COMPREHENSIVE ORGANIZATIONAL SUPPORT 2021-2022 APPLICATION GUIDELINES

Application Deadline: March 15, 2021

Supporting work that takes place between July 1, 2021, and June 30, 2022

INTRODUCTION

One year ago, we launched the inaugural year of Tacoma Creates funding programs, and immediately thereafter our lives were changed by a global pandemic. During this past year, the cultural organizations we funded faced tremendous challenges, and also demonstrated continuing resiliency, creativity, and innovation. We are proud that over 50 organizations in our city were able to use Tacoma Creates funding to sustain and transform their operations, as they found new ways of serving the community.

This year, as you develop your application proposal, we encourage you to think about how your work matters in the community. Tacoma Creates funding is supported by sales tax: everyone who buys things in Tacoma is investing in the work of the cultural sector. How does the cultural sector, in turn, invest in our community? How can that be done intentionally and equitably, for people across the city? How can cultural organizations make Tacoma more vibrant and connected, through greater access to cultural programs and learning opportunities? How do we use what we learned in 2020 to make positive change for the future?

This past year was the beginning of a collaborative journey for arts, culture, heritage, and science organizations in Tacoma. Our cultural sector is a tremendous asset for our city, supporting our imagination and our spirit, keeping creatives local and employed, and playing a role in the city's economic, environmental, and educational success. We can't wait to see the great work ahead.

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ABOUT TACOMA CREATES

Tacoma Creates is a voter-approved initiative to increase access to arts, culture, heritage, and science experiences throughout Tacoma by reducing barriers to access and expanding offerings, particularly for underserved youth. Eligible non-profit arts, culture, heritage, and science organizations may apply for funding that helps them expand equitable access to public programs, increase opportunities in neighborhoods throughout Tacoma, expand educational options for youth, and build sustainability for continued services. Contracts for funding will go to organizations that demonstrate specific support and benefits for people and communities in Tacoma, based on the questions and evaluation criteria described in this document.

For more information, go to www.tacomacreates.org.

PRIMARY FUNDING GOALS

- Support public programs in arts, culture, heritage, and/or science that engage community members in Tacoma
- Increase access to these programs, and reduce barriers to participation, especially for historically underserved populations, and within neighborhoods across Tacoma
- Support programming by and for culturally or ethnically specific communities, and/or other underrepresented groups
- Expand access to youth education programs in arts, culture, heritage, and science
- Support the sustainability of cultural sector organizations in Tacoma

DEFINITION OF ARTS, CULTURE, HERITAGE, AND SCIENCE ORGANIZATIONS

Tacoma Creates funding supports organizations, as defined below, whose primary purpose is to advance and/or preserve arts, culture, heritage, or science:

- "Arts organization" means an organization that provides programming across one or more of the following artistic fields: creative place-making, dance, design, folk and traditional arts, literary arts, multi-disciplinary arts, music, media arts, theater, and visual arts.
- "Culture organization" means an organization that provides programming that focuses on extending or sustaining the traditions, customs, language, knowledge, skills, trades, and/or celebrates the achievements of a particular nation, people, or other social identity group.
- "Heritage organization" means an organization that provides programming that focuses on the identification, documentation, exhibition, interpretation, and/or preservation of the past, including the people, places, events, and physical spaces of any community of people.
- "Science organization" means an organization that provides programming across one or more of the following scientific fields: physical sciences, life sciences, natural sciences, earth and space sciences, engineering, technology, and work that applies scientific methods or engineering design cycles.

Tacoma Creates uses the terms "cultural sector" or "cultural organizations" to mean, collectively, organizations whose primary purpose meets these definitions, and who provide public programming in these areas.

For additional definitions of terms used in Tacoma Creates funding programs, visit tacomacreates.org/definitions.

FUNDING CATEGORIES

In 2021, eligible organizations may apply in one of two Tacoma Creates funding categories:

- **Impact Funding**
  This category is open to organizations that meet all five eligibility requirements, or that meet the eligibility exceptions, as described in the Eligibility for Funding section below. Organizations that apply in this category may request a minimum of $3,000, and up to $50,000 per year. Applicants in this category may propose a single program or multiple programs throughout the year. Applicants may propose general public programs (open to adults or all ages), or youth education programs, or both, and must demonstrate a commitment to Tacoma Creates' vision for vibrant, equitable, and inclusive cultural programs. The funding request may be up to 50 percent of the total cost of the proposed programming; applicants must demonstrate at least a 1:1 match of other resources to support the work, which may include volunteer time, and donated materials and space. See additional information in the Proposal Budget section.

- **Comprehensive Organizational Support**
  This category is open to organizations that meet all five eligibility requirements, described in the Eligibility for Funding section below. Organizations that apply in this category may request up to 15 percent of their total annual budget, based on the average of their actual income over their last three completed fiscal years, up to a maximum of $400,000 per 12-month funding cycle. Applicants in this category must demonstrate organizational commitment to Diversity, Equity, and Inclusion, as well as strong programming work in all three of these Public Benefit areas: Neighborhood Programming, Increasing Public Access, and Educational Programming for Youth. Applicants in this category must offer programs for the general public (adults/all ages), as well as youth education programs. Applicants in this category are expected to offer a variety of public programming opportunities throughout the year.

Organizations may submit only one application. Funding is determined through a competitive application process. The number of contracts awarded, and the funding amount for each contract, is based on: a) availability of funds, b) review of each application by a review panel, based on the evaluation criteria detailed in these guidelines, and c) approval of the review panel's funding recommendations by the Tacoma Creates Advisory Board. Organizations that have received previous Tacoma Creates funding may apply every year, however funding from year to year is not guaranteed.

The following guidelines are for *Comprehensive Organizational Support*.

If your organization is interested in applying for Impact Funding, please see the separate guidelines, available at www.tacomacreates.org.

ELIGIBILITY FOR FUNDING

Tacoma Creates has specific eligibility requirements, based on Washington State and City of Tacoma regulations, which you can read more about here. There are five primary eligibility areas, and organizations that meet all five may apply for either Impact Funding or Comprehensive Organizational Support. Organizations that do not meet all five, but do meet the exceptions listed below, may apply in the Impact Funding category.

Here is how to see if your organization is eligible to apply:

- **Primary Purpose**
  Your organization's *primary* purpose – meaning your overall mission and the majority of your activities – must be to advance and/or preserve arts, culture, heritage and/or science, using the definitions listed on page 2.
    - Exception: Business District Associations and Neighborhood Councils recognized by the City of Tacoma may be eligible in the Impact Funding category (see Special Categories below).

- **Non-Profit Status**
  Your organization is a 501(c)(3) non-profit corporation, incorporated under the laws of Washington State and recognized by the Internal Revenue Service (IRS).
    - Exception: if your organization does not have this non-profit status, but meets the requirements for Primary Purpose, Location, and Program Delivery, you may apply for Impact Funding using a Fiscal Sponsor that is a non-profit organization. You can find more information about Fiscal Sponsorship on this document. You will need to submit a letter of commitment from your Fiscal Sponsor in order to apply. Your organization must be a group of people working together towards a specific mission or purpose, and you must have an organizational bank account and a City of Tacoma business license.

