

GUIDELINES 2010

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THE GRANTS PROGRAM

Arts and culture connect the community, and the Greater Columbus Arts Council connects arts organizations and artists to the resources they need to thrive. Established in 1973, the GCAC/City of Columbus Grants Program offers financial support to the city's artists and arts organizations. Since 1978, the city of Columbus has dedicated a portion of revenues from the hotel/motel tax for support of the Grants Program. Funding decisions are made on a non-political basis through a competitive system of application and review.

The GCAC/City of Columbus Grants Program's mission, as adopted by the GCAC Board of Trustees, is:

To maximize funding for Columbus arts organizations and artists through the responsible administration of a grants program, to increase funds available for that program, and to provide technical assistance aimed at increasing the level of artistic and management skills among the GCAC constituency.

Program Goals

The grant-making goals of the Greater Columbus Arts Council are:

- Encourage, promote, and support excellence in arts programming and arts education.
- Ensure broad public access to the arts.
- Provide funding for Columbus artists, and arts and cultural nonprofit organizations, and enhance the city's cultural image.
- Maintain high standards of management and governance for arts and culture organizations.
- Provide technical assistance to increase the capacity of organizations to achieve their goals.

GCAC Grants & Services staff conducts workshops and consults informally on project planning, funding, evaluation, and other management issues.

Eligibility

To be eligible, an organization must do the following:

- Certify tax-exempt status under section 501(c)(3) of the Internal Revenue Code
- Produce programming of high artistic merit
- Provide appropriate *matching funds*
- Demonstrate financial responsibility

Individual artists who seek funding for specific projects may apply for Project Support. Applications can only be accepted from tax-exempt organizations, or *fiscal agents*, acting on behalf of the artist. Artists may also apply for merit-based awards from the GCAC Individual Artists Fellowship Program, for which separate guidelines are available.

Policies for All Applicants

The GCAC/City of Columbus Grants Program awards funds from the city's hotel/motel tax for quality arts presentations for the citizens of Columbus. *Professional artists*, arts organizations, and Columbus residents receive direct, primary benefit from this program.

First-time Project Support applicants are strongly encouraged to contact GCAC Grants & Services staff and to attend a GCAC grants writing workshop at least six weeks prior to the project application deadline.

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First-time Operating Support applicants are strongly encouraged to make an appointment for an interview with staff prior to application.

First-Tier Funding Priorities

Successful applications show evidence of:

Artists and Programming

High Quality Artistic Programming

GCAC awards grants to organizations that produce or present artistic programming that represents high achievement in the art form.

Payment to Artists

The vitality of the arts community depends upon stable organizations that have policies to compensate artists – including all visual, performing, and technical artists – through a salary, fee, honorarium or commission on the sale of work. Payment to participating artists in creation phases of an art activity, including rehearsals and installations, is indication of an arts organization’s intent to support *professional artists*.

Community participation and accessibility

Community Participation

Audience attendance, board composition and a breadth of funding sources all contribute to an organization’s profile of community participation. An applicant’s board of trustees should represent residents of Columbus and actively govern the organization through policy oversight for management, fiscal health and artistic mission. A policy of rotation of board membership is recommended.

Accessibility to Residents of Columbus

Programming that actively and innovatively provides access to the arts for people of all cultural backgrounds, economic status, sexual orientation, age and physical ability will receive high priority in funding decisions. GCAC requires applicants to guarantee accessibility and non-discrimination.

Accessibility

Applicants must give assurance that all grant-supported activities will be accessible to all individuals. For help in understanding how your program or facility meets federal compliance standards, refer to Information and Technical Assistance from the U.S. Department of Justice, Americans with Disabilities Act, Businesses and Non-profit Service Providers.

<http://www.usdoj.gov/crt/ada/adahom1.htm>

Non-discrimination

Applicants must guarantee that they comply with local, state, and federal laws and regulations regarding civil and human rights and will not discriminate against any employee or applicant for employment because of race, religion, sex, national origin, sexual orientation, physical ability, age or veteran status.

Financial Management

Good financial management demonstrates an arts organization’s commitment to long-term stability and health. The financial management plan – a part of the long-range plan – sets prioritized, targeted goals for the total organization.

Financial plans for large organizations should include targets for *unrestricted positive current liquidity* (which allows an organization to meet its obligations on a timely basis), and a *working*

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capital reserve (which enables the organization to cover cyclical cash needs through internal borrowing).

Clear and Accurate Financial Records

Clear financial reports play a big role in successful grants. Reports about past financial performance, present budgets, and future expectations are required. We prefer concise, one or two page reports each fiscal year.

Ability to Raise *Matching Funds*

An organization should not be dependent upon a single source of income, particularly government support. Contributions from individuals and non-governmental sources indicate a broader base of community support. Earned income (for example admissions, memberships, contracted services, and concessions) may provide matching dollars for Project Support grants. However, projects that include private sector cash donations are considered to have a stronger chance for success.

Operating Support recipients must match the total of all government grants with private sector contributions. For individual projects, GCAC may choose to take on full sponsorship of a project provided the above criteria are met for annual operations.

The Grants Program awards funds from the city's hotel/motel tax, and places a priority on professional, cultural programming that enhances the city's image and increases tourism.

Second-Tier Funding Priorities

The Grants Program awards funds from the city's hotel/motel tax, and places a priority on professional, cultural programming that enhances the city's image and increases tourism.

Recreation, Avocation, Therapy or Opportunities for Amateur or Youth Artists

The **Franklin County Neighborhood Arts Program** aims to increase community participation in the arts throughout Columbus. This unique grants program assists neighborhood and community groups including amateur and avocational, traditional arts organizations, civic and neighborhood associations, guilds, social service organizations, youth centered, and cultural organizations with arts projects in all arts disciplines, provided they are offered to the general public.

Arts activities of an essentially recreational, avocational or therapeutic nature are valuable to the community but do not receive funding through the Grants Program since projects for *professional artists* are a priority.

Education

The Grants Program may consider a limited number of arts education projects for funding. For eligibility, refer to Project Support.

Membership Organizations

Projects that require membership for consideration to exhibit or perform will receive lower funding priority. In the performing arts, organizations that do not compensate all performers will not be funded. When participation in an artistic activity is based on invitation or a jury process, applicants must explain the means to ensure systematic, unbiased selection. Requests from membership organizations must emphasize service to the general public.

Funding Restrictions For All Programs

Agencies of Government

Agencies of government are not eligible for support.

Capital Expenditures

GCAC does not award grants for *capital* improvements, construction or purchase of equipment with a useful life of over three years and a fair market value exceeding \$1,000, or real property. In the case of design projects (including public art projects), funding may be awarded for the research, planning and conceptualization of these projects, but not for construction, reconstruction, landscaping or other activities that can be considered capital expenditures. In determining eligible expenses for a grant, GCAC will not recognize expenditures for *capital* improvements, or for maintenance and repairs that increase the life of an asset.

Instructional Programming, Colleges and Universities

Funding will not be granted to purely instructional or training activities or to programming designed primarily to benefit students enrolled in public or private schools or universities. Organizations that offer educational programming through the GCAC Artists-in-Schools program may not seek grants to offset expenses for those activities.

