Apply

Complete the electronic Arts Projects application, available at www.tacomaarts.submittable.com/submit. The application will allow you to attach support documents and links. Overall, the application will ask for:

- Basic contact and project information
- Budget Page (page 9 of this document or, download the PDF page at www.cityoftacoma.org/artsopps, fill out, and attach to your electronic application) *
- Application Narrative *
- Digital copy of the organization's business determination (i.e. 501(c) letter or business license)
- Letter of agreement from the property owner indicating their compliance with the submitted proposal (letter is not needed if applicant organization is hosting project at a location they own)
- List of key project personnel and their credentials
- List of current Board of Directors (for non-profits)
- One marketing sample *
- One press sample *
- Artistic Work Samples and descriptions *

* Pages 6 - 8 clarify the content for the above items noted with an asterisk.

Application Narrative

Please attach a narrative answering the following questions. The narrative should be no longer than two pages of an 8 ½" x 11" sized document, with a minimum font size of 11 points. Please check that you have answered all questions completely. The panel cannot make assumptions about your proposed project; you must be very explicit about your project and how it addresses the evaluation criteria.

Artistic Quality & Merit

Artistic Quality & Merit will count for 40% of the applicant's score.

- Briefly describe the project proposed. Include dates, times and locations. How will the proposed activity meet the Commission's evaluation criteria for Artistic Quality & Merit?
- What are your primary goals for the artistic event or activity and for the organization as a whole? How will you know if you are successful?
- Who are the artists involved and why? If you have not chosen your artists, how and when will you make this decision? If there are both paid and volunteer artists, please clarify which positions will be paid and how much. If this project was previously funded in this program, please indicate which artists participated last year.
- If you are a for-profit business, how is this project different from your daily endeavors?

Community Impact

Community Impact will count for 35% of the applicant's score.

- What is the estimated attendance for the activity proposed? If applicable, how many people attended this event or program before?
- Who are the target audiences? How will you reach these audiences effectively?
- Are there particular audiences, especially underserved audiences, which will be served by the proposed activity? What steps will the organization take to ensure access?
- Summarize how you have and will track attendance and community impact.

Capacity to Complete the Program

Capacity to Complete the Program will count for 25% of the applicant's score.

- Who is in charge of making key decisions for this project? What are their skills and relevant experiences?
- Briefly describe the community support for this project. What structure is in place to ensure the long-term viability of the program? If this project is meant to be one-time-only, what structure is in place to support it?
- How will you document and evaluate the project?
- For the proposed activity, please list confirmed funders and requests pending. Include specifics about non-cash expenses/in-kind support.
- Is the proposed location for the event/program firm? Has the location been confirmed with proper parties? (letter to be included in application packet)
- If the project receives less funding than requested from the City of Tacoma, how will you accomplish your project and meet your goals?

Marketing Sample

Select one marketing sample that represents the project's ability to connect with the public and any target audiences, including acknowledgement of past funding from the Tacoma Arts Commission (if applicable).

Press Sample

Select one press sample (preview, review, feature, or editorial), preferably about the arts project or program, otherwise about the success of the organization producing the project. If it is a brand new program/organization, indicate that a press sample is not available.

Artistic Work Samples and Descriptions

The artistic work samples you submit are crucial to illustrate the artistic merit of your proposal. Please take time to select samples that communicate effectively the range and quality of the art component you are proposing or past work that shows the artistic component you would like to have funded. Please submit work samples that give the panel the best information about the art component. You may choose any format for your work sample. You may submit work samples in up to two different media if your proposal is interdisciplinary. Please follow the instructions for the specific artistic work sample format you are submitting.

DIGITAL IMAGES

Maximum of 10 images of artwork or art related activities may be submitted.

- **File Format**
Submit only "High" quality JPEG files (do not use GIF, TIFF, or other formats.)
- **Image Size**
Images must be at least 72 ppi resolution. Images smaller than 600 pixels per side are not recommended.
- **File Size**
Files must be less than 5 MB each.
- **File Labeling**
Files must be titled with a number indicating the viewing order, followed by the applicant's name. Use a "0" in front of single digit numbers and use only letters, numbers, and underscores. For example: 01_Dance; 02_Dance. If using Mac OS 8 or later, include a ".jpg" extension at the end of each image title.
- Do not embed the images into PowerPoint or submit moving image or audio files.