- **Location**
  Your organization's official business address is within Tacoma city limits. This is confirmed by the address registered with the IRS, and on your City of Tacoma business license.
    - Exception: if your organization's official business address is outside Tacoma, but within Pierce County, you may still be eligible. If your organization provides at least 65 percent of your public programming in Tacoma, and you meet all of the other eligibility requirements listed here, you may apply in the Impact Funding category.

- **Program Delivery**
  Your organization must directly provide cultural programming or experiences to the general public within Tacoma city limits.
    - There are no exceptions to this requirement. Please use this link to verify programming locations, as there are some locations that use "Tacoma" in their address that are technically outside of Tacoma city limits.

- **Track Record**
  Your organization has a two-year history of providing cultural programming or experiences to the general public in Tacoma.
    - Exception: if your organization does not have a two-year history, but meets all other eligibility requirements listed here, you may apply in the Impact Funding category.

SPECIAL CATEGORIES

There are two additional types of organizations that are eligible to apply for Impact Funding:

- **Business District Associations and Neighborhood Councils**
Active [Business District Associations](#) and [Neighborhood Councils](#) recognized by the City of Tacoma may apply for funding for neighborhood-based arts, culture, heritage, and/or science programs or events, especially fairs and festivals, but must have a Fiscal Sponsor that is a 501(c)(3) organization in Tacoma that meets the Primary Purpose criteria of advancing or preserving arts, culture, heritage, and/or science.

- **Affiliate Cultural Programs within a larger non-profit**
Established and distinct cultural programs that meet the Primary Purpose, Location, and Program Delivery criteria, and are part of a larger non-profit, public-serving organization, may apply if the following additional eligibility criteria are met:
  - Independent mission: Have a published mission statement independent of the parent organization
  - Independent board: Have a board or steering committee that guides the program, independent of the parent organization's board
  - Independent budget: Have a distinct, balanced budget, independent of the parent organization
  - Track record: Five years providing public programming in arts, culture, heritage, and/or science
  - Staff: Have dedicated, paid staff, equal to at least one full-time employee
  - Matching Funds: Provide a 1:1 cash match for Tacoma Creates funds
  - The parent organization must:
    - Be a public-serving 501(c)(3) or 501(c)(6) non-profit organization
    - Be based within [Tacoma city limits](#)
    - Retain no more than 10 percent of any Tacoma Creates funding to support administrative services
    - Submit a completed Affiliate Organization Agreement, which can be found [here](#)

EXCLUSIONS FROM ELIGIBILITY

Certain kinds or organizations are not eligible for any category of Tacoma Creates funding, based on Washington State legislation ([RCW 36.160](#)). Excluded from eligibility is any agency of the state or any of its political subdivisions; any municipal corporation; any organization that raises funds for redistribution to multiple cultural organizations; and any radio or television broadcasting network or station, cable communications system, internet-based communications venture or service, newspaper, or magazine.

ELIGIBILITY REVIEW

If your organization *did not* receive Tacoma Creates funding during the 2020-2021 funding cycle, you will begin the online application process by responding to a series of questions about your organization's eligibility for funding. Tacoma Creates staff will confirm eligibility, and will forward all eligible organizations' applications to the review panel. If there are any applications in which eligibility is unclear, staff will forward these applications to the Tacoma Creates Advisory Board. The Advisory Board will review these cases and make eligibility decisions.

If your organization *did* receive Tacoma Creates funding during the 2020-2021 funding cycle, you will be able to bypass the eligibility questions in the application. However, the Tacoma Creates Advisory Board may still review eligibility of previously funded organizations, based on recommendations from staff or the review panel, and may make updated decisions regarding organizational eligibility as needed.

WHAT TACOMA CREATES FUNDING CAN SUPPORT

Tacoma Creates funds can support a wide variety of public programs that advance arts, culture, heritage, and science, that take place within Tacoma city limits. This includes, but is not limited to: presentations, workshops, exhibitions, events, festivals, and educational programs for all ages. Programming may be presented in person (within state and local health guidelines) or virtually/online. Programs must generally be open to the public, with the exception of Public School Cultural Access Programs that are specifically for Tacoma Public Schools students or teachers, or education programs for court-involved youth. Organizations may charge admission fees for public programs, as long as their application shows efforts to support access. Tacoma Creates funding can also support general organization expenses and capacity-building efforts that are connected to the public programming work.

WHAT TACOMA CREATES FUNDING CANNOT SUPPORT

- Programming that occurs outside of Tacoma city limits
- Work that is commercial in nature
- Charitable fundraisers or galas, even those which include or benefit the cultural sector
- Debt service or endowment building
- Events or activities that promote a specific political agenda or religious practice
- Education programs exclusively for students at any public school outside of Tacoma Public Schools, at any private Pre-K-12 school, or at any college, university or technical school
- Payment to a current member of the Tacoma Creates Advisory Board or a City of Tacoma employee

APPLICATION TIMELINE

- **Guidelines Released:** Late January, 2021
- **Application Workshops and Support:** February 1 – March 14, 2021 (see Application Support section)
- **Application Deadline for Comprehensive Organizational Support:** <u>March 15, 2021, 11:59 pm</u>
- **Notification of Funding Decision:** No later than May 21, 2021
- **Contracting Process with Funded Organizations:** May – June, 2021
- **Contract Funding Period:** July 1, 2021 – June 30, 2022

APPLICATION SUPPORT

APPLICATION WORKSHOPS
These free, virtual workshops held over Zoom, will cover how the application process works and how to develop a strong application. All applicants are encouraged to send a representative to one of the four workshops. Each workshop will have a different focus: we encourage you to attend the one that best matches your organization's situation, but we will cover the basics at all workshops so you may attend whichever one fits your schedule.

To attend an application workshop, please register through the provided link below the listed dates, and then you will receive the Zoom link by email. Access to these workshops will be available by computer and by phone, although we recommend that you attend by computer, since there will be informational slides shared during the workshop.

We encourage applicants to read the complete guidelines in advance of attending the workshop, and come with questions. The presentation portion of the workshop will be about an hour, with time allotted at the end for questions and discussion.

Tuesday, February 9, 2021, 3:30 – 5:00pm
- Focus: new applicants
- Register in advance for this workshop:
  https://us02web.zoom.us/meeting/register/tZ0ldemhqDwoEtJKz5JIvMSQvtQI0xJZusun

Tuesday, February 16, 2021, 12 – 1:30pm
- Focus: Comprehensive Organizational Support
- Register in advance for this workshop:
  https://us02web.zoom.us/meeting/register/tZcsf-irrjwrE9ONqbQco_XGvodJW-ghmbNv

Saturday, February 20, 2021, 11am – 12:30pm
- Focus: Impact Funding, especially for organizations with annual budgets under $50,000 and/or organizations planning one-time programs/events
- Register in advance for this workshop:
  https://us02web.zoom.us/meeting/register/tZApfuCrpjsqHNyIbO5CusFAUjfrYFiv-Iz6

Monday, February 22, 2021, 5:30 – 7pm
- Focus: Impact Funding, all budget sizes and program types
- Register in advance for this workshop:
  https://us02web.zoom.us/meeting/register/tZwpcumgrTsiHNfD43MDetJYeIL_nsPfODpe

To request a reasonable accommodation for these workshops, please contact the Office of Arts & Cultural Vitality at (253) 591-5191. TTY or speech to speech users may dial 711 to connect to Washington Relay Services.

