



Connecticut Commission
on Culture & Tourism

GENERAL OPERATING SUPPORT

For Arts Organizations

FY 2010
Program Guidelines

GENERAL OPERATING SUPPORT FOR ARTS ORGANIZATIONS



Connecticut Commission
on Culture & Tourism

TABLE OF CONTENTS

PROGRAM INFORMATION

Timeline	3
Eligibility Requirements	3-4
Grant Award Factors	5
Application Review Process	5-6
How to Apply	7
Application Materials	7
CCT Policies/Grantee Responsibilities	8

APPLICATION COMPONENTS

Introduction & Narrative	8-9
Board List	9
Staff List & Credentials	10
Budget Forms	10
Financial Statements	10-11
Other Required Attachments	11
Support Materials	12-13
Application Tips	14

GLOSSARY

Definitions of Budget Form Terms	15-16
Glossary of Terms Used in Guidelines	16-18

APPLICATION FORMS

Available in separate PDF file. See web site link: [General Operating Support Application Forms](#)

* * * * *

Connecticut Commission on Culture & Tourism
One Constitution Plaza (Second Floor)
Hartford, Connecticut 06103
Main Telephone: 860-256-2800

Kathleen DeMeo, Organizational Support Program Manager
Telephone: 860-256-2735 • Email: kathleen.demeo@ct.gov
Application drop-off: Monday - Friday, 9:00 a.m. - 4:00 p.m.

GENERAL OPERATING SUPPORT FOR ARTS ORGANIZATIONS

General Operating Support is a component of the Connecticut Commission on Culture & Tourism’s Organizational Support Program and is designed to strengthen Connecticut’s arts infrastructure and help bring high-quality cultural programming to communities across the state. Grants are awarded to arts organizations of all sizes and disciplines that meet high standards in the quality of their programs and services, level of community involvement, administrative capacity and fiscal responsibility.

PROGRAM TIMELINE

Application Deadlines	Must be <u>received</u> (not postmarked) by 4:00 p.m.: January 12, 2009 (Intent to Apply notification) February 10, 2009 (Application)
Telephone Interviews	April - May, 2009
Review Panels Meet	May - June, 2009
Award Notification	September, 2009
Funding Period	September 1, 2009 - August 31, 2010
Final Report Due	October 31, 2010

PROGRAM INFORMATION

Applications for General Operating Support (GOS) are reviewed and assessed by an advisory panel comprised of professionals in the field. Since grants support an organization’s operational needs and core activities and not a specific project, panels focus on previous accomplishments, current practices and strategic planning.

CCT offers a **multi-year funding cycle** for GOS. Organizations submit “full” applications once every three years according to discipline (see chart below). Interim applications are filed in the intervening two years. Grant amounts are subject to change based on CCT’s budget appropriation, as well as other factors (see How We Fund, page 5).

GENERAL OPERATING SUPPORT APPLICATION CYCLE CHART

Group A Music: Organizations presenting all genres including choral, orchestral, classical, opera & jazz; community music schools Visual Arts 1: craft centers; art museums	For FY10, Group A past GOS recipients file an Interim Application February 10, 2009 to qualify for second year of funding.
Group B Theatre: Producing theatres (professional, community and children’s); presenting theaters; theatre companies Dance: Dance companies; nonprofit dance schools Dance/Theatre: Training organizations focused on dance and theater; presenting series limited to dance and theatre.	For FY10, Group B past GOS recipients and new applicants submit Intent to Apply January 12 and “full” GOS Application February 10, 2009. Evaluated by advisory panel; Successful applicants begin first year of three-year cycle of support in September, 2009.
Group C Visual Arts 2: Art galleries Multi-Disciplinary: Art centers and organizations offering programs in performing, visual and literary arts Literature: Non-profit presses; literary organizations Design, Media Arts	For FY10, Group C past GOS recipients file an Interim Application February 10, 2009 to qualify for third year of funding.

WHO MAY APPLY

Organizations eligible to apply for GOS for fiscal year 2010 include current grantees in “Group B” that are now completing a three-year cycle of support, and nonprofit arts organizations in the disciplines of “Theatre” and/or “Dance” including:

- Theatre companies
- Producing theatres (includes professional, community and childrens theatres)
- Presenting theaters
- Dance companies
- Conservatories and nonprofit schools offering dance and/or theatre training

If your organization’s discipline is not listed above, you may not apply for FY 2010 GOS. Arts organizations representing other disciplines which are not currently in a three-year cycle of GOS may apply for an Arts Project Support grant for FY 2010. Additional eligibility criteria for GOS are listed below.

