FISCAL YEAR 2020
Grant Period begins: October 1, 2019
Grant Period ends: September 30, 2020

FY20 Grant Guidelines
Getting to know your guidelines
Who are these guys anyway?

Who we are:
State of Michigan’s Council for Arts and Cultural Affairs established in the 1960's to provide access and opportunities to the arts in Michigan.

What we do:
Provide state and federal tax payer dollars to arts organizations and eligible entities through a competitive grant making process.

Why we do it:
To encourage, initiate and facilitate an enriched artistic, cultural and creative environment in Michigan.
The MCACA Team

Alison Watson
Director

Ashley Minarik
Accounting Analyst

Adam Wheater
Financial Analyst

Joan Gill
Administrative Coordinator
The Team, The Team, The Team

Chad Swan-Badgero  
Program Officer

Jackie Lillis-Warwick  
Program Officer

Jeff Garrett  
Program Officer
1. Guidelines & eGrant login
2. Enter info, attach docs, & apply
3. Panel Review
4. Grant Award
5. Final Report
PROGRAM PANELS
5 panelists per 15 – 20 applications

1. read
- Panelist read applications
- Comment/Score in eGrant

2. score
- Scores are based on:
  - Review Criteria
  - Adherence to the guidelines

3. final
- Panel meets in person to finalize scores
- Applications receive an averaged panel score from 0 – 100
Scored applications ranked from 100 – 0

THEN

Score of 80+
Recommended for Funding

Grant awards
Operational Support

Jeff Garrett
517.241.6578
garrettj7@michigan.org
Are you eligible for Operational Support?

You must be able to answer **YES** to all of the following questions.

- Are you a nonprofit Arts and Cultural Organization?
- Do you have tax exempt status under Section 501c (3) of the US IRS Code?
- Are you physically located in the State of Michigan?
- Do you have three or more consecutive years of operating history?
- Do you have a DUNS Number?
- Are your programs open to the general public?
- Do you have three consecutive years reflecting a minimum of $10,000 in unrestricted revenue (no in-kind), as supported by the DataArts Funder Report?

*(The CDP report must be for fiscal years 2016 – 2018)*
Do I submit a Full Application or an Interim Application?

- Did you score 95 or higher last year?
- Did I contact you directly to tell you that you were eligible for the extended program?
  *Interim application - - due August 1

- Did you score 94.9 - 0 last year?
- Is this your first time applying?
  - Full application - - due June 1, 2019
Organizational Capacity and Management (25 points)
- Briefly summarize the mission of the organization & how the programming offered by your organization advances it.
- Briefly describe the qualifications of your board and professional staff.
- Describe your organization’s fiscal oversight. This refers to the supervision of financial practice, planning, policy implementation and monitoring of financial transactions.
- Describe your organization’s use of adequate, appropriate promotional and marketing methods, including use of new technologies to provide organizational and service/program information.

Quality of Artistic/Cultural Programming (35 points)
- Describe how your organization defines quality in the organization’s produced or presented programs.
- Describe the quality of the artworks produced/presented or the services provided by your organization in the past 24 months and the qualifications of the artists involved.
Full Application
Review Criteria, continued

Community Impact (25 points)
- Describe how you engage with and learn from your audience.
- Describe how you engage with and learn from your artists.
- Describe your organization’s efforts to reach a broader community and/or specifically targeted audiences with programs, including efforts to increase accessibility.
- How is this reflected in your programming?

Supplemental Material (15 points)
- Provide the Funders Report for the required fiscal years and in the correct format.
- Required attachments are complete and provide relevant information.
- Supplemental attachments show evidence of public programming and strengthen the application.
- Readily available information on the website including, but not limited to, up-to-date event information, staff and board, Organizational Mission, Annual Report, Funders Report, Strategic Plan, Accessibility, link to Guidestar and appropriate uses of social media, etc.
Interim Application

Narrative

- An overview of the activities/programs that will be provided in the coming fiscal year.
- Limited to no more than two pages, write clearly and succinctly.