Work Sample Descriptions

Include:

- Title of each work represented in the image or activity depicted
- Media & dimensions (H x W x D"), if applicable, or description of activity

PERFORMANCE OR NEW MEDIA

If it is legally viable, please submit URLs or digital video files for up to three samples of work. Please make sure that work sample URLs remain live through December 2016 for the application review process. If you only want a portion of the work samples to be reviewed, in the Work Sample Descriptions, indicate what time into the start of the samples the panel should begin review.

The panel will view a minimum of 1 minute and a maximum of 3 minutes of the work samples.

If it is not legally feasible to submit a video sample, please submit any combination of the following support documents:

- Up to 6 digital still images from previous performances (see the Digital Images section for formatting instructions)
- Up to 3 critical reviews of previous performances
- Up to 5 audience surveys from previous performances

Work Sample Descriptions

Include:

- Titles of pieces
- Description of the sample

MUSIC/SOUND ART

Please submit URLs or digital audio files for up to three samples of work. Please make sure that work sample URLs remain live through December 2016 for the application review process. If you only want a portion of the audio samples to be reviewed, in the Work Sample Description, indicate what time into the start of the samples the panel should begin review.

The panel will review a minimum of 1 minute and a maximum of 3 minutes of the work samples.

Work Sample Descriptions

Include:

- Titles identifying the performances and the performers

LITERARY ARTS

Manuscript

Provide a manuscript of up to 10 pages for poetry and fiction, or a maximum of 26 pages for plays, film scripts, and teleplays. The manuscript should be in an 8 1/2" x 11" sized document, with a minimum font size of 11 points, and saved as a PDF or Word document.

Work Sample Descriptions

Includes:

- For poetry: the titles and authors of the poems included
- For manuscripts: description/synopsis of the included work

INTERDISCIPLINARY ART

Applicants using this format must demonstrate the use of two or more disciplines in their work samples. Review the above formats to see which best demonstrates your interdisciplinary work and select one or two formats to submit work samples in. Follow the instructions for each format you choose.

Clarifications of Budget Page

CLARIFICATIONS OF PROJECTED CASH INCOME

Income Sources

In the Income Source section, please list any and all streams of revenue associated with the proposed project. Please list specific sources of earned income and/or specific sources of corporate/business/foundation support. Income sources can include, but are not limited to:

Admission fees - income expected from ticket sales or entrance fees from participants.

Corporate/Small Business Support - revenues from small businesses and the marketing department of corporations, either as grants or sponsorships.

Civic Groups/Associations - revenue from all kinds of civic groups or associations, either as grants or sponsorships.

Foundation Support - income from all kinds of private foundations, such as family foundations and certain kinds of corporate foundations.

Contracted Services - fees earned by providing specific services such as advertising in festival programs or booth registration fees.

Concessions - income from direct sales or a percentage of sales.

Individual Donations - donations - not loans - of any amount from individuals, except for the person completing this application.

Other Support

City—the total amount of all City contracts to support this project excluding this application.

County—the total amount of Pierce County contracts to support the event (such as the Pierce County Arts Commission).

State—the total amount of funding from the State of Washington to support this event (such as Washington State Arts Commission).

Federal—the total amount of funding from the federal government to support this event (such as the National Endowment for the Arts).

Applicant's Own Cash—the amount of income the applicant has personally committed to the event.

Arts Projects Funding Requested—the amount of funding requested in this application. This number should agree with the number submitted in the basic project information on the electronic application form

Total Projected Income—all of the above sources of income, totaled. Please note that Total Projected Income must equal Total Cash Expenses. Projecting a profit would constitute a fundraising event, which cannot legally be funded.

CLARIFICATION OF IN-KIND GOODS & SERVICES

Following the same row fields as listed in the Projected Cash Expenses column, fill in the value of all in-kind goods and services that will go into producing this project. In-kind goods and services are things like donated products and volunteer time. They are needed to carry out a project, but no cash is spent by the organization in obtaining them. Listing the value of in-kind goods and services is important in demonstrating the organization's ability to produce the project and the community's support of the project.

