

Arizona Commission on the Arts

**Guide to Grants for
Organizations and
Schools
2010-2011**

Fiscal Year 2011 Grants

**GENERAL OPERATING
SUPPORT**

Grant Deadline: Thursday, March 18, 2010

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OVERVIEW

General Operating Support (GOS) Grants assist arts organizations with administrative and/or artistic expenses. GOS Grants are available to arts organizations of all sizes, local arts agencies and tribal museums, whose primary mission is to produce, present or serve the arts.

Organizations may use GOS funds for general operating expenses (frequently the most difficult type of grant to obtain) as well as leverage for other public and private funding. All grant awards are based on organizational operating income and must be matched with cash (at least 1:1) by the organization.

Applicants can verify their eligibility to apply for grants within this area on page 6 of the Overview document. During the 2010-2011, fiscal year 2011 grants cycle, organizations may not apply for General Operating Support (including **Organizational Development Grant, General Operating Support Levels I, II, or III, or Basic/Locals Aid**) and support for a **Festival Project Grant**. If an applicant submits applications in any GOS area and Festivals, the applicant will be asked to withdraw one of the applications prior to the panel review.

Alternate Year Applications

All organizations that received GOS funding in FY09 and FY10 may apply on a staggered two-year cycle. During alternate years, GOS grantees will keep the same funding priority received during the last panel review. Actual grant awards may fluctuate from one year to the next depending on the availability of Arts Commission funds.

Applicants may submit full applications in their alternate year only if they are able to enter a different GOS level or are a new applicant. In a year where an organization is undergoing dramatic artistic, programmatic or management changes, an organization may be asked to submit a full application, regardless of alternate year status.

Those required to submit alternate year materials this year will: through EGOR, update their Organization Profile, submit their ADA/Accessibility plan, update their board information and three-year budget, and submit one paragraph reporting on any staff or programmatic changes since last year's application and the impact of these changes on the organization.

Percentage of Arts Programming

In order to be eligible for operating support, organizations must be dedicated to producing, presenting or serving the arts as their primary mission.

Multidisciplinary or multipurpose organizations are eligible for operating support if they are able to demonstrate that the arts comprise at least 50% of their organization's public programming. These organizations are advised to contact the Arts Commission staff member most relevant to their programming to discuss eligibility and the manner in which they can best demonstrate their percentage of arts programming relative to their comprehensive public offerings.

Letter of Intent

A Letter of Intent to Apply is required to change levels of GOS. A Letter of Intent to Apply is also required for entry into the Organizational Development Grant program. A Letter of Intent to Apply is highly recommended for first-time GOS grant applicants and applicants that are applying after not receiving Arts Commission funding for two fiscal years or more.

Letters of Intent should not exceed one page in length. Applicants must include the time and date of the organization's next board meeting, to invite an Arts Commission staff member to possibly attend and discuss the guidelines and goals of the General Operating Support Grant program, schedule permitting.

Letter of Intent to Apply Receipt Deadline: Friday, February 26, 2010. Send to: GOS Letter of Intent, Arizona Commission on the Arts, 417 West Roosevelt Street, Phoenix, AZ 85003-1326.

GOS Grant Levels

- Organizational Development Grant (ODG)
- GOS I
- GOS II
- GOS III
- Basic/Locals Aid

FUNDING CRITERIA

The following criteria are the basis for the panel review of General Operating Support applications and relate to the four narrative sections of the online application:

- Artistic quality and (for service organizations, *Quality of service*)
- Ability of the organization to serve the needs of their community, as defined by the applicant
- Managerial/administrative ability of the applicant organization to carry out proposed arts programming and properly administer funds granted
- Appropriateness of the applicant organization's budget to carry out its proposed program(s)

Funding Eligibility Scale for Organizational Development Grant and GOS

	If your total income is between:	Maximum grant amount:	Maximum \$ amount: (Contingent on legislative allocation of funds)
ODG	\$2,000 minimum	\$1,000	\$1,000
GOS I	\$25,000 - \$124,999	7% of FY09 Estimated Income	\$7,000
GOS II	\$125,000 - \$249,999	10% of FY09 Estimated Income	\$12,500
	Your organization employs a full-time director	50% of Director's Salary	
GOS III	\$250,000 - \$399,999	7% of FY09 Estimated Income	\$22,000
	\$400,000 - \$799,999	5.5% of FY09 Estimated Income	\$27,000
	\$800,000 or higher	4% of FY09 Estimated Income	\$39,000
Basic and Locals Aid	Large arts organizations with total incomes in excess of \$1,500,000 and large local arts agencies with total incomes in excess of \$1,000,000.	The maximum Arts Commission grant amount is calculated by taking the total income from FY08, FY09 and FY10; averaging; then calculating a percentage of that average. Last year, the percentage was 1.69%. No award is less than the maximum GOS III award.	