Supplemental Material

- Provide the DataArts Funder Report for the required fiscal years and in the correct format
- Staff/Board Changes that are significant and/or different from the original application
- Assurances document
Project Support

Are you eligible for PROJECT Support?
You must be able to answer YES to all of the following questions:

• Are you a college/university, municipality or non-arts related nonprofit organization (such as a health care facility, or organizations working with veterans, an aging population, incarcerated youth or adults, individuals with disabilities, or lifelong learners)?

• Are you physically located in the state of Michigan?

• Are your facilities open and accessible to the public?
Project Support Basics

• Request: $5,000 - $30,000
• Grants awarded must be matched on a 1:1 basis with cash; no in-kind services allowed.

Ann Arbor Downtown Development Authority
“Power Art”
A Look @ The Criteria

Artistic/Cultural Merit (35 pts)

• Why you are doing this project?
• How your project will provide experiences for audiences/participants to express themselves, grow, further their well-being, or be more happy?

Community Impact (30 pts)

• How will you engage with and learn from your audience?
• How will you engage with and learn from your artists?
• How does your organization reach a broader community and/or specifically targeted audiences with programs, including efforts to increase accessibility?

Implementation/Management (25 pts)

• Clear timeline. Demonstrate plan for marketing and evaluation.

Attachments (10 pts)

• Budget is clear and aligned with narrative. Relevant supporting materials. PDFs.
Capital Improvement

Jackie Lillis-Warwick
517-335-0676
Lillis-warwickj@michigan.org
Are You Eligible for the Capital Improvement Program?

You must be able to answer **YES** to all of the following questions.

– Are you a Michigan municipality or nonprofit Arts and Cultural Organization?
– Do you have tax exempt status under Section 501c (3) of the US IRS Code?
  – Federal & State Agencies are not eligible
  – “friends groups”, neighborhood associations, economic development organizations, or auxiliary nonprofits primarily for the benefit of specific activities, programs, or fundraising are not eligible
– Are you physically located in the State of Michigan?
– Will the proposed project occur/completed between Oct.1, 2019 – Sept. 30, 2020?
– Do you have the funding/ability to complete the proposed project within FY20?
The Basics

- **Request Amount:** $5,000 – $100,000

- **Grant match:** awarded amount must be matched on a 1:1 basis with a cash; and/or newly manufactured product in-kind match

- **Labor:** is not an eligible in-kind match

- **Grant Period:** October 1, 2019 – September 30, 2020
Two Categories

- **Facility Improvement**: funding assistance for capital improvement projects for the expansion, renovation or construction of arts and cultural facilities.
  - Permanent fixtures and mechanisms that cannot be removed without altering ceilings, floors, walls and/or damaging the building are considered facility improvements.

- **Equipment**: the purchase and installation of equipment will be considered where the equipment is part of an overall improvement to an arts facility or it enhances the effective delivery of arts and cultural activities and programs.
  - Non-permanent fixtures/machinery are considered equipment.
Review Criteria

- **Program Impact** – 35 points
  - Who is the applicant?
  - What is the project?
  - Why is it important?

- **Planning & Implementation** – 35 points
  - How was the project developed/planned?
  - How will the project be completed during the grant period?
    - *Who will be directly involved in the project? Qualifications?*
    - *Is there a clear time table or construction schedule?*
  - What documentation do you currently have (estimates, permits, bids, etc.)?
  - What are your funding and management capabilities?
  - What are the goals / outcomes of the project?
Review Criteria, continued

- **Additional Considerations** – 20 points
  - Discuss community support.
  - How will the project affect those you serve?

- **Supplemental Materials** – 10 points
  - Upload required documentation into eGrant.
  - Upload attachments that are relevant and strengthen the application, as well as, help assure a panelist you are prepared to begin and complete this project.