Religious Programming

GCAC will not fund projects sponsored by churches or other institutions when the purpose or content of the project is to advance a religious ideology. Projects held at sites owned by religious institutions and those sponsored by colleges, hospitals and other service institutions with a religious affiliation will be considered for funding if the presentation and purpose of the projects are secular in nature, if the project is promoted to the public, and if the general public proves to be the primary audience for those works or activities.

Service to Columbus

GCAC awards are made with revenue from the city of Columbus hotel/motel tax. For that reason, GCAC will generally not fund organizations or projects with primary impact outside the city of Columbus.

Fundraisers

Projects that are produced as benefits or fundraisers are not eligible for grants. Projects may, however, contain a fundraising component.

Operating Deficiencies and Previously Completed Activities

Awards will not be made to cover operating deficiencies or to pay for previously completed activities.

Documentation For All Programs

Applicants should demonstrate the ability to successfully complete the grant for which they are applying. Organizational management and governance records, artists' credentials, audience statistics, and financial reports are excellent ways to document the organization's significance in the community and ability to complete a grant successfully. A checklist for each type of application will list the required supplemental materials.

Financial Documentation

Organizational Budgets and Financial History

GCAC's Grants Program supports organizations that make informed financial decisions, demonstrate fiscal accountability, and establish a broad base of financial support. Clearly presented financial documents are the first step in communicating fiscal accountability to GCAC and other potential funding agencies. It is the organization's responsibility to create and maintain an accurate accounting system. **(Refer to Technical Assistance for more information.)** *New organizations and first-time applicants should discuss existing financial documentation with a Grants & Services staff member.*

Ohio Cultural Data Project

Beginning in 2010, GCAC is engaging in a new partnership with the Ohio Cultural Data Project (OCDP). The first management tool of its kind, the OCDP is a state-wide collaborative effort of public and private funders throughout Ohio and consists of an online system for collecting and standardizing historical financial and organizational data. GCAC, along with other funders in Ohio, now requires Operating Support applicants to complete a OCDP *Data Profile* annually through the OCDP website (www.ohculturaldata.org). You will use the information you enter into the OCDP *Data Profile* in your grant application to the GCAC, as well as to other participating funders throughout the state.

The OCDP will provide the cultural community with consistent, reliable comprehensive data on arts and culture in Ohio, and enable organizations to view trends in their data, benchmark themselves against peer organizations, and enhance their financial management capacity. (**Refer to The Ohio Cultural Data Project for more information.**)

Budgets

All organizations are required to submit a **comparative financial statement**. This statement summarizes current financial status and contains four columns:

- Actual income and expenses for the most recently completed fiscal year
- Budget for the current fiscal year
- Year-to-date actual income and expenses
- Projected actual income and expenses for the current fiscal year

When the activity represented in the application occurs in the organization's next fiscal year, a **budget for the next fiscal year** will be required.

Financial history is determined by an organization's size.

- Annual income less than \$25,000: submit modified comparative financial statement and next year budget.
- Annual income \$25,000 - \$250,000 (average of three years): submit a copy of the most recent Federal Form 990 (annual federal tax return).
- Annual income \$250,000 or greater (average of three years): submit annual *audited financial statements* prepared by certified public accountants.

NOTE:

All Operating Support applicants regardless of budget size are required to complete an OCDP *Data Profile*.

Audited statements are due 90 days after the close of the organization's fiscal year. **Audits are required for organizations to receive Operating Support.**

Failure to provide timely *audited financial statements* will disqualify an applicant from Grants Committee review and may terminate the grant.

THE FUNDING PROGRAMS

The GCAC/City of Columbus Grants Program offers two main funding options for organizations: Project Support and Operating Support. For more information about the Franklin County Neighborhood Arts Program, contact Community Arts Education staff at GCAC.

Project Support

Project Support provides funding for the numerous short-term cultural activities that give Columbus its vitality. Project Grant deadlines are offered quarterly each year, accessible to both planned activities and newly discovered opportunities. We welcome the opportunity to support new organizations and new

projects. Supporting the ever-changing potential of talent in Columbus benefits all types of art and culture in our community.

GCAC defines projects as special, one-time activities with specific implementation dates, budgets, objectives and evaluation plans. More than one event or activity may be included in one application provided the organization meets guidelines set forth in the Support for Multiple Activities section below. Organizations may request funding for items such as personnel, outside fees and services, artists' fees, space rental, travel associated with the project, production expenses, development and fundraising costs, marketing and costs associated with audience development, and remaining operating expenses. Funds requested may not exceed 25% of the total project expenses.

First-time applicants are encouraged to attend one of the grants workshops conducted by the GCAC Grants & Services staff, and to consult with Grants & Services staff at least six weeks before each deadline. An in-person interview is strongly encouraged for first-time applicants. Applicants interested in multiple-year funding should consult with GCAC Grants & Services staff prior to making a formal proposal.

While Project Support applicants are not required to participate in the Ohio Cultural Data Project, they are encouraged to complete their profile as part of the state-wide database and in anticipation of use of the OCDP [Data Profile](#) for Project Support applications in the future. (Refer to the **Ohio Cultural Data Project for more information** – www.ohculturaldata.org.)

Draft applications for staff review will be accepted up to one week before the deadline.

Types of Eligible Projects

Examples of the artistic disciplines served by GCAC are dance, design, literature, media, multi-disciplinary art, music, opera/musical theater, theater and the visual arts. Refer to the Program Goals section.

General

General types of projects funded by GCAC include:

- Public performances or exhibitions
- The creation of new work
- Special initiatives designed to significantly enhance an organization's earned income potential or position in a broader market

Experimental Projects

Experimental projects will be considered for their potential to produce unique art of high quality. Although broad community support and *matching funds* are important to all activities, GCAC understands that the early stages of experimental projects may not show a strong record in these areas. After three years, the project should show increases in audience attendance and *matching funds* in order to strengthen the case for continued grant funding.

Salary Assistance

GCAC may support an arts organization's request for salary assistance for a limited time. The applicant must clearly define the terms of employment and describe a concrete plan for the future funding of the position. Salary assistance is generally considered seed funding for a new position.

Examples of organizations that are not eligible to apply for salary assistance include: state agencies, units of government, college or university departments, non-arts organizations and organizations that serve primarily a national or statewide constituency. These types of organizations may not include salaries or overhead costs in any request for GCAC funding.

Arts Education

The Grants Program may consider a limited number of arts education projects for funding, when resources are available.

Eligible arts education projects:

- Are not intended for schools or for individual instruction
- Are promoted to the general public by nonprofit arts organizations
- Involve *professional artists*

In most cases, arts education projects will be a portion of a request for public programming. Funding may also be requested for master classes. Organizations seeking support for arts camps and after-school activities for youth may apply for artists' fees, art materials, and scholarships.

Because GCAC supports arts education through its Community Arts Education program (which includes the Artists-in-Schools program and the after-school and summer program titled Art in the House, arts education projects will receive lower funding priority.

