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Guidelines 2006*



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THE GRANTS PROGRAM

The Greater Columbus Arts Council established the GCAC/City of Columbus Grants Program in 1973 to offer financial support to the city's arts organizations. Since 1978, a portion of city revenues from the hotel/motel tax has been designated for support of the Grants Program. GCAC Trustees make funding decisions 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.

Grant making Goals

- 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 Program 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.

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GRANT MAKING POLICIES

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 Program staff and to attend a GCAC grants writing workshop at least six weeks prior to the project application deadline. **First-time Operating Support applicants** are strongly encouraged to make an appointment for an interview with staff prior to application.

Successful applications show evidence of:

First-Tier Funding Priorities

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.

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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

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 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.

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.

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Recreation, Avocation, or Therapy

Opportunities for Amateur or Youth Artists

The **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 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.

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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 requirements.

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 Program staff member.*

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

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- 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.

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 **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 twice 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 section below on Support for Multiple Activities. 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.

First-time applicants are encouraged to attend one of the semi-annual grants writing workshops conducted by the GCAC Grants Program staff, and to consult with Grants Program staff at least six

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weeks before each deadline. An in-person interview is required for first-time applicants. Applicants interested in multiple-year funding should consult with GCAC Grants Program staff prior to making a formal proposal.

Draft applications will be accepted for staff review 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 goals for the Grants Program.

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.

Stabilization Grants

Stabilization programs are intensive efforts to fortify the financial and human resources of not-for-profit arts organizations. Since 1994 the *Columbus Arts Stabilization Project* has provided technical assistance and funding toward the creation of *working capital reserves*. Organizations interested in building working capital may apply for stabilization grants through the Project Support program, provided that the applicant did not receive funding for a stabilization project between 1994 and 1997 (through the Columbus Arts Stabilization Project or the *Fund for Working Capital Reserves*). Stabilization grants are subject to the following guidelines:

- Organizations must be committed to the development and maintenance of a good financial management plan. Refer to Financial Management.
- Organizations must submit a plan for matching the stabilization grant.

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- Organizations must produce audited financial statements, board- or staff-certified financial statements and their most recent Federal Form 990 in order to verify base-year information for the grant. GCAC may issue confirmations of these documents.
 - Organizations must have a successful record with grants from GCAC or other sources
- Stabilization grants are awarded for a period of one to three fiscal years and are paid in two installments. During the grant period the reserve can be used for cash flow but must be replenished at least one month during the fiscal year. The reserve cannot be used as collateral for borrowing of any kind by the recipient organization. During the course of the grant, organizations are required to designate funds paid by GCAC for working capital reserves in a board designated fund.

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 *Children of the Future*), 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 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.

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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.

Required Materials for Project Support

GCAC provides an application form for organizations to request funding. Application materials are available via fax, computer diskettes and the World Wide Web. **Electronically submitted applications will not be accepted, unless otherwise notified by the GCAC Grants Office.**

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

- Project Support application form with detailed project narrative and budget
- Organizational financial information, as listed in Documentation for All Programs
- Current staff/trustees lists
- Job descriptions/ brief resumes of key personal
- Samples of work

For first-time applicants only:

- Letter of federal tax exemption
- Organizational history and philosophy

For all applicants: Avoid federal penalties. Check the status of your 501(c)(3) annually.

OPERATING SUPPORT

Operating Support is a key component in meeting Grants Program goals for a vital and accessible arts community. Operating Support grants provide core support for 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 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. Operating Support grants are unrestricted as to use.

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:

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- 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.

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 Program 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

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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 materials are available via fax, computer diskettes and the World Wide Web. **Electronically submitted applications will not be accepted, unless otherwise notified by the GCAC Grants Office.** Organizations are required to submit one copy of each document listed below no later than 5:00 p.m. on the day of the deadline:

- Signed Operating Support application form, including narrative and project budget pages
- Financial documentation as described in Organizational Budgets and Financial History includes comparative year-to-date financial statements, and a current statement of financial position. *Audited financial statements* for the last completed fiscal year are due to GCAC no later than 90 days after the last day of the organization's fiscal year. Reviews and compilations will not be accepted for organizations in this category.
- Detailed, board-approved budget for the current fiscal year

All supporting documentation is due on the 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.

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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).

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 Grant Allocations

Unrestricted, non-capitalized expenses of the applicant's most recently completed fiscal year provide the basis for grant allocations by formula. 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.

GRANT AWARD PROCEDURES

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)	Grant term
Project Support	April	June 1 – May 31
	September	November 1 – October 31
Operating Support	February	June 1 – May 31

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.

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Project Grants for Operating Support Recipients

Operating Support recipients may apply for project funding with unique, one-time projects. Funds may not be requested for normal operating expenses, including routine personnel costs. Applications will be accepted only at the September deadline. Projects may begin no earlier than July 1 of the following year.

Missing Information

The signed application form, including narrative and complete project budget, is required on 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 Program 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

GCAC Grants Program staff reviews each proposal -- at times with the help of outside evaluators -- and reports to a Grants Committee, which is appointed from the membership of the GCAC Board of Trustees and is representative of the community at large.

The Grants Committee may recommend one of five actions for any Project or Operating Support 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

For any application, the Grants Committee may recommend Technical Assistance for the organization.

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 these recommendations to the full Board of Trustees, which authorizes grant awards during its May and October public meetings.

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 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

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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 GCAC logo, link to our website at www.gcac.org.

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 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 provides forms for both the partial payment and the final report. 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.

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

OTHER RESOURCES FOR ORGANIZATIONS

Technical Assistance

Technical Assistance is a capacity-building program supporting the management and governance needs of not-for-profit arts organizations. Small grants are available for organizations in need of consultation on management and artistic issues. Examples of Technical Assistance funding include the following:

- Consulting fees
- Modest requests for computer hardware and software
- Audited financial statements: GCAC recognizes that the cost of *audited financial statements* can be a large percentage of a small organization's budget. Matching funds are available for organizations under \$150,000 to offset the cost of the first audited financial statement. Subsequent audited financial statements are the responsibility of the organization. Applicants are encouraged to interview prospective auditors well in advance of the need and to negotiate for a completion date of no later than 90 days after the close of the organization's fiscal year.

No application form is required; instead the organization must send a proposal letter, which defines the need and a specific plan for meeting that need, as well as a detailed budget. The Grants Program staff will review the proposal and with the approval of the Vice President for Programs and the President, award or decline grants based on the merits of each case. Technical Assistance grants are awarded as funding is available from the city of Columbus.

Neighborhood Arts Program

GCAC created the 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.

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THE GLOSSARY

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.

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

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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.

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).

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GCAC GRANTS PROGRAM CONTACT INFORMATION

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