APPLICATION WORKSHOP RECORDINGS
Recordings of the application workshops will be made available to applicants who are unable to attend any of the virtual workshops. The recordings will be posted at www.tacomacreates.org/how-to-apply.

ONE-ON-ONE SUPPORT
In addition to the workshops, staff is happy to talk directly with anyone who has questions about the application process.

Schedule a meeting: You can use this link to look at pre-set meeting times and sign up for a time that works in your calendar. Staff has set aside some specific times for meetings where we can answer questions about the guidelines and provide feedback about your proposal ideas. Each meeting is 20-30 minutes long, and can be held over Zoom, or by phone. If you have application materials you would like staff to review in advance, please email them to Tacoma Creates staff at least two days in advance of your meeting at tacomacreates@cityoftacoma.org. We are glad to look at drafts of proposal narratives or budget forms or other application elements as time allows; note that our time will be very limited as the application deadline approaches, so we encourage you to email us with these requests as early as possible.

Call or email: You are also welcome to call or email Tacoma Creates staff at any time.
- For questions about your specific proposal, eligibility criteria, or review criteria:
  - Lisa Jaret, Tacoma Creates Program Manager: ljaret@cityoftacoma.org or 253-591-5161
- For general questions about the application guidelines or the online application:
  - Clarissa Gines, Tacoma Creates Coordinator: cgines@cityoftacoma.org or 253-591-5174
- You can also send a general inquiry to tacomacreates@cityoftacoma.org.

REQUIREMENTS FOR FUNDED ORGANIZATIONS

CONTRACTS FOR SERVICES
Organizations approved for funding will enter into a contract for services with the City of Tacoma. This means that the organization agrees to provide the cultural services (also called "deliverables") outlined in the contract, for the benefit of people in Tacoma, and the City agrees to pay for those services after they have been delivered. Funding will be divided into multiple payments over the course of the contract. Organizations in the Comprehensive Organizational Support category may invoice quarterly based on project reports and deliverables completed. Full and final payments will not be made until after all of the cultural services have been provided. Funded organizations should be prepared to cover the costs of their programming in the meantime.

INSURANCE
There are no requirements for insurance in order to apply for Tacoma Creates funding. However, organizations that are offered funding contracts will be required to show proof of insurance before funded programming can begin.

Depending on the type of programs and/or services organizations produce with Tacoma Creates funds, there may be different types of insurance required. Even though insurance is not required at the time of application, we strongly encourage applicants to reach out to their insurance company to get a quote on any insurance that may be required for their organization and the scope of work they are proposing.

- **Commercial General Liability Insurance**: Limits not less than $1,000,000 each occurrence and $2,000,000 annual aggregate. Must include these three endorsements: Additional Insured, Waiver of Subrogation, Primary and Non-Contributory.
    - Required for *all* Tacoma Creates funding contracts.

- **Abuse and Molestation Insurance (also known as Sexual Misconduct Liability)**
    - Required if the funded organization will be working directly with youth under the age of 17, seniors, or people with disabilities as part of their Tacoma Creates contracted work. This includes programming *exclusively* for youth, seniors, or people with disabilities such as field trips, workshops, camps, live virtual programming, 1 on 1 programming, and ELO programming. This does *not* include all-ages or general audience programming, or virtual programming that is completely pre-recorded where there will be no live virtual interaction with youth, seniors, or people with disabilities.

- **Commercial Automobile Liability Insurance**
    - Required if the funded organization will require the use of owned, rented, or leased automobiles to transport youth under the age of 17, seniors, and/or people with disabilities as part of their Tacoma Creates contracted work.

- **Marine Liability Insurance**
    - Required if the funded organization will be performing work on or around water that includes the ownership, maintenance, and/or use of watercraft as part of their Tacoma Creates contracted work.

- **Workers Compensation Insurance**
    - Required if the funded organization has W-2 employees.

- **Employer's Liability Insurance (also known as Stop Gap Insurance)**
    - Required if the funded organization has more than 5 W-2 employees.

For more detailed information about insurance requirements, including technical language that will be useful for insurance agents, along with a list of insurance companies that specialize in insuring non-profits, click here.

If you have questions about insurance requirements, please contact Naomi Strom-Avila, Funding and Cultural Programs Manager for the Office of Arts & Cultural Vitality, at nstrom-avila@cityoftacoma.org or 253-591-5191.

LEGAL COMPLIANCE
Funded organization must comply with the laws of the Federal Government, Washington State, and the City of Tacoma, including ADA accessibility, non-discrimination, and equal employment opportunities.

BUSINESS LICENSE
Funded organizations must have a City of Tacoma business license.

REPORTING
Funded organizations will provide the City of Tacoma with periodic reports about their programming, as outlined in the funding contract.

FUNDING ACKNOWLEDGEMENT
Funded organizations must acknowledge Tacoma Creates in all appropriate public announcements, programs, advertising, and other forms of notice relating to the funded programming, as outlined in the funding contract.

EQUITY AND ACCESS OVERVIEW

Equity and Access are central to Tacoma Creates funding priorities. This includes our public mandate to support programming in neighborhoods across the city, and to engage and support traditionally underserved populations. Tacoma Creates invites organizations to be partners in Tacoma's vision for vibrant, equitable, and inclusive cultural programs. Funded organizations will demonstrate how they contribute to this vision through their policies, practices, and programs.

This work may look different for different organizations, depending on their mission, leadership, and the communities in which they work, and there is no single "correct" approach for Tacoma Creates funding.

We recommend that organizations present work that aligns with the framing of Equity and Access below:

EQUITY
Equity means minimizing historical, systematic, and institutional disparities and maximizing opportunities for all people. Equity takes into account context: history, current realities, and future outcomes. Equity advances social justice, which is about the distribution of social and economic resources and opportunities to create a more just society. The purpose of equity in Tacoma Creates programming is to foster greater inclusiveness, increase diversity, and broaden participation in arts, culture, heritage, and science experiences.

Tacoma Creates will use the City of Tacoma's equity index as one way to frame where needs are greatest.

ACCESS
Access is an important part of equity, and in building community participation and engagement. For your Tacoma Creates programming, please think about the following types of access. How does your organization already demonstrate these different types of access, and where do you have opportunities to expand? The prompts below provide ideas and examples, but are not the only ways to support access to public programs. We do not expect organizations to address all of these points, but to think about what makes sense for their programs.

- **Public Access** - Who can attend your programs?
  - Think about how your proposed programs are open to a wide range of people, or, if appropriate, designed for a specific audience who may be currently underserved.
  - Can anyone who is interested in your programming participate?
  - If you are planning virtual programs, are you considering related technical access and support?

