Program Modifications

As of their release date, January 19, 2021, these guidelines represent the complete application instructions for grant applicants. However, The Pew Center for Arts & Heritage and The Pew Charitable Trusts reserve the right to change and/or modify them at any time in the future in response to experience gained from operations, input from applicants and recipients, external evaluations, and the community. Any changes or updates to the guidelines will be made known to potential applicants in a timely manner. Grant applicants will be required to submit written acknowledgment of these updates within seven business days of notification.
Letter from the Executive Director

Dear Colleague and Center Constituent,

COVID-19 and its consequences have presented unprecedented challenges to the cultural sector. In response, The Pew Center for Arts & Heritage is pivoting its grant making in 2021 away from grants for individual public programs and events to focus instead on the pandemic’s effects on our core constituency of arts and history organizations. I am pleased, therefore, to share with you our new application guidelines for Re:imagining Recovery grants.

The Center’s 2021 Re:imagining Recovery grants are designed to bolster the resurgence of the sector by providing funding for strategic recovery projects that position organizations to emerge from this period as more resilient and sustainable institutions. This support will help enable organizations to undertake critical adaptations to their infrastructure needed to stabilize and reshape operations, as well as reimagine and expand approaches to programming and audience accessibility and engagement.

There is a great deal of new information in these guidelines, so please take note of the following “What’s New in 2021” section and thoroughly familiarize yourself with the modified grant-making goals, eligibility criteria, and application questions for this cycle. Following your review, contact our program staff with any questions you may have and to schedule a meeting to discuss your eligibility and proposed recovery project.

Center staff are currently maintaining business operations remotely and are available to answer your questions via phone and email during usual business hours, Monday through Friday from 9 a.m. to 5 p.m.

You have my deepest respect and admiration for the perseverance and resilience you have already demonstrated at a time of great stress. I hope you will feel encouraged to consider with some optimism the potential strategic opportunities to strengthen your organization for the future offered by the Center’s 2021 funding.

We look forward to hearing from you, and we deeply appreciate your participation in the Center’s grants process.

Cordially,

Paula Marincola
Executive Director
What's New in 2021
Pivot to Recovery Project Grants

In 2021, in response to the impact of the COVID-19 pandemic on the cultural sector, The Pew Center for Arts & Heritage (the Center) will shift support from public performances, exhibitions, and interpretive activities to recovery project funding that enables organizations to undertake critical operational and programmatic adaptations to their infrastructure necessitated by the challenges of the moment and crucial to their ongoing sustainability. In our upcoming cycle, the Center will target its resources to help bolster the resurgence of the art and history sectors.
Goal of 2021 Center Grant Making

The goal of Center grant making in 2021 is to support arts and history organizations’ recovery from the consequences of COVID-19 and to assist the Center’s core constituency in coming through this crisis to emerge as more resilient and durable organizations. Grants in this cycle will offer opportunities to adapt and reshape operations and facilities, and reimagine approaches to programming. As concerns for greater social justice have also been associated with the effects of the pandemic, recovery projects may include a stronger commitment to diversity, equity, and inclusion in programming, audience development, staffing, and internal systems as part of their focus.

To that end, the Center will support organizations that—

- Articulate why their mission remains key to the sector and to current and future audiences and communities served, and
- Identify the impact and legacy of COVID-19 on their programs and operations in order to formulate and implement strategies that aid in their recovery.
Types of Support

RE:IMAGINING RECOVERY PROJECT GRANTS

Recovery projects must be based on a cogent, well thought-through, research-driven strategy resulting in an actionable plan: one that outlines a delimited scope of work with a specific set of activities, clearly articulated goals, and measurable outcomes. All projects should incorporate the necessary pandemic response planning around health and safety for all project stakeholders.

Projects may address program content and delivery, facilities, operations, and/or business model evolution, or a combination that illustrates how the relationships among these areas of operation present effective opportunities for re-alignment. As concerns for greater social justice have also been associated with the effects of the pandemic, recovery projects may include a stronger commitment to diversity, equity, and inclusion in programming, audience development, staffing, and internal systems as part of their focus.

