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## OPERATING SUPPORT

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**Purpose:** *Provide a stable source of financial support for core arts and cultural organizations that are well-managed, firmly established, have significant impact and broad community engagement*

**Description:** The Operating Support program provides unrestricted funding as an investment in the general operations, administration and programs of eligible arts and cultural organizations in all disciplines.

### Who is eligible to apply?

Applicants are required to be independent organizations that have held their own 501(c)(3) status and demonstrated annual artistic programming for at least three consecutive years *prior* to the date of application. Applicants will be required to submit the most recent three years of audited financial statements as part of the application process. Eligible arts and cultural organizations should demonstrate the following organizational attributes for consideration:

- Minimum of \$150,000 three-year average adjusted audited revenue\* (see following page for calculation details);
- Primary focus and actual operations are artistic or cultural in nature;
- Based in and primarily serving the city of Columbus and offer annual artistic programming;
- Organizations headquartered in Columbus but with satellite sites outside of the city of Columbus must be prepared to submit Columbus-specific audit documentation for programming/operations only within the city of Columbus;
- Demonstrate exemplary artistic achievement;
- Operate with professional management and artistic staff;
- Have at least one paid full-time or part-time staff member;
- 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 a clearly articulated and board-approved artistic and financial plan;
- Demonstrate a wide-ranging impact on the city's economy and tourism;
- Engage and compensate professional artists;
- Present a diverse revenue and support stream; and
- Demonstrate a dollar-for-dollar cash match.

**First-time applicants** are **required** to contact GCAC to discuss eligibility and provide audit paperwork before beginning the application. Contact Alison Barret, Director of Grants & Services at [abarret@gcac.org](mailto:abarret@gcac.org). In addition to the eligibility requirements listed above, new applicants must provide documentation of the following requirements:

- Proof of 501(c)(3) status;
- Brief organizational history with documentation of permanent viable base in Columbus;
- Samples of work demonstrating three years of annual arts and culture programming;
- At least one past successful Project Support grant with the Arts Council; and
- Audited financial statements with an unqualified opinion for the most recent fiscal year and management letter comments from audit firm (if applicable).

**When are applications due?**

Operating Support applications are available for submission once per calendar year.

Draft Review (optional)	Application Due	Applicant Interviews	Applicants Notified	FY Report Due	Final Report Due
February 18, 2019	<b>March 4, 2019</b>	April 2019	End of May 2019	105 days after organization's Fiscal Year End	June 30, 2020

**How are awards calculated?**

The Arts Council uses a three-year average of the recipient's adjusted audited revenue to establish the recipient's peer group. This three year average, the applicant budget peer group and the application score determine the grant award amount.

\* **NOTE:** Adjusted audited revenue is defined as: audited revenue less 1) in-kind support, 2) capital contributions, 3) Arts Council grant awards, 4) other funding provided by the city of Columbus, and 5) related party funds (related party funds are defined as funds provided by an entity controlling, controlled by or under common control with the applicant). This definition has been expanded in 2019.

**What are the application questions?**

Below you will find the current narrative questions to assist you in your grant preparation.

## Section 1: Organizational Information

- *List your organization's top three objectives for the upcoming fiscal year.*
- *Discuss any major leadership changes as well as your strategy to build and train a diverse, engaged and fiscally-responsible board, reflective of the community.*
- *Summarize your short-term and/or long-term plans to diversify revenue and strengthen financial position. If applicable, explain any unusual circumstances that impact your audit results.*

## Section 2: Community Engagement and Benefit

- *Give a supported example of your organization's effect on economic vibrancy, tourism or the national perception of Columbus' arts scene.*
- *Who is your current audience? What is your plan to engage new, younger, more diverse audiences?*
- *Discuss ways you reduce perceived barriers (physical, economic, cultural, social, artistic) and make your programming relatable, inclusive and accessible to the broadest community? Describe specific partnerships with and/or outreach efforts to underserved communities.*