Eligible Applicants

Applicants for General Operating Support must:

- Be an **arts organization** (*see Glossary for definition*) incorporated in Connecticut as a not-for-profit for at least three years prior to the final application deadline of February 10, 2009. Primary business and operations must be in Connecticut.
- Have obtained tax-exempt status under Section 501(c)(3) of the Internal Revenue Code
- Be governed by a board of directors or a council that meets regularly to set policy
- Have at least a two-year history (*see Glossary*) of public programming in the arts
- Have a three-year **average** (FY ‘06, ‘07, ‘08) **operating cash income** of at least \$25,000
- **Note:** Organizations that receive legislatively directed funds through CCT **may apply**; however, those organizations will NOT receive a GOS grant if they continue to receive legislatively directed funds in the fiscal year beginning July 1, 2009.

Ineligible Entities

- Elementary and secondary schools; colleges and universities
- Local and state governmental agencies and their constituent units
- Private, for-profit organizations
- Nonprofit organizations whose primary purpose is not arts-based
- Organizations acting as fiscal agents for individual artists or other groups
- Organizations receiving funds through CCT’s Local Arts Agencies program

WHAT WE FUND

Eligible Expenses

General Operating Support funds may be applied to any aspect of an organization’s operations to support activities that will best advance its overall mission. Eligible expenses include but are not limited to:

- Staff salaries
- Payments to contracted artistic, technical or administrative professionals
- Production, travel, telephone, shipping and postage costs

**WHAT WE FUND
(CONTINUED)**

Eligible Expenses (continued)

- Space rental; occupancy costs (maintenance, security, insurance, utilities, etc.)
- Printing, advertising and marketing costs

Ineligible Expenses

- Brick and mortar activities, facility construction or capital improvements
- Major equipment expenditures
- Hospitality expenses, such as food and beverages
- Interest expenses paid on loans or payments to eliminate or reduce existing deficits

HOW WE FUND

Grant Amounts

Applicants do not request specific grant amounts; awards are determined by formula. Grant amounts may be **no less than \$1000 and no more than 10%** of an organization's operating **income**. The funding formula considers the following factors:

Funds Available: The amount of funds allocated to the Organizational Support Program/GOS is dependent on CCT's budget. CCT cannot determine grant program allocations until after a state budget has passed.

Organization Budget Size: GOS awards take into account an applicant organization's 3-year average operating income (last three completed fiscal years.) Generally, smaller organizations receive grants that represent greater percentages of their operating income, while larger organizations receive grants that constitute a smaller percentage of their operating income.

Panel Rating: The review panel's assessment of an organization's application (as dictated by the review criteria, see below), is an important factor in determining the amount of an award for an organization of a given budget size. The panel rating for each grantee remains constant (normalized each year) over the course of the 3-year funding cycle.

Funding History: In an effort to ensure continuity of funding, CCT may limit the amount by which a GOS grant may increase or decrease over the previous year.

Note: Grant amounts will fluctuate from year to year during the funding cycle due to factors cited above, most notably the amount of funds available to distribute.

Matching Requirements

CCT grant funds must be matched by other cash income received during the grant period. Income may be derived from a variety of contributed and earned sources and used to support the organization's general operations and activities. The match is ensured by the fact that grants will not exceed 10% of an organization's cash operating income.

REVIEW PROCESS

Following the application deadline, CCT will convene independent advisory peer panels to review applications. Panel composition varies according to grant category and discipline, and may include staff of cultural organizations, artists, community leaders and educators who represent diverse geographic, ethnic and aesthetic perspectives. The advisory peer panel process is the most widely accepted standard used by cultural funding agencies to distribute funds equitably.

**REVIEW PROCESS
(CONTINUED)**

Review Criteria

Advisory panels will use the following criteria to evaluate applicants. Measurement will be based on application materials submitted and telephone interviews conducted by the primary reviewer.

Quality and Merit - 40%: Excellence of artistic programs and services and quality of artists and artistic personnel involved.

Community Involvement and Accessibility - 30%: Efforts to broaden, deepen and/or diversify community participation; effectiveness of educational programs; ability to promote and market organization and activities; and efforts to promote access for underserved audiences and people with disabilities.