Support for Multiple Activities

Organizations exhibiting the following characteristics may apply for multiple activity support:

- Minimum three-year history of successful programming
- Current with all federal and state regulations for 501c3 organizations
- Code of regulations/by-laws that provide for community involvement (refer to Best Practices)
- High quality artistic programming
- Annual and long-term financial plans
- Commitment to paying artists, with a proven track record
- A loyal audience base that is renewed or extended with the introduction of new programming
- Ability to meet a 1:1 private match with support from individuals

Organizations applying for Multiple Activities grants should apply within the cycle in which their activity begins – for example, if a concert series begins on Oct 1 and runs to Dec 31, the organization should apply at the Jul 15 deadline for the full series of activity.

Organizations requesting grants for Multiple Activities must demonstrate planning and ability to book concerts, exhibitions, or performances in advance; negotiate successfully with the intended venue; and produce materials that promote ticket sales and/or subscriptions for two or more activities.

Grants for Multiple Activities are limited to annual submissions. Funds may be used for artists' fees, administrative expenses, venue rental, marketing, and production expenses for the named productions. Priority will be placed on paying artists' fees.

A grant for Multiple Activities is not to be considered substitute for unrestricted Operating Support. No organization will be granted funds from both GCAC funding categories. However, grants for Multiple Activities are restricted to no more than 30% of the organizations' annual budget.

Project Grants for Operating Support Organizations

Operating Support recipients may not apply for Project Support funding.

Required Materials for Project Support

GCAC provides an application form for organizations to request funding. Applications for Project Support, Operating Support and Technical Assistance must be submitted through our online application system, Go Arts (<http://goarts.gcaonline.com>). All other programs require hard copy applications available by visiting www.gcac.org.

Organizations are required to submit one copy of each document listed below:

- Project Support online application cover page
- Organizational financial information, as listed in Documentation for All Programs and Application Checklist
- Current staff/trustees lists
- Job descriptions/ brief resumes of key personal

Organizations are required to submit *Samples of Work* in a combination of no more than 3 of the items listed below:

- Media clip(s) or multi-media presentation(s) (DVD format)
- Musical selection(s) (CD format)
- Catalogue or Exhibition catalogue (1 hard copy or PDF file)
- Newsletters (1 hard copy or PDF file)
- 2 Press articles (1 hard copy of each or PDF files)
- Event program (1 hard copy or PDF file)

NOTE: At least two minutes and up to 5 minutes will be reviewed for your application evaluation. Total time viewed is up to the discretion of staff and may in some cases be less than 5 minutes. Keep this in mind as you select and cue materials for the sample. Please ensure that your samples are of the highest quality and the best representation of your work.

For first-time applicants only:

- Letter of federal tax exemption
- Organizational history and philosophy

Project Support Application and Review Criteria

GCAC utilizes an online application system comprised of 4 narrative sections that address Public Value, Artistic and Project Quality, Organizational Goals & Implementation and Marketing & Audience in addition to supplemental materials that include listing of board and staff, project and organizational budget, samples of work and more.

Refer to **APPENDIX 1** (Project Support Application Review Criteria/Evaluation Measures) for the complete listing of narrative questions, criteria/evidence and rating scale

Awards

The Grants Committee will determine grant allocations based upon three criteria - the application evaluation/rating, individual meetings and the amount of funds available - by applying a percentage to the request based upon these three factors.

Operating support

Operating Support is a key component in meeting Grants Program goals for a vital and accessible arts community. Operating Support grants provide unrestricted support to core arts organizations to achieve their mission to serve the arts in Columbus and to maintain a high level of arts activity regardless of unpredictable economies. Established arts organizations most likely to receive Operating Support will

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offer annual programming and demonstrate exemplary artistic achievement, stable artistic and administrative staffing, healthy financial structures and significant impact on the city's economy and tourism. Funding is competitive. The annual deadline for Operating Support grant applications is February 10 or the next business day. Applications are accepted electronically through GoArts, GCAC's online application system (goarts.gcaconline.org).

Eligibility Criteria

New applicants are required to be independent organizations that have held 501(c)(3) status for at least three consecutive years prior to the date of application.

Organizations must apply annually and demonstrate the following:

- Primary focus and actual operation are artistic in nature
- Provide cultural programming of the highest caliber
- Demonstrate a wide-ranging impact on the city of Columbus
- Operate with a community-based board of trustees charged with legal and fiduciary responsibilities, including the hiring of the chief artistic and/or executive directors.
- Operate with professional management and artistic staff
- Demonstrate artistic planning, fiscal accountability, and produce annual *audited financial statements*
 1. Operate with a clearly articulated, realistic, and board-approved artistic and financial plan
 2. Present a well-established base of financial contributions and match total government grants with private-sector contributions
 3. Prepare and submit to GCAC a board-approved budget for the next fiscal year
 4. *Audited financial statements* must verify **Net Current Assets of at least 10% of prior-year expenses**. Prior-year expenses should not include depreciation and in-kind.
 5. Maintain an OCDP *Data Profile*.

The GCAC Board is committed to maintaining the integrity of the community's gift to the arts through the *Columbus Arts Stabilization Project*. Organizations that participated in the program will be reviewed for their ability to maintain sufficient cash and cash equivalents, and encouraged to create reserves to support future artistic or technical needs. Strategies to grow and/or maintain reserves are also encouraged.

For those organizations that did not participate in a stabilization program, this requirement should be discussed with staff or the GCAC Board of Trustees.

Operating Support awards are evaluated each year and are not guaranteed for future years. An organization must fulfill the above eligibility criteria annually.

Ineligible Organizations

The following types of organizations are ineligible for operating support, but may be eligible for Project Support and should contact the GCAC Grants & Services staff for further information. The GCAC Board of Trustees reserves the right to make exceptions.

- Social service agencies
- Schools, colleges or universities/university departments
- Libraries
- Individuals
- Programs dedicated to a primarily statewide or national constituency
- Recipients of operating support from departments or divisions of the city of Columbus
- Organizations that receive concurrent funding from the city of Columbus
- Units of government

Removal from Operating Support

The GCAC Board of Trustees manages a system to monitor the eligibility status of Operating Support recipients and to provide notification if the recipient's continued participation appears to be in jeopardy. An Operating Support recipient will receive notice of impending ineligibility if the recipient:

- Fails to meet and sustain one or more of the eligibility criteria for more than one year
- Fails to maintain *net current assets* of at least 10% of prior-year expenses, measured either at fiscal year end, or during one month of a fiscal year.
- Uses or otherwise encumbers donor-restricted funds for any reason other than the donor's designation.

The above reasons are considered just cause for concern for ineligibility of an organization from the Operating Support program. Once the recipient has received notice of concern from GCAC, they must distribute the notice to all members of its board of trustees. At the discretion of the GCAC Board, an organization may receive notices for a period of up to four years. Organizations will be required to submit their board's approved solution to the problem, as well as quarterly financial reports. Additional restrictions may accompany the annual grant. An organization's failure to take corrective action and demonstrate annual progress will make them ineligible for Operating Support. An organization cannot continue to receive Operating Support without meeting all eligibility requirements for four consecutive years. The GCAC Board of Trustees may rely on external evaluation to assess the organization's eligibility. With the recommendation of the Grants Committee, the GCAC Board reserves the authority to terminate or extend an organization's participation at any time.

Applicants must submit the required application materials on the deadline to be considered for Operating Support.

