

## 2010 Guidelines – Appendix 2

### Operating Support Application Review Criteria/Evaluation measures

Public Value/Advocacy	
<p><b>Public Value</b> 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><b>Advocacy</b> 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><b>Marketing and Audience Development</b> 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><b>Partnerships and Collaborations</b> 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"> <li>• Demonstrates a wide-ranging impact on the city of Columbus</li> <li>• Has strategies in place to expand both the strength and range of its impact</li> <li>• Regularly communicates this impact to elected officials</li> </ul>	<p><u>Application</u></p> <ul style="list-style-type: none"> <li>• Primary narrative questions:               <ul style="list-style-type: none"> <li>○ Public Value</li> <li>○ Advocacy</li> <li>○ Marketing and Audience Development</li> <li>○ Partnerships and Collaborations</li> </ul> </li> <li>• Audience statistics</li> </ul> <p><u>Supplemental Materials</u></p> <ul style="list-style-type: none"> <li>• Strategic plan</li> </ul>

#### 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><b>Artistic Programming: Artistic Priorities</b>            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><b>Artistic Programming: Artistic Excellence</b>            How do you strive for or ensure artistic excellence? <i>(Limit response to 1500 characters)</i></p> <p><b>Artistic Programming: Support for Artists</b>            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><b>Partnerships and Collaborations</b>            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"> <li>• Primary focus is artistic or cultural in nature</li> <li>• Provides cultural programming of the highest caliber</li> <li>• Demonstrates commitment to new artistic work and development of local artist base</li> </ul>	<p><u>Application</u></p> <ul style="list-style-type: none"> <li>• Primary narrative questions:               <ul style="list-style-type: none"> <li>○ Artistic Programming: Artistic Priorities</li> <li>○ Artistic Programming: Artistic Excellence</li> <li>○ Artistic Programming: Support for Artists</li> <li>○ Partnerships and Collaborations</li> </ul> </li> <li>• Artistic documentation</li> <li>• Payment to artists (Economic Impact)</li> </ul> <p><u>Supplemental Materials</u></p> <ul style="list-style-type: none"> <li>• Samples of work</li> <li>• Job descriptions/resumes of key personnel</li> <li>• Strategic plan</li> </ul>

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"> <li>• 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</li> <li>• Board of trustees reviews and updates all governance policies on a regular basis</li> <li>• Organization operates with professional management and staff</li> <li>• Organization operates according to a strategic plan that is updated and ratified by the board of trustees</li> <li>• Organization operates efficiently and is able to maintain the necessary income to fulfill its mission</li> <li>• Financial documentation is timely, accurate, and presents a well-established base of contributions</li> <li>• Organization matches total government grants with private-sector contributions</li> <li>• <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.</li> </ul>	<p><u>Application</u></p> <ul style="list-style-type: none"> <li>• Primary narrative questions:               <ul style="list-style-type: none"> <li>○ Administrative: Organizational Structure</li> <li>○ Administrative: Planning</li> <li>○ Administrative: Evaluation</li> <li>○ Financial</li> <li>○ Partnerships and Collaborations</li> </ul> </li> <li>• Summary: Organization Staff &amp; Specific Populations Designations</li> <li>• Net Current Assets as a % of Adjusted Expenses – Should be a minimum of 10%. The higher the better. Staff conducts advance verification.</li> <li>• Expense &amp; Income Budgets</li> </ul> <p><u>Supplemental Materials</u></p> <ul style="list-style-type: none"> <li>• Board of Trustees list</li> <li>• Current staff list</li> <li>• Job descriptions/resumes of key personnel</li> <li>• Audit (previous fiscal year)</li> <li>• Comparative financial statements</li> </ul>

## 2010 Guidelines – Appendix 2

### Operating Support Application Review Criteria/Evaluation measures

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

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

#### 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.