CLARIFICATIONS OF PROJECTED CASH EXPENSES

Arts Activity

Artist Fees—those fees directly associated with an artist's performance or service.

Technical Fees—those fees related to the production of the performance or service. Example: payment of the sound engineer's fee.

Project Fees—those fees associated with the creation of an arts event or activity. Example: material costs to construct a set or produce an artistic work on site, permits, insurance, etc...

Access Services—those fees associated with activities to accommodate people with special needs. Example: hiring an American Sign Language interpreter for a theatrical performance.

Other—those fees not fitting into the above categories. Example: percentage of paid administrative staff time allocated specifically to the production of the proposed artistic activity.

Project Administration

Administrative Coordinator(s)—salary or stipend for the primary event staff person or people.

Contractors or Consultants—many organizations rely on a mix of short-term help to produce the project. Examples: a part-time public relations manager or security personnel for the event. Sometimes specialists are required to help organizations refine or reach their goals. Example: A session with a public relations specialist to help the organization develop a public relations plan.

Volunteers—value of the time donated by volunteers who will help with the project. Volunteer hourly rates are currently estimated at \$28.99 per hour (based on the Independent Sector Value of Volunteer Time in Washington state).

Rentals

Security—rentals for security equipment (not personnel) such as barricades or lighting.

Space—fees to rent offices and/or event venues for this arts project.

Equipment—fees to rent equipment necessary to produce the project. Examples: Portable toilets, tents.

Marketing

Printing—design and printing costs for flyers, brochures, posters, newsletters, and other marketing tools.

Advertising—fees paid to the media to purchase space in newspapers, on radio, or television.

Postage/Distribution—these are the costs of disseminating your marketing and communications tools. Examples: poster or brochure distribution, mail house fees, Bulk Mail permit.

Consumables

Food—this refers to the purchase of concession supplies, water for volunteers, etc.

Phone—local and long-distance phone costs, including e-mail and internet providers.

Other—if the project requires major consumables other than food, phone, or supplies, please summarize them here.

2017 Arts Projects Application

BUDGET PAGE—INCOME & EXPENSE

Clarifications of these terms appear on page 8

Projected Cash Income

| Income Source | Total | Confirmed? |
|---------------|----------|--|
| | \$ _____ | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| | \$ _____ | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| | \$ _____ | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| | \$ _____ | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| | \$ _____ | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| | \$ _____ | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| | \$ _____ | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| | \$ _____ | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| | \$ _____ | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| | \$ _____ | <input type="checkbox"/> Yes <input type="checkbox"/> No |

Other Support

| | | |
|--------------------------------------|------------------|--|
| City (not this application) _____ | \$ _____ | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| County _____ | \$ _____ | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| State _____ | \$ _____ | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| Federal _____ | \$ _____ | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| Applicant's Own Cash | \$ _____ | <input type="checkbox"/> Yes <input type="checkbox"/> No |
| Arts Projects Funding Requested | \$ _____ | |
| Total Projected Income | *\$ _____ | |

* Total Projected Income must equal Total Cash Expenses.

Projected Cash Expenses

| Expense Item | Total |
|-------------------------------|------------------|
| Arts Activity | |
| Artist Fees | \$ _____ |
| Technical Fees | \$ _____ |
| Project Fees | \$ _____ |
| Access Services | \$ _____ |
| | \$ _____ |
| Project Administration | |
| Administrative Coordinator/s | \$ _____ |
| Contractors or Consultants | \$ _____ |
| Volunteers | \$ _____ |
| Rentals | |
| Security | \$ _____ |
| Space | \$ _____ |
| Equipment | \$ _____ |
| Marketing | |
| Printing | \$ _____ |
| Advertising | \$ _____ |
| Postage/ Distribution | \$ _____ |
| Consumables | |
| Food | \$ _____ |
| Phone | \$ _____ |
| | \$ _____ |
| Total Cash Expenses | *\$ _____ |

Projected In-Kind Goods and Services

| | |
|----------------------------|-----------------|
| | \$ _____ |
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| | \$ _____ |
| | \$ _____ |
| Total In-Kind Value | \$ _____ |