Removal from Operating Support does not necessarily indicate restricted eligibility for other types of GCAC funding. In most cases, organizations apply for, and receive, Project Support. Any arts organization, including those in Operating Support, may seek Technical Assistance for help in problem-solving.

Required Materials for Operating Support

GCAC provides an application form for organizations to request funding. Application must be submitted electronically through GO Arts Columbus, GCAC's online grants system.

The following documents must be postmarked within 3 business days of the deadline:

- Signed Operating Support cover page
- Any supplemental materials that cannot be uploaded to the GO Arts system

All supporting documentation is due at this deadline. Exceptions must be requested in advance in writing and, if approved by the Grants Office, are due no later than one week following the deadline. GCAC will not be responsible for reminding applicants about late materials. Applications will not be considered if the following materials are not in the GCAC office on the stated deadlines.

- Job descriptions and brief biographies for key personnel
- Current staff list
- Current list of the Board of Trustees with executive committee and affiliations noted
- Updated, board-approved long-range plan that includes financial forecasts and programming direction for at least two years.
- Projected budget for the upcoming fiscal year (board-approved if the beginning of the organization's fiscal year is within one calendar quarter of the deadline).
- OCDP *Funder Report* for GCAC

For new applicants:

- *Audited financial statements* of the previous two years' financial activity
- Organizational history and philosophy

Each applicant has the responsibility to send materials that are relevant, readable and appropriate. GCAC Grants Program staff may seek further clarification from the applicant. Timely response to GCAC requests for additional information is important to the application's success.

Operating Support Review Criteria

GCAC utilizes an online application system comprised of 4 narrative sections that address Public Value/Advocacy, Artistic Excellence, Management & Governance and Broad Public Access in addition to supplemental materials that include the GCAC Funder Report, listing of board and staff, internal financial statements, samples of work and more.

Refer to **APPENDIX 2** (Operating Support Application Review Criteria/Evaluation Measures) for the complete listing of narrative questions, criteria/evidence and rating scale

Operating Support Grant Allocations

Unrestricted, non-capitalized expenses of the applicant's most recently completed fiscal year provide the basis for grant allocations by a process that also takes into account application evaluations that are based upon criteria stated in the Guidelines and individual applicant meetings.

Operating expenses are adjusted to exclude non-cash contributions, depreciation, *capital* expenses and expenses in excess of annual unrestricted income. An additional adjustment will be made for expenses for artistic activities held outside greater Columbus with the following exceptions:

- Performance tours of an artistic company based in Columbus
- Touring exhibitions created and managed by an institution based in Columbus
- Temporary or permanent satellite operations will not be considered an eligible expense.

Generally, GCAC will not award an Operating Support recipient an amount (from the Operating and Project Support Categories combined) that exceeds 20% of that organization's operating expenses.

Technical Assistance

Technical Assistance is a capacity-building program supporting the management, governance and professional development needs of not-for-profit arts organizations and individual artists. Currently, Technical Assistance will be awarded to organizations with proposals in the following focus areas:

Outline long-term solutions to upgrade functionality of Operating Support organizations on watch.

Proposals should be clear about why the focus area is crucial to long-term health. Proposals could be focused on fundraising, marketing, technology, governance or any area that is in critical need of support and should relate to the organization's most recent Operating Support application. The organization will be required to meet with Grants staff and at least one Grants Committee member before submitting the proposal.

Sudden Opportunity Grants for Operating Support Organizations

GCAC will consider a limited number of requests annually from Operating Support groups for sudden opportunities. Requests can be for programming or for capacity building opportunities. The organization must be able to demonstrate the unexpected nature of the activity and the activity cannot be a part of the organization's regular season.

Strengthen critical aspects of Governance, Leadership, and Operational Management for arts and cultural organizations.

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If this is a first-time activity that will need to be sustained, proposals should be clear about how it will be maintained. For example, how will the organization pay for an annual audit or sustain technology upgrades?

Professional development assistance for individual artists and small to mid-sized organizations with budgets of \$500,000 or less.

Small grants of up to \$1,000 to offset the costs of professional development opportunities will be considered.

The Ohio Cultural Data Project

The Ohio Cultural Data Project (OCDP) is an online system for collecting and standardizing historical financial and organizational data. The first management tool of its kind, the OCDP will enable organizations to view trends in their data, benchmark themselves against peer organizations, and enhance their financial management capacity.

GCAC now **requires** Operating Support applicants to complete a *Data Profile* through the Ohio Cultural Data Project (OCDP) website (www.ohculturaldata.org).

Instructions for the use of the OCDP

1. Go to www.ohculturaldata.org and click on “New User Registration”
2. Create new Data Profile. **Complete a Data Profile for each of the TWO most recently completed fiscal years: start with the earliest year.**
3. Enter data using your board-approved financial audit
4. When finished entering data, click on Submit/Error Check: address any errors and call the Help Desk if you have any questions.
5. Click on the *Funder Report* link next to the *Data Profile* you just submitted. Click on the report for the Greater Columbus Arts Council and print {or save and upload to GoArts}
6. **Review your *Funder Report***; if you need to make changes, call the Help Desk.
7. Include the *Funder Report* along with your GCAC application supplemental materials.

Please note: As part of the effort to ensure the accuracy of your data, throughout the year, the OCDP will review each of your submitted *Data Profile*(s) and contact you with suggested revisions. **It is your responsibility to make any necessary changes to the submitted *Data Profile*(s).** This process **will not interfere** with your ability to run *Funder Reports* and apply for grants.

Complete instructions for getting started with the OCDP are available here:
<https://www.ohculturaldata.org/orientation.aspx>

Online Training is also available here:
<https://www.ohculturaldata.org/training.aspx>

Please direct questions concerning the Data Profile to:

Ohio CDP Help Desk
www.ohculturaldata.org
Toll Free: 1-888-97-OHCDP (976-4327)
Email: help@ohculturaldata.org
The Ohio CDP Help Desk is available Monday – Friday from 9:00a – 5:00p EST

Grant Award Procedures and Deadlines

Deadlines

Applications with accompanying required documents are due by 5:00 pm on the date listed below.
Late applications will not be accepted.

Program	Deadline (first business day)	Projects between
Project Support	January 15 April 15	May 1 and Jun 30 Jul 1 – Sep 30

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	July 15	Oct 1 – Dec 31
	October 15	Jan 1 – Mar 31
Operating Support	February 10	June 1 – May 31
Technical Assistance	1 st Monday of each month	Varies

If the deadline falls on a weekend or holiday, the deadline is extended to the next business day.

The beginning date signals when the organization begins to expend resources for the project, in marketing, rehearsals, etc. End dates are approximate. Events must be scheduled with adequate time after grant notification to advertise GCAC support.

Missing Information

The signed application cover page, including hard copy supplemental materials or materials not available electronically, is required postmarked no later than three business days following the deadline. Each applicant has the responsibility to send materials that are relevant, readable and appropriate. All supporting documentation is due on the deadline. GCAC Grants & Services staff may seek further clarification from the applicant. Timely response to GCAC requests for additional information is important to the application's success.

Awards Process

For 2010, Project Support applications will be reviewed and evaluated by staff. GCAC will meet individually with applicant organizations. These meetings will further impact the evaluation outcome. The evaluations/feedback will be determined according to the stated project support review criteria. The Grants Committee - which is appointed from the membership of the GCAC Board of Trustees and is representative of the community at large - will review the evaluations and recommend funding based on two factors - evaluation outcomes and GCAC funding availability.