## Section 3: Artistic Quality and Development

- *Detail innovative approaches to artistic programming or operations (last year or planned for this year). Indicate lessons learned and/or reasons driving the risk taking.*
- *Discuss partnerships with new or emerging artists and/or arts and cultural organizations. How does this align with your long-term strategy and how will you determine return on investment?*
- *Indicate measurement tools employed. Give an example when evaluation results impacted programming or operations decisions.*

**What data-based questions will be asked in the application?**

- *Projected total participants for next fiscal year (include admissions/regular attendees, classes/workshops, private lessons, guided tours, field trip participants, lecture attendees, event participants. Do not include artists, staff, or volunteers)*
- *Projected number of artists employed*
- *Projected number of artists employed residing in Franklin County*
- *Number of full-time employees*
- *Number of part-time employees*
- *List of neighborhoods that will be impacted (select from list)*

**What are the required Supplemental Materials (uploads)?**

All support materials must be uploaded digitally to the GoArts system. Hard copy materials will not be accepted.

**Mandatory Supplemental Materials:**

- Current board of trustees list with affiliations
- Staff list
- Resume/bios of key personnel and participating artists (up to 4 resumes)
- Artistic and/or Strategic Plan
- Evaluation/Audience Survey Tools
- Marketing plan and up to three marketing samples

**Optional Supplemental Materials (include if available and relevant):**

- Articles or links to media coverage
- Partner or collaborator letters, if applicable

**NEW:** The organization's audit and comparative financial spreadsheet must be submitted as part of the **FY Report** 105 days after the organization's fiscal year end. These documents do not need to be uploaded at the time of the application.

Failure to upload audited financial statements and comparative financials spreadsheet on the due date will result in a reduction of the next disbursement in the amount of \$500 per day overdue. This will be fully enforced in 2019. An extension will be granted by the Grants & Services department as long as the extension is requested in writing BEFORE the due date.

**Removal from Operating Support**

The Grants & Services staff manages a system to monitor the eligibility status of Operating Support recipients and provides notification if the recipient's continued participation appears to be in jeopardy.

An Operating Support recipient may receive notice of impending ineligibility if the recipient fails to meet and sustain one of the following eligibility criterion:

- Demonstrates a 10% or greater deficit for two consecutive fiscal years; or
- Receives a note of going concern in their audited financial statements; or
- Does not meet the minimum three-year average adjusted annual audited revenue of \$150,000 (a one-year grace period will be allowed to raise revenue to the minimum threshold); or
- The organization's sustainability is deemed vulnerable or at risk due to financial, board or leadership mismanagement or misconduct.

The above reasons are considered just cause to designate an organization ineligible for the Operating Support program.

Once the recipient has received notice of concern from the Arts Council, the notice must be distributed to all members of the recipient's Board of Trustees.

Organizations will be required to submit their Board-approved solution to the situation, as well as provide additional monthly or quarterly programming or financial reporting. Additional restrictions may accompany the annual grant.

An organization's failure to take corrective action and demonstrate annual progress will make it ineligible for Operating Support. An organization cannot continue to receive Operating Support without meeting all eligibility requirements for four consecutive years. The Arts Council and its Board of Trustees may rely on external evaluations to assess the organization's eligibility.

With the recommendation of the Creative Advancement Committee, the Arts Council Board reserves the authority to terminate or extend an organization's participation at any time.

Removal from Operating Support does not necessarily indicate restricted eligibility for other types of funding through the Arts Council.

