

Broward County Cultural Division

Artist Grants Manual

Fiscal Year 2024



COMMUNITY
FOUNDATION
OF BROWARD



Table of Contents

| | |
|---|-----------|
| About the Broward Cultural Division | 3 |
| Artist Grants & Programs | 4 |
| Artist Support Grants | 5 |
| Artist Support Mid-Tier Grants | 6 |
| Artist Support Regional Grants | 7 |
| Artist Innovation Grants..... | 8 |
| Artist Residencies..... | 10 |
| Full Guidelines (for all grants) | 11 |
| Eligibility..... | 11 |
| Grant Award Information | 11 |
| We Do Not Fund..... | 11 |
| Application Process..... | 12 |
| Panel Review Process..... | 15 |
| Demographic Data Uses & Definitions..... | 15 |
| Publicity & Credit Requirements..... | 16 |
| Disbursements & Payments..... | 17 |
| Project Reporting | 17 |
| Special Thanks..... | 17 |
| Contacts | 18 |

About the Broward Cultural Division

MISSION

The Broward County Cultural Division works to enhance the community's cultural environment through the development of the arts.

HISTORY OF THE CULTURAL DIVISION

The roots of the Broward Cultural Division go back to 1976 when the Broward County Board of County Commissioners created an Art in Public Places Board. In 1979 an ordinance established the Broward County Council on the Arts, with one full-time and one part-time Broward County employee. In 1983, the Broward County Council on the Arts was merged with the Libraries Division as the Office of Cultural Arts. Increasing County commitments to cultural activities resulted in the formation of the Broward Cultural Affairs Division in 1991, a separate division from the Library Division within the Community Services Department.

Today the Cultural Division is made up of 18 full-time staff that focus on five areas - finance/administration, public art and design, grantmaking, community engagement, and marketing.

BROWARD CULTURAL COUNCIL

Authorized by Title XI of the Broward County Charter, the Cultural Council was established in 1979 to preserve and grow Broward County's artistic resources. The Council serves to advise and support the work of the Cultural Division and consists of 24 residents of the County. Each member of the County Commission appoints two members to the Council. The remaining members comprise appointees of the League of Cities, Greater Fort Lauderdale Alliance, Broward County Schools, one Broward County Commissioner, one grantee representative, and one Tourist Development Council representative.

BOARD OF COUNTY COMMISSIONERS

The County Commission is comprised of nine members elected by district in partisan elections. Each Commissioner must be a resident of the district for which he or she seeks election. On the third Tuesday of each November, the Commission elects a Mayor and Vice Mayor for one-year terms. The Mayor's functions include serving as presiding officer, and as the County's official representative. The Commission appoints the County Administrator, County Attorney and County Auditor. The Commission also appoints numerous advisory and regulatory boards.

GRANT FUNDING

Grant funding for the Division is made possible by the Board of County Commissioners during each year's budget process. While many of the Division's counterparts around the country are funded through hotel/motel taxes (in Florida, called Tourist Development Tax), the Cultural Division is funded primarily through appropriations from the County's General Fund. As a result of the annual grant review process, the Division works with the County's Office of Management and Budget, County Administration, and the Commission to budget an appropriate amount for the support and growth of the County's arts and culture sector. The Division's operating, programming, and public art budgets are separate from the grants budget.