GOS GRANT LEVELS

Organizational Development Grant

The Organizational Development Grant (ODG) provides grants and technical assistance for emerging arts and service organizations to assist with initial organizational development. Technical assistance provided as a part of the program to help organizations develop and grow may be mandatory. This program is not focused on the organization's artistic quality, but is focused heavily on the health, capacity and stability of the organization. Organizational Development Grants will not be evaluated during the formal grants panel review process, but will be adjudicated through an in-house Arts Commission staff review and approved by the Governor-appointed Commission (board).

The program offers applicants the minimum general operating support grant award, plus targeted technical assistance, which may include consultation from the Consultants Services Program, should the organization choose to take advantage. These grants may be used for any administrative and/or artistic expenses.

A Letter of Intent to Apply is required for entry into this grant area, Please see page 3 for more information.

Program requirements at the time of application:

- 1 successful year of arts related programming
- A minimum total income of \$2,000
- Must be a non-profit organization, government entity or have a fiscal sponsor
- Must attend a Stabilization and Capacity Building Workshop after receiving the grant

After successful participation in the Organizational Development program, grantees whose organizations meet the minimum requirements may apply for General Operating Support Levels I, II, or III. Organizations may only apply for Organizational Development Grants for three consecutive years. After three years if an organization does not grow in capacity to meet the requirements to enter a GOS level, they are ineligible to apply for a year's cycle. Organizations applying for ODG or GOS may still apply for an ALTE grant if eligible for that program.

	If your total income is between:	Maximum grant amount:	Maximum \$ amount: (Contingent on legislative allocation of funds)
ODG	\$2,000 minimum	\$1,000	\$1,000

Organizational Development Grant – Minimum/Maximum Grant Award: Flat Grant Amount of \$1,000

General Operating Support Level I

GOS I grants assist arts organizations with small annual operating budgets that do not employ full-time executive, managing or artistic directors. These grants may be used for any administrative and/or artistic expenses.

Program requirements at the time of application:

- 2 successful years of arts related programming
- A minimum total income of \$25,000
- Must be a non-profit organization, government entity or have a fiscal sponsor

	If your total income is between:	Maximum grant amount:	Maximum \$ amount: (Contingent on legislative allocation of funds)
GOS I	\$25,000 - \$124,999	7% of FY09 Estimated Income	\$7,000

Priority:	High+	High	Medium+	Medium	Low+	Low
% of Operating Support:	7%	6.5%	6%	5.5%	5%	4.5%
Funding Maximum:	\$7,000	\$6,500	\$6,000	\$5,500	\$5,000	\$4,500

General Operating Support – Minimum Grant Award: \$1,125 (This is based on an organization with a minimum total income of \$25,000 receiving a Low ranking during the panel process.)

General Operating Support Level II

GOS II grants assist arts organizations that employ a professional full-time manager OR that have a minimum total income of \$125,000. These grants may be used for any administrative and/or artistic expenses.

Program requirements at the time of application:

- 3 successful years of arts related programming
- Organization must have a minimum total income of \$125,000
OR must employ a full-time executive, managing, music, or artistic director at time of application
- Must be a non-profit organization or a government entity

	If your total income is between:	Maximum grant amount:	Maximum \$ amount: (Contingent on legislative allocation of funds)
GOS II	\$125,000 - \$249,999	10% of FY10 Estimated Income	\$12,500

OR

GOS II	If your organization employs a full-time director	50% of Director's Salary	\$12,500
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(Total income of \$125,000 or more)

Priority:	High+	High	Medium+	Medium	Low+	Low
% of Operating Support:	10%	9.5%	9%	8.5%	8%	7.5%
Funding Maximum:	\$12,500	\$12,000	\$10,500	\$10,000	\$8,000	\$7,500