Organizational Health/Management - 30%: Financial health of the organization, strength of the administrative staff and governing board, and success in organizational planning and evaluation.

Telephone Interviews and Support Materials

An important component of the review process is the telephone interview conducted by a member of the panel with artistic, managing, and/or executive directors, as well as other appropriate staff and board members from your organization. Note that, due to budget constraints, **panelist site visits have been suspended** indefinitely; no GOS applicant will receive a site evaluation in 2009.

The telephone interview is an opportunity for applicants to provide updated information, such as revised program plans or more current financial data. It is also an opportunity for the panelist to ask specific questions about the application, including those about the organization's financial health. The purpose of the interview is to gather additional information that will help the panel conduct its review.

Every effort will be made to schedule telephone interviews before the panel meets. It is possible that an interview will not take place for reasons beyond CCT's control. Lack of a telephone interview will not constitute grounds for a reconsideration of an application.

Another important means of assessing applicants is through review of support materials, particularly when evaluating the quality of an organization's artistic product in the absence of attending an event or activity. Applicants may choose from several media materials that highlight the quality and range of their work (see Support Materials, pages 12-13). Thorough preparation for telephone interviews and the submission of high-quality support materials is essential.

After a careful review and discussion of each application based on established criteria, the advisory panel agrees on a rating for each organization. Scores are later normalized across all panels. The panel assessment is considered in determining grant amounts, and whether or not an organization will be funded. Grant recommendations are prepared by CCT staff and reviewed by the board; the board makes the final award decisions.

HOW TO APPLY

All organizations planning to submit an application for General Operating Support for fiscal year 2010 *must* file an **Intent to Apply** form, **received by Monday, January 12, 2009**. Its purpose is to assure that applicants meet eligibility requirements and to aid CCT in planning review panels. The Intent to Apply is not binding, but is required.

The deadline for **Final Applications** (as well as Interim Applications for GOS multi-year funding recipients in Groups A & C) is **Tuesday, February 10, 2009**. Applications must be **received** (not postmarked) by this date. If hand-delivered, applications must be received at the CCT office by 4:00 pm that day. Applicants must request and retain a receipt from the CCT staff person accepting the hand-delivered application, regardless of delivery date. No application or parts thereof will be accepted after the deadline. E-mail or fax submissions will not be accepted.

All mailed applications shall be sent to:

Kathleen DeMeo, Program Manager
OSP/General Operating Support
Connecticut Commission on Culture & Tourism
One Constitution Plaza, 2nd Floor
Hartford, CT 06103

When mailing applications, we strongly suggest using express service or 1-day delivery and retaining the receipt. Applicants will be notified of receipt of their application via e-mail and U.S. mail within two weeks of the deadline.

Applicants must follow all instructions and provide accurate and complete information in all sections and supporting materials as stated in the guidelines. Failure to do so will render your application ineligible for review.

APPLICATION MATERIALS

Applications for General Operating Support consist of several required forms, a narrative of up to five pages, resumes and bios, a board of directors list, a staff list, financial statements, and support materials. First-time applicants are required to submit additional documents. Application items and instructions are described in detail on the pages that follow.

Electronic (fillable PDF) application forms may be downloaded from CCT's website, www.cultureandtourism.org (see "Grant Forms & Guidelines" on the Arts home page).

All applications must:

- Be assembled as directed on the Application Checklist (see forms) with the "original" placed on top of **seven (7) copies**, each copy held together with a paper clip or binder clip (no staples, please!)
- Be signed by an authorized official of the organization on the Application Checklist.
- Be single-sided on 8 1/2" x 11" white paper with margins no less than 3/4" on all sides.
- Include the **organization name** in the lower right hand corner of **narrative** pages (numbered 1-5). The narrative must be prepared in an easily readable font (avoid condensed typefaces) no smaller than **11 point**.
- **Not** include a cover letter, double-sided copies, blank spacing pages between sections, colors, logos or other special markings.

GRANTEE RESPONSIBILITIES

You must read the CCT Grant Overview Guidelines, as all guidelines are strictly enforced. Applicants must comply with stated Affirmative Action and ADA requirements. Also note the following sections:

- Award Notification/Grant Payment
- Grantee Responsibilities
- Credit and Publicity Responsibilities
- Reporting Requirements
- Grant Cancellations

Applicants should anticipate the need for two certifications which must accompany every CCT grant contract:

Certification of Authorized Official (a.k.a. “certified resolution”) indicates that the grantee has passed a resolution authorizing the named individual to sign contracts on behalf of the organization and that the resolution is in effect as of the date of the contract signing.