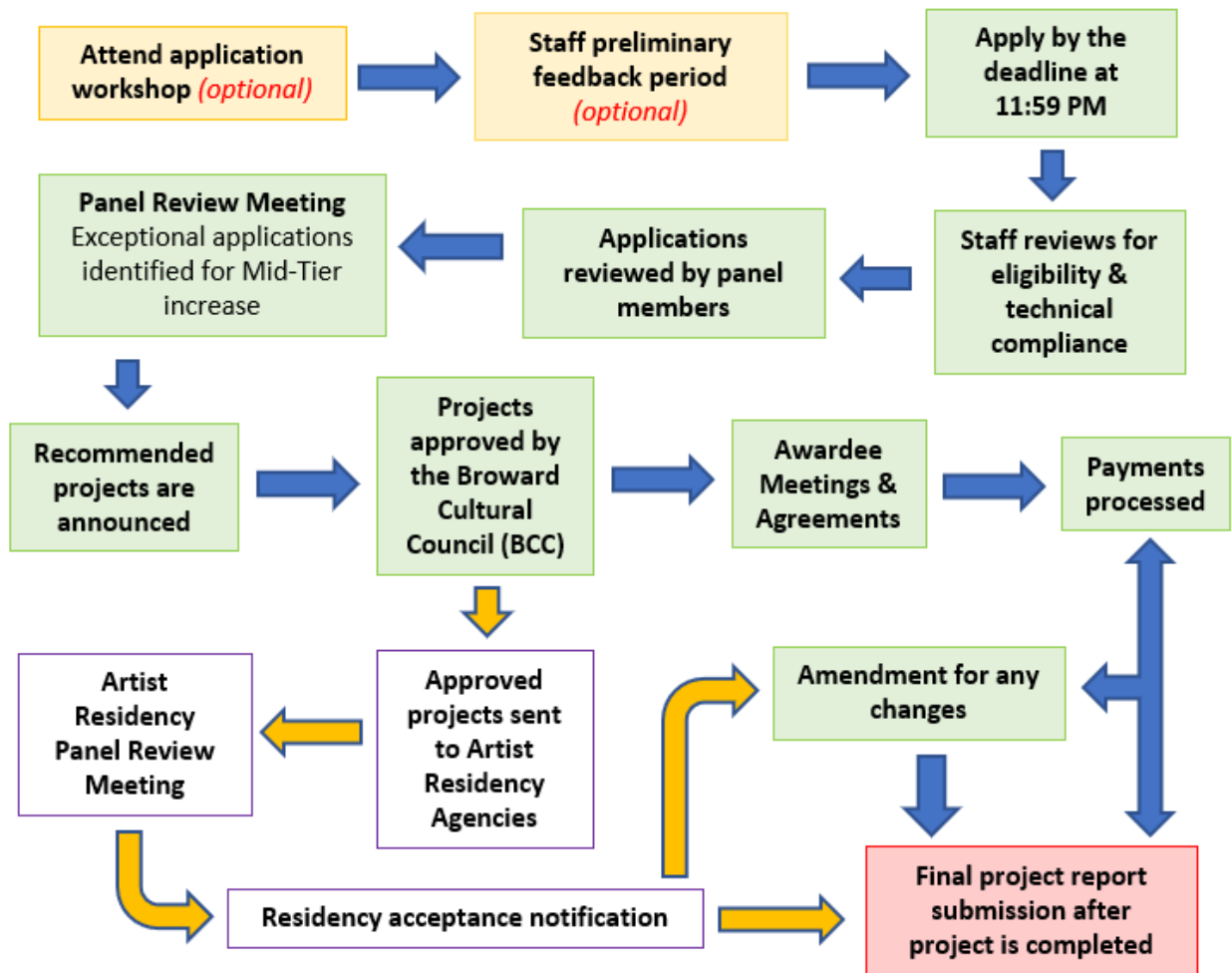
Artist Grants & Programs

The Broward County Cultural Division offers several artist grant programs to South Florida Artists.

| Our Programs | Award Amount |
|--|--------------|
| Artist Support Grants | \$3,000 |
| Artist Support Mid-Tier Grants | \$5,000 |
| Artist Support Regional Grants | \$5,000 |
| Artist Innovation Grants | \$10,000 |
| Artist Residencies | \$2,000 |

Grant Flow Chart

Artist grants are processed according to the flow chart below.



Artist Support Grants

The Artist Support Grant provides direct funds to individual artists of all disciplines for projects that include a public event. The Artist Support Grant is designed to be flexible and accessible to encourage career advancement through creativity, innovation, and sustained commitment to artistic work.

Grant awards are \$3,000

Eligibility

Please review the requirements listed under the [Full Guidelines \(for all grants\) Eligibility](#) section.

Cycle Chart

| | Cycle I | Cycle II | Cycle III |
|---------------------------------------|--------------------------------------|--------------------------------------|------------------------------------|
| Preliminary Feedback | July 17–28, 2023 | October 1–13, 2023 | January 2–12, 2024 |
| Application Deadline | August 4, 2023 | October 20, 2023 | January 19, 2024 |
| Recommended Projects Announced | Late September 2023 | Late November 2023 | Late February 2024 |
| Project Implementation Period | October 1, 2023 – September 30, 2024 | January 1, 2024 – September 30, 2024 | April 1, 2024 – September 30, 2024 |

Review Criteria

Applications are evaluated based on the following criteria:

Artistic Merit (6 points)

- Artist has demonstrated a substantive level of experience as evidenced by their resume or CV and work samples.
- Artist’s previous experience clearly indicates their ability to complete the project.