For 2010, Operating Support applications will be reviewed by Staff using the stated Operating Support review criteria. Individual meetings will further impact application evaluation outcomes. The Grants Committee will review the evaluations and recommend funding.

Technical Assistance proposals are due on the first Monday of each month. If a proposal is received after the first Monday it is moved to the next month's review. Grants & Services Staff reviews proposals and makes recommendations to the President and the Grants Committee via email by the second Friday of the month. Consensus is reached and contracts or denials are sent by the fourth Friday of the month.

The Grants Committee may recommend one of five actions for any Project Support Application or Technical Assistance proposal:

- Approval for full or partial funding
- Approval for full or partial funding with stipulations
- Denial with suggestions for resubmission of request
- Denial of request
- Deferral for further consideration

The Grants Committee may recommend one of five actions for an Operating Support application:

- Approval for funding
- Approval for funding with stipulations
- Denial with suggestions for resubmission of request
- Denial of request
- Deferral for further consideration

GCAC/City of Columbus Grants Program



Generally, GCAC will not award an Operating Support recipient an amount (from the Operating and Project Support categories combined) that exceeds 20% of that organization's operating expenses.

The Grants Committee presents their recommendations to the full Board of Trustees, which authorizes grant awards during the following meetings:

Program	Deadline	Board Meeting
Project Support	January 15	March 24
	April 15	June 30
	July 15	September TBD
	October 15	December TBD
Operating Support	February 10	May 26

Letter of Agreement and Implementation

After the GCAC Board of Trustees approves a grant, a letter of agreement specifying the terms of the grant will be sent to the applicant. The applicant returns a signed copy of the entire letter of agreement to the GCAC Grants & Services Office by the date indicated in the letter to signify agreement with the terms. No major changes in the project can then occur, either in activities or finance, without prior written approval from GCAC. Applicants are strongly discouraged from commencing projects in anticipation of GCAC support prior to formal notification. *Unexpected, significant changes in the organization's management, governance, program or finances must be brought to the attention of GCAC.*

Acknowledgement of Grant Support

Grant recipients must credit GCAC's support in all printed material related to the funded project, including sites on the World Wide Web or any other presence on the Internet. Verbal credit must be given where printed credit is not possible. Failure to credit GCAC will jeopardize future grant awards. (To download the GCACG logo, go to www.gcac.org/grants-services-for-organizations/logos.php)

www.ColumbusArts.com

Grant recipients are required to post events on the GCAC website www.ColumbusArts.com. This site provides a searchable web presence for the arts in Columbus, and connects to www.ArtsinOhio.com. Organizations receive a free promotional benefit, and have the option to provide a link to their home web sites.

Planning, Evaluation, and On-Site Visits

GCAC makes its most informed funding decisions in the presence of careful, written documentation of an organization's activity, including short and long-range plans, evaluation documents, interim progress reports and final reports. Organizations are required to state clearly the desired outcomes of their artistic activities in ways that are measurable. From time to time, GCAC will utilize outside evaluators in addition to staff and trustee members for on-site visits to Project and Operating Support recipients.

Organizations that currently receive or plan to apply for GCAC funding should make available two complimentary tickets at the request of the GCAC Grants & Services Office. These tickets are for evaluation purposes and will be subject to availability for the event.

Reporting and Payment

Project Support and Technical Assistance – written reports must accompany any request for payment. Although GCAC pays most project grants upon receipt and approval of a final report, grantees may request 50% of the grant award prior to the completion of the project.

GCAC/City of Columbus Grants Program

Newspaper/magazine articles, photographic records and documentation of the GCAC/City of Columbus acknowledgement should be attached to all reports.

The final report form is required within thirty (30) days of the completion of each project. Failure to complete the final report form adequately will jeopardize future funding requests. GCAC will not review new applications for the GCAC/City of Columbus Grants Program if the applicant has a final report past due and has not been granted an extension.

Operating Support - No reports are required to generate Operating Support payments unless stipulated in the letter of agreement. Awards are paid automatically in four equal quarterly installments, on or about June 30, September 30, December 31 and March 31. Payments will be held for late audited statements or any other documents required by GCAC.

All grant payments from GCAC are contingent upon receipt of funding from the city of Columbus.

OTHER RESOURCES FOR ORGANIZATIONS

Franklin County Neighborhood Arts Program

GCAC created the Franklin County Neighborhood Arts Program to increase community participation in the arts throughout Columbus. This unique grants program assists neighborhood and community groups including amateur and avocational, traditional arts organizations, civic and neighborhood associations, guilds, social service organizations, youth centered, and cultural organizations with arts projects in all arts disciplines, provided they are offered to the general public.

The Neighborhood Arts Program is for specific project support. Awards range from \$200 to \$2,000. Programming that actively provides access to the arts for people of all cultural backgrounds, economic status, sexual orientation, age and physical ability will receive higher priority. Organizations currently receiving funding through GCAC's City of Columbus Grants Program are ineligible for consideration for the Neighborhood Arts Program. Please contact Community Arts Education staff for more information.

GLOSSARY OF TERMS

Audited Financial Statements

Generally known as “the audit,” this document contains an organization’s fiscal-year financial transactions. Certified public accountants review the transaction for compliance with Generally Accepted Accounting Principles (GAAP). Audited financial statements ensure credibility of the financial records and are tools for making sound financial decisions.

Capital Expenditures

For GCAC grants, capital expenditures are assets with a useful life over three years and a fair market value exceeding \$1,000. Maintenance and repairs that increase the life of an asset will not be recognized for the purpose of determining the grant.

Columbus Arts Stabilization Project

A granting program which officially began in 1994, the Columbus Arts Stabilization Project was developed with contributions from corporations as well as federal, state and local governments. Several years of technical assistance were provided to nine major institutions by the staff of National Arts Stabilization, a nonprofit grant giving organization in Baltimore, Maryland. Each organization created a plan to strengthen the financial profile of the organization and create a working capital reserve. The principles of stabilization form the basis for many requirements in the Operating Support program.

Current Assets

Resources of an organization that are cash or readily turned into cash within one year.

Current Liabilities

Debts and obligations of an organization that are due within one year.

Data Profile

The Data Profile is a single fiscal year of data submitted into the CDP which contains historical data entered after a fiscal year is completed and a board-approved audit/review (or financial statement) is available.

Fiscal Agent

A nonprofit organization that holds the tax-exempt status known by the tax code 501(c) (3) and that agrees to submit applications on behalf of an individual or organization that does not yet have tax exemption. Individual artists and organizations that do not have tax-exempt status at the time of application must employ a tax-exempt organization to serve as a fiscal agent. The fiscal agent is legally responsible for the completion of the project and for the proper management of the grant award. The fiscal agent must therefore sign the application and, if a grant is received, sign the contractual letter. The management of fiscal agent grants is not the sole responsibility of the fiscal agent. Artists or project directors must also sign the application and contractual letter, and are responsible for the management of the project.