Some examples of potential recovery project areas include, but are not limited to—

- Redesign and reconfiguration of indoor and outdoor facilities as a result of COVID-related effects. These redesigns may also focus on enhancing accessibility for underserved and vulnerable communities.

- Technology upgrades and training for programmatic exploration of digital and other new platforms, including AR and VR, as a means of creatively presenting performances, exhibitions, and public history programs. Commitment to serving under-presented artists may form part of these plans.

- Business model evolution, including strategic partnerships, mergers, and alliances, as well as other forms of institutional restructuring. Strategies to develop new sources of earned and contributed revenue (e.g., from digital programming) are also eligible for consideration.

The Center recognizes that organizational needs may vary based on mission focus, scale, and other salient factors. Therefore, Center senior staff remain open to discussing viable recovery projects not described here, as long as they respond to the goals of this cycle and meet overall eligibility criteria.
Grant Request Amounts

MAXIMUM GRANT REQUEST

Maximum allowable grant requests for all single-organization recovery project grants will be tiered to organizational budget size and will range from $50,000 to $400,000, as follows:

<table>
<thead>
<tr>
<th>Applicant Annual Operating Budget</th>
<th>Maximum Grant Request</th>
</tr>
</thead>
<tbody>
<tr>
<td>$300,000–$500,000</td>
<td>$100,000</td>
</tr>
<tr>
<td>$500,000–$1 million</td>
<td>$200,000</td>
</tr>
<tr>
<td>$1–$5 million</td>
<td>$250,000</td>
</tr>
<tr>
<td>$5–$10 million</td>
<td>$300,000</td>
</tr>
<tr>
<td>Over $10 million</td>
<td>$400,000</td>
</tr>
</tbody>
</table>

MULTI-ORGANIZATION RECOVERY PROJECTS

Organizations may also choose to pool their efforts through a collaborative project, not to exceed $800,000 in total. Multi-organizational recovery project grant requests will also be tiered to the budget sizes of the collaborating institutions.

Please Note: Organizations with operating budgets under $300,000 are ineligible to apply in this cycle. However, other grantee organizations are welcome to contact program staff to discuss capacity building resources that may be available to assist them.

The amount of each recovery project grant request will be determined in discussion with, and as approved by, the Center’s senior program staff before submission of a full grant application. Grant requests are also subject to Center staff review of a draft project budget.
Eligibility Criteria

ELIGIBILITY CRITERIA FOR ALL GRANT REQUESTS

The Center’s 2021 cycle is focused on deepening its support for the recovery efforts of its core constituency and is open only to arts and history organizations that the Center has supported within the last five years (2016–2020 project grantees) who also meet the following threshold criteria:

• Applicant must have as their primary mission and defining purpose the presentation of art or public history programs and must play a key role in the cultural ecology of the region. Academic departments or programs, social service agencies, zoos, arboreta, libraries, and other non-art or non-public history organizations that may have been prior Center grantees are not eligible in this cycle. The Center reserves the right to determine application eligibility in all cases.

• Applicants must have more than one paid, professional artistic and managerial staff member.

• Applicant organizations must have an annual operating budget of $300,000 or greater.

• Applicants may currently project operating deficits for FY21. However, to be eligible for the 2021 cycle of Center funding, applicants must have prior histories of solid financial practices and have positioned themselves for recovery by having made the necessary financial and organizational adjustments to operate with reasonable stability and expectation of longevity.

• Applicants must evidence stable leadership, board support, and community commitment.

• Applicants must have demonstrated continued presentation of public programs, whether digital or in-person.

In addition—

• Organizations must have 501(c)(3) designation at the time of submitting a Letter of Intent to Apply (LOI). If awarded funding, grant contracts can only be signed by a person with legal and fiduciary responsibility for the organization.

• Three years of financial statements are required by the Center from all applicants. Audits are preferred in all cases and required for organizations with annual budgets exceeding $500,000. Outside financial reviews are required for organizations with annual budgets under $500,000.

• Organizations must be located in the five-county Philadelphia area (Bucks, Chester, Delaware, Montgomery, and Philadelphia counties).

INELIGIBLE FOR SUPPORT

• Ineligible costs include real estate purchases, capital campaigns, debt service or retirement, deficit financing, endowment funds, and utilization of grant funds for cash reserves.