Community Benefit (7 points)

- Project’s potential impact to the community is clear.
- Cultivation of community culture, arts, recreation, and life-long learning is evident.

Project Clarity & Use of Funds (7 points)

- Project is sufficiently described.
- Marketing plan is outlined and potential collaborators are identified.
- A clear and accurate budget and budget narrative with a description of how funds will be used has been provided.

Artist Support Mid-Tier Grants

The Artist Support Mid-Tier Grant provides a path for growth for previously awarded Artist Support grantees. The deadlines, implementation periods, review criteria, and application questions will follow the same structure as the Artist Support Grant. There is no separate application for this tier.

Grant awards are \$5,000

Specific Eligibility for Artist Support Mid-Tier Grants

In addition to the [Full Guidelines \(for all grants\) Eligibility](#) section, applicants must also meet the eligibility requirements below:

- Must be a previously awarded Cultural Division grantee from the Artist Support or Artist Innovation categories.
- First time applicants in Artist Support are not eligible for this program.

Process

Upon review of Artist Support applicants for FY 2024, as a previous grantee, you will be automatically considered for the Mid-Tier program. If the citizen panel reviewers deem an application significantly strong (based on score), they may recommend the applicant be upgraded to the Mid-Tier Grant Program and receive an additional \$2,000 of funding.

If an applicant is recommended for Mid-Tier, staff will contact the applicant about providing a new budget and budget narrative to reflect the additional funding.

Artist Support Regional Grants

The Artist Support Regional Grant provides funding to artists who live in either Miami-Dade or Palm Beach Counties for programming that takes place in Broward County. The purpose of the program is to expose the Broward County residents to artistic programming that is being implemented in other areas of South Florida.

Grant awards are \$5,000 (five [5] awards will be provided for FY 2024).

Specific Eligibility for Artist Regional Grants

In addition to the [Full Guidelines \(for all grants\) Eligibility](#) section, applicants must also meet the eligibility requirements below:

- Must be an artist that lives in either Miami-Dade or Palm Beach Counties to be considered for this category (two forms of documentation are required).
- Previously awarded Artist Support Regional grantees cannot receive funding for one (1) consecutive fiscal year following their previous award.

Cycle Chart

| | |
|---------------------------------------|--------------------------------------|
| Preliminary Feedback | October 2–13, 2023 |
| Application Deadline | October 18, 2023 |
| Recommended Projects Announced | Late November 2023 |
| Project Implementation Period | January 1, 2024 – September 30, 2024 |

Review Criteria

Applications are evaluated based on the following criteria:

Artistic Merit (6 points)

- Artist has demonstrated a substantive level of experience as evidenced by their resume or CV and work samples.
- Artist’s previous experience clearly indicates their ability to complete the project.

Community Benefit (7 points)

- Project’s potential impact to the Broward County community is clear.
- Cultivation of community culture, arts, recreation, and life-long learning is evident.

Project Clarity & Use of Funds (7 points)

- Project is sufficiently described.
- Marketing plan is outlined and potential collaborators are identified.
- A clear and accurate budget and budget narrative with a description of how funds will be used has been provided.

Artist Innovation Grants

The Artist Innovation Grant provides direct funds to professional and established individual artists of all disciplines for new and/or experimental art projects. The program is designed to encourage risk-taking, exploration of artistic pursuits, career advancement, interactivity, and sustained commitment to artistic work.

Acceptable projects may include collaborations across various disciplines, use of diverse media and technology, immersive installations, interactive performances/concerts, literary/oral history projects, temporary public art projects, and more. Selected artists are required to produce an event that is free, accessible, and open to the Broward County public.

Grant awards are \$10,000 (ten [10] awards will be provided for FY 2024)

Awards are provided in partnership with the Community Foundation of Broward.

About the Community Foundation of Broward

The Community Foundation of Broward, founded in 1984, helps individuals, families and businesses create personalized charitable Funds that support game-changing philanthropy. As a grantmaking public charity, they provide leadership to find solutions to issues that matter most to Broward County residents. Through endowment they build permanent philanthropic resources to tackle Broward’s challenges today and forever.