(Full-time Director)

Priority:	High+	High	Medium+	Medium	Low+	Low
% Eligible Salary	50%	45%	40%	35%	30%	25%
Funding Maximum:	\$12,500	\$12,000	\$10,500	\$10,000	\$8,000	\$7,500

General Operating Support Level III

GOS III grants support mid-sized to large arts organizations. New applicants must be evaluated by a management/program audit prior to entry into the GOS Level III program. To allow sufficient time for completion and review of audit, an organization must contact Arts Commission staff if planning to apply for GOS III funding for the first time, by submitting a Letter of Intent by February 26, 2010. Audits will be reviewed by the Arts Commission. The Arts Commission makes final decisions about entry into the GOS III level.

Program requirements at the time of application:

- 3 successful years of arts related programming
- Must be a non-profit organization or a government entity
- Organization must employ a full-time executive, managing, music, or artistic director
- A minimum total income of \$250,000

Note: Organizations with fundraisers or store sales raising \$100,000 or more must include details within application/budget about the costs of goods purchased for sale/raffle/auction; those costs will not be included in award calculation.

	If your total income is between:	Maximum grant amount:	Maximum \$ amount: (Contingent on legislative allocation of funds)
GOS III	\$250,000-\$399,999	7% of FY09 Estimated Income	\$22,000
	\$400,000-\$799,999	5.5% of FY09 Estimated Income	\$27,000
	\$800,000 or higher	4% of FY09 Estimated Income	\$39,000

Priority:	High+	High	Medium+	Medium	Low+	Low
% of Income \$250,000-\$399,999:	7%	6.5%	5.5%	5%	4%	3.5%
Funding Maximum:	\$22,000	\$21,500	\$18,000	\$17,500	\$15,000	\$14,500

Priority:	High+	High	Medium+	Medium	Low+	Low
% of Income \$400,000-\$799,999:	5.5%	5%	4%	3.5%	3%	2.5%
Funding Maximum:	\$27,000	\$26,500	\$24,500	\$24,000	\$22,500	\$22,000

Priority:	High+	High	Medium+	Medium	Low+	Low
% of Income over \$800,000:	4%	3.5%	3%	2.5%	2%	1.5%
Funding Maximum:	\$39,000	\$38,500	\$32,500	\$32,000	\$25,500	\$25,000

Basic and Locals Aid

Basic and Locals Aid provides general operating support to Arizona's large arts organizations with total incomes in excess of \$1,500,000 and large local arts agencies with total incomes in excess of \$1,000,000.

New applicants must be evaluated by a management and program audit prior to entry into the program. To allow sufficient time for completion and review of audit, an organization must contact Arts Commission staff if planning to apply for Basic/Locals Aid funding for the first time, by submitting Letter of Intent by February 26, 2010. Audits will be reviewed by the Arts Commission. The Arts Commission makes final decisions about entry into the Basic/Locals Aid programs.

Program requirements at the time of application:

- Organizations must demonstrate artistic and management stability prior to participation in Basic/Locals Aid.
- Organizations must be 501(c)3 arts organizations or units of city government with at least five-year track records of producing or presenting arts programming; must have full-time paid management and artistic staff.
- Organizations must submit a complete application.
- Organization must serve a broad audience and public.
- At least 25% of adjusted revenues must be earned income (except local arts agencies).
- At least 25% of adjusted revenues must be contributed income, exclusive of restricted gifts (except local arts agencies).
- All applicants must be engaged in long-term planning, with respect to their mission statement and strategic plan (approved by the board) for the next 3-5 year period. NOTE: This plan must be current at the time of application.
- **All Basic and Locals Aid applicants must have an education plan**, approved by the organization's Board. Organizations should consider vision and mission and how that may address preK-12 learning. If preK-12 learning is not appropriate to an organization's mission, the organization must document why and outline how their plan supports lifelong learning. Plans must be submitted with Full Year Applications. Applicants must show financial resources to support plans including a full-time staff person designated to develop and implement the plan. Applicants are encouraged to contact the Arts Learning staff with questions about this requirement.
- Organizations cannot use Arts Commission funds for regranting, unless permission is received.