• Organizations are ineligible if they are managed by current employees of The Pew Center for Arts & Heritage or The Pew Charitable Trusts, members of such employees’ households, or people closely related to such employees through blood, marriage, or domestic partnership.

RECOVERY PROJECT GRANT PERIOD

The implementation period for recovery project grants extends from August 1, 2021–July 31, 2023.

To discuss your organization’s eligibility to apply, please email apply@pewcenterarts.org to schedule a meeting.
Application Process and Deadlines

STEP 1
NOTIFY US OF YOUR INTENT TO APPLY
By Friday, January 29, 2021
Applicant organizations must contact the Center to express their interest in applying and determine their eligibility for 2021 funding by Friday, January 29, 2021.

To notify the Center of your interest in applying and to schedule your meeting, email apply@pewcenterarts.org.

STEP 2
SUBMIT A STATEMENT / SCHEDULE A MEETING
At the time potential applicants notify the Center of their intent to apply, organizations will be asked to submit a statement that distills the core purpose of their recovery project proposal (in 150 words or fewer). After an initial review of this statement by Center senior staff, eligible organizations will then be asked to schedule a meeting to further discuss their recovery project proposal.

STEP 3
SUBMIT A LETTER OF INTENT TO APPLY (LOI)
By March 31, 2021 at 4 p.m.
Access to the online LOI form will be available to eligible applicants by the end of February at apply.pewcenterarts.org. Please see page 13 for information on how to submit your LOI through the Center’s application system. LOIs are due to the Center by 4 p.m. on Wednesday, March 31, 2021.

STEP 4
NOTIFICATION OF LOI ADVANCEMENT
By April 13, 2021
Applicants whose LOIs are reviewed favorably by an external review panel will be invited to submit a full application. For more information on the LOI panel review process, please see page 9, LOI Assessment. Notification regarding an invitation to apply will be sent by April 13, 2021.

STEP 5
SUBMIT A FULL APPLICATION
By May 26, 2021 at 4 p.m.
Upon invitation to submit a full application, applicants will gain access to the online form at apply.pewcenterarts.org. The online form requires responses to questions about the applicant and the project, a detailed project budget, timeline, and work/site samples, if relevant to the request.

Prior to the application deadline, organizations must submit audited statements or outside financial reviews for the three most recently completed fiscal years (no earlier than FY18). Also required: a completed Cultural Data Profile (CDP) Funder Report including data from the most recently completed fiscal year (no earlier than FY18). For more information on the application questions and review process, please see pages 10–13.

STEP 6
ANNOUNCEMENT
The announcement of grant recipients will be made in August 2021.
Re:imagining Recovery Project Grants
LOI Questions, Criteria, and Assessment

As in prior years, Letters of Intent to Apply (LOIs) will be accepted following a meeting with program staff to determine eligibility and discuss your recovery project proposal. Please see the previous pages for more information on determining your eligibility (see page 7) and scheduling your initial meeting (see page 8).

The LOI must be completed online at apply.pewcenterarts.org. The online LOI form will become available to eligible applicants by the end of February 2021. LOIs will be evaluated by an outside review panel (see below), and those applicants whose LOIs are favorably reviewed will be invited to submit a full application.

FOR ALL LOIS

The LOI should introduce review panelists to the purpose of the project by referencing the organization’s mission and how and why it may be evolving as a result of the impacts of the COVID-19 pandemic. (You will be asked to submit your mission statement as a required portion of the LOI). Your recovery project should be aligned with the values implicit in this mission and make the case for your organization’s ongoing relevance and prospects for future sustainability. Please note for multi-organization applicants: Multi-organization applicants will be expected to collaborate on the questions below to create a joint response within a single LOI.

LOI QUESTIONS

The word limit for single-organization applicants is 175 and for multi-organization is 250 per question.

1) How have the effects of COVID-19 impacted your understanding of your mission(s)? Have the values implicit in this mission changed or been reexamined in light of the pandemic and its effects? If so, how and why?

2) How does your organization(s) play a key role in the region’s cultural ecology, and what is its unique role? What audiences/communities do you serve? How will the goals of the proposal help sustain your organization(s) and keep its work relevant to the region’s post-pandemic cultural landscape?