**NOTE:** Applicants requesting facility improvement projects must address facility ownership, or provide evidence of a long-term lease (preferably 10-20+ yrs). In some cases, renewable leases may be an exception with evidence of prior long-term residency.
The Budget

- **Budget**: applicants enter Revenues & Expenses into eGrant

- **Itemization**: expenses must indicate labor & materials:
  - labor (employee and/or non-employee)
  - material (capital) expenses

- The Capital Improvement Program grant is **not appropriate** for the funding of project planning (such as feasibility studies or architectural drawings; mortgage payments; the purchase of a building, land or vehicle; or operational support).
Arts in Education

Chad Swan-Badgero
517.241.6747
badgeroc@michigan.org
Arts in Education

Are you eligible to apply for an AIE grant?

You must be able to answer YES to all of the following questions.

• Are you a registered preK-12 educational institution, public or non-public school, private school, home school, school district, intermediate school district/regional educational service agency or an accredited Head Start program?

• Are you physically located in the State of Michigan?

• Does your project have a hands-on learning component for student involvement? (Colleges are NOT eligible to apply to the AIE grant program.)
• Request: $5,000 - $20,000
• Grant period: October 1, 2019 - September 30, 2020.
• 1:1 cash match to their grant award (no in-kind services are allowed). Teacher and administrative time may be used as cash match.
• AIE grants are not meant to supplant regular classroom teachers, or serve in the absence of any on-going arts education programs.
• Contain effective hands-on and interactive activities that directly involve students in the creative process. AIE grants cannot be primarily performance or demonstration based on the part of the artist.
Review Criteria

Artistic/Cultural Merit (30 pts)
- What will the project do? How will it provide artistic/cultural experiences for students?

Education Impact (30 pts)
- How will project enhance/connect to school curriculum? What content standards are addressed?

Management/Implementation (25 pts)
- Clear project timeline. How are staff/teaching artists qualified? How will project be evaluated?

Supplementary Materials (15 pts)
- Detailed budget. Relevant attachments. PDFs.
New Leaders

Chad Swan-Badgero
517.241.6747
badgeroc@michigan.org
New Leaders

Are you eligible to apply for a New Leaders grant?

Are you a….

- 501(c)(3) or other tax-exempt organization such as a municipality or school, or L3C?
- Do you host, facilitate, run, or manage a youth/teen council or young professionals group? Youth who have a formal seat on the board of an organization are also eligible to apply through the organization.
- Are you proposing a project LED BY a young person age 14 – 30?

*Organizations who wish to create a youth/teen council or young professionals arm to their work are eligible to apply.*
New Leaders grant basics...

- Program must be **LED BY** a young person or young people (ages 14-30 years old).
- Applicants must be associated with a youth/teen council or young professionals group
- Grants must have a 1:1 cash and/or in-kind match
- Maximum request of $4,000
- Grant timeline: October 1, 2019 to September 30, 2020
We’re looking for 5 things:

• Describe the project for which you are requesting MCACA support. Be sure to include why you are doing this project.
• Describe the responsibilities of the Young People involved in key leadership roles for this project.
• Describe the audience or community that will take part and/or benefit from this project.
• How will you evaluate the success of your project based on your responses to the above statements?
• Give a description of the council: what it is, who the people involved are, how it’s structured, and/or how it operates.
Regional Regranting

MG POD

MG Arts Projects

Regional Regranting Agency

Jackie Lillis-Warwick
517-335-0676
Lillis-warwickj@michigan.org
Minigrant Programs

Provide specific support to a network of organizations to distribute small arts and cultural grants statewide through the minigrant program for:

**Arts Projects**

**Professional / Organizational Development (POD)**

**MINIGRANT DEADLINES:**

**ROUND 1:** AUGUST 3, 2019

**ROUND 2:** JANUARY 15, 2020 (for projects MARCH 1 – SEPT 30, 2020)

*contact your Regional Regranting Agency to confirm Round 2 funding

An applicant can only receive one Minigrant Arts Projects and/or one POD per year, regardless of Round(s).
Minigrant Arts Projects

ARTS PROJECTS: Up to $4,000 with a 1:1 MATCH, Cash and/or In-Kind
Are you eligible to apply for a Minigrant Arts Project grant?