**2019 OPERATING SUPPORT GRANT - EVALUATION RUBRIC**

**OPERATING SUPPORT GRANT - EVALUATION RUBRIC**

		<b>Exemplary: 13-15</b>	<b>Strong: 10-12</b>	<b>Fair: 7-9</b>	<b>Weak: 4-6</b>	<b>Poor: 0-3</b>
<p><b>Organizational Information</b></p> <p>35 points</p> <p>Narrative questions:</p> <ol style="list-style-type: none"> <li>List your organization's top three objectives for the upcoming fiscal year.</li> <li>Discuss any major leadership changes, as well as your strategy to build and train a diverse, engaged and fiscally-responsible board, reflective of the community.</li> <li>Summarize your short-term and/or long-term plans to diversify revenue and strengthen financial position. If applicable, explain any unusual circumstances that impact your audit results.</li> </ol> <p>Support materials:</p> <ul style="list-style-type: none"> <li>- Board/staff list</li> <li>- Strategic Plan</li> <li>- Marketing Plan</li> <li>- Artistic Plan</li> </ul> <p>Audit &amp; Comparative Financial Spreadsheet are due 105 days after fiscal year-end, then FY Report</p>	<p>Financial stability, acumen and vision</p> <p>0-15 points</p>	<p>-Organization presents a holistic, detailed plan for long-term financial stability and growth, and currently demonstrates strong fiscal management</p>	<p>- Organization has varied revenue streams, summarizes a plan for long-term financial stability and currently demonstrates strong fiscal management</p>	<p>- Organization demonstrates short-term financial stability and current fiscal competency with the ability to create plan for long-term stability</p> <p>- Organization maintains some broad revenue streams and has a plan in place to diversify revenue</p>	<p>- Organization's financial information is unclear or demonstrates the need for better accounting practices</p> <p>- Organization has little diversity in revenue streams and their plan to strengthen financial position is weak</p>	<p>- Organization's financial information has significant red flags or shows financial instability</p> <p>- Organization does not have diverse revenue streams and there is no plan in place to strengthen financial position</p>
	<p>Planning/vision, strategy, past success and growth trends</p> <p>0-10 points</p>	<p><b>Exemplary: 9-10</b></p> <p>- Objectives for the next year are clearly outlined, well-thought out, and compelling, with an eye toward growth</p> <p>- Very confident in organization's ability to execute Strategic, Artistic, and/or Marketing Plans in the next year to a high-level of success as demonstrated by execution of past plans</p>	<p><b>Strong: 7-8</b></p> <p>- Objectives for the next year are clearly outlined and realistic with challenging goals</p> <p>- Very confident in organization's ability to execute Strategic, Artistic, and/or Marketing Plans in the next year with success</p>	<p><b>Fair: 5-6</b></p> <p>- Objectives for the next year are identified and realistic</p> <p>- Confident in organization's ability to execute Strategic, Artistic, and/or Marketing Plans in the next year</p>	<p><b>Weak: 3-4</b></p> <p>- Objectives for the next year are loosely defined</p> <p>- Somewhat confident in organization's ability to execute Strategic, Artistic, and/or Marketing Plans in the next year</p>	<p><b>Poor: 0-2</b></p> <p>- Ability to set realistic objectives not demonstrated in the narrative</p> <p>- Concerns about organization's ability to execute Strategic, Artistic, and/or Marketing Plans in the next year</p>
	<p>Leadership: Board/Staff qualifications, leadership experience and ability to execute</p> <p>0-10 points</p>	<p><b>Exemplary: 9-10</b></p> <p>- Organizational leadership members (board/staff) are highly qualified, engaged, and diverse, as evidenced by bios and narrative. Staff leadership positions are long-standing and/or sustainable</p>	<p><b>Strong: 7-8</b></p> <p>- Organizational leadership members (board/staff) are qualified, engaged, and somewhat diverse, as evidenced by bios and narrative. Staff leadership positions are stable</p>	<p><b>Fair: 5-6</b></p> <p>- Organizational leadership members (board/staff) are qualified and there is a strategy in place to build a board reflective of the Columbus community</p>	<p><b>Weak: 3-4</b></p> <p>- Organization leadership is undergoing an unplanned transition or experiencing some stagnation</p>	<p><b>Poor: 0-2</b></p> <p>- Organization leadership is inconsistent, under qualified, or does not have a plan to engage and diversify the board</p>