- **Geographic Access** - Where do your programs happen, and how can people get to them?
  - Think about what difficulties people may have in trying to get to your programs and how your organization can help.
  - Do you publicize what bus lines are near your program location? Are your programs in line with the bus schedules?
  - Is there enough parking available? Is the cost of parking a barrier?
  - Is there a safe place to park/store bicycles?
  - Are there other transportation options you could provide or support?
  - Do you bring your programs to more locations in different communities and/or neighborhoods?
  - Can you provide programming at Tacoma Public Schools as part of the Expanded Learning Opportunities / after-school program?

- **Financial Access** – What does it cost to participate in your programs?
  - Think about how cost may be a barrier, and how you may be able to decrease or remove this barrier.
  - What free and reduced-price options do you offer? Do you offer a sliding scale for program admission?
  - How do you make decisions about admission or registration fees for different programs?

- **Acceptance-Based Access** – Will people of many different backgrounds feel like they belong at your programs?
  - Think about ways you can make people feel welcome at your programs, especially if you want to grow and deepen your outreach to a variety of different communities.
  - How can you demonstrate acceptance through interpersonal interactions, use of space, language, signage or symbols, etc., to make people feel welcome?
  - Are there ways that you consider the needs and perspectives of different potential participants in your programs, such as: people of color, people who identify as LGBTQA+, people who speak different languages, people with different levels of education, people with different levels of income, people of different ages, etc.?
  - Will people from different backgrounds see themselves reflected in the staff or volunteers they encounter at your programs?

- **Interest-Based Access** – Do your intended participants relate to the content or subject matter of your programs?
  - How do you choose what programming to offer?
  - How do you connect with the community to learn what people are interested in, particularly if you are presenting programs designed for a specific cultural community or identity group?

- **Communications Access** – How do you promote your programs so that many people know about them?
  - How are you getting the word out about your programs? What tools and methods are you using?
  - What networks are you connected with to help spread the word to the populations you are trying to reach?
  - How are you developing connections with communities you don't currently serve?
  - Are any of your communications in more than one language or format?

- **Physical Access** – Does your program address the needs of people with disabilities and the requirements of the Americans with Disabilities Act?
  - What is the experience for people with disabilities at your facility or program? Are people with mobility limitations able to access your program easily?
  - Do you have tools to support people who are autistic, Deaf or hard of hearing, or blind or vision-impaired?
  - Do you provide any programs specifically for people with disabilities, either physical or cognitive? Have you talked with people with disabilities to understand what their needs are?
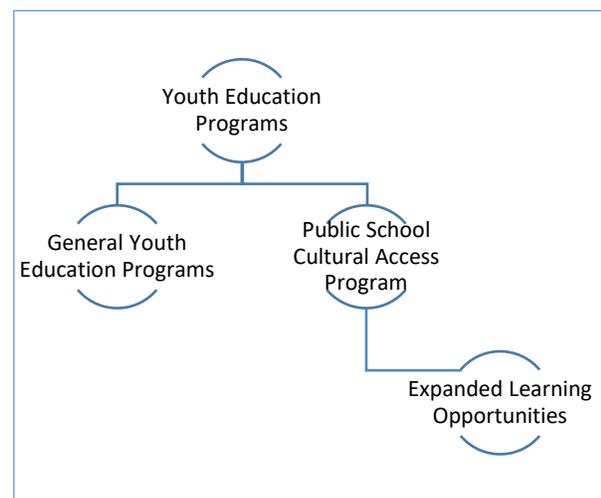
EQUITY-RELATED WORKSHOPS AND SUPPORT

Tacoma Creates is committed to supporting funded organizations in advancing their individual and collective equity work. We are collaborating with Colemon & Associates to provide a series of free opportunities as part of the "JEDI" platform – supporting Justice, Equity, Diversity, and Inclusion in the cultural sector. As part of the capacity building support that Tacoma Creates provides, funded organizations will be invited to participate in workshops, committees, and a limited number of hours of direct consulting support from Colemon & Associates. All organizations funded in the Comprehensive Organizational Support category must have at least one representative participate in at least one ongoing cohort or the Collaborative; additional engagement is welcome and encouraged. Organizations may use Tacoma Creates funds to support staff time for participation in this work.

YOUTH EDUCATION PROGRAMS

Education programming for youth under age 18, especially underserved youth, is a central part of Tacoma Creates. All organizations funded in the Comprehensive Organizational Support category must offer youth education programs in addition to general public programs for adults/all-ages. Tacoma Creates funds can support youth education programs in two categories:

1) General Youth Education Programs – these are classes or other active learning experiences specifically for youth that organizations offer and present on their own – at their own facility, at another community location in Tacoma, or online. This may include after-school, weekend, or summer classes. These programs should be open to all young people that fit within the age and experience guidelines for the class. Organizations may charge tuition for general youth education programs, but should consider how Tacoma Creates funds can support free or low-cost options wherever possible.

2) Public School Cultural Access Program (PSCAP) – these are programs that are offered in collaboration with Tacoma Public Schools (TPS), which are exclusively for TPS students and teachers. PSCAP is part of the Tacoma Creates legislation, and demonstrates our commitment to support and partner with our local public schools. PSCAP will increase access to cultural learning opportunities for all TPS students, with a priority focus on schools with the highest levels of need. PSCAP may include a wide variety of opportunities, such as: presentations or residencies that happen as part of the school day, partnering with teachers on learning activities that connect with classroom curriculum, field trips for students to attend programming at a local cultural facility, virtual field trips, professional learning opportunities for TPS educators, and participation in the Tacoma Creates Expanded Learning Opportunities (ELO) partnership program.

Youth Education Programs

General Youth Education Programs

Public School Cultural Access Program

Expanded Learning Opportunities

EXPANDING LEARNING OPPORTUNITIES – TACOMA CREATES ELO PARTNERSHIP

Expanded Learning Opportunities (ELO) are, in general, programs that extend and enrich student learning outside of the regular school day. Organizations may propose any type of extra-curricular program as part of their general youth education programs. Organizations may also apply to participate in a coordinated system of ELO programs through the Tacoma Creates ELO Partnership.

As part of PSCAP, Tacoma Creates is supporting ELO classes in partnership with Tacoma Public Schools, and with several ELO Partner Organizations that provide management and coordination for the these programs. Currently, these partners include Greentrike, Metro Parks Tacoma, and YMCA of Pierce and Kitsap Counties. These ELO Partners are creating and overseeing after-school spaces that are convenient, reliable, affordable, and easy to navigate by students and their families. The ELO Partners are responsible for developing a consistent schedule, managing the registration process, providing on-site coordination (and/or the virtual platform), and overseeing snacks and transportation for in-person programs. These ELO Partners are also responsible for approving the classes in the spaces they manage, which is explained in more detail below.