3) Summarize your project for recovery. What will it focus on, and why is it critical to ensuring your future viability and sustainability? How is it in alignment with your mission(s) and values, and how will it strengthen your contribution to the region’s cultural sector and its communities?

4) Please briefly describe, to date, any personnel who have been identified to help realize recovery project goals.

LOI ASSESSMENT

The outside panel of LOI reviewers will consider the previous questions in evaluating the LOIs. Using the ranking scale below, panelists will score each LOI based on the applicant’s ability to address the overarching grant-making goals of the Center.

<table>
<thead>
<tr>
<th>Score</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td>3</td>
<td>Strong potential to address goals (see page 4) and to produce competitive application</td>
</tr>
<tr>
<td>2</td>
<td>Moderate potential to address goals and to produce a competitive application</td>
</tr>
<tr>
<td>1</td>
<td>Low potential to address goals and to produce a competitive application</td>
</tr>
</tbody>
</table>
Re:imagining Recovery Project Grants
Application Questions and Criteria

Three criteria will be used to evaluate all recovery project grant applications: Excellence, Ability to Realize Project, and Impact. The following questions will appear on the application and serve as the guideposts used by panelists in determining how well your application makes a case within each criterion. For Application Assessment information, see page 12, and for instructions on how to submit the online application form, see page 13. Word limits for each question are indicated in parentheses.

Please note for multi-organization applicants: Multi-organization applicants will be expected to collaborate on the questions below to create a joint response within a single application.

EXCELLENCE

Questions for all applicants:

1) What is the COVID-19-related organizational challenge you wish to address in this project proposal? Has it grown out of a reexamination or a reimagining of your mission(s) in light of the impacts of COVID-19? If so, how and why? (500)

2) Describe your recovery project in detail. How did you determine it? What are its goals? What are the specific activities you will undertake and over what period? (Please note: A project timeline must be submitted as part of the full application). (750)

3) Who are the primary project personnel (staff, consultants, or other), and what are their specific roles? How do you know they are the best people possible for the project? Do they represent a diversity of voices and viewpoints as well as have the relevant expertise? (250)

4) How does your organization(s) play a key role in the region’s cultural ecology? What audiences/communities do you serve? Why is taking on this recovery project crucial to strengthening your organization’s mission(s), relevance, and future sustainability? (350)

Additional questions for multi-organization applicants only:

5) Why are you collaborating on this recovery project? What are the recovery-related goals for working together rather than independently? (400)

6) What are the specific roles of each organizational partner in this proposal, and what does each bring to this recovery project that is crucial to the whole? Are operating methods being reimagined, and/or are there individual or collective structural changes incorporated into the project? (350)

7) How does this collective project strengthen or otherwise enhance the mission and relevance of each partnering organization, singly and collectively? How does the project contribute to your sustainability? (350)
Re:imagining Recovery Project Grants
Application Questions and Criteria (continued)

ABILITY TO REALIZE PROJECT

Questions for all applicants:

1) What data/research or other planning and preparatory efforts form the basis for this recovery project? (300)

2) How will Board and staff be involved in this effort? What will be their respective roles and responsibilities? (200)

3) As applicable: If adding a new staff position, please describe it succinctly. Explain how it is critical to the project and your plans for sustaining the position after initial Center funding. Is there Board support for continuing to resource the position in an ongoing way? If the new position is time-delimited, please explain why this temporary position is integral to your plan and its successful realization. (300)

4) What evidence do you have for your readiness and ability to effectively manage and steward this project from an administrative, financial, and governance standpoint? Cite relevant data and institutional history. (200)

Additional question for multi-organization applicants only:

5) How will you manage the process of collaboration among the applicant organizations, i.e., how will project decisions be made by the partners, and who will have ultimate decision-making responsibility and agency? Do you have any past history of organizational collaboration that evidences your ability to successfully implement this project? If so, please cite. (300)

IMPACT

Questions for all applicants:

1) What will be the results of this recovery project? Please be specific about tangible outcomes, including new policies/products/processes/staff positions, as relevant. (300)

2) How will these projected outcomes contribute to greater sustainability and durability for your organization(s)? How will they strengthen your mission(s) and your role(s) within the sector? How will they better serve your audiences/communities? Please be specific. (300)

3) How will you measure the impact and success of this recovery project in order to determine that it has met its goals? (200)
Re:imagining Recovery Project Grants
Application Assessment

All applications are reviewed by a peer review panel composed of panelists from outside the Greater Philadelphia region. Panelists are selected for their expertise in the content represented in the applicant pool.