Fund for Working Capital Reserves

As a part of the Columbus Arts Stabilization Project, the Fund for Working Capital Reserves was a granting program intended to help smaller arts organizations establish good management practices, understand and use financial reports in making decisions about programming and establish working capital reserves equal to approximately 10% of an organization's operating expenses. In 1995, four mid-sized organizations in the Operating Support Program were awarded pilot funding for arts stabilization through the GCAC/City of Columbus Grants Program. A special one-time grant from the city of Columbus allowed GCAC to extend stabilization incentives to smaller established not-for-profit arts organizations. Twenty arts organizations received awards through the Fund for Working Capital Reserves.

Funder Report

Report that CDP users generate from the CDP website and provide to the participating funder, either in hard-copy or electronically, as one part of the application process to that funder. The report presents financial and programmatic information from the users' CDP Data Profile(s) and is designed by the participating funder. The Funder Report is a requirement for Operating Support applicants. While not currently required for other grant applicants, we strongly encourage participation by all arts and cultural organizations.

Matching Funds

Grant dollars are typically one portion of the income for any art activity. The additional funds necessary to complete the activity are called matching funds. For GCAC, matching funds should equal or exceed the amount of the grant request.

Net Current Assets

Net Current Assets = Current Assets, minus Current Liabilities

Professional Artist

For GCAC, an individual who generally devotes a large portion of time to the development of one or more art forms, and who has achieved recognition within the community for artistic accomplishments. The professional artist is frequently paid for performances or the creation of art.

Statement of Activities & Statement of Financial Position

Components of audited financial statements. The Statement of Activities provides information on how financial transactions have affected the organization over the previous fiscal year. The Statement of Financial Position provides information concerning an organization's assets, liabilities, net assets, liquidity and financing and investing activities.

Working Capital Reserves

GCAC has adopted this definition of a working capital reserve from National Arts Stabilization:

Cash or cash equivalents that have been designated by the board, or restricted by a donor, to serve as a cash flow management tool. These funds generally are physically segregated from operating funds and replenished on a revolving basis, and therefore are not used to cover shortfalls in operating resources. Working capital reserve funds allow the organization to serve as its own lender, without incurring interest expense, during the low periods of the cash flow cycle. A working capital reserve should be funded in an amount that reflects the historical cash flow of the organization during a typical year. Ideally, the working capital reserve should provide a source of cash to span an organization's low revenue portion of each annual cycle.

Once an organization meets the goal for a working capital reserve, it should consider additional reserves. Examples are: artistic reserves (which encourage risk taking and innovation); facility reserves (which provide for and maintain the physical assets of the organization); and ultimately, endowment (which earn additional revenues for added security and growth).

GCAC Grants & Services Department Contact Information

GCAC/City of Columbus Grants Program

100 E. Broad Street, Suite 2250
Columbus, OH 43215

voice: 614/224-2606
fax: 614/224-7461
email: grants@gcac.org

office hours: 9:00 a.m. to 5:00 p.m. Monday through Friday

Ruby Classen, Grants & Services Coordinator
Ph: 614.221.8406
Email: rclassen@gcac.org

Visit the Community Funding section of www.gcac.org for forms and instructions.

The Ohio Cultural Data Project

Please direct questions concerning the Data Profile to:

Ohio CDP Help Desk
www.ohculturaldata.org

Toll Free: 1-888-97-OHCDP (976-4327)
Email: help@ohculturaldata.org

The Ohio CDP Help Desk is available Monday – Friday from 9:00a – 5:00p EST

2010 Guidelines – Appendix 1

Project Support Application Review Criteria/Evaluation Measures

Public Value

Define what community need(s) this project will address; who it will impact; and how
Provide details regarding how this project will be a meaningful addition to the Columbus community and who and how will benefit from this experience.

Examples of community need: Showcasing an under-represented artistic discipline, targeted outreach, raising awareness of a global issue, creating a link between arts and science

Examples of impact: Utilizing local artists, engaging with students/education

Examples of benefit: Engagement of the community at large; Gain better understanding; Create greater awareness

Criteria	Evidence
<ul style="list-style-type: none"> ▪ Community need(s) clearly stated and relevant ▪ Impact clear and well-reasoned ▪ Benefit is well defined and meaningful 	<ul style="list-style-type: none"> ▪ Public Value Statement

Excellent Project demonstrates impact to high need area or provide high benefit to community and/or artists
Statement is clear and exemplifies well thought out engagement and planning

Satisfactory Project outlines a general community impact to need area and slight artist benefit
Statement is defined, but not remarkable

Fair Project possesses narrow focus on need area or lacks meaningful impact
Statement is vague and too broad

Unsatisfactory Project does not clearly address the external impact to the community or artist benefit
Statement focuses on organizational benefit

Artistic and Project Quality

Describe the artistic goals of this project, and how GCAC funding would further those goals. How many artists will this project serve and how will they be selected? Other than this specific project, in what way(s) does your organization engage with artists?

Criteria	Evidence
<ul style="list-style-type: none"> ▪ Project goals are clearly stated ▪ Quality of the artists, productions, exhibits, works of art and other project activities ▪ Qualified people are involved in making programming decisions ▪ Quality design is evident in graphic and printed materials 	<ul style="list-style-type: none"> ▪ Grant narrative ▪ Printed materials (programs, catalogs and newsletters) ▪ Press clippings ▪ Resumes or bios of artists, jurors and consultants ▪ Artistic documentation ▪ Final reports from previous projects

Excellent Project goals are clearly explained and realistic
Artist(s) are of the highest artistic quality as demonstrated by bio(s)/resume(s)
Project is an excellent example of a strong artistic/cultural program, may show examples of collaboration between disciplines
Program management strongly qualified to lead this arts/cultural project

2010 Guidelines – Appendix 1

Project Support Application Review Criteria/Evaluation Measures

- Satisfactory**
 - Project goals are explained and somewhat realistic
 - Artist(s) identified and are a mix of experience as demonstrated by bio(s)/resume(s)
 - Program is clearly artistic or cultural in nature
 - Program management identified and qualified to lead this arts/cultural project

- Fair**
 - Project goals are poorly defined
 - Artist(s) chosen but not secured or quality difficult to discern
 - Program is loosely or poorly portrayed as artistic or cultural
 - Program management identified, but not qualified to lead this arts/cultural project as demonstrated by their bio/resume

- Unsatisfactory**
 - Projects goals are missing from narrative
 - Artists not chosen
 - Program is not artistic or cultural in nature
 - Program management is not identified or qualifications difficult to discern

Organizational Goals & Project Implementation

Describe the purpose of the applicant organization, and explain how this project strengthens that purpose. Discuss the planning process for this project and how past evaluations of previously completed projects have contributed to this process. How will this project be evaluated? If GCAC cannot award the total request, activities outlined in this application may require prioritizing; describe the effect of partial funding. Discuss any budgetary items, or elements of the financial statements, that require further explanation. Provide the total board of trustees' contribution for this project, as well as the percentage of trustees that have contributed.