Note: Organizations with fundraisers or store sales raising \$100,000 or more must include details within application/budget about the costs of goods purchased for sale/raffle/auction; those costs will not be included in award calculation.

	If your total income is between:	Maximum grant amount:	Maximum \$ amount: (Contingent on legislative allocation of funds)
Basic and Locals Aid	Large arts organizations with total incomes in excess of \$1,500,000 and large local arts agencies with total incomes in excess of \$1,000,000.	The maximum Arts Commission grant amount is calculated by taking the total income from FY08, FY09 and FY10; averaging; and then calculating a percentage of that average. Last year, the percentage was 1.69%. No award is less than the maximum GOS III award.	

ADDITIONAL REQUIREMENTS AND INFORMATION

ADA/Accessibility Plan

In 1973, section 504 of the Rehabilitation Act forbid discrimination against people with disabilities in any activity or program that received federal financial assistance. In 1990, the Federal Government passed the Americans with Disabilities Act (ADA) which prohibits discrimination on the basis of disability in employment, state and local government, public accommodations, commercial facilities, transportation and telecommunications. The Arizona Commission on the Arts receives funding from both federal and state governments, which is distributed to communities throughout Arizona in the form of grants and services. Organizations that receive public funding must serve the needs of their community, including providing access to people with disabilities.

The Arts Commission is committed to the concept of inclusion and has implemented a 3 Year ADA/Accessibility Plan with its grantee organizations:

- In FY09 all grantees were required to complete an Accessibility Checklist to assess their existing facilities and programs. They were encouraged to assign an ADA/Accessibility Coordinator and begin working towards an ADA/Accessibility Plan.
- In FY10 grantees were required to submit an ADA/Accessibility Report as an attachment to the year-end Final Report. This included steps towards implementation of an ADA/Accessibility Plan.
- **In FY11 GOS applicants are required to submit an ADA/Accessibility Plan along with their grant application.**

An ADA/Accessibility Plan is a written document describing the programs and resources that an organization commits to ensure participation for people of all abilities. It should identify the person/people responsible for access issues, provide a review of existing facilities and programs offered, evaluate past efforts, and summarize future goals and strategies and outline changes. This formal document must be signed by the organization's Board Chair/President, scanned and updated through EGOR.

GOS applications will be considered incomplete without the inclusion of an ADA/Accessibility Plan. This grant condition must be met before an organization's application is considered eligible for panel review.

For information about ADA/Accessibility Plans, visit <http://www.azarts.gov/programs/accessibility/> or contact Jaya Rao, Accessibility and Programs Coordinator at 602-771-6532 or jrao@azarts.gov.

Required Supplementary Materials

Organizations are required to submit all of the following supplementary materials in support of GOS applications. **Required supplementary materials will not be returned to the applicant.**

The following materials are REQUIRED and must be uploaded to EGOR:

- Federal Tax Exemption Letter (first-time applicants only). This is a letter from the IRS granting 501(c)3 status to an organization or a designated fiscal agent. It is NOT the letter assigning a Federal Tax ID Number. Public schools and units of government are exempt from this requirement.
- Fiscal Sponsor Letter of Agreement (if applicable). If using a Fiscal Sponsor, an organization must scan and upload a letter **signed** by both authorizing officials from the grantee organization and Fiscal Sponsor. The letter must state that the Fiscal Sponsor agrees to receive any grant funds on behalf of the grantee, distribute them to the grantee organization and maintain appropriate financial records.
- 3 Year Arts Programming List. A list of the previous, current and upcoming years' arts programming (no more than 3 pages). Describe or annotate the program statements to help panelists understand the nature of the organization's programs.
- Current Staff List (or Volunteer List, if your organization is an all-volunteer organization). Please list full name and position, and number of years with organization.
- ADA/Accessibility Plan. See page 11 for description.
- Strategic Plan (GOS III & Basic/Locals Aid only). The most current strategic plan, business plan or organizational workplan, formally adopted or approved by the organization's governing board.
- Education Plan (Basic/Locals Aid only). A description of the previous, current and upcoming years' education programming (no more than 3 pages). If the name of workshop or program is not descriptive, describe or annotate the program statements to help panelists understand the nature of your education programs. See page 10 for description.

Alternate year applicants should review the “Alternate Year Applications” section on page 3 for information about required alternate year materials.