Specific Eligibility for Artist Innovation Grants

In addition to the [Full Guidelines \(for all grants\) Eligibility](#) section, applicants must also meet the eligibility requirements below:

- Must be a professional and established artist with at least three (3) years in their field as evidenced by their resume and work samples.
- Emerging artists are not eligible to apply in this category.
- Previously awarded Artist Innovation grantees cannot apply in this category for two (2) consecutive fiscal years following their previous award.

Cycle Chart

| | |
|---------------------------------------|--------------------------------------|
| Preliminary Feedback | July 17–28, 2023 |
| Application Deadline | August 1, 2023 |
| Recommended Projects Announced | Late September 2023 |
| Project Implementation Period | October 1, 2023 – September 30, 2024 |

Specific Program Restrictions

Please see the [We Do Not Fund](#) section for a full list of restrictions in addition to the restrictions below.

Public Art Project Restrictions

Depending on the nature of the proposed project, some temporary public art projects may be applicable. A “temporary” installation allows the public to constantly engage in an everchanging environment (for example, if the location changed from one artist’s work to another year after year). Activations/programming surrounding the temporary public art installation and involving other artistic disciplines is highly encouraged.

It is the applicant’s responsibility to obtain written proof of the property owner’s authorization to use a City, County, or commercial/private entity site prior to installation. Permitting or engineering approvals for exterior or major interior projects may also be required from the building department having jurisdiction over the site (documentation required). Projects for permanent installation are ineligible. Contact Division staff to verify if your project is eligible.

Review Criteria

Applications are evaluated based on the following criteria:

Artistic Merit (5 points)

- Artist has demonstrated a substantive level of experience as evidenced by their resume or CV and work samples.
- Artist’s previous experience clearly indicates their ability to complete the project.
- Artist exhibits rigor in past work samples.

Project Idea Originality (7 points)

- Project idea is innovative, exciting, new and/or experimental.
- Project is sufficiently described.

Community Benefit (6 points)

- Project’s potential impact to the community is clear.
- Cultivation of community culture, arts, recreation, and life-long learning is evident.

Use of Funds (2 points)

- Marketing plan is outlined and potential collaborators are identified.
- A clear and accurate budget and budget narrative with a description of how funds will be used has been provided.

Publicity Requirements & Presentations

In addition to the [Publicity & Credit Requirements](#), Artist Innovation grantees must also attribute the Community Foundation of Broward utilizing their logo and attribution statement on all marketing materials. Copies of these materials must be sent to the Cultural Division ten (10) days prior to print or distribution for approval from the Community Foundation of Broward.

Presentations

Awarded recipients are required to attend two (2) receptions where they will present a brief overview of their projects to the community. One reception will be held by the Broward County Cultural Division and the other by the Community Foundation of Broward.

Artist Residencies

The Cultural Division established Artist Residencies with several other County and non-County agencies in an effort to activate unused government spaces within Broward County.

The initiative will enable artists to: create and exhibit within a collaborative environment; foster new connections and exposure to the Broward County residents; and work together with government agencies to establish common goals and programming for engagement activities.

Additional funding support is \$2,000.

Specific Eligibility for Artist Residencies

In addition to the [Full Guidelines \(for all grants\) Eligibility](#) section, applicants must also meet the eligibility requirements below:

- Must be a current Broward based Artist Support, Mid-Tier, or Innovation grantee.

Collaborative Agencies & Locations

Each collaborative agency will have the ability to host three (3) artists per the Cycle Chart below.

- **Broward County Libraries Division** – *Main Library in Downtown Fort Lauderdale*
- **The City of Hollywood** – *Hollywood Arts Park at Young Circle*
- **Broward County Parks and Recreation Division** – *Exact Park location TBD*

Cycle Chart

| | Artist 1 | Artist 2 | Artist 3 |
|--|--------------------------------------|-------------------------------|---------------------------------|
| Time Frame for Residency (3.5 months) | November 1, 2023 – February 14, 2024 | March 1, 2024 – June 15, 2024 | July 1, 2024 – October 16, 2024 |
| Breakdown/Prep of Space | February 15–29, 2024 | June 16–30, 2024 | October 17–31, 2024 |
| Engagement Activities Number | 3 activities | 3 activities | 3 activities |

Process

Approved artists from the Artist Support and Artist Innovation Grants will be eligible to be considered for the residency. Agencies will receive a list of approved artists. Staff will conduct a panel review with the agency to select three (3) artists per location. See [Grant Flow Chart](#) for details.