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<p><b>Community Benefit and Engagement</b></p> <p>35 points</p> <p>Narrative questions:</p> <ol style="list-style-type: none"> <li>1. Give a supported example of your organization's effect on economic vibrancy, tourism or the national perception of Columbus' arts scene.</li> <li>2. Who is your current audience? What is your plan to engage new, younger, more diverse audiences?</li> <li>3. Discuss ways you reduce perceived barriers (physical, economic, cultural, social, artistic) and make your programming relatable, inclusive and accessible to the broadest community? Describe specific partnerships with and/or outreach efforts to underserved communities.</li> <li>4. List of neighborhoods specifically targeted &amp; impacted by programs, marketing, outreach.</li> </ol> <p>Support materials:</p> <ul style="list-style-type: none"> <li>- Strategic Plan</li> <li>- Marketing Plan</li> <li>- Marketing Samples</li> <li>- Website/Social Media</li> </ul>	<p>Economic vibrancy, tourism or national/regional perception</p> <p>0-10 points</p>	<p><b>Exemplary: 9-10</b></p> <p>- Presents evidence that ties the organization's activities to specific markers in multiple areas: economic vibrancy, tourism, or national perception of Columbus' arts scene</p>	<p><b>Strong: 7-8</b></p> <p>- Able to directly tie organization's activities to specific markers in the areas of economic vibrancy, tourism, or national perception of Columbus' arts scene</p>	<p><b>Fair: 5-6</b></p> <p>- Identifies broadly how the organization's activities impact economic vibrancy, tourism, or national perception of Columbus' arts scene</p>	<p><b>Weak: 3-4</b></p> <p>- Weak understanding of how the organization's activities impact economic vibrancy, tourism, or national perception of Columbus' arts scene</p>	<p><b>Poor: 0-2</b></p> <p>- Does not identify how the organization's activities impact economic vibrancy, tourism, or national perception of Columbus' arts scene</p>
	<p>Audience</p> <p>0-10 points</p>	<p><b>Exemplary: 9-10</b></p> <p>- Provides a detailed definition of organization's current audience and has a timeline/outline of measurable strategies to reach new, younger, or more diverse audiences</p>	<p><b>Strong: 7-8</b></p> <p>- Provides a definition of organization's current audience and defines measurable strategies to reach new, younger, or more diverse audiences</p>	<p><b>Fair: 5-6</b></p> <p>- Shows a good understanding of organization's current audience and has a plan to reach new, younger, or more diverse audiences</p>	<p><b>Weak: 3-4</b></p> <p>- Description of current audience is vague and/or the plan to reach new, younger, or more diverse audiences is lacking specificity</p>	<p><b>Poor: 0-2</b></p> <p>- Description of current audience is weak and does not provide plan to reach new, younger, or more diverse audiences</p>
	<p>Neighborhoods and Access</p> <p>0-15 points</p>	<p><b>Exemplary: 13-15</b></p> <p>- Shows strong understanding of the meaning of access and the barriers to access                      -Demonstrates clear commitment to reduce barriers and broaden access to the public through new and ongoing measurable initiatives                      - Has proven success in reaching and engaging underserved communities and current/future plan is defined, realistic, and ambitious                      - Provides evidence of service to Columbus neighborhoods through collaboration with partner groups and demonstrates measurable outcomes to targeted neighborhoods</p>	<p><b>Strong: 10-12</b></p> <p>- Shows understanding of the meaning of access and the barriers to access                      -Demonstrates commitment to reduce barriers and broaden access to the public through ongoing initiatives                      - Has had some success in reaching underserved communities and has an established plan in place to continue efforts                      - Provides evidence of service to Columbus neighborhoods through collaboration beyond the donation of tickets to partners</p>	<p><b>Fair: 7-9</b></p> <p>- Shows some understanding of the meaning of access or the barriers to access                      - Basic initiatives or strategies to reduce barriers and broaden access to programs and activities are described                      - Acknowledges need to reach and engage underserved communities and has current/future plan in place                      - Partnerships with Columbus neighborhood partners are emerging or being re-evaluated beyond the donation of tickets</p>	<p><b>Weak: 4-6</b></p> <p>- Shows little understanding of the meaning of access or the barriers to access                      - Plan to reduce barriers and broaden audience access is limited or unrealistic                      - Plan to reach and engage underserved communities is vague or broad                      - Service to Columbus neighborhoods is limited to ticket donations</p>	<p><b>Poor: 0-3</b></p> <p>- Does not define the meaning of access or the barriers to access                      - Does not identify implementable strategies to reduce barriers and reach broad audiences                      - Does not provide plan to reach and engage underserved communities or lacks understanding of underserved communities                      - Neighborhood partnerships within city of Columbus are weak or lacking</p>