This provides a great opportunity for Tacoma Creates, and the organizations we support, to plug into this system and provide quality cultural learning experiences for elementary and middle school students. The ELO space is a way to connect with students in different parts of the city, to expand education offerings, and to participate in a coordinated system so that each organization doesn't have to build and manage the logistics on their own. With a focus on equity and access, all ELO classes supported by Tacoma Creates are offered at no cost to students.

2021-2022 SCHOOL YEAR PLANS FOR TACOMA CREATES ELO PARTNERSHIP

During the 2020-2021 school year, many ELO programs were cancelled entirely, and a number of programs transitioned to an online format. As of January 2021, plans for the 2021-2022 school year Tacoma Creates ELO Partnership programs are still evolving. We are hopeful that all students will have the opportunity to resume in-person learning. Some ELO Partners plan to continue online learning for at least part of the year as well, which will have a different schedule and approach from the in-person plans described below.

When in-person learning resumes, we expect that there will be 4-5 ELO sessions between September 2021 and June 2022, with each session about 6-10 weeks long, depending on the school. Classes generally meet twice a week, usually either Mondays/Wednesdays or Tuesdays/Thursdays. Proposed programs need to fit within the pre-set schedules for each school.

ELEMENTARY SCHOOL ELO PROGRAMS

For in-person programming, instructors are usually at the school from 3:15 – 6:00 pm. Instructor responsibilities include engaging with students before and after the actual class times to support student check-in, supervision, and snacks. A sample daily schedule is as follows:

- 3:15 pm: Instructors arrive onsite, check in with site staff, prepare for class
- 3:30 – 4:00 pm: Greet and engage with students, supervise snack time
- 4:00 – 5:15 pm: Teach class
- 5:15 – 5:45 pm: Engage with and help supervise students during transition time
- 5:45 – 6:00 pm: Students are picked up or get on the bus

Tacoma Creates-supported programs may be located at 8-14 elementary campuses during the 2021-2022 school year; these will be schools with higher needs based on where they are located and the socio-economic data about their student population. Elementary school classes may be offered for grades K-5 all together, or narrower grade bands: K-1, 2-3, 4-5. Elementary programs will be managed by ELO Partners: Greentrike or Metro Parks Tacoma. To see the draft program schedule for the online programs that Greentrike will facilitate, click here.

MIDDLE SCHOOL ELO PROGRAMS
For in-person programming, the schedule will be similar to the elementary schools, but will vary depending on the school, and may happen between the hours of 2:30 and 6:00 pm. Tacoma Creates-supported programs may be located at 4-6 middle school campuses during the 2021-2022 school year, with the same prioritization as the elementary schools. All classes are offered for grades 6-8 together. ELO programs for middle schools are managed by our ELO partner, YMCA of Pierce and Kitsap Counties.

ELO PROPOSAL REVIEW AND PARTNERSHIP ROLES
There will be a two-step process for approving and funding organizations for Tacoma Creates ELO Partnership programs:
1) The review panels for Tacoma Creates funding will recommend to the ELO Partners those organizations that best meet the review criteria related to ELO programs.
2) The ELO Partners will review recommended ELO proposals for alignment with their schools' needs and schedules, and to achieve a balance of different types of programs for different age groups at each school.

Organizations approved to provide Tacoma Creates ELO Partnership programming will work directly with and through the ELO Partners. If selected, organizations will be responsible to the ELO Partners for program delivery. All instructors will be required to participate in background checks, as well as safety-related trainings and site-based orientation provided by the ELO Partners.

The ELO Partners will:
- Schedule and coordinate space at TPS locations (and/or coordinate online platforms)
- Coordinate background checks
- Provide onsite coordination
- Coordinate student supervision
- Distribute snacks
- Coordinate bus transportation for students
- Register students and track enrollment, attendance, and other student data
- Market classes, with participation by organization and instructors
- Provide required orientation, onboarding, and ongoing professional learning support for instructors

The Tacoma Creates-Supported Organization will provide:
- A qualified instructor who meets all professional obligations of the partnership, which will include high quality instruction as well as supervision of students before/after classes
- Organizational support and oversight, as appropriate
- Participation in marketing and communications efforts to support enrollment
- All necessary insurance and background check documentation
- A substitute instructor in the event of primary instructor absence. Note that any potential substitute must have completed a background check in advance. If a background-checked instructor is not available, the ELO Partner will be required to cancel the class for that day
- All materials to support classroom activities and student learning

In addition to providing funding support for these classes, Tacoma Creates will offer occasional training and convening opportunities for organizations participating in the Tacoma Creates ELO Partnership programs.

TRACKING ELO AND PSCAP PROGRAM EXPENSES
Funds to support approved ELO programs will come out of Comprehensive Organizational Support contracts. Organizations should make a point of tracking the amount Tacoma Creates funds spent on ELO and other PSCAP programs – collecting this data in final report forms is an important part of documenting our commitment to the Public School Cultural Access Program.

PROGRAMMING AT TACOMA PUBLIC LIBRARY BRANCHES (Optional)

Tacoma Public Library (TPL) is interested in working with cultural sector organizations who can provide educational programming for library patrons of all ages, with an emphasis on programming for youth (pre-K – teens). This is an opportunity for organizations to bring short programs to communities in different parts of the city, with TPL providing space and marketing. TPL may also continue to offer virtual programming as appropriate.

Organizations may propose programs that are between 30-90 minutes in length, with minimal technical support needs. TPL's goal for educational programs is to keep youth and families engaged in reading and learning activities throughout the year, and especially during the summer. This year's Summer Reading theme is "Reading Colors Your World" – organizations are encouraged to suggest programs that explore humanity, nature, culture, and science.

When in-person programming resumes, selected organizations may be asked to present the same program at multiple library locations, with an emphasis on the branches in higher-needs neighborhoods, as defined by the City of Tacoma's equity index. This includes the South Tacoma Branch, Fern Hill Branch, Moore Branch, and Mottet Branch.

If your organization is interested in this opportunity, please complete this optional section in the application form. The Tacoma Creates funding review panel will recommend to TPL organizations who demonstrate experience working with youth and families. TPL will do further review and will select the organizations that best match their programming interests and needs

APPLICATION REVIEW CRITERIA

Each application will be reviewed by a panel of 5-7 community members. Panelists will review each application individually and as a group. Panelists will use the criteria listed below, and will score each criteria category using a 30-point scale.

PROGRAMMING MERIT AND VALUE
All organizations should demonstrate:
- How their organization's mission, goals, and key programming, are in alignment with Tacoma Creates primary funding goals
- A range of programming throughout the year that advances arts, culture, heritage, and/or science, including public programs for adults/all ages as well as youth education programs

In addition, panelists will consider:
- Is the organization working to both sustain existing programming and to expand or improve their programming?
- Does the proposed work deepen, broaden, and/or diversify cultural programs and services within Tacoma?
- Will the proposed work meaningfully serve culturally or ethnically specific communities, and/or other underrepresented groups (such as LGBTQA+, people with disabilities, older adults, etc.)?
- Does the organization demonstrate a focus on community and public benefit in addition to their focus on arts, culture, heritage, or science?
- Is programming impact enhanced through collaboration with other cultural sector organizations, or with organizations outside the cultural sector?

