



**General Operational Support Grant**

**Guidelines and Cover Letter**

## **Program Overview**

The Cultural Alliance of York County serves the community by investing in high-performing arts and cultural organizations and their ability to innovate, evolve and serve the community. Operating Support Grants support ongoing artistic and administrative activities of eligible arts and cultural organizations. Operating Support Grants are made possible by contributions to the Cultural Alliance of York County annual campaign by businesses, community members, and foundations.

## **Program Objectives**

The Cultural Alliance Board of Directors is committed to the responsible stewardship of community resources. We created this grants process in order to:

- Ensure a fair and principled approach to allocating resources to arts and culture organizations;
- Demonstrate responsible stewardship of the community's funds that have been invested in the Cultural Alliance through our annual campaign;
- Provide clarity and transparency to donors, grant recipients and the community at large; and
- Give arts and culture organizations a mechanism to share their impact on our community through their work.

## **Eligibility Criteria**

Impact and Mission Operating Support Grants are invested in nonprofit organizations that satisfy the following eligibility criteria.

### **1. General**

- a. Organization is a private, nonprofit, tax-exempt agency in good standing with 501(c)3 status from the Internal Revenue Service and is incorporated in the state of Pennsylvania
- b. Organization is physically headquartered in York County, Pennsylvania
- c. Organization has been in continual operation for at least 3 years
- d. Organizations are NOT eligible if they are:
  - i. Other designated Local Arts Agencies
  - ii. A public or private entity governed by a county, municipality, school district, community college, college, university, or an agency of state government
  - iii. Media companies (TV/radio/print)
  - iv. Faith-based organizations
  - v. Fraternal or sports organizations
  - vi. Political causes, candidates, organizations, or campaigns
  - vii. Hospitals, health, and disease-specific organizations
  - viii. Organizations that are a local arm of a state or national organization
  - ix. Organizations that are adjuncts to for-profit organizations

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

- a. Organization operates with arts, culture or history as the organization's primary mission and/or purpose (defined as production, presentation, or instruction of performing, visual, literary, media arts, or history and heritage.)
- b. Majority of the organization's artistic or cultural programming engages the local community in the production, creation, curation and presentation
- c. Organization is in operation throughout the year and presents programming to the community

- d. Organization's programming is accessible and directly benefits the general public, and does not discriminate on the basis of race, color, ethnicity, religion, gender, ancestry, national origin, geography, age, varying abilities, pregnancy, sexual orientation, gender identity, marital status, familial status, citizenship status, or socioeconomic status.
3. Evidence of Collaboration
    - a. Organization demonstrates a commitment to collaboration, sharing resources, avoiding programmatic duplication and minimizing negative competition.
    - b. Evidence of collaboration may include but is not limited to:
      - i. Support of the Cultural Alliance Annual Campaign
      - ii. Programmatic collaboration with other arts and cultural organizations
      - iii. Participation in community-wide events/celebrations
4. Governance
    - a. Organization's board of directors demonstrate strong governance practices and engagement
    - b. Organization's bylaws require term limits for its board members
    - c. Organization is guided by a strategic direction that has been developed and adopted by its board of directors
5. Financial Statements
    - a. Organization's board of directors reviews interim financial statements throughout the year
    - b. Organization has Internally prepared, compiled, reviewed or audited financial statements for the last three fiscal years (see Pennsylvania Bureau of Charitable Organization definition of 'internally prepared financial statements below.)

***Internally prepared financial statements shall contain a balance sheet and statements of revenue, expenses and changes in fund balances indicating the organization's gross revenue, the amount of funds received from solicitations or other fundraising activities and all expenditures for supplies, equipment, goods, services, programs, activities or other expenses, a detailed list of all salaries and wages paid and expenses allowed to any officer or employee if the organization is not required to file an Internal Revenue Service Form 990 and the disposition of the net proceeds received from solicited contributions or other fundraising activities. Compiled financial statements must be prepared by an independent licensed certified public accountant or independent licensed public accountant in accordance with Statements on Standards for Accounting and Review Services issued by the American Institute of Certified Public Accountants. Reviews and audits must be performed by an independent licensed certified public accountant or independent licensed public accountant. Reviews must be performed in accordance with the American Institute of Certified Public Accountants' Statements on Standards for Accounting and Review Services. Audits must be performed in accordance with the American Institute of Certified Public Accountants' Statements on Auditing Standards.***

## Guidelines

### Purposes of the Review Process

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

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

### Site Visit

The Allocations Committee will conduct a site visit with each organization applying for a Mission Operating Support Grant and those invited to complete a full application for an Impact Operating Support Grant. The site visit will be scheduled at a time that is mutually agreeable between the applicant organization and the committee member assigned. Ideally, the site visit will include the organization's executive director, board chair and treasurer. The committee member assigned to the site visit will report to the full committee the findings from their site visit.

### Scoring Criteria

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

1. Alignment with the four focus areas of Diverse Cultures Connect Us, Arts Deepen Our Roots, Arts Help Learning at All Ages & Stages, and Strong Art Builds Strong Community (50 points)
2. Leadership, Governance and Administration (25 points)
3. Financial Sustainability (25 points)

## Cover Page Template

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

Please indicate the Operating Support Grant your organization is applying for:

\_\_Mission                      \_\_Impact

Mission Operating Support Grants are by invite only. If your organization is applying for an Impact Operating Support Grant, please complete this cover page template and submit it electronically through our grants portal at [www.culturalnyork.org](http://www.culturalnyork.org) by the deadline. Up to four organizations will then be invited to submit full applications for this funding cycle.