Selected artists are required to implement three (3) engagement activities in collaboration with the agency during their residency. Engagement activities are not required to be related to the grant proposal. Dates and details are established between the artist and agency at their discretion. Marketing materials must also include the agency’s logo and attribution statement.

Full Guidelines (for all grants)

Eligibility

An individual artist is eligible to apply for an Artist Grant if they meet the following requirements:

- The artist is 18 years or older.
- The artist is a current resident of Broward County and intends to maintain primary residence in Broward County for the duration of the grant term (exception for Artist Support Regional grantees). Two forms of documentation are required.
- Must be a practicing artist of any discipline who has previously produced a body of artworks and has presented/performed for the public.
- Has not received another Cultural Division grant as an individual in the same fiscal year.
- The artist is in good standing with the Division, with no delinquent reports or outstanding grant documentation requirements.

Note: Please review each program's specific eligibility requirements.

Grant Award Information

The following information is applicable for all grant programs.

- Matching funds are not required.
- All deadlines are subject to the availability of grant funds.
- If an applicant is approved for funding, grant requests will be fully funded.
- All grant awards are considered taxable income.

We Do Not Fund

- A project cannot receive funding from multiple Division grant opportunities (with the exception of Artist Residencies).
- 501(c)(3) nonprofit and for-profit led projects (Artists cannot submit on behalf of an organization). An artist's organization can only be involved in an in-kind capacity.
- Partnerships and collaborators cannot apply separately for the same project/overall event.
- Personal vacation
- Full-time college tuition or scholarships
- University student shows

- Commissions
- Political advocacy
- If the project's main intent is for fundraising or a charity
- The presentation of another artist's works (where the applicant's work is not the primary content), including curation or archiving. For curated projects, applicants must also be an artist to apply.
- Reimbursement of expenses prior to the project implementation period
- Any items not directly related to an artist's professional, artistic, or project development.

Note: If an applicant is unsure of their project's eligibility, please contact Cultural Division staff to further discuss.

Application Process

Before starting the application process, applicants should read the Artist Grants Manual fully. Failure to follow instructions could result in disqualification of an application. Applications can be accessed on the Cultural Division website, www.Broward.org/Arts. Under the "Funding" section of the menu, click on "Grants for Artists" and you'll see a list of the current programs.

All applications must be complete and meet all applicable eligibility requirements by the program submission deadline.

After clicking a specific program page on the Cultural Division website, two application icons/link will be listed:

- **Start a New Application** – Use this icon to start a new application for the specific program you're considering. Keep in mind that you must sign in or create an account if you intend to apply.
- **Resume Application** – If you've saved your application previously use this icon. Once you've been approved for funding you will also use this icon to access your project report.

Application Icons/Links (after you've created an account and logged in):

- **Save & Finish Later** – If you need to stop working on the application at any time, simply scroll to the bottom of the page and click this icon. This will save what you have entered, close your application, send a copy to your email address, and allow you to return later. You can "Save & Finish Later" as often as necessary while completing the application.
- **Review My Application** – This will take you to a review screen and generate one continuous page of your application for easy review. If there are any errors with your form, red notes will be listed next to the field in error. Make the edits or add the missing attachments as necessary.
- **Update** – On the review screen, click this icon to save your changes.
- **Submit** – Make sure to click 'submit' to complete the application process. You can always access a copy of this application from your grant portal anytime if you use the drop down from "resume application" and choose "submitted applications."

The Cultural Division does not allow applicants to add omitted attachments or other documents once the deadline for submission has passed. Applicants are welcome to utilize the “Preliminary Feedback” period indicated on each program’s cycle chart for staff feedback prior to the application deadlines.

IMPORTANT: Changes to the application cannot be made prior to the execution of an agreement. If a recommended applicant needs to make significant changes (other than date/venue changes) the project will be disqualified, and applicant will need to reapply for funding in a later cycle.

Budget Form, Narrative, & Definitions

Budget Form

The Artist Support Program Budget Form (or project budget form) is required for all artist grant applications. Please note that a PDF version is required for application submission. An excel or another version will not be accepted. If a version other than a PDF is submitted, the application will be declined.

The totals for the income and expense columns, as well as the surplus/deficit box, should automatically add up on the form.

Note: The project budget form should only show cash income and expenses. It is not a requirement to make an income from the project. Any in-kind donations should not be reflected in the budget form but rather be listed in the budget narrative.