The peer review panel will assess applications according to the criteria noted on pages 10-11 using the ranking scale that follows:

5  Outstanding in relation to all the criteria
4  Very good to excellent in relation to the criteria
3  Competent: meets professional standards
2  Insufficient competence in meeting professional standards
1  Does not meet professional standards

Staff of the Center and of The Pew Charitable Trusts do not serve on the peer review panel and do not determine grant recipients. Conversations with staff in no way privilege any organization or proposal.
Submitting Your LOI or Application Online

LOI: SUBMITTING ONLINE
The LOI is submitted online through The Pew Center for Arts & Heritage online application system at apply.pewcenterarts.org. Only online submissions will be accepted; Multi-organization applicants must submit one LOI/application jointly.

LOI questions and assessment is discussed on page 9. Work and site sample submission is limited to a total of five samples at the LOI stage. Please see page 14 for guidance on submitting work and site samples as evidence when pertinent to the LOI.

FULL APPLICATION: SUBMITTING ONLINE
Applications are submitted online through The Pew Center for Arts & Heritage online application system at apply.pewcenterarts.org. Only online submissions will be accepted.

The full recovery project application requires responses to questions related to the Center’s evaluation criteria (see pages 10–11). In addition, the full application requires the submission of supplementary materials and will include a complete budget with budget narrative details; project timeline, and work/site samples only as pertinent to the proposed scope of work. A total of ten work/site samples may be submitted at the full application stage (see page 14 Work and Site Sample Guidelines).

REQUIRED SUPPLEMENTARY MATERIALS
The full application also requires the submission of the following materials:

Staff and Board List
A PDF list of the organization’s professional staff and board members.

Cultural Data Profile Funder Report
A PDF of your Cultural Data Profile (CDP) Funder Report for the most recently completed fiscal year—not older than FY18—containing a completed signatory page.

Project Timeline
A one- to two-page PDF that a) lists key project dates and b) concisely describes activities associated with the planning and implementation of your recovery project.

Programming History
A one- to two-page PDF list of public programs completed by your organization in the last three years. This list should include, title, dates and location, a brief summary description, names of lead program collaborators, and attendance totals. As relevant, you may include major project-related publications. For Multi-organization applicants: please upload project lists of no more than two pages per organization as a single PDF.

Project Personnel Letters of Commitment
Each letter of commitment should be one page and submitted as an individual PDF. Letters are required from primary non-staff participants identified in your application and from venues as appropriate. Letters should describe the following: knowledge about the project, scope of work, fees for designated project involvement, and time frame for such work. Because they are used to evidence commitment to your project, these letters are most effective when submitted on the participant’s letterhead and signed by hand or when clearly sourced from the participant’s email address.

Project Personnel Background Narrative
A concise 150–200 word narrative to describe aspects of the project participant’s history of practice that relate directly to the recovery project content. Include major achievements as relevant, but avoid lists of awards, venues, museums, festivals, etc.
Submitting the LOI or Application Online
Work and Site Sample Guidelines

As relevant for the proposed scope of work related to organizational recovery, applicants may provide audio/visual, moving image, architectural plans, or other visual representations resulting in upgrades or adaptive use of sites, as well as other organizational infrastructure components that may be critical to the outside evaluation of the proposal.

Please discuss work samples with Center staff before submitting an LOI or full application. We strongly encourage applicants to think of work or site samples collectively and, by analogy, consider how they can create a cumulative “story board” whose content helps visualize the goals for organizational recovery. When submitting work samples, please adhere to the specific instructions located in the Online Application System.

WORK SAMPLES

Evidence of work—including that of collaborators—may be vital in recovery proposals submitted for review. Please submit work samples only when pertinent to the proposal goals.