### 1. Organization Information

- Organization name
- Organization address
- Year founded
- Mission statement
- Vision statement

### 2. Budget Overview

Annual Operating Revenue excluding in-kind, capital, and endowment fund contributions.

Most Recently Completed Fiscal Year (FY2018):	\$
Past Fiscal Year 2017:	\$
Fiscal Year 2016:	\$

For your most recently completed fiscal year revenue, what amounts will come from the following sources?

Earned: \$	Contributed: \$	Endowment: \$	Other: \$
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### 3. Operating Overview

For the following items, your answers should reflect projections for your most recently completed fiscal year.

Please include and describe standards of measurement that are relevant to your organization. If not applicable and it is not tracked, list DNT.

- \_\_\_\_\_ # total number of people served
- \_\_\_\_\_ # total number of artists served
- \_\_\_\_\_ # total number of students served
- \$\_\_\_\_\_ average cost for a patron to participate (admission, ticket price, etc.)
- \$\_\_\_\_\_ average cost for a student to participate (enrollment, workshop fee, etc.)
- \_\_\_\_\_ # total number of community performances/events/activities offered
- \_\_\_\_\_ # total number of free community performances/events/activities offered
- \_\_\_\_\_ # total number of arts education activities/classes/workshops offered
- \_\_\_\_\_ # total number of program collaborations with other organizations
- \_\_\_\_\_ # total number of people engaged through Facebook
- \_\_\_\_\_ # total number of people engaged through Twitter
- \_\_\_\_\_ # total number of people engaged through Instagram
- \_\_\_\_\_ # Total Number of People Engaged Through E-Mail Marketing and Newsletters (Subscribers)
- \_\_\_\_\_ # Total Number of People Engaged Through Direct Mail Marketing (Active Households)

## Section 1: Alignment with Cultural Alliance Focus Areas

Narrative (no more than one page per focus area.)

IMPACT OPERATING SUPPORT GRANTEES: PLEASE ANSWER HOW YOU ARE ADDRESSING TWO OF THESE FOCUS AREAS.

MISSION OPERATING SUPPORT GRANTEES: PLEASE ANSWER HOW YOU ARE ADDRESSING ALL FOUR OF THESE FOCUS AREAS.



### Diverse Cultures Connect Us

*To promote cultural understanding by providing arts and culture experiences that include and represent our diverse community.*

1. Does your organization have stated objectives/goals to build access into your programming/organizational culture? If so, please describe these objectives/goals and any steps taken over the past year to achieve them.
2. Please describe any specific programs designed to increase any of the following:
  - access to diverse communities and neighborhoods in York County
  - access to information
  - access to arts education programs
  - access for people with diverse abilities and disabilities
  - access to and awareness of culturally and ethnically diverse arts experiences.



### Arts Deepen Our Roots

*To deepen feelings of connection to York County by engaging residents as volunteers, artists, and audience members in arts and culture experiences in their neighborhoods.*

1. Does your organization serve a specific geographic location in York County (i.e. Dover, Hanover, York City)?
2. Does your organization have a goal to serve residents of York County you are not currently serving? This includes outreach into those communities and/or plans to bring residents of those communities into your facility. If so, how are you working towards those goals?
3. Are there programs/events you've done in the past year that successfully expanded your geographical outreach or audience participation from a specific area in York County? If so, please describe it.



### Arts Help Learning at All Ages and Stages

*To ensure people of all ages have access to meaningful cultural opportunities that fuel creativity and learning.*

1. Does your organization primarily serve a specific age group (i.e. children k-12, adults 55 and older)?
2. Is there an age group that your organization is working to reach through your programming? If so, what efforts have you employed over the past year to grow that segment?
3. What successes/challenges has your organization had in growing participation in the age groups you serve over the past year?



### Strong Art Builds Strong Communities

*A strong, collaborative arts and culture community is key to attracting talented individuals and businesses to York County.*

1. Describe recent investments in your artistic or cultural mission. Are you exploring new, innovative programming?
2. Describe programs and activities that position your organization as a contributor to York County's efforts for talent attraction and retention, economic development, and quality of place.
3. How does your organization work collaboratively with our partners and other organizations to strengthen and promote the cultural sector?
4. Over the past year, how has your organization showcased your partnership with the Cultural Alliance? Please list all marketing/messaging used.

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

Narrative (no more than one page)

- Describe Your Organization's Leadership, Management And Administration.
- Describe How Your Board And Staff Uses The Strategic Plan/Direction To Guide Decision Making.
- What Are Your Most Significant Opportunities And Challenges In The Area Of Leadership, Governance And Administration, And How Are You Addressing Them?

Copy of Strategic Plan/Direction

Board list with names, affiliations, email addresses, and street addresses

Staff list with names, titles, email addresses, and years of service to your organization. Please include artistic staff employed or contracted regularly by your organization

### Section 3: Financial Sustainability

Narrative (no more than one page)

- Describe your organization's commitment to financial sustainability.
- Describe how your board and staff uses monthly financial statements and annual audited financial statements (if applicable) to guide decision making.
- What are your most significant opportunities and challenges in the area of financial sustainability, and how are you addressing them?

Upload Cultural Alliance Operating Grant three-year financial data worksheet and most recent audited financial statement (as per definition in section five of the grant guidelines.)

### Agreement and Signature

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

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

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

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