Nondiscrimination Certification certifies that the organization has resolved to support nondiscrimination agreements and warranties required under Connecticut General Statutes and that the resolution is still in effect.

APPLICATION NARRATIVE

The narrative is an essential part of the application and provides advisory panels with the most complete picture of an organization and its success in addressing each review criterion. The narrative may no more than **5 pages** including the Introduction. Address the criteria in the sequence in which they appear. Identify responses under the headings:

- **Introduction**
- **Quality and Artistic Merit**
- **Community Involvement and Accessibility**
- **Management**

It is not necessary to restate each question, but it is helpful to identify responses using a descriptive phrase or the question number under each criterion.

Introduction

Clearly state the organization’s mission. Briefly describe its origins and geographic location in the state. Include information on audiences served (size, composition), events produced, range and scope of programs, memberships and subscriptions, and hours of operation. Briefly describe the facilities in which your organization conducts its primary operations and indicate whether you own or lease space.

Quality and Artistic Merit (40%)

1. Describe your organization’s core artistic programs and activities. Explain how your programming demonstrates excellence and innovation within the context of the organization’s mission and purpose. Indicate specific works you are considering presenting during the funding period (September 2009 - August 2010).
2. Describe how artistic decisions are made and by whom. Outline the qualifications of artistic staff (e.g. particular strengths, vision, expertise, leadership). Provide as a **separate attachment** of no more than 5 pages total, biographical summaries or short resumés of key artistic staff.

**APPLICATION
NARRATIVE
(CONTINUED)**

Community Involvement and Accessibility (30%)

1. Define the community your organization serves and its key demographic and distinguishing features, e.g., its economy, ethnicity, population density, median age, etc..
2. Describe your efforts to broaden participation in your programs, diversify your audience, and/or deepen the arts experience of the individual. Note methods of engagement including education programs and outreach efforts to target populations.
3. Describe your relationships and/or collaborations with other community or cultural organizations and how they relate to programming and audience development.
4. Describe efforts to market your organization and activities. If your organization has a marketing plan, describe its objectives.
5. Complete the **Accessibility Checklist** (see forms). You may further wish to note ways in which your organization promotes physical, programmatic and communications access for people with disabilities, and other underserved populations.

Management (30%)

1. Briefly describe your organization's planning process. How and when does it occur and who has input? Indicate where your organization is positioned with respect to its long range plan. Please include a copy of your current strategic plan, if available.
2. How do you measure the effectiveness and quality of your programs? How do you know if you've met your goals? Describe the methods and evaluation instruments you use.
3. In addition to the required staff and board lists (see below), indicate in the narrative the level of board engagement, effectiveness of committees, and the success of the board's role in governing and setting policy for your organization. Cite any challenges you face in this area.
4. Describe how your organization develops and monitors its operating budget, including the board's role. If necessary, explain the reason for any significant increases and/or decreases in specific budget lines in the last, current and coming year which appear on the operating income and expense forms submitted with this application.
5. Describe your organization's financial condition. Include information about any debts, cash reserves or endowment. Describe your principal revenue sources and plans you may have to diversify income. Note any substantial in-kind donations you receive.

**BOARD OF
DIRECTORS LIST**

On no more than **two pages**, provide a current list of your board of directors. On the first page note:

- Maximum number of Board Members as stated in your by laws
- Current total number of Board Members

Use the following format for each board member:

Name:

City, State:

Employer/Occupation:

Board Position/Committee Assignment:

Years on Board:

STAFF LIST AND CREDENTIALS

On no more than **one page**, provide a list of current (paid) staff and their corresponding job titles. Volunteer staff/responsibilities should be listed only if there is no paid staff.

On no more than **three pages** following, provide biographical summaries or short resumés noting the credentials of key **management/administrative** staff related to their functions.

BUDGET FORMS

Operating Income and Expense Forms

Provide the organization's cash operating income and expense budgets for the last, current and projected fiscal years (FY '08, '09 and '10). The operating budget does **not** include:

- Capital campaign income, or expenses related to capital improvements, renovation or construction
- Donations restricted for an organization's endowment. Revenue (interest) earned on investments and spent on operations during a given year, however, may be included.
- The value of in-kind donations (goods or services)
- Major equipment purchases intended for permanent installation in a facility

The itemized breakdowns on these forms will in all likelihood not match your organization's financial charts. We ask you to do your best to assign income and expenses to the categories provided and to maintain consistency across years. It is important that panelists see all budgets presented in the same way. Please refer to the Glossary for budget definitions, or contact the program manager for assistance in categorizing budget items.