- Is the applicant an arts & cultural nonprofit, or nonprofit organization registered in the state of Michigan, K-12 school, or municipality?
- Is the applicant’s organization physically located in the state of Michigan?
- Will the proposed project occur during FY20, Oct. 1, 2019 – Sept. 30, 2020?
MG Arts Projects Review Criteria

Artistic/Cultural Merit (35 pts)
• Why you are doing this project?
• How your project will provide experiences for audiences/participants to express themselves, grow, further their well-being, or be more happy?

Community Impact (30 pts)
• How will you engage with and learn from your audience?
• How will you engage with and learn from your artists?
• How does your organization reach a broader community and/or specifically targeted audiences with programs, including efforts to increase accessibility?

Implementation/Management (25 pts)
• Clear timeline. Demonstrate plan for marketing and evaluation.

Attachments (10 pts)
• Budget is clear and aligned with narrative. Relevant supporting materials. PDFs.
Minigrant POD

PROFESSIONAL or ORGANIZATIONAL DEVELOPMENT (POD):
Up to $1,500 with a 1:4 MATCH, Cash and/or In-Kind

Are you eligible to apply for a Minigrant POD grant?
• Is the applicant an arts & cultural nonprofit registered in the state of Michigan OR an individual artist, arts administrator, film professional, or arts educator?
• Is the applicant’s organization physically located/address in the state of Michigan?
• Will the proposed opportunity occur during FY20, Oct. 1, 2019 – Sept. 30, 2020?

Are you applying for/to:
- Conference/Education/Training – educational opportunities to increase knowledge/skill
- Work with a Consultant – assistance with planning, needs assessment, grant writing, etc.
POD grants are intended to assist organizations, arts administrators, individual artists, film professionals, and arts educators with unique experiences directly related to career or organizational development.

**Conferences/Education/Training** - Educational opportunities for staff, board members or artists to increase knowledge and skills that support the mission of the organization or the work that they do.

*A short list of POD opportunities can be found in the Application Guidelines.*

**Working with a consultant** - Funding for a consultant to provide assistance with strategic planning, coalition building, fundraising planning, needs assessment, grant writing, or board governance.

-What if conference doesn’t have info out before application deadline?
-Can I travel out of state?
MG POD Review Criteria

Professional Development Merit – 45 points
• Describe the professional development opportunity for which you are requesting MCACA support.
• Who will be attending the professional development opportunity?
• Clearly state the parameters of activity(ies)-time table/schedule of activities, when, where, length?

Professional or Organizational Impact – 45 points
• Describe purpose/importance of request to the individual’s or organization’s professional goals
• Describe how the opportunity may have the potential to significantly affect or enhance the applicant’s ability, career, artistic development, technique, or managerial skills.
*NOTE: Individual applicants may address how the opportunity will benefit their self

Supplemental Material – 10 points
• Upload required Narrative, Assurances, and supplemental materials
• Enter detailed financial itemization of Revenues and Expenses into eGrant
• Upload attachments which are complete, relevant, and strengthen the application
Services to the Field
MICHIGAN HUMANITIES
Encourage and Support activities that bring the humanities and public together
• Great Michigan Read, Museums on Main Street, Prime Time Family Reading Time
• Poetry OutLoud
• Touring Arts Grants: $3,000 max, deadline to apply October

MICHIGAN YOUTH ARTS ASSOCIATION
Develops, recognizes and advocates excellence in arts education for all
• Arts Trek Grants: $500 max, deadline to apply October
• Arts Equipment & Supplies: $1,500 max, deadline to apply November
• Youth Arts Festival and Arts Expo College Fair

ARTS MIDWEST TOURING FUND
Promotes creativity, nurtures cultural leadership and engages people in arts experiences throughout Midwest
• Touring Fund: $4,000 max, deadline to apply April 24, 2019
• Arts Midwest Conference
• WorldFest, Learning Lab, Cultural Exchanges, Big Read, Shakespeare in American Communities
CREATIVE MANY
  Advance and promote public policies

Michigan Arts Education Assessment & Instruction
  Resources and tools to help districts and schools strengthen their systems
  • Model Assessments
  • Professional Learning Opportunities

MICHIGAN FESTIVALS AND EVENTS ASSOCIATION
  Support and promote festivals, fairs, events and attractions
  • MFEA Convention, November 2019
  • Party at MIPlace, workshops/seminars, THE brochure

MICHIGAN MUSEUMS ASSOCIATION
  Shares expertise and resources to promote standards and best practices
  • Annual Conference – in Grand Rapids, October 2-5, 2019
  • Workshops, One on One consulting, Advocacy, Networking
A little advice...
Financial Tips

• Are your revenues and expenses categorized correctly?
  Review MCACA budget definitions prior to creating your itemization budget.