Budget Narrative

A budget narrative which illustrates more details regarding how the funds are used is required for all artist grant applications. The narrative should ideally coincide with each line item of the project budget form.

For example:

Contracted Services: Will hire a videographer to take videos during the performance and create a promotional video for reporting purposes of the grant and advertisement videos for future events.

Projected Expenses: \$300 at \$150/hr for a total of 2 hours (includes editing)

Allocation of County Funds: \$300

Budget Definitions

Income

| | |
|----------------------------|--|
| Earned | If you plan on earning anything from the project/charging an entry fee |
| Grants | This should be the grant total of the program that you’re applying for |
| Contributed/Donated | If you have any individual cash donations or sponsorships |

Expenses

| | |
|-------------------------------------|---|
| Admin Overhead/Artist Salary | All administrative duties/self-payment for execution of the grant |
| Contracted Services | Anyone you intend on hiring |
| Equipment | If you plan on renting or buying equipment |
| Evaluation Activities | Software purchases for evaluation (ex. Survey Monkey) |

| | |
|-----------------------------------|---|
| Insurance | If you need insurance for the project |
| Marketing | Marketing expenses (personnel, social media, etc.) |
| Occupancy/Space Rental | Space/venue costs |
| Printing, Copying, Postage | Printed materials for the project, labels, flyers, etc. |
| Supplies | Any supplies needed to conduct the project |
| Other | Any other items related to the project |

Note: Descriptions above are not limited to only these line items. You're welcome to utilize any row as necessary as long as the budget narrative contains a more elaborate description for the use of funds.

Projected Column: This should be the total cost of the project which can be greater or equal to the grant amount that you are requesting.

Allocation of County Funds Column: This should be the total amount of the grant. Ideally, this column should illustrate to staff and the panel exactly where the funds are going. If your "projected" expenses are the same as the total funding request, then these columns may be identical.

Report Column: Leave this column blank for the application. This is primarily for the final reporting stages once you've been approved, and the project has been implemented.

Attachments & Support Materials

Documentation of artwork is required for eligibility and panel review processing, and artistic work samples must be uploaded in the application. Work samples should be relevant to the project and illustrate the artistic accomplishment of the applicant.

Acceptable file formats and parameters are listed below. Links to file sharing websites such as Google Drive or Dropbox are prohibited.

When choosing what samples to upload, please consider your artistic discipline and the type of documentation to best showcase your artistic accomplishments. Remember, those reading and evaluating your applications may not know you and your past work and they will only have the samples provided to score your applications.

Acceptable File Types

| Types of Documentation | Acceptable Formats | Work Sample Limits |
|-------------------------|---|-----------------------------|
| Documents/Presentations | PDF | Ten (10) pages/upload |
| Images | JPEG, PNG, TIFF | Ten (10) images/upload |
| Audio | MP3, WAV, AAC | Up to five (5) minutes each |
| Video | YouTube links, Vimeo links, MP4, MOV, AVI | Up to five (5) minutes each |

Note: Total maximum file size (for all uploads) = 950 MB.

Staff Recommendations: It may be best to utilize a PDF or presentation file (distilled into a pdf) to display your work samples. PDFs can contain multiple pages of work samples per document, including images, links to videos, audio files, etc.

Sample Application Questions

Application questions will vary depending on the program you are applying for. Some sample questions to expect that relate to review criteria are the following:

- Describe the project you are proposing. – 500 words [[Project Clarity & Use of Funds Criteria](#)]
- Short Project Summary – 50 words
- How will the project impact or benefit the community? If you're not sure, what do you think the benefit will be? – 250 words [[Community Benefit Criteria](#)]
- How does the project relate to the work that you currently do or have done? – 250 words [[Artistic Merg Criteria](#)]
- Are you collaborating with anyone or any organization(s) for this project? If so, describe who they are and their role. – 250 words [[Project Clarity & Use of Funds Criteria](#)]
- Describe how you will promote/market the project. – 250 words [[Project Clarity & Use of Funds Criteria](#)]

Panel Review Process

Artist Grant applications are read by Broward County staff, Broward Cultural Council members, and knowledgeable art practitioners/experts from the local and national arts community. Each application will be read and scored according to the specific grant program's review criteria section and listed point value. Once scores are received, Cultural Division staff will average and compile the top-rated applicants and recommend them for funding to the Broward Cultural Council for final funding approval.