Criteria	Evidence
<ul style="list-style-type: none"> ▪ Project fits well within organization's mission and purpose ▪ Evaluation measures are thoughtful and fit the organization's overall goals ▪ Organizational demonstrates ability to plan effectively ▪ Appropriate staff, board and committee members are involved 	<ul style="list-style-type: none"> ▪ Grant narrative ▪ Final reports from previous projects ▪ Organizational budget for project year ▪ Job descriptions/resumes of key personnel

- Excellent**
 - Project a good fit with the organization's mission and purpose.
 - Evaluation measures are clearly defined, methods used are thoughtful, and fit well within the context of the project, methods to implement into future planning evident
 - Narrative demonstrates the organization's history of executing successful projects
 - Qualified and proven people are involved in appropriate roles and duties
 - Board support is clearly outlined and participated in fully

- Satisfactory**
 - Project is an appropriate fit with the organization's mission and purpose
 - Evaluation measures are explained and clear
 - Narrative demonstrates the organization's ability to plan effectively
 - Staff, board and committee members are identified and most are suited to roles/duties
 - Board support is outlines and mostly participated in

2010 Guidelines – Appendix 1

Project Support Application Review Criteria/Evaluation Measures

Fair Project’s relationship to mission explained, but not apparent as to fit with the organization’s mission and purpose
 Evaluation measures are explained, yet not appropriate to activity and future implementation is unclear
 Board support is unclear and not fully supported

Unsatisfactory Project’s relationship to mission unclear
 Evaluation measures not identified
 Ability to plan not demonstrated
 Staff, board, and committee members are not identified
 Board support does not exist

Marketing & Audience

What is the marketing strategy for this project? What audience has been targeted and why? What is the project’s plan for Columbus community participation? What evidence exists of community support for previous activities? In what specific ways will this project include underserved audiences? How many audience members will this project serve, and upon what information is this estimate based?

Criteria	Evidence
<ul style="list-style-type: none"> ▪ Marketing goals and results are clearly explained and documented ▪ The project audience has been identified and makes sense within context of the organization’s mission ▪ A realistic promotional/marketing plan is outlined ▪ Public component will primarily serve residents of Columbus ▪ Organization’s programming and facilities comply with federal ADA requirements ▪ Programs and activities are scheduled at times and locations to assure greatest public participation ▪ Educational programs are open to the public 	<ul style="list-style-type: none"> ▪ Grant narrative ▪ Printed materials detailing the range of performance times, accessibility logos

Excellent Promotional/marketing plan is creative and will strongly impact success of the project
 Audience clearly defined, rationale fits with organization’s mission
 Public component is diverse and well defined

Satisfactory Promotional/marketing plan is reasonable and appears within the organization’s capacity
 Audience clearly defined, rationale fits with organization’s mission
 Public component is appropriate to the audience and outlined

Fair Promotional/marketing plan exists but is not clearly defined nor explained
 Audience is too broad and not clear about who the project is intended to reach
 Public component exists but is not clearly defined or explained

2010 Guidelines - Appendix 1

Project Support Application Review Criteria/Evaluation Measures

Unsatisfactory Promotional/marketing plan was not defined or explained
Narrative did not address target audience questions
Public component does not take place in Columbus or does not exist

Budgets	
Criteria	Evidence
<ul style="list-style-type: none">▪ Budget is accurate and realistic for the project▪ Budget shows a minimum 1:1 cash match▪ Organization has the ability to craft reasonable annual budgets and meet financial goals	<ul style="list-style-type: none">▪ Project Budget (Income/Expense worksheets)▪ Internal Financial Statements

Excellent Cash match is from a broad range of sources including private donations
Project budget is balanced and/or indicates a profit
Internal financial statements are clear and demonstrate strong financial management

Satisfactory Cash match is from a small number of sources
Project budget is balanced and/or indicates a small profit
Internal financial statements are clear and demonstrate financial competency

Fair Cash match is from one source
Project budget is balanced, but leaves little room for shortfall management
Internal financial statements are unclear and demonstrate the need for better accounting practices

Unsatisfactory Cash match is from an unclear source, high level of anticipated income on the worksheet or is missing
Project budget is unbalanced and/or indicates a loss
Internal financial statements are missing

Awards

The Grants Committee will determine grant allocations based upon three criteria - the application evaluation/rating, one-on-one meetings and the amount of funds available - by applying a percentage to the request based upon these three factors.

2010 Guidelines – Appendix 2

Operating Support Application Review Criteria/Evaluation measures

Public Value/Advocacy	
<p>Public Value How do you ensure that your programming is relevant and has value for the citizens of Columbus? Please provide anecdotal as well as statistical evidence. <i>(Limit response to 1700 characters)</i></p> <p>Advocacy How do you convey this information to elected officials? What efforts are made to provide elected officials with first-hand experience of your programs? <i>(Limit response to 1700 characters)</i></p> <p>Marketing and Audience Development Describe your marketing strategy and the audience it targets. How successful is your strategy? How is success defined? Be sure to discuss any new audiences you are targeting and what methods you are using to reach potential audience members. <i>(Limit your response to 2500 characters)</i></p> <p>Partnerships and Collaborations Briefly describe how you partner or collaborate with both arts and non-arts organizations and how they contribute to at least one of the following: public value, artistic excellence, management/governance, or broad public access. <i>(Limit your response to 1500 characters)</i></p>	
Criteria	Evidence
<ul style="list-style-type: none"> • Demonstrates a wide-ranging impact on the city of Columbus • Has strategies in place to expand both the strength and range of its impact • Regularly communicates this impact to elected officials 	<p><u>Application</u></p> <ul style="list-style-type: none"> • Primary narrative questions: <ul style="list-style-type: none"> ○ Public Value ○ Advocacy ○ Marketing and Audience Development ○ Partnerships and Collaborations • Audience statistics <p><u>Supplemental Materials</u></p> <ul style="list-style-type: none"> • Strategic plan

Fair

- Impact not clearly demonstrated
- No strategies in place
- Does not communicate with elected officials

Satisfactory

- Impact exists but is not wide-ranging
- Strategies are in place but not communicated effectively or are ineffective
- Communication with elected officials exists but is not regular

Excellent

- Impact clearly demonstrated
- Strategies are in place and are effective
- Communication with elected officials occurs regularly

2010 Guidelines – Appendix 2

Operating Support Application Review Criteria/Evaluation measures

Artistic Excellence	
<p>Artistic Programming: Artistic Priorities What are your key artistic priorities for the coming year? How does this activity support your mission? (You will have space earlier in the application to list your key activities separately, no need to do so again here.) <i>(Limit response to 2000 characters)</i></p> <p>Artistic Programming: Artistic Excellence How do you strive for or ensure artistic excellence? <i>(Limit response to 1500 characters)</i></p> <p>Artistic Programming: Support for Artists Do you directly employ any artists? How many? In what other ways do you support local artists, both established and emerging? How often do you present or produce new work? <i>(Limit response to 1500 characters)</i></p> <p>Partnerships and Collaborations Briefly describe how you partner or collaborate with both arts and non-arts organizations and how they contribute to at least one of the following: public value, artistic excellence, management/governance, or broad public access. <i>(Limit your response to 1500 characters)</i></p>	
Criteria	Evidence
<ul style="list-style-type: none"> • Primary focus is artistic or cultural in nature • Provides cultural programming of the highest caliber • Demonstrates commitment to new artistic work and development of local artist base 	<p><u>Application</u></p> <ul style="list-style-type: none"> • Primary narrative questions: <ul style="list-style-type: none"> ○ Artistic Programming: Artistic Priorities ○ Artistic Programming: Artistic Excellence ○ Artistic Programming: Support for Artists ○ Partnerships and Collaborations • Artistic documentation • Payment to artists (Economic Impact) <p><u>Supplemental Materials</u></p> <ul style="list-style-type: none"> • Samples of work • Job descriptions/resumes of key personnel • Strategic plan

