



# ARTS UNITED OPERATING SUPPORT

## Grant Allocation Guidelines

*FY2018 Grant Cycle*

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## Program Overview

Arts United serves the community by investing in high-performing arts and cultural organizations and their ability to innovate, evolve and serve the community. Operating Support Grants support ongoing artistic and administrative activities of eligible arts and cultural organizations. Operating Support Grants are made possible by contributions to Arts United's Annual Fund Drive by diverse community members, businesses and foundations.

## Program Objectives

The Arts United Board of Directors is committed to the responsible stewardship of community resources. The Arts United Board of Directors established the grant methodology and process described in these guidelines in order to:

- Ensure a fair and principled approach to allocating resources to arts and culture organizations;
- Demonstrate responsible stewardship of the community's funds that have been invested in Arts United through the Annual Fund Drive;
- Provide clarity and transparency to donors, grant recipients and the community at large; and
- Align the Operating Support Grant program with the goals of the Platform for Cultural Advancement.

## Eligibility Criteria

**FY2018 Operating Support Grant applications are accepted by invitation only.** Currently, Arts United provides operating support grants to twelve organizations: ARCH, Artlink, FAME, Fort Wayne Ballet, Fort Wayne Cinema Center, Fort Wayne Civic Theatre, Fort Wayne Dance Collective, Fort Wayne Museum of Art, Fort Wayne Philharmonic, Fort Wayne Youtheatre, The History Center, and Unity Performing Arts Foundation. Operating Support Grants are invested in nonprofit organizations that satisfy the following eligibility criteria.

### **1. General**

- Organization is a private, nonprofit, tax-exempt agency with 501(c)3 status from the Internal Revenue Service and is incorporated in the State of Indiana
- Organization is physically headquartered in Allen County, Indiana
- Organization has been in continual operation for at least 3 years

### **2. Mission and Programming**

- Organization operates with arts, culture and history as the organization's primary mission and/or purpose
- Majority of the organization's artistic or cultural programming engages the local community in the production, creation, curation and presentation
- Organization is in operation throughout the year and presents programming to the community year-round
- Organization's programming is accessible and directly benefits the general public

### **3. Evidence of Collaboration**

- Organization demonstrates a commitment to collaboration, sharing resources, avoiding programmatic duplication and minimizing negative competition. Evidence of collaboration may include but is not limited to:
  - Participation in shared business services provided by Arts United (ArtsTix Community Box Office, shared health insurance, payroll preparation, etc.)
  - Visible and active presence in the downtown Arts Campus
  - Visible and active participation in the Regional Arts Council
  - Participation in Taste of the Arts
  - Support of the Annual Fund Drive
  - Programmatic collaboration with other arts and cultural organizations

### **4. Staff**

- Organization employs at least one full-time paid staff member who reports to its board of directors
- The organization's chief executive is annually reviewed by its board of directors

### **5. Governance**

- Organization's board of directors is diverse and representative of the community
- Organization demonstrates that its board of directors demonstrates strong governance practices and engagement
- Organization's bylaws require term limits for its board members
- Organization is guided by a strategic plan that has been developed and adopted by its board of directors

### **6. Financial Statements**

- Organization has annual operating expenses of \$150,000 or more over a three-year average as supported by the last three audited financial statements
- Organization's board of directors reviews interim financial statements throughout the year
- Organization has an annual, independent financial audit conducted by a CPA (not a review or compilation report) for the last three fiscal years

## Purposes of the Annual Review Process

The Arts United Board of Directors establishes an Allocations Committee consisting of board members to conduct an annual review process for each applicant organization. Funding decisions are discussed, reviewed and approved by the Board of Directors upon the recommendation of the Allocations Committee. Arts United's professional staff provide administrative support to the Allocations Committee but do not provide input during the review process. The members of the Allocations Committee seek to:

- Understand how the organization is achieving excellence and quality programming, improving access for diverse individuals, and advancing arts and culture as a regional priority;
- Become better-informed advocates for the organizations that receive operating support;
- Compile data that demonstrates the collective impact of Northeast Indiana's high-performing nonprofit arts and cultural organizations to donors, funders and community leaders; and
- Demonstrate good stewardship of community resources and invest financial support wisely.