Please note that there will be no public review process. Recommended projects will be announced according to the specific grant program's cycle chart.

Demographic Data Uses & Definitions

The Cultural Division works to ensure that arts and cultural opportunities are accessible to everyone. We believe these opportunities to be essential to a healthy and democratic society. This means making intentional efforts to encourage, incentivize, and reward grantees who create more diverse, racially equitable, accessible, and inclusive programs and places for people to experience the arts.

Any demographic data collected are used only for the purpose of assessing the Cultural Division's Diversity, Equity, and Inclusion (DEI) goals. Demographic data, such as race and ethnicity, will never be used to qualify, judge, or rate grant applications.

The definitions of Race and Ethnicity below utilize the same categories and definitions as the United States Census Bureau. More information can be found at [census.gov](https://www.census.gov).

Race

The following racial categories generally reflect a social definition of race recognized in the United States and not an attempt to define race biologically, anthropologically, or genetically. People who identify their origin as Hispanic, Latino, or Spanish may be of any race.

- **American Indian or Alaska Native** - A person having origins in any of the original peoples of North and South America (including Central America) and who maintains tribal affiliation or community attachment.
- **Asian or Asian-American** - A person having origins in any of the original peoples of the Far East, Southeast Asia, or the Indian subcontinent including, for example, Cambodia, China, India, Japan, Korea, Malaysia, Pakistan, the Philippine Islands, Thailand, and Vietnam.
- **Black or African American** - A person having origins in any of the Black racial groups of Africa.
- **Native Hawaiian or Other Pacific Islander** - A person having origins in any of the original peoples of Hawaii, Guam, Samoa, or other Pacific Islands.
- **White** - A person having origins in any of the original peoples of Europe, the Middle East, or North Africa.

Ethnicity

The US Census Bureau defines “Hispanic or Latino” as a person of Cuban, Mexican, Puerto Rican, South or Central American, or other Spanish culture or origin regardless of race. Both Hispanic and Latino/a are based on language. Latino/a refers to a person of a culture or origin of Latin America, which is defined as the group of countries and dependencies in the Americas where romance languages are predominant. In the United States this is typically simplified to refer to any country south of the United States. Hispanic refers to a person of a culture or origin from a Spanish-speaking country.

Publicity & Credit Requirements

A condition of receiving funds from the Division is the inclusion of the Cultural Division logo and attribution statement on all applicable print and digital materials relating to the grant-funded project. This includes, but is not limited to, the artist/project/organization website; printed materials, including postcards and event programs/brochures; recognition from the stage in pre-show remarks (if applicable), marketing materials, advertisements, radio announcements and commercials. Examples of these materials are required for the project report.

Attribution Statement: *Made possible with support from the Broward County Cultural Division*

In addition, the grantee agrees to list applicable events on www.ArtsCalendar.com and place the ArtsCalendar logo on their website.

Visit the Funding section of www.Broward.org/Arts for logo copies and more information.

Disbursements & Payments

Award recommendations as a result of the Citizen Review Panels are not final until the Broward County Board of County Commissioners passes the County’s annual budget. Awards are not guaranteed until an agreement has been fully executed.

Once an agreement has been fully executed and all required documentation provided, payment will be made in one lump sum to the awarded artist.

Project Reporting

Once a grant funded project has been completed, grantees are required to submit a project report thirty (30) days following the end of the Term (Term end: September 30) to close out the grant. This report allows grantees to update the Division on the outcomes of completing grant-funded programs. Project reports provide important data the Division uses to communicate the impact of the County’s investment in the arts and culture sector.

All artist grantees must keep accurate records, receipts, invoices, and accounting for the actual uses of funds compared to the projected uses of funds detailed in the original application project budget.

Please note that failure to complete this project report may negatively impact your ability to receive future funding from the Cultural Division (non-compliance), resulting in a debarment from future applications.

Project reports are to be submitted online within each grantee’s online grant portal.

Special Thanks

The Artist Grants Manual was created by the Broward County Cultural Division in collaboration with a cohort of local artists to encourage the development of programming, “made by artists, for artists.”

Artist Cohort members include:

- Tara Chadwick**
- Timothy Mark Davis**
- Kandy G. Lopez-Moreno**
- Brendan Walsh**
- Nicole Yarling**

Thank you for all your support in this process! – Erica Mohan

Contacts

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