**2019 OPERATING SUPPORT GRANT - EVALUATION RUBRIC**

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<p><b>Artistic Quality &amp; Development</b></p> <p>30 points</p> <p>Narrative questions:</p> <ol style="list-style-type: none"> <li>Detail innovative approaches to artistic programming or operations (last year or planned for this year). Indicate lessons learned and/or reasons driving the risk taking</li> <li>Discuss partnerships with new or emerging artists and/or arts &amp; cultural organizations. How does this align with your long-term strategy and how will you determine return on investment?</li> <li>Indicate measurement tools employed. Give an example when evaluation results impacted programming or operations decisions.</li> </ol> <p>Support materials:</p> <ul style="list-style-type: none"> <li>- Resume/bios of key artistic personnel and guest artists</li> <li>- Artistic/Strategic Plan</li> <li>- Evaluation tool examples</li> <li>- Past evaluation results</li> <li>- Articles or links to media coverage</li> <li>- Partner or collaborator letter, if applicable</li> </ul>	<p>Innovation, risk-taking and artistic quality</p> <p>0-10 points</p>	<p><b>Exemplary: 9-10</b></p> <ul style="list-style-type: none"> <li>- Evidence of attention to artistic excellence through artistic plan, artist qualifications, media recognition, and work samples</li> <li>- Takes risks and frequently uses innovative tools, concepts, and/or approaches</li> </ul>	<p><b>Strong: 7-8</b></p> <ul style="list-style-type: none"> <li>- Demonstrates a commitment to artistic excellence through artistic plan, artist qualifications, and work samples</li> <li>- Takes risks and uses innovative tools, concepts, and/or approaches to improve artistic quality or operations</li> </ul>	<p><b>Fair: 5-6</b></p> <ul style="list-style-type: none"> <li>- Demonstrates a commitment to artistic excellence through artistic plan, artist qualifications, <u>or</u> work samples</li> <li>- Takes few risks and has basic integration of innovative tools, concepts, and/or approaches</li> </ul>	<p><b>Weak: 3-4</b></p> <ul style="list-style-type: none"> <li>- Artistic plan, artist qualifications, media recognition, and/or work samples need improvement</li> <li>- Infrequent use of innovative tools, concepts, and/or approaches</li> </ul>	<p><b>Poor: 0-2</b></p> <ul style="list-style-type: none"> <li>- Sufficient artistic support materials were not provided or provided materials do not enhance the application</li> <li>- Organization activities are not innovative in concept or execution</li> </ul>
		<p>Partnerships, collaborations and focus on emerging artists</p> <p>0-10 points</p>	<p><b>Exemplary: 9-10</b></p> <ul style="list-style-type: none"> <li>- Shows strategic and robust use of partnerships with other arts &amp; culture organizations to advance mission and efficiencies</li> <li>- Actively engages and recruits emerging artists on a regular basis as part of the artistic plan</li> </ul>	<p><b>Strong: 7-8</b></p> <ul style="list-style-type: none"> <li>- Shows strategic use of partnerships with other arts &amp; culture organizations</li> <li>- Engages emerging artists as part of the artistic plan</li> </ul>	<p><b>Fair: 5-6</b></p> <ul style="list-style-type: none"> <li>- Shows regular use of partnerships with other arts &amp; culture organizations</li> <li>- Has shown some success engaging emerging artists and recognizes the importance of cultivating new talent</li> </ul>	<p><b>Weak: 3-4</b></p> <ul style="list-style-type: none"> <li>- Has few partnerships with other arts &amp; culture organizations</li> <li>- Acknowledges a need to engage emerging artists and shows some planning to cultivate new talent</li> </ul>
	<p>Measurement and evaluation used in planning</p> <p>0-10 points</p>		<p><b>Exemplary: 9-10</b></p> <ul style="list-style-type: none"> <li>- Measures impact of cultivating new talent and collaborations/partnerships</li> <li>- Measurement tools for evaluating success are creative and easily implemented</li> </ul>	<p><b>Strong: 7-8</b></p> <ul style="list-style-type: none"> <li>- Measures impact of cultivating new talent and collaborations/partnerships</li> <li>- Measurement tools for evaluating success are appropriate for activities and easily implemented</li> </ul>	<p><b>Fair: 5-6</b></p> <ul style="list-style-type: none"> <li>- Loosely accounts for impact of cultivating new talent and collaborations or partnerships</li> <li>- Measurement tools for evaluating success are standard for activities</li> </ul>	<p><b>Weak: 3-4</b></p> <ul style="list-style-type: none"> <li>- Recognizes the need for better tracking of the impact of cultivating new talent and collaborations or partnerships</li> <li>- Measurement tools for evaluating success are unclear or not appropriate for activities</li> </ul>