## Annual Review Timeline

- April 1, 2017                      Application due
- May 2017                              Site visit conducted by representatives of the Allocations Committee
- June 2017                              Allocations Committee meets to review applications
- December 31, 2017              Completion of the 2017 Annual Fund Drive
- January 2018                          Board of Directors reviews recommendation from Allocations Committee
- January 31, 2018                  Arts United announces grant awards and sends grant agreements
- February 28, 2018                Grant agreements due to Arts United
- As requested                        Finance Committee Liaison Review
- As requested                        Finance Committee presentation

## Annual Site Visit

The Allocations Committee will conduct a site visit with each organization. The site visit will be scheduled at a time that is mutually agreeable between the applicant organization and the committee members assigned. Ideally, the site visit will include the organization's executive director, board chair and treasurer. The committee members assigned to the site visit will report to the full committee the findings from their site visit.

## Scoring Criteria

The Allocations Committee will use the following scoring criteria to guide their review.

1. Alignment with the goals of the Platform for Cultural Advancement of achieving excellence, improving access, and advancing the arts as a regional priority (50 points)
2. Leadership, Governance and Administration (25 points)
3. Financial Sustainability (25 points)

## Application, due April 1, 2017

Please submit one copy of the following materials in order by email (PDF) or hard copy. Please use no smaller than size 11 font. Do not use staples.

### Cover Page

Please use the template provided. Use a paper clip to bind all pages together.

### Section 1: Alignment with Platform for Cultural Advancement

Please use a paper clip to bind all pages of Section 4 together in order.

- Narrative (no more than three pages)
  - a. The first strategic imperative is “Excellence: Together, we will stake our claim as a nationally recognized destination for creative businesses, nonprofits and professional artists.”
    - i. Describe your organization’s commitment to excellence.
    - ii. Describe recent investments in your artistic or cultural mission. Are you exploring new, innovative programming?
    - iii. Are you fostering a supportive environment for creative individuals, businesses and other organizations?
    - iv. Please list or describe significant awards, honors, accolades, and accomplishments made in the past year by your organization or by individuals affiliated with your organization.
  - b. The second strategic imperative is “Access: Together, we will heighten access to the arts so that all citizens can engage in diverse, relevant and compelling creative experiences and places.”
    - i. Describe your organization’s commitment to access.
    - ii. Describe specific programs designed to increase access to diverse communities and neighborhoods in northeast Indiana, access to information, access to arts education programs, access for people with diverse abilities and disabilities, and access to and awareness of culturally and ethnically diverse arts experiences.
  - c. The third strategic imperative is “Regional Priority: Together, we will position the creative sector as a regional priority.”
    - i. Describe your organization’s efforts to position the creative sector as a regional priority or to support regional goals.
    - ii. Describe your advocacy efforts (i.e. letters to legislators, letters to the editor, etc.).
    - iii. Describe programs and activities that position your organization as a thought-leader and contributor to the development of the region’s goals for talent attraction and retention, economic development, and quality of place.
- Demographics worksheet (use template on a separate page, available in Word and Excel)

## **Section 2: Leadership, Governance and Administration**

Please use a paper clip to bind all pages of Section 2 together in order.

- Narrative (no more than one page)
  - a. Describe your organization's leadership, management and administration.
  - b. Describe how your board and staff uses the strategic plan to guide decision making.
  - c. What are your most significant opportunities and challenges in the area of leadership, governance and administration, and how are you addressing them?
- Strategic Plan
- Board list with names, affiliations, email addresses, and street addresses
- Staff list with names, titles, email addresses, and years of service to your organization. Please include artistic staff employed or contracted regularly by your organization.

## **Section 3: Financial Sustainability**

Please use a paper clip to bind all pages of Section 3 together in order.