Financial Summary Form

This form summarizes the current approved (FY '09) plus last three completed years (FY '06, '07, '08) of fiscal activity. As outlined above, report **unrestricted** cash operating income and expenses only. The actual '08 and approved '09 total income and expense figures you report on the Financial Summary should match those reported on the income and expense forms.

Past applicants may wish to refer to Financial Summaries submitted with previous Interim reports/applications to maintain consistent reporting. It is critical that the operating income figures be accurate and verifiable, as they are a factor in GOS grant calculations.

Be sure to indicate whether your organization has an endowment (or cash reserves) and if it is carrying debt. When not applicable, enter \$0. Also explain reasons for large budget fluctuations from year to year, and your debt reduction plan, if applicable.

The information on this form **must** be verified (with signature) by the organization's chief financial officer, defined as the board treasurer or the highest level staff person in the organization (other than the director) responsible for budget/fiscal matters.

FINANCIAL STATEMENTS

Applicants with operating budgets of \$500,000 or greater:

- Submit **one copy each** of organization's **FY06, FY07 and FY08** audited financial statements (combined statements, showing two years of activity, are acceptable.) This set of three statements is to be included with the application containing **original** signatures.
- Also submit **7 additional copies** of only the **most recent audit** (one with each copy of the application).

**FINANCIAL
STATEMENTS
(CONTINUED)**

If the organization's FY08 audit has not been completed by the February application deadline, it should be sent to the CCT program manager as soon as it is available.

Applicants with operating budgets less than \$500,000:

- Submit **one copy each** of organization's **FY06, FY07 and FY08** Statement of Activities (Income Statement) **and** Statement of Financial Condition (Balance Sheet), either audited **OR verified** (with signature and date on first page) by the organization's chief financial officer. This set of three statements is to be included with the application containing **original** signatures.
- Also submit **7 additional copies** of only the **FY08 financial statement** (one with each copy of the application).

If FY08 figures are not final by the February application deadline, applicants should provide updated financial statements to their primary reviewer when contacted in April or May, as well as to the CCT program manager.

Note that the balance sheet, outlining the organization's current assets and liabilities, is a required component of financial statements.

IRS 990 forms are not acceptable in lieu of financial statements.

**DATA
COLLECTION
FORM**

National Standard for Arts Information Exchange Data Collection Form

Submit **one copy** of this 3-page form. Information collected is used by the National Endowment for the Arts to document CCT's and other states' grantmaking activities.

Note: The Project Activity Code for GOS applicants is **11** - Operating Support.

**ADDITIONAL
DOCUMENTS
(NEW APPLICANTS
ONLY)**

IRS Tax-Exempt Letter

Include the most recent copy of your Internal Revenue Service determination letter reflecting the organization's current 501(c)(3) status and legal organization name.

Certificate of Incorporation

Submit a certified copy of the organization's Certificate of Incorporation as filed with the Connecticut Secretary of State's Office. This document dates back to the organization's establishment and should include language that defines its purpose (a.k.a. Articles of Incorporation). It should not be confused with an organization's by-laws. If you can't locate a copy of this document, it may be obtained from the Connecticut Secretary of State's Office, 30 Trinity Street, Hartford, CT 06016; Telephone: 860-509-6002.

Narrative

Submit a brief narrative (no more than one page) substantiating that the GOS applicant qualifies as an **arts** organization.

*Defined as an organization whose primary purpose is to create, perform, present or otherwise promote the visual, performing or literary arts.

**SUPPORT
MATERIALS**

All applicants are required to submit support materials, which are a critical part of the review process and play a major role in the panel's evaluation of the quality of an organization's work. In the absence of on-site evaluations this year, careful attention should be paid to the selection of support materials. They should represent your organization's core programs and/or activities, and communicate the excellence, range, and scope of work as expressed in your mission statement and application narrative. Materials should reflect the production quality of your work.

A complete set of support materials will be sent to the primary reviewer of each application. All reviewers will have the opportunity to examine support materials at the panel meeting as part of their deliberation.