Fair

- Primary focus is not artistic or cultural in nature
- Programming is of poor quality
- Does not present or commission new work
- Has no relationship with local artist base

Satisfactory

- Primary focus is artistic or cultural in nature but quality of programming is lacking
- Occasionally presents or commissions new work but not consistently
- Works with local artists in a limited capacity

Excellent

- Primary focus is artistic or cultural in nature
- Programming is of the highest quality
- Commitment to new artistic work seen in both programming and in planning documents
- Commitment to local artists demonstrated consistently and in a variety of programs

2010 Guidelines – Appendix 2

Operating Support Application Review Criteria/Evaluation measures

Management & Governance

Administrative: Organizational Structure

Describe the responsibilities of your board and staff. Note key individuals. Has there been any staff turnover in the previous year? What strategies exist to make sure you have a balanced, representative Board, both in terms of your mission and stakeholders and the community at large? Do you have term limits? *(Limit response to 2000 characters)*

Administrative: Planning

How does planning occur in your organization? Who is involved? When was your strategic plan last updated? How does it inform ongoing activities/programming? *(Limit response to 1500 characters)*

Administrative: Evaluation

What evaluation methods do you use and how often? How do results inform future planning/programs? *(Limit response to 1500 characters)*

Financial

Describe your financial management systems and policies, and your budgeting process. What strategies are in place to grow and diversify your income streams? How do ensure an effective use of your existing resources? How do you plan for, maintain, and manage a healthy balance sheet, specifically net current assets? Explain any large discrepancies between the budget information provided in this application and what was provided in the previous application *(Limit your response to 2000 characters)*

Partnerships and Collaborations

Briefly describe how you partner or collaborate with both arts and non-arts organizations and how they contribute to at least one of the following: public value, artistic excellence, management/governance, or broad public access. *(Limit your response to 1500 characters)*

Criteria	Evidence
<ul style="list-style-type: none"> • Board of trustees is diverse and representative of those who contribute to and are served by arts and culture, and of the community as a whole • Board of trustees reviews and updates all governance policies on a regular basis • Organization operates with professional management and staff • Organization operates according to a strategic plan that is updated and ratified by the board of trustees • Organization operates efficiently and is able to maintain the necessary income to fulfill its mission • Financial documentation is timely, accurate, and presents a well-established base of contributions • Organization matches total government grants with private-sector contributions • <i>Audited financial statements</i> must verify Net Current Assets of at least 10% of prior-year expenses. Prior-year expenses should not include depreciation and in-kind. 	<p><u>Application</u></p> <ul style="list-style-type: none"> • Primary narrative questions: <ul style="list-style-type: none"> ○ Administrative: Organizational Structure ○ Administrative: Planning ○ Administrative: Evaluation ○ Financial ○ Partnerships and Collaborations • Summary: Organization Staff & Specific Populations Designations • Net Current Assets as a % of Adjusted Expenses – Should be a minimum of 10%. The higher the better. Staff conducts advance verification. • Expense & Income Budgets <p><u>Supplemental Materials</u></p> <ul style="list-style-type: none"> • Board of Trustees list • Current staff list • Job descriptions/resumes of key personnel • Audit (previous fiscal year) • Comparative financial statements

2010 Guidelines – Appendix 2

Operating Support Application Review Criteria/Evaluation measures

- | | |
|---------------------|---|
| Fair | <ul style="list-style-type: none">• Board of trustees lacks diversity• Board of trustees rarely or does not review and update policies• Unable to retain key staff• Strategic plan is out of date or not relevant to the organization's daily operations• Efficient operations not demonstrated; income lacks diversity and/or government grants are not matched with private-sector contributions• Chronic deficits• Financial documents lack clarity, are hard to read, are inaccurate or untimely |
| Satisfactory | <ul style="list-style-type: none">• Board diversity limited• Board of trustees occasionally reviews and updates policies but no regular schedule• Difficulty retaining key staff• Strategic plan is up to date but lacks detail or clarity; organization does not operate according to the plan• Organization is meeting its budget needs, but just barely; income needs to be diversified |
| Excellent | <ul style="list-style-type: none">• Board of trustees is diverse and reviews and updates policies on a regular basis• Staff shows balance of longevity and healthy turnover• Strategic plan is of high quality and the programs and application narrative indicate that it is a living document that guides the organization's activities• Programs, staff and budget are in alignment• Income is diverse• Financial documentation is accurate and timely; effectively communicates the financial standing of the organization |

Broad Public Access

Arts Education & Outreach: Educational Programming, School Programs, Outreach

Describe your educational programs. How do they support your mission? Approximately what percentage of your budget goes towards educational programming? Who are the target audiences? How are they reached? *(Limit response to 2000 characters)*

- a. If you have school programs, how do you ensure that they are aligned with district and state content standards? *(Limit response to 1500 characters)*
- b. How do you specifically reach out to underserved communities, including children and adults with disabilities? *(Limit response to 1500 characters)*

Marketing and Audience Development

Describe your marketing strategy and the audience it targets. How successful is your strategy? How is success defined? Be sure to discuss any new audiences you are targeting and what methods you are using to reach potential audience members. *(Limit your response to 2500 characters)*

Partnerships and Collaborations

Briefly describe how you partner or collaborate with both arts and non-arts organizations and how they contribute to at least one of the following: public value, artistic excellence, management/governance, or broad public access. *(Limit your response to 1500 characters)*

2010 Guidelines – Appendix 2

Operating Support Application Review Criteria/Evaluation measures

Criteria	Evidence
<ul style="list-style-type: none"> • Strives to engage a diverse population • Strategies in place to provide meaningful arts educational opportunities • Effectively publicizes activities to both target and general audiences • Has clearly defined strategies to increase exposure and participation 	<p><u>Application</u></p> <ul style="list-style-type: none"> • Primary narrative questions: <ul style="list-style-type: none"> ○ Art Education & Outreach: Educational Programming ○ Art Education & Outreach: School Programs ○ Art Education & Outreach: Outreach ○ Marketing and Audience Development • Audience analysis <p><u>Supplemental materials</u></p> <ul style="list-style-type: none"> • Strategic plan • Samples of work

Fair

- No effort to engage diverse populations
- No education programs in place
- Marketing is unfocused or inconsistent
- No effort to expand audience base

Satisfactory

- Diversity strategy is business as usual
- Educational programming lacks thought or depth
- Marketing is business as usual
- Audience development strategies lack thought or depth

Excellent

- Diversity strategy is comprehensive and well-defined
- Organization is working to the best of its capacity to provide meaningful educational opportunities
- Marketing is comprehensive and mission-driven
- Audience development efforts are clearly defined and fit with the mission

Awards

The Grants Committee will determine grant allocations based upon three criteria - the application evaluation/rating, one-on-one meetings and the amount of funds available - by applying a percentage to the request based upon these three factors.