YOUTH EDUCATION PROGRAMS

All organizations should demonstrate:
- How their classes, camps, or other education programs for youth support active learning in arts, culture, heritage, and/or science, and connect with broader youth development goals
- Their experience, purpose, and values in developing and delivering youth education programs

In addition, panelists will consider:
- Does the organization demonstrate an understanding of best practices in youth education (such as including youth voice, articulating and evaluating specific learning goals, etc.)?
- Do the individuals overseeing education programming and/or teaching classes have relevant experience and/or training in their cultural field and in working with youth? Does the organization hire educators who are representative of the populations they intend to serve?
- If the organization is proposing programs as part of the regular school day for TPS students, or professional development for TPS certified teachers, do they demonstrate support for and alignment with basic education goals, clear instructional plans aligned with Washington State student learning goals, and collaboration/commitment from TPS teachers/administrators?

COMMUNITY ENGAGEMENT AND IMPACT

All organizations should demonstrate:
- How their programming benefits or supports people in Tacoma, especially people who are part of cultures or communities that have been historically underserved or ignored
- How they build and develop community trust through approaches such as partnerships, collaboration, communications, and culturally relevant programming

In addition, panelists will consider:
- Are community members engaged in the envisioning, planning, delivery, and evaluation of programming?
- Does programming aim to strengthen community connections, interactions, and engagement, and/or, are there other intentional strategies to create positive community impact?
- Is programming responsive to the communities the organization engages or intends to engage; does the organization integrate community dialogue and feedback?
- Is there a history of, or specific plans for, ongoing and continuing community engagement?

EQUITY AND ACCESS

All organizations should demonstrate:
- How their proposed programming aligns with Tacoma Creates' vision for equitable and inclusive cultural programming
- Their intentions and specific efforts to examine and develop practices and policies related to justice, equity, diversity, and inclusion, for both internally-focused and outward-facing work

In addition, panelists will consider:
- Are there clear, specific, and achievable plans for supporting and/or increasing public access to cultural sector programs? Do they work to identify and minimize systemic barriers to participation?
- Does the organization involve and center people and communities that have been most impacted by structural racism and other social and economic inequities? Do they include and support work, traditions, and cultural practitioners from historically underrepresented communities?
- For organizations that worked on an equity-focused self-assessment, does their discussion of process and outcomes demonstrate an understanding of their current level of knowledge and capacity, their challenges and opportunities, and a commitment to continuing the work?

MANAGEMENT AND OPERATIONS

All organizations should demonstrate:

- A strong foundation for successful program implementation based on effective planning, communications, and evaluation practices; financial responsibility and capacity; and staff and board capacity, as detailed below.

More specifically, panelists will consider:

- Effective planning: programming goals and objectives are thoughtful and strategic; narrative, budget, and staffing demonstrate aligned capacity to complete proposed work effectively; organization demonstrates adaptability (particularly related to evolving public health guidelines) and resilience; the application as a whole is clear and compelling with sufficient detail and specificity.
- Financial responsibility: clear and balanced organizational budget; diversity of funding sources; budget history demonstrates working within available resources, and/or plans for addressing any deficits.
- Communications and evaluation: multifaceted and relevant approach to communications; history of and plans for documentation and evaluation of programming; engagement of community dialogue and feedback integrated into planning processes and decision-making.
- Do individuals leading the work have relevant skills, background, experience, and/or training?
- Are staff and board representative of the communities the organization serves or intends to serve?

HOW TO APPLY

2021-2022 COMPREHENSIVE ORGANIZATIONAL SUPPORT FORM
Applications must be submitted through our online application form. Go to tacomaarts.submittable.com/submit and select the 2021-2022 Comprehensive Organizational Support form.

We encourage applicants to read through all of the information in this document prior to starting the online application form. It may be helpful to develop your responses to the Narrative Questions in a Word document, then copy and paste them into the online application form.

Refer to the Application Review Criteria section above to understand how your application will be evaluated.

APPLICATION DEADLINE
Comprehensive Organizational Support applications must be submitted online by **March 15, 2021, 11:59 pm**. Applications received after this deadline will not be reviewed and will be ineligible for funding regardless of the merit of the application. There will be no exceptions. Note that staff will not be available to answer questions or offer technical support after 5pm on March 15.

APPLICATION COMPONENTS

The sections below explain the questions that will be in the online application form. We suggest that you refer back to this section as you develop your application, as not all of this information is included in the online form.

The application questions give you the opportunity to tell your organization's story and to demonstrate how your work aligns with Tacoma Creates funding goals and evaluation criteria. You should assume that the panelists who will review your application are not familiar with your work, so be as clear and specific as possible. Note that there are word limits for each section.

We have developed an optional Application Worksheet that may be helpful for tracking information needed for your application and developing your narrative responses.

Note for 2021: With the majority of in-person public programming cancelled over the last year due to the global pandemic, we understand that your organization's work was impacted accordingly, and we know that plans for future in-person programming are dependent on evolving public health guidelines as well as public confidence. As these are shared realities, you don't need to provide detailed explanations about the impacts of the pandemic in your application. For any questions that ask you about past programming, you may consider including earlier years as well as this past year. That said, we are interested in knowing how your organization explored new ways of programming during the pandemic, and how you may be planning for both in-person and remote programming in the coming year. Note that all programming supported with Tacoma Creates funds must adhere to state and local health regulations and protocols.

ORGANIZATIONAL INFORMATION AND ELIGIBILITY
The first section asks for basic information about your organization, contact information, and other information to confirm your eligibility for Tacoma Creates funding.

ATTENDANCE, BUDGET, AND FUNDING REQUEST
- List your attendance history for the past two completed years – for general public programs open to any/all ages, as well as for youth education programs, and for in-person programming as well as remote/online programming

- Upload your organizational budget for the past three completed years, using [this form](), which is also available in the Submittable application.
- Upload your audited budget for your most recently completed fiscal year. If no audited budget is available, you may submit an unaudited final budget report from your last completed fiscal year along with a letter from your board president that approves and confirms this report, or a copy of a published annual report showing your budget summary. Or, if your fiscal year ended in December and that audit is not yet completed, you may upload an audited budget from 2019.
- Brief budget narrative (Optional; 200 words)
  - If your organization had a deficit in any of the last three years, please explain
  - If there are any other aspects of your budget you'd like to explain further, you may do so here

Funding Request for 2021-2022
- In the Comprehensive Organizational Support category, you may request up to 15 percent of your organization's total annual budget, based on the average of actual income over the last three completed fiscal years, up to a maximum of $400,000 per 12-month funding cycle. This percentage will be automatically calculated in your completed [three-year budget history form]().

MISSION STATEMENT (50 words)
- What is your organization's official Mission Statement?

ABOUT YOUR ORGANIZATION (250 words)
- Tell us a little bit about what your organization does, and why.
- What are your organization's key strategic goals, and how do they align with Tacoma Creates goals?
- What are a few key examples of the general public programming and youth education programs you have presented in the past two years?
- Who are the primary participants or audiences for your programs?
- How has your programming benefited or supported people and communities in Tacoma?
- How long have you been providing programming in Tacoma?