- Narrative (no more than one page)
  - a. Describe your organization's commitment to financial sustainability.
  - b. Describe how your board and staff uses monthly financial statements and annual audited financial statements to guide decision making.
  - c. What are your most significant opportunities and challenges in the area of financial sustainability, and how are you addressing them?
- Audited financial statements for FY2016
- Board-approved operating budget for FY2017
- Most recent monthly financial statement
- Projected operating budget for FY2017

## Cover Page Template

Please provide the following information in order using no more than three pages.

### 1. Organization Information

- Organization name
- Organization address
- Year founded
- Mission statement
- Vision statement
- Name and email address of Executive Director
- Name and email address of Artistic Director (if applicable)
- Name and email address of Board Chair
- Name and email address of person preparing this application

### 2. Budget Overview

	Revenue	Expense
Most Recently Completed Fiscal Year (FY2016)	\$	\$
Projected for Current Fiscal Year (FY2017)	\$	\$
Projected for Next Fiscal Year (FY2018)	\$	\$

For your current fiscal year revenue, what amounts will come from the following sources?

Earned	Contributed	Endowment	Arts United	Other
\$	\$	\$	\$	\$

### 3. Operating Overview

For the following items, your answers should reflect projections for your current fiscal year (FY2017). Please include and describe standards of measurement that are relevant to your organization.

- \_\_\_\_\_ # total number of people served
- \_\_\_\_\_ # total number of artists served
- \_\_\_\_\_ # total number of students served
- \$\_\_\_\_\_ average cost for a patron to participate (admission, ticket price, etc.)
- \$\_\_\_\_\_ average cost for a student to participate (enrollment, workshop fee, etc.)
- \_\_\_\_\_ # total number of community performances/events/activities offered in FY2017
- \_\_\_\_\_ # total number of free community performances/events/activities offered in FY2017
- \_\_\_\_\_ # total number of arts education activities/classes/workshops offered in FY2017
- \_\_\_\_\_ # total number of program collaborations with other organizations in FY2017
- \_\_\_\_\_ # total number of people engaged through Facebook
- \_\_\_\_\_ # total number of people engaged through Twitter
- \_\_\_\_\_ # total number of people engaged through e-mail marketing and newsletters (subscribers)
- \_\_\_\_\_ # total number of people engaged through direct mail marketing (active households)



**4. Eligibility Criteria**

Does your organization currently satisfy the eligibility criteria of the Operating Support Grant program? If not, please BRIEFLY describe why or why not.

**5. Agreement and Signature**

*The undersigned certifies that he/she is a principal officer of the organization and certifies that the information contained in this application is true and correct to the best of his/her ability, the expenditures will be incurred solely for the purpose of the grant, and the organization will comply with the Grant Agreement.*

Printed Name and Title: \_\_\_\_\_

Signature: \_\_\_\_\_

Date: \_\_\_\_\_

## Demographics Worksheet

This template is also available as an excel worksheet. Please include the number of project participants in each category for FY2017.

Demographics	Patrons	Artists	Students	Volunteers	Board	Staff	Total Served
American Indian/ Native Alaskan							0
Asian							0
Black/African American							0
Hispanic/Latino							0
Pacific Islander/Native Hawaiian							0
White (non-Hispanic)							0
Two or more races							0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Total children (under 18)							0
Total adults (18 - 64)							0
Total seniors (65 +)							0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Low- and moderate-income children							0
Low- and moderate-income adults							0
Low- and moderate-income seniors							0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Individuals with physical disabilities							0
Individuals with intellectual disabilities							0
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
Adams County residents							0
Allen County residents							0
DeKalb County residents							0
Huntington County residents							0
Kosciusko County residents							0
LaGrange County residents							0

<b>Miami County residents</b>							<b>0</b>
<b>Noble County residents</b>							<b>0</b>
<b>Steuben County residents</b>							<b>0</b>
<b>Wabash County residents</b>							<b>0</b>
<b>Wells County residents</b>							<b>0</b>
<b>Whitley County residents</b>							<b>0</b>
<b>Other</b>							<b>0</b>
<b>TOTAL</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

**Notes:**