- These should provide the organization’s clear evidence for the quality of the proposal and rigor for selecting any hired personnel; visuals documenting modification to space/venue by architects; and/or technology upgrades to operating systems.
- The applicant should carefully preview, cue, and provide detailed information for all samples, noting the order of priority for viewing/listening by the peer review panel.

SITE SAMPLES

Only upload digital images that provide visual information on the location(s) where recovery activities will take place—for example, images of theater spaces or galleries that show revision of seating, or sightlines; plans related to public access via ramps, signage, and customer care systems; public program areas to be equipped for virtual distribution of content; mergers of organization through personnel consolidation and/or reconfiguration of administrative roles; back office systems, including space planning; visualizations of rebranding, public identity, and communication plans to help reshape the organization.

Ineligible Work Samples

The following are not acceptable work or site samples: work created when the applicant was a student; work that is over five years old unless discussed and approved by staff; sampler or promotional moving image or audio material; or work that is heavily edited or processed, unless appropriate to proposal request or representative of video or film art in the project.

WORK AND SITE SAMPLE LIMITS

LOI

Work sample submission is limited to a total of five samples at the LOI stage. Samples may be submitted in any genre. Audio/visual excerpts should be no more than three minutes in length, and when combined, the duration of all audio/video samples may not exceed five minutes in total listening or viewing time. PDF submissions may not exceed five pages.

Full Application

Work sample submission is limited to a total of ten samples at the application stage. Samples may be submitted in any genre. Audio/visual excerpts should be no more than three minutes in length, and when combined, the duration of all audio/video samples may not exceed ten minutes in total listening or viewing time. PDF Submissions may not exceed ten pages.
Budgeting Suggestions

The Center encourages applicants to consider the following when thinking ahead to what will become a full application budget.

**FEES AND HONORARIA**

The Center values all personnel that are part of the process of advancing the work of an organization. Payment to collaborators at all stages of the project should be appropriately calibrated to the quality, effort, and time contributed by other members of the creative team.

Staff salaries supported by Center funds need to be calibrated appropriately to allocation of time devoted to the project. Salary for new staff needs to be framed with plans for duration and, if past the term of the grant, with plans for supporting the new staff position or transforming an existing position.
Advice and Assistance: Contact Us

**IMPORTANT:** All applicants are required to notify the Center of their intent to apply by **Friday, January 29, 2021** and to schedule a meeting in order to discuss eligibility and the submission of a Letter of Intent to Apply (LOI) with Center senior staff. Applicants should be prepared to submit a statement that distills the core purpose of their recovery project proposal prior to this appointment. Please read page 8, Application Process and Deadlines for instructions.

Please note: All applicants requesting awards in the 2021 cycle—whether for a single-organization or multi-organization collaborations—will meet with the Center’s executive director and appropriate senior program staff at relevant stages of the application process.

To schedule an appointment to discuss your recovery project proposal, please email apply@pewcenterarts.org.

**CENTER STAFF**

**Executive Director**
Paula Marincola

**Program Directors**
Bill Bissell
Kelly Shindler

**Senior Program Specialist**
Laura Koloski

**Program Specialists**
Murph Henderson
Josie Smith

**Program Assistants**
Carlos Diaz
Amaka Eze

**ACCESSIBILITY**
The Center is committed to providing accessibility to our applicants, regardless of ability. Center staff are prepared to assist applicants requiring special accommodation regarding the use of our online application system (apply.pewcenterarts.org) at any time. Please contact us at help@pewcenterarts.org to offer feedback or discuss accommodations available for individuals with disabilities.
Vision Statement

At The Pew Center for Arts & Heritage, we envision Greater Philadelphia as a widely recognized hub for dynamic cultural experiences and a place in which creative expression and interpretation, as well as the exchange of ideas, are vital forces in public life.

We endeavor to realize this vision in two ways—

- By supporting area leaders who think ambitiously and innovate boldly in their public offerings; who are rigorous in their programmatic processes; who employ prudent governance and management practices; and who are adventurous in the ways they interact with their audiences; and

- By advancing the fields we serve through research and knowledge-sharing on distinctive, imaginative, and effective practices.