WORK SAMPLES
- Share 1-3 brief examples of past work that shows the value of your programming and/or the success of your community engagement efforts. If you received Tacoma Creates funding in 2020-2021, at least one of your examples should be a program that was supported with Tacoma Creates funding.
- Work samples may include photos or a video or audio clip, an event program, a newspaper article, or anything else that you think will help the review panel better understand your work. Please limit your materials to a combined total of no more than 3 pages of written materials, or 8 images, or 3 minutes of video or audio.
- Work Sample Description: to provide context for the review panel, briefly describe the work: what, when, and where was it? What communities were served?

GENERAL PUBLIC PROGRAMMING (900 words)
What are the key programs for the general public that you will present with Tacoma Creates funding support during the next funding cycle (July 1, 2021 – June 30, 2022)?

Use this section to talk about your primary arts, culture, heritage, and/or science programming that is for adults/families/all ages – any programming that is *not* a participatory learning program exclusively for youth under age 18.

Consider the following prompts in your response:
Public Benefit
- How will your programming benefit or support individuals and communities in Tacoma? In other words, why does this work matter? Why is it valuable to the community?

- What strategies do you use in the planning and implementation of your public programs that support diversity, equity, inclusion, and access?

Planning, Promotion, and Evaluation
- Are there any major planning components related to new or reimagined programming?
- If you have programs that may switch between in-person and online depending on the circumstances, how will you manage that?
- How will you get the word out about your programs? If you have goals to grow or diversify your participants, how will you do that?
- How will you evaluate your programs? How will you measure the quality, meaning, and/or impact of your work?

Partnership and Collaboration
- Are there any individuals or organizations outside of your organization that are key to the success of these programs? If so, who are they, and what is their role? (Letters of commitment from key partners outside your organization are encouraged – see Additional Support Materials below.)

YOUTH EDUCATION PROGRAMS
What are the key education programs exclusively for youth that you will provide with Tacoma Creates funding support during the next funding cycle (July 1, 2021 – June 30, 2022)? How will you expand access to arts, culture, heritage, and/or science learning for youth under age 18? You may propose programs that are open to all youth, or programs exclusively for Tacoma Public Schools students/teachers, or both.

Background and Purpose (300 words)
Tell us about your organization's experience providing education programs for youth under the age of 18, considering the following prompts:
- What kinds of education programs do you offer, and why? What is your organization's educational philosophy or vision? How do your education programs connect to your organization's overall work?
- How does your organization consider diversity, equity, inclusion, and access when planning and carrying out your youth education programs?
- How is input from students used to inform programming?

Youth Education Programs Open to All Youth (200 words)
What youth education programs that are open to all youth will you continue, improve, expand, or launch with Tacoma Creates funding support in this funding cycle? (If your youth education programs are all in the Public School Cultural Access Program section, you may write "n/a" in this field.)
- Who are your intended students? What are your current student demographics?
- Where will your programs take place?
- When will your programs take place, and how often will they happen?
- How will you get the word out about your youth education programs?
- If you have goals to grow or diversify your youth participants, how will you do that?
- What does success look like for these youth education programs, and how will you measure success?

Public School Cultural Access Program: Programs for Tacoma Public Schools Students/Teachers (200 words)
What education programs exclusively for Tacoma Public Schools (TPS) students and/or teachers will you continue, improve, expand, or launch with Tacoma Creates funding support in this funding cycle? (If your youth education programs are all in the "open to all youth" section, you may write "n/a" in this field. Do not include proposals for the Tacoma Creates Expanded Learning Opportunities Partnership here; those should be entered in the ELO section below.)
- Do you focus on any particular schools, grade levels, or subject areas?
- How do you develop curriculum for your programs? How do you develop student learning goals? How do you assess student learning?

- If you are providing any programs as part of the regular school day, tell us about how you collaborate with classroom teachers and how you support basic education goals.
- Describe your collaboration with Tacoma Public Schools teachers and/or administrators. (Please include a letter of commitment from TPS to confirm this collaboration.)

Expanded Learning Opportunities (ELO) – Tacoma Creates ELO Partnership Program (Optional)
Please refer to the Youth Education Programs section on pages 12-14 for more information about the Tacoma Creates ELO Partnership programs. If your organization is interested in proposing ELO programs, this section of the application form will ask for:
- Primary contact person and contact info for ELO programs
- Class title
- Brief class description
- Classroom space / equipment needs
- Grade levels
- Class outline
- Class instructors – including background and bio or resume
- Opportunity to share questions, ideas, or general notes about ELO program

Youth Education Staff / Instructors (150 words)
- Aside from any instructors who you may have listed in the ELO section, who are the main individuals that will carry out your youth education programming?
- What background, experience, and/or training do they have that makes them a good fit for this work? How do you support your education staff/instructors?

NEIGHBORHOOD PROGRAMMING (500 words)
Neighborhood Programming includes all public programming that happens outside of the **Downtown Core**, defined as the area within the following boundaries: North border is 6th Avenue; East border is Thea Foss Waterway and East L Street; South border is I-5; West border is Tacoma Avenue South. Use this map of Tacoma neighborhoods to see the boundaries of the Downtown Core as well as the names and boundaries of the 8 other Tacoma neighborhoods.

Organizations based in the Downtown Core must provide some programming in at least one other neighborhood; this is a core intention of Tacoma Creates funding. Organizations based outside of the Downtown Core are encouraged to offer programming at additional locations in other neighborhoods as possible.

- In which Tacoma neighborhoods does your organization typically present programming (when in-person programming is allowable)? Provide examples of specific programs and the neighborhoods and venues where you present programming.
- When possible based on health guidelines, what neighborhood programming will you sustain, improve, expand, or launch, with funding support from Tacoma Creates?
- How or why have you made decisions about neighborhood locations where you will present your programs?
- Are you collaborating with any individuals or organizations in the neighborhoods where you are working to present or promote these programs? If so, who are they, what is their role, and how do you work with them?
- If you are planning to work in new (for your organization) locations in the coming year, how will you measure and evaluate the success of this work?
- For programming that you will be presenting online, how will you work to engage people from different communities in this programming?

PROGRAMMING AT TACOMA PUBLIC LIBRARY (TPL) BRANCHES (Optional)

Please refer to the Programming at Tacoma Public Library Branches section on pages 14-15 for more information about this opportunity. If your organization is interested in proposing TPL programs, this section of the application form will ask:

- What programs/events/presentations would you be like to offer at TPL branches, or through TPL's virtual programming platform? You may propose up to three programs. For each program, tell us:
    - Program title
    - Brief program description
    - Is this program mostly presentational, or designed for participant interaction?
    - Ideal age group (children, teens, adults, families, seniors)
    - How many people would be involved in presenting this program? If more than one person, explain the roles/responsibilities of the presenters.
    - Would this program work best as a single presentation or a multi-part program?
    - What's your preferred length for this program (30, 60, or 90 minutes)?
    - Would you be able to present this program as a virtual/online program?