**2019 OPERATING SUPPORT GRANT - EVALUATION RUBRIC**

**Award Calculation Basics**

- 1) Using the three most recent audits, a three-year adjusted revenue average is determined. Adjusted revenue is defined as: audited revenue less 1) in-kind support, 2) capital contributions, 3) Arts Council grant awards, 4) other funding provided by the city of Columbus, and 5) related party funds (related party funds are defined as funds provided by an entity controlling, controlled by or under common control with the applicant). This definition has been expanded in 2019
  
- 2) The three-year adjusted revenue average is used to assign orgs to a Budget Peer Group:
  - a. *Group A:* \$150,000 - \$500,000      15-18%
  - b. *Group B:* \$500,001 - 999,999      11-14%
  - c. *Group C:* \$1M - 4.99M      5-10%
  - d. *Group D:* Over \$5M      1-4% (max \$275,000)
  
- 3) The range of percentages within each Budget Peer Group indicates the minimum and the maximum percent of the 3-year adjusted revenue average allowed
  - a. Avg is \$184,863. Peer group is Group A with max of 18%. Max grant allowed is \$33,275
  
- 4) The score (max 100) is converted to a percentage and applied to the max grant allowed to calculate award amounts
  - a. Example: Max grant allowed is \$33,275 X 90% (Score is 90). Award = \$29,948
  
- 5) Note that new organizations to Operating Support are scored but the score does not influence grant award for the first 2 years. Year one, awards are 1/3 of the maximum grant allowed. Year two, awards are 2/3 of the maximum grant allowed. Year three, scores are applied.

**Note: 2019 revisions include:**

Here is a sampling of scores representing the equivalency between scores on a 100-point scale vs a 110 point scale.

<b>2018 Grant Score 110 pt scale</b>	<b>2019 Equivalent Grant Score 100 pt scale</b>
89	81
91	83
92	84
94	85
95	86
97	88
98	89
99	90

<b>2018 Grant Score 110 pt scale</b>	<b>2019 Equivalent Grant Score 100 pt scale</b>
100	91
101	92
102	93
104	95
106	96
107	97
108	98