• Does your project budget reflect your required match amount?
  Check your grant’s guidelines for your match requirements.

• Is your budget balanced?
  Revenues should equal expenses.

• Do your financials reflect the appropriate grant period?

• Online payment: $50.00 non-refundable application fee, except Minigrants
  Major credit and debit cards are accepted.
  No application fee for Minigrant applications

Questions??? Please contact Adam Wheater or Ashley Minarik
**REVENUES**

- Enter the grant request amount

- Enter revenues to match request amount

  **NOTE:** In-Kind revenue will auto-fill from Expense page entries

**Total Project Revenue**
- must include grant request amount and match.
EXPENSES

• Enter expenses

• Enter the Cash value of each line item

• Enter In-Kind amounts for line items
  **NOTE:** total of Cash column + total of In-Kind column should = Total Expenses

• Enter MCACA Shares to appropriate line items
  **NOTE:** the total of the MCACA Share column should match the Grant Request amount entered on the Revenue page

- Total Expenses must match Total Revenue
- MCACA Share total must match Grant Request
## Revenue and Expense Itemization Template

### Income

<table>
<thead>
<tr>
<th>Revenue Earned</th>
<th>Cash</th>
<th>Totals</th>
</tr>
</thead>
<tbody>
<tr>
<td>Ticket sales/Admissions</td>
<td>350</td>
<td>$ 350</td>
</tr>
<tr>
<td>Tuition</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Contracted Services</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Total Earned Revenue**: $ 350

### Revenue - Unearned

<table>
<thead>
<tr>
<th>Corporate Support</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Kadish Credit Union</td>
<td>225</td>
<td></td>
</tr>
<tr>
<td>Clay Bank</td>
<td>200</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Foundation Support</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Neash By Foundation</td>
<td>300</td>
<td></td>
</tr>
<tr>
<td>Bentorone Foundation</td>
<td>100</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Private Support/Contributions</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Individual Contributions</td>
<td>100</td>
<td></td>
</tr>
</tbody>
</table>

**Other unearned revenue**

<table>
<thead>
<tr>
<th>Memberships</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Sales</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rental income</td>
<td>175</td>
<td></td>
</tr>
<tr>
<td>Advertising Sales</td>
<td>100</td>
<td></td>
</tr>
<tr>
<td>CD and Book Sales</td>
<td>50</td>
<td></td>
</tr>
<tr>
<td>Concession Sales</td>
<td>120</td>
<td></td>
</tr>
</tbody>
</table>

**Total Unearned Revenue**: $ 475

### Inkind revenue

- Itemized in expense column: $ 1,750
- **Total Cash Revenue**: $ 7,000

### Expenses

<table>
<thead>
<tr>
<th>Employee expenses</th>
<th>Cash</th>
<th>In-hand</th>
<th>MCACA share</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Project Director</td>
<td>750</td>
<td></td>
<td></td>
<td>$ 750</td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Non-employee costs</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Jack Dyer, Musician</td>
<td>1,150</td>
<td></td>
<td>1,000</td>
<td>$ 3,400</td>
</tr>
<tr>
<td>Dan Parasini, Visual Artist</td>
<td>1,150</td>
<td></td>
<td>1,000</td>
<td></td>
</tr>
<tr>
<td>Chuck Williams, Storyteller</td>
<td>1,100</td>
<td></td>
<td>1,000</td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Additional project expenses</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Concession</td>
<td>50</td>
<td></td>
<td>1,000</td>
<td>$ 550</td>
</tr>
<tr>
<td>Hall Rental</td>
<td></td>
<td></td>
<td>750</td>
<td></td>
</tr>
<tr>
<td>Season Brochure/Postcard</td>
<td>500</td>
<td></td>
<td>500</td>
<td></td>
</tr>
<tr>
<td>Marketing, Radio Ad</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>Other expenses</th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Office Supply</td>
<td>125</td>
<td></td>
<td></td>
<td>$ 550</td>
</tr>
<tr>
<td>Postage</td>
<td>300</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Telephone</td>
<td>125</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Other expenses**: $ 550