An audio-visual segment that documents the quality of an organization's work and can be viewed together by the panel is ideal. That said, we realize that theatres must follow rules governing copyright infringement and the Actor's Equity Association when making recordings. If a recording is available which is not in violation, we encourage you to submit it. Otherwise, photos or a CD of images may be submitted to convey production values.

In general, panels benefit from materials that show a range of work. A selection of scenes from different performances, for example, is usually better than a single performance. Support materials should reflect current activities and should not be more than two years old.

Two complete sets of support materials must be provided. The second set is used as a back-up in the event that materials are lost in transit.

1. AUDIO/VISUAL MATERIALS

Choose **up to two** of the following media to include with your set of support materials:

Video (DVD)

Submit a DVD of work performed since January, 2007. Promotional videos are discouraged. All DVD's must be clearly labeled with the following applicable information on the case:

- Name of applicant organization (also label the DVD itself)
- Name of group(s)/artist(s) performing if other than applicant
- Title(s) of work(s) being performed
- Date of performance(s)

If the DVD running time is lengthy, indicate the track number(s) you prefer the panel to view. The time the panel spends reviewing A/V materials will not exceed ten minutes, however, the entire content of a disc is subject to review by the panelist assigned as the primary reviewer.

**SUPPORT
MATERIALS
(CONTINUED)**

Photographs or Image CD

Please limit to **ten** photos. Prints should be no larger than 8½” x 11”. Each should be labeled on the back with the following:

- Name of applicant organization
- Title of work(s) being performed or description and location of activity
- Date of performance or activity.

Power Point presentations and digital images submitted on CDs will be limited to 10 “slides;” each slide may contain more than one image, however. Test your CD on a computer other than the one used to create it to assure that it can be read by other equipment.

2. PRINTED SUPPORT MATERIALS:

Submit **up to six** different printed items such as:

- Critical reviews of recent performances (highly recommended). You may include up to six reviews, fastened together, to count as one printed item.
- Sample program evaluation instrument such as an audience survey or questionnaire (required item)
- Programs and playbills
- Brochures, posters or other marketing materials
- Annual reports and newsletters
- Teacher guides and other educational or curriculum materials

Note: If you wish that support materials be returned to you after the panel review, you **must** submit a self addressed stamped (postage paid) mailer. Materials will otherwise be discarded.

**TIPS FOR A
SUCCESSFUL
APPLICATION**

Since the grants process is competitive, CCT offers the following suggestions to keep in mind as you prepare your application.

- Read the guidelines thoroughly before you begin to write. Even if you are a returning applicant, changes to the process are introduced every year. Contact program manager, Kathleen DeMeo, with any questions well in advance of the deadline.
- Read the review criteria/narrative questions and create an outline to help you address all points within the allotted number of pages.
- Assume the reviewer is unfamiliar with your organization. Provide enough specific information so that a reviewer can evaluate your application based on each of the criteria. Incomplete information can jeopardize your grant review.
- Write in a clear and concise style and eliminate wordiness. Present key thoughts simply and avoid repetition.
- Be realistic in presenting your case. Take care that, in your enthusiasm for your organization, you do not overstate the projected outcomes or basic facts about your organization.
- While your narrative should present the facts, it should also tell a compelling story about your organization and its good work. Using real-life examples to illustrate the results of your work may help panelists to better understand it.
- Once you have completed the application, put it away. Read it later, or better yet, give it to someone else to read. Ask for a critical review of the narrative flow. Have you addressed the review criteria completely and clearly?
- Double check your application for spelling and typographical errors and check your math! These details have an impact on the panelists' overall impression of your organization or project.
- Choose support materials carefully and submit samples which best convey the quality of your organization's activities. Panelists with no first-hand exposure to your work will rely on the support material to evaluate its quality.
- Make sure your application is complete before mailing. The application checklist is provided to help you. You may **not** submit missing or additional items after the application deadline.

Applicants must follow all instructions and provide accurate and complete information in all sections and supporting materials as stated in the guidelines. Failure to do so will render your application ineligible for review.

Application Forms are available on the CCT Web site at www.cultureandtourism.org as PDF files that you can save to your computer's hard drive. Financial forms are provided in an alternate format as MS Excel worksheets. Completed forms must be printed and mailed with other application items.

Questions regarding the OSP/General Operating Support application process may be addressed to the **Kathleen DeMeo** at **860-256-2735** or **kathleen.demeo@ct.gov**.