EQUITY AND ACCESS

What values, goals and actions does your organization currently engage in that focus on increasing diversity, equity, inclusion, access, and justice? There are sections to address your internal work: supporting staff, board, volunteers, and organizational operations, as well as your public-facing work, supporting your participants and community. What are your specific, measurable goals?

Please refer to Tacoma Creates' definitions listed in the Equity & Access section on pages 9-11.

Internally-Focused Equity Work (600 words)

There are two sets of questions here, depending on whether your organization received funding in 2020-2021.

If your organization received Tacoma Creates / Comprehensive Organizational Support funding in the 2020-2021 funding cycle:

- This is where you will upload the results of your organizational self-assessment, which was part of the Justice, Equity, Diversity, and Inclusion work during fall 2020. This may be a copy the original assessment tool showing the average ratings of all the people who participated in the process, and/or a narrative report describing your assessment process and results, or other documentation that demonstrates your self-assessment process. The review panel will not see this documentation; they will review your responses to the following prompts.
- Tell us about your organization's current level of understanding, capacity, and challenges related to equity work, and if/how this has shifted or evolved over the last year.
- What was your process for working on the organizational self-assessment? Who participated in this process, and how?
- What did you learn from engaging with this process? What organizational strengths and/or needs were identified?
- Most importantly: what are the specific, tangible action steps that you will address in the coming year as a result of your assessment process?
- Are there any other practices or policies that your organization has implemented or is developing to supports your work in this area? Consider addressing approaches such as using research and data to inform decision-making; collecting demographic data about board, staff, volunteers, and/or participants; using an equity lens in resource-allocation; increasing diversity in your board or staff; offering equity-related learning opportunities for board or staff; or anything else that moves your work forward. How do these approaches connect to your core programming, and why do they matter?

If your organization did not receive Tacoma Creates funding in the 2020-2021 funding cycle:
- Tell us about your organization's current level of understanding, capacity, and challenges related to equity work.
- Provide specific examples of intentional work that you have accomplished to advance equitable policies and practices regarding your staff, board, budget, and/or other areas of internal operations. How has this work helped your organization grow or evolve?
- What specific plans and action steps do you have for sustaining, improving, expanding, or launching internal equity work during this funding cycle?
- Are there any other practices or policies that your organization has implemented or is developing to support your work in this area? Consider addressing approaches such as using research and data to inform decision-making; collecting demographic data about board, staff, volunteers, and/or participants; using an equity lens in resource-allocation; increasing diversity in your board or staff; offering equity-related learning opportunities for board or staff; or anything else that moves your work forward. How do these approaches connect to your core programming, and why do they matter?

Organizational Diversity Chart
- [This is the spreadsheet](#) that you will download and fill out. Organizations should ask their staff, board, and volunteers how they identify so their information can be included in this chart. All information requested for this chart is optional and should be provided on a volunteer basis; an effort to provide at least partial information is helpful for the panel review process.

Public Access and Other Public-Facing Equity Work (500 words)
A core goal of Tacoma Creates funding is to increase access to cultural programming across the City of Tacoma. Considering the different aspects of access listed on pages 10-11, please address the following prompts, adding in any information that wasn't already covered in your general public programming and youth education programming sections.
- What aspects of access are a key focus for your organization, and why? Have you identified any particular barriers to full participation in your programs? Provide examples as appropriate.
- What will you do to sustain, improve, expand, or launch your access efforts in these areas?
- Do you have goals to broaden and/or diversify your program participants? If so, what are those goals and how will your access efforts support those goals?
- What successes or challenges have you experienced in these areas over the past year or two, and what plans do you have to address any anticipated challenges in the coming year?

Budget Commitment
What is the approximate amount of Tacoma Creates funds that you anticipate using to support implementation of the internal or public-facing equity and access goals outlined above?

CAPACITY BUILDING / PROFESSIONAL LEARNING (250 words)
Capacity Building means investing in the effectiveness and future sustainability of an organization. A core goal of Tacoma Creates is to support the overall health of the cultural sector. The strength of the sector is based, in part, on the skills and capacity of the individuals who do the work. Capacity building work also includes upgrades to physical spaces or technology, and other aspects of operations and program improvements.

How will you sustain, improve, expand, or launch your capacity building efforts in this funding cycle? How is your organization currently building capacity within your staff, board, contractors, and volunteers? This may include professional learning opportunities for existing personnel, increasing paid work opportunities, diversifying staff or board, or investing in organization-wide trainings or workshops. Is there other capacity building work that you will use Tacoma Creates funds to support in the coming year?

REPORTING AND PAYMENT PHASES

Funded organizations in the Comprehensive Organizational Support category will receive 4 quarterly payments, each for up to 25% of their total funding amount, based on demonstrated work completed each quarter. Organizations may invoice for each payment along with the quarterly reports that will be due at the end of September, December, March, and June; the June report will be a longer final report for the year. In each report, funded organizations will demonstrate and share details about the cultural services, or "deliverables," they have completed that quarter, in alignment with their contract.

CONTRACT DELIVERABLES

In the application, organizations will list 2-5 deliverables that they will provide each quarter, in alignment with their overall programming proposal. Deliverables can include the presentation and completion of general public programming or youth education programs, and/or specific and tangible planning steps related to this work. Deliverables can also include specific work related to addressing equity and access, or other internal capacity building work. Deliverables will be reviewed by staff, but not by the review panel.

Deliverables need to be written in a detailed way that shows the specifics of the services that an organization is providing to people in Tacoma. Wherever possible, numbers should be used to show amounts and demonstrate clear planning, however minimums and ranges are allowable to provide some flexibility. Examples of deliverables include:

- *completion of 2 free week-long summer education programs focused on [topic] for up to 30-50 youth*
- *completion 3-6 free hands-on family science nights, including all supplies*
- *public presentation of at least 2 plays/films/exhibitions/etc.*
- *creation and posting of 4 new videos, each about 5-8 minutes long, about [topic]*
- *producing/hosting 2-4 workshops/forums/webinars /community meetings about [topic]*
- *completion of planning documents about [program] to support future programming*
- *development of written educational curriculum about [topic] for [student population]*

ADDITIONAL SUPPORT MATERIALS

The application form will ask you to upload these additional materials:
- Information about your organization's leadership
  - A list of key staff members
  - A list of your board of directors
- Information about the people who will lead your programming:
  - Brief bios or resumes of 1-3 primary people who will develop or deliver your programs
- Letters of Commitment
  - If you are collaborating with any organizations or individuals whose role is central to your programming success, please provide written confirmation (letter or email) confirming their commitment to your programming.

STAFF CONTACT INFORMATION

For questions about your specific proposal, eligibility, or evaluation criteria:
- Lisa Jaret, Tacoma Creates Program Manager: ljaret@cityoftacoma.org or 253-591-5161

For general questions about the application guidelines or the online application:
- Clarissa Gines, Tacoma Creates Coordinator: cgines@cityoftacoma.org or 253-591-5174

To schedule a phone or Zoom meeting, go to: calendly.com/tacomacreates/