**Total Expenses**: $ 9,250

---

If you have additional revenue and expenses that do not fit on this itemized template, please list on a separate page.
Some advice from the field…

• Read the guidelines. (Maybe 10x)
• Do not wait to the last minute to submit your application.
• Ask the staff for help - early.
• Be clear, concise and compelling!
• Chek yer speling and grahamerr.
• Follow the format: page limits, font size, margins, pdf’s, etc.
• Keep your online presence up to date.
• Links for transparency – make sure they work.
• If you make a claim, be sure you can back it up.
• Show the panelists – virtual tours, videos, sound clips, captions.
• Your application is the full packet…not just the narrative.
<table>
<thead>
<tr>
<th>APPLICANT</th>
<th>Operational Support</th>
<th>Project Support</th>
<th>Capital Improvement</th>
<th>Arts in Education</th>
<th>New Leaders</th>
<th>Minigrant Arts Projects</th>
<th>Minigrant POD</th>
<th>CANNOT OS/PS/AE AND Minigrant Arts Projects</th>
</tr>
</thead>
<tbody>
<tr>
<td>Nonprofit Arts &amp; Cultural Organization</td>
<td>June 1</td>
<td>June 1</td>
<td>June 1</td>
<td>June 1</td>
<td>June 1</td>
<td>Aug 3 Jan 15</td>
<td>Aug 3 Jan 15</td>
<td>●</td>
</tr>
<tr>
<td>Nonprofit Organizations</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>●</td>
</tr>
<tr>
<td>Schools (K-12, public &amp; non-public)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>●</td>
</tr>
<tr>
<td>College / University</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>●</td>
</tr>
<tr>
<td>Municipality (city, township, village)</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>●</td>
</tr>
<tr>
<td>Professional Artist</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>●</td>
</tr>
<tr>
<td>Arts Administrator</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>●</td>
</tr>
<tr>
<td>Film Professional</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>●</td>
</tr>
<tr>
<td>Arts Educator</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>●</td>
</tr>
<tr>
<td>Position</td>
<td>Name</td>
<td>Phone</td>
<td>Email</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>----------------------------------</td>
<td>-------------------</td>
<td>------------------</td>
<td>--------------------------------</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Director</td>
<td>Alison Watson</td>
<td>517.241.3968</td>
<td><a href="mailto:watsona11@michigan.org">watsona11@michigan.org</a></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Operational Support</td>
<td>Jeff Garrett</td>
<td>517.241.6678</td>
<td><a href="mailto:garrettj7@michigan.org">garrettj7@michigan.org</a></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Arts in Education</td>
<td>Chad Swan-Badgero</td>
<td>517.241.6747</td>
<td><a href="mailto:badgeroc@michigan.org">badgeroc@michigan.org</a></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Project Support</td>
<td>Jackie Lillis-Warwick</td>
<td>517.335.0676</td>
<td><a href="mailto:lillis-warwickj@michigan.org">lillis-warwickj@michigan.org</a></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>New Leaders</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Capital Improvement Minigrants</td>
<td>Adam Wheater</td>
<td>517.241.0911</td>
<td><a href="mailto:wheatera@michigan.org">wheatera@michigan.org</a></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Financials Compliance</td>
<td>Ashley Minarik</td>
<td>517.335.1600</td>
<td><a href="mailto:minarika2@michigan.org">minarika2@michigan.org</a></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Administrative Coordinator</td>
<td>Joan Gill</td>
<td>517.335.6264</td>
<td><a href="mailto:gilj@michigan.org">gilj@michigan.org</a></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>General Inquiries</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>