General Operating Support Grants Do Not Fund

- Organizations that received Arts Commission funding in fiscal year 2009 but failed to file a final report by November 16, 2009
- Organizations not dedicated to producing, presenting or serving the arts as their primary mission (the arts must comprise at least 50% of programming to be eligible)
- Any division of local, state or federal government except Tribal Museums or Local Arts Agencies (including arts councils and arts commissions)
- Schools, including public, private and charter
- Programming/production projects
- Auxiliary/affiliate organizations
- Debt reduction
- Regranting, unless permission is received
- Lobbying expenses
- Any costs other than those delineated in the Guide to Grants and relevant Funding Eligibility Scales

Submitting a Draft

New applicants are strongly encouraged to contact the Arts Commission well in advance of the deadline to discuss proposed project(s). New applicants may request Arts Commission staff review draft applications for one-time feedback session not exceeding 15 minutes or one email. Only complete applications can be submitted as drafts. **Drafts must be submitted through EGOR no later than Friday, February 26, 2010 and applicants must notify the appropriate Arts Commission grant contact of draft submission.** Staff review does not guarantee funding, but can help strengthen an application.

COMPLETING AN ONLINE GOS APPLICATION IN EGOR

Application Narrative

Applicants are asked to address the following questions within the application and are required to complete a three-year budget (to address the criterion related to *appropriateness of budget*). In addition, applicants are asked to identify staff, board and project directors, and are asked to identify grant and audience type. **Within the budget, applicants are strongly encouraged to use notes to explain in-kind support, variances, debt or cash reserves.**

In EGOR, questions require yes/no or short form responses unless a character count is indicated.

Applicants are strongly advised to develop responses to narrative questions using word processing software, to save often, and then to copy and paste completed responses into the EGOR application.

Applicants will be required to answer all questions completely in the text boxes provided. Applicants are advised to assume that the panel reviewing grant applications knows nothing about your community, school, organization or programming.

Review Criterion: Artistic Quality (for service organizations, Quality of Service)

- Describe your organization's artistic goals and measures of success for the funding period. 500 characters maximum.
- Describe your organization's artistic quality, creativity or artistic service. Consider your mission while responding to this question. 3000 characters maximum.

Review Criterion: Community Needs

- Describe the community(ies) your organization will serve during the funding period and describe the methods employed to determine the community's needs. 350 characters maximum.
- State the size of your total audience/attendance/participants in public programs over the past year.
- State how many people you expect to reach during the grant period.
- Considering your mission and with as much specificity as possible, how does your organization serve its community(ies)? 2450 characters maximum.

Review Criterion: Administrative and Managerial Ability

- Describe your organization's administrative/managerial ability. Describe your organization's capacity and strengths. 1600 characters maximum.
- Do you have a written organization plan?
- Does your organization have a strategic plan, business plan or workplan? If yes, briefly describe the role of the plan in relationship to your organization's operations. 200 characters maximum.
- In what year was your current plan developed?
- Has it been formally adopted/approved by your Board?
- What time period does your plan cover?
- Describe your planning process. Who contributes to your plan? What is your planning timeline? How does your plan relate to your organization's short and long-term goals? 675 characters maximum.

History (Not Related to Review Criteria):

- Describe the history of the organization in presenting, producing or serving the arts. 1600 characters maximum.

STAFF CONTACTS

Please contact Mandy Buscas, Arts Learning Director at 602-771-6525 or mbuscas@azarts.gov for questions related to the following organizations:

- Arts Education Organizations applying for General Operating Support

Please contact Adriana Gallego, Director of Strategic Initiatives at 602-771-6530 or agallego@azarts.gov for questions related to the following organizations:

- Organizations applying for Organizational Development Grants
- Organizations applying for General Operating Support Level II
- Organizations applying for General Operating Support Level III
- Organizations receiving Locals Aid

Please contact Jennifer Tsukayama, Director of Strategic Partnerships at 602-771-6531 or jtsukayama@azarts.gov for questions related to the following organizations:

- Organizations applying for General Operating Support Level I
- Organizations receiving Basic Aid
- Tribal Museums applying for General Operating Support at any level

Please contact Ginny Berryhill, Grants and Information Technology Manager at 602-771-6528 or gberryhill@azarts.gov for questions related to EGOR, the Electronics Grants Online Resource.