

**APPENDIX 7**  
**OPERATING SUPPORT APPLICATION AND EVALUATION KEY**

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**ORGANIZATIONAL INFORMATION**

Well-managed, firmly established arts and culture organizations that have significant impact in the community and on the artistic discipline are vital to the quality of life in Columbus and the Central Ohio region.

Detail your organization’s top three objectives for the coming year.

Detail staff or board changes in the last year with particular focus on leadership positions.

Provide example(s) in your current season where evaluation results had an impact on programming decisions or new initiatives.

Detail what strategies are in place to diversify and strengthen your organization’s revenue, both earned and contributed. Provide example(s) of changes that have been implemented in the last three years and what has been the result.

Explain any unusual circumstances that had an impact on your audit results.

**SUPPORT MATERIALS:**  
 2011-2012 Artistic/business plan  
 Most recent strategic plan  
 Board list  
 Staff list  
 Job descriptions and resume(s) or bios of key personnel and participating artists  
 Most recent audited financial statements  
 Comparative financial statement  
 OCDP Funder Report

**EVALUATION (40 points)**

- |  |                      |
|--|----------------------|
| Evidence that the organizational leadership (both board and staff) is consistent, qualified and stable. (10) | 1 2 3 4 5 6 7 8 9 10 |
| Evidence that financial position is stable; and financial reporting is clear and accurate. (10)              | 1 2 3 4 5 6 7 8 9 10 |
| Evidence that the organization utilizes research and data to inform decision making. (10)                    | 1 2 3 4 5 6 7 8 9 10 |
| Evidence that the organization maintains diverse revenue streams. (10)                                       | 1 2 3 4 5 6 7 8 9 10 |

**EXPANDING AUDIENCES**

A vibrant and vital arts and culture community is an integral part of the local economy and an engine for economic development. Established arts and culture organizations provide programming at regular intervals. At times, organizations choose to implement new initiatives to expand their programming and enhance community engagement. The presentation creation or commission of new work, engagement of outside and new to the organization artistic personnel, and/or programs that attract new and younger audiences increase community engagement and create new relationships or efficiencies.

*Artistic Development*

Briefly describe past or current projects or programs in this category and their outcomes. If none exist, describe plans for future audience expansion, specifically new and younger audiences.

Describe plans for long-term integration of this type of activity and detail how your organization will measure success in this area.

Describe how your organization’s activities affect tourism, promotion or marketing of Columbus as a community and destination.

Detail partnerships and/or collaborations with new or emerging arts organizations in which your organization participates to attract new and young audiences.

*Impact*

Describe how your organization creates opportunities for the audience or community to interact with the artist(s) or learn about the art form.

**SUPPORT MATERIALS:**

- Artist resumes/bios
- Evaluation metrics, audience surveys
- Samples of work

**EVALUATION (25 points):**

Evidence that the organization is expanding its audience. (10)                    1 2 3 4 5 6 7 8 9 10

Evidence that the organization uses a variety of avenues and takes advantage of available marketing partnerships to increase awareness and audiences. (10)                    1 2 3 4 5 6 7 8 9 10

Evidence that the organization is engaging with emerging arts organizations to broaden audiences. (5)                    1 2 3 4 5

**EFFICIENCY AND EFFECTIVENESS**

Business as usual is not an option in the current economy. Collaborations and partnerships drive idea generation and can improve efficiency and effectiveness within the organization and in the arts and culture community as a whole. These activities will continue to positively affect the vitality of arts and culture organizations.

Detail changes in operational activities that have improved efficiency in operational or artistic processes in the last year. Has this change affected other organizations in the arts and culture community as a whole? If so, how?

Give an example(s) of a partnership or collaboration within the arts community that the organization has used to increase marketing, operational or artistic efficiency and/or effectiveness.

Describe ways your organization creates or strengthens collaborations and/or partnerships between the arts and culture community and other community organizations or sectors to

promote efficiency and effectiveness in operations and the impact on the organization and partner/collaborator.

**SUPPORT MATERIALS:**

Partner or collaborator support letter

**EVALUATION (20 points):**

Evidence that the organization engages in best practices and utilizes partnerships/collaborations to advance efficiency and effectiveness for the arts and culture community. (10) 1 2 3 4 5 6 7 8 9 10

Evidence that the organization partners or collaborates outside of the arts community to promote efficiency and effectiveness. (10) 1 2 3 4 5 6 7 8 9 10

**INNOVATION**

One way that arts and culture can drive innovation is through best-in-class marketing. Marketing that is best-in-class raises the visibility of arts and culture organizations and the arts and culture community as a whole across multiple platforms – locally, regionally and nationally. By raising the visibility of all that the arts and culture community has to offer, Columbus will be positioned as a more attractive and appealing place to live and work and as a cultural tourist destination.

*Marketing*

Describe marketing strategies or plans for the program year for the Columbus community and regional and national audiences. Highlight new or first time efforts targeted outside of Columbus, use of a type of media and/or technology.

Detail what your organization doing to take advantage of local, regional and national marketing efforts. For example - working with Experience Columbus, pooling marketing resources for out of town/state advertising, etc.

Detail programs and/or initiatives that focus on engaging underserved audiences or partnering with social service agencies.

**SUPPORT MATERIALS:**

- Website
- Social media presence (Facebook, Twitter, Blog, etc.)
- Newsletter
- Marketing plan
- Local, Regional or National press releases or articles

**EVALUATION (25 points)**

Evidence that the organization has a strong and integrated marketing plan. (10)	1 2 3 4 5 6 7 8 9 10
Evidence that the organization collaborates and informs local, regional and national marketing efforts. (10)	1 2 3 4 5 6 7 8 9 10
Evidence that the organization actively engages underserved audiences or partners with social service agencies. (5)	1 2 3 4 5