GLOSSARY OF TERMS

BUDGET INCOME DEFINITIONS

Operating Income - Contributed

Grants from Federal Government: Grants from agencies of the federal government (e.g. National Endowment for the Arts, National Endowment for Humanities).

Grants from State Government: Grants/appropriations (including prior GOS grant) from CCT and other state agencies for operational and programming activities.

Grants from Municipal Government: Grants/appropriations from city (municipal), and other local government agencies for operational activities.

Contributions from Individuals: Cash contributions for operational activities.

Contributions from Private Foundations: Cash support from private foundations and trusts. Include New England Foundation for the Arts (NEFA) funding here if applicable.

Business/Corporate Contributions: Cash support from businesses, corporations and corporate foundations.

Other Contributed: Income derived from fundraising agencies, and sources not cited above. Include Greater Hartford Arts Council support here if applicable.

Operating Income - Earned

Admissions/Ticket Sales: Income derived from the sale of admissions, tickets, subscriptions, memberships, etc.

Programs & Services Revenue: Income derived from classes, workshops, seminars, school group events, residencies, and other school-based programming. Also, income derived through contracts for specific services outside of core programming.

Concessions, Gift Shop & Other Sales: Income derived from catalog and gift shop sales, concessions, restaurant and other merchandise.

Facility, Equipment and Other Rentals: Include income from rental of facility, scenery, costumes, props, etc. Also revenue from parking fees.

Other Earned: Income from sources not cited above, including royalties.

BUDGET EXPENSE DEFINITIONS

Note: If using the PDF form, calculate the percent of contributed and earned income by dividing the subtotal for each by the total cash income figure.

Operating Expenses

Salaries

Administrative: Employee salaries, wages and benefits for executive and administrative staff including executive directors (**total** salary must be included on this line), finance, marketing, fundraising, human resources, etc. Payroll taxes may be included here.

Programmatic/Artistic: Employee salaries, wages and benefits for artistic & program staff including artistic directors, program managers, dramaturgs, set designers, musicians, etc.

Technical/Production: Employee salaries, wages and benefits for staff such as technical directors, wardrobe, lighting and sound crew, stage managers, stagehands, video technicians, etc.

Other: Wages for other staff not included above, such as security and maintenance.

**BUDGET EXPENSE
DEFINITIONS
(CONTINUED)**

Outside Professional Services

Programmatic/Artistic: Payments to individuals who are not employees including artistic directors, actors, choreographers, designers, musicians, filmmakers, performing artists, instructors, consultants, etc.

Technical/Production: Payments to individual technical and /or production staff that are not employees of your organization.

Administrative: Payments to firms or persons who provide legal, accounting, or other administrative expertise on contract.

Supplies & Materials: Office supplies and equipment (including computers) as well as production materials, tents, royalties, raw materials and other items related to programming.

Telephone, Postage & Shipping: Payments for telephone, internet use and web site hosting. Also, postage, mailing services, trucking, shipping & hauling fees.

Space Rental/Occupancy Costs: Cash payments for office, rehearsal space, theater, hall, parking costs, etc. Also include property insurance, real estate and property taxes, maintenance, security, utilities, janitorial services and related supplies. Do not include capital expenses.

Marketing/Publicity/Advertising: Payments for marketing materials including newspaper, radio and television advertising, in-house printing and mailing of brochures, posters, etc.

Travel & Meetings: Payments for airfare, mileage, car rental, lodging and meals for employees or visiting artists. Also, costs associated with attending/hosting meetings.

Other Expenses: List items not included in above categories, i.e., organizational membership dues, subscriptions, royalties, equipment rental, interest charges, etc.

**GLOSSARY OF
TERMS**

Applicant Cash: Funds from accumulated resources (including carry-forward from previous fiscal year) that applicant has available to spend.

Arts Organization: A non-profit organization whose primary purpose is to create, perform, present or otherwise promote the visual, performing or literary arts.

Audit: A thorough examination of financial records tested by an independent auditor to verify their accuracy.

Authorized Official: Person with authority to legally obligate the applicant organization.

Board Member: A trustee of a nonprofit organization elected or appointed according to that organization's bylaws.

Brick and Mortar Activities: Any major construction or capital improvements; for example, a new building, a new wing of a building or a ramp for people with disabilities.

Capital Expenses: Includes expenses for construction, renovations or improvements to facilities (see above) as well as major equipment purchases intended for permanent installation or with a long life expectancy.

Chief Financial Officer: A nonprofit organization's Board Treasurer, or the highest level staff person in the organization, other than the director, responsible for fiscal matters.

Contact Person: The person that should be contacted regarding this application.

**GLOSSARY OF
TERMS
(CONTINUED)**

Criteria: The established and published standards used to evaluate an application to determine if a grant award is recommended.

Dance: In reference to applicant or project discipline, includes classical, ballet, jazz, modern, folk, heritage and traditional dance.

Demographics: Information from a variety of sources used to create a broad profile of a community. May include population trends, age, gender, race or ethnicity, education, income, crime rates, voting statistics and occupations. Information can be obtained through U.S. Census Bureau, Chamber of Commerce, development offices or the U.S. Postal Service.

Design Arts: In reference to applicant or project discipline, includes architecture, graphics, industrial, interior and environmental design, and landscape architecture.

Endowment: A fund established with gifts or bequests that provides income for an institution through earned interest.

Evaluation Instruments: Used to assess an organization's success and to continually refine programs and services. May include surveys, polls and questionnaires, interviews, discussions, evaluation forms, checklists and documented observations.

Financial Statement: Consists of a Balance Sheet (or Statement of Financial Position) reporting an organization's assets and liabilities; and an Income Statement (or Statement of Activities) reporting revenue/support and expenses.

Fiscal Agent: An incorporated, nonprofit, tax-exempt organization that provides administrative and financial services for projects initiated by unincorporated, nonprofit organizations or nonprofits that do not have their own financial or administrative capabilities.

Full-Time/Part-Time Employees: Full-time employees hold a salaried position that has a paid schedule of at least 35 hours per week. Part-time employees have a paid schedule of less than 35 hours per week.

Grant Contract: A document specifying State and Federal requirements, agreed to by the grantee in writing, that must be met or undertaken to receive a grant.

Independent Auditor: A public accountant licensed to perform audits according to strict accounting practices.

In-Kind Support: Goods or services that are donated and not paid for by the applying organization, e.g. volunteer time by a professional, office space, facilities, goods donated for fundraisers, etc.

Literature: In reference to applicant or project discipline, includes fiction, nonfiction, poetry and other forms of literary expression.

Local Arts Agency: Often known as arts councils or arts commissions, LAAs may be organized as nonprofit organizations or a local governmental agencies, and exist to serve the creative sector within a community or region.

Long-Range (or Strategic) Plan: Document that defines an organization's vision, desired goals and objectives for a 3-5 year period of time, with detailed action steps linked to financial and human resources, a time line and evaluation instruments.

**GLOSSARY OF
TERMS
(CONTINUED)**

Matching Grant: A cash award made to an organization which must be matched, at a minimum dollar-for-dollar, by the grantee.

Media Arts: In reference to applicant or project discipline, includes film, video, radio or work created using computer or other digital or experimental media.

Mission Statement: A broad statement of purpose formulated by an organization as part of its organizing charter and providing specific direction for the organization's programs and activities.

Multi-Discipline: In reference to applicants or projects, encompassing more than one discipline. Select this category when the majority of activities cannot be attributed to one discipline.

Music: In reference to applicant or project discipline, includes chamber, choral, new music, jazz, ethnic, folk, opera, orchestral and popular. (Note: the National Standard code for opera is separate category).

Operating Budget: Cash income/expenses related to operational activities. Does not include capital income or expenses, endowments or cash reserves, or the value of in-kind donations.

Presenter: An organization or theater-style presenting house which books and presents theatrical shows, concerts and other performances created outside the organization.

Residencies: A series of visits (typically five or more) by an artist offering sequential and deepened learning in one or more art forms. Residencies may include connections with disciplines outside the arts, or with core curriculum subjects. They can take place in educational, organizational and community-based settings.

Restricted Funds: Contributed assets whose use is temporarily or permanently restricted by the donor, until certain time and/or purpose conditions are met.

Support Materials: Supplemental material/work samples supplied with an application.

Theatre: In reference to applicant or project discipline, includes classical, contemporary and experimental theatre, musical theatre, mime/puppetry, theatre for young audiences, and storytelling. (Note: the National Standard code for storytelling is found under folk/traditional arts).

Two-Year History of Public Programming: Arts organizations must have a record of public programs offered dating 24 months prior to application deadline.

Visual Arts: In reference to applicant or project discipline, includes painting, printmaking & book arts, sculpture, crafts and photography. (Note that the National Standard has separate codes for various visual art forms.)