



Connecticut Commission
on Culture & Tourism

**FY 2010
LAA Cultural Leadership
Grant Program**

Application Instructions

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Please read through these instructions carefully before beginning your grant application.

The additional information in these instructions will provide guidance and specifics regarding narrative questions and will furnish important details regarding attachments to complete your application package.

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APPLICATION OVERVIEW

The list below outlines all required items for the FY2010 LAA grant application. Do not submit any materials other than those required or that are allowable at your option. CCT provided forms (fill-able PDFs) may be downloaded from CCT’s website: www.cultureandtourism.org (see “Grant Forms & Guidelines” on the Arts home page).

- IMPORTANT** **Assembly:** See Page 13, “Application Checklist & Assembly,” for complete instructions.
- IMPORTANT** **Attachments Created By You:** Format instructions for attachments are on Page 7. See Pages 7 – 10 for further information regarding document content.
- IMPORTANT** **Be sure to complete all required information.** Applicants submitting incomplete packages will not be entered into the review process.
- IMPORTANT** **All grant materials must be three-hole punched or printed on three hole paper.**

Application Form	1 page / CCT
Application Narrative	<u>your attachment</u> , no more than 6 pages
Accessibility Checklist	1 page / CCT
Current Strategic Plan or Plan Summary	<u>your attachment</u> , no more than 5 pages
Governing Body Information	<u>your attachment</u> , no more than 2 pages
Diversity Statistics	1 page / CCT
Biographical Summaries of Key Staff / Volunteers	<u>your attachment</u> , no more than 2 pages
Operating Income & Expense Budgets	<u>your attachment</u>
Financial Statement / Audited Statement	<u>your attachment</u>
<u>OPTIONAL</u> – Marketing Plan or Plan Summary	<u>your attachment</u> , no more than 5 pages
National Standard Data Collection Form	3 pages / CCT
IRS Determination Letter / Municipal Ordinance	<u>your attachment</u>
Certificate of Nonprofit Incorporation in CT	<u>your attachment</u>
Support Materials	<u>your attachment</u>
<u>OPTIONAL</u> – Self-addressed, postage paid mailer	1 mailer

ELECTRONIC FORMAT

How to use CCT Adobe Reader Enabled Forms

Adobe Reader Enabled forms will allow the user to save typed information. This will allow you to work on forms over several sessions and have an electronic copy of the final application for your records. **NOTE:** If you do not have Adobe Reader, or if you have a version older than Adobe Reader 5.0, please visit the Adobe web site for the free software download. You WILL NOT be able to use the Reader Enabled forms without the latest software. Free downloads are available at: <http://www.adobe.com/products/acrobat/readstep2.html>

1. If you have an updated version of Adobe Reader, when you click on a form link from CCT's website, the chosen form will launch Reader automatically and appear on your screen. From the top toolbar menu, choose **File**. Scroll down and select **Save As**. This will open a dialogue box asking you choose a destination on your computer to save this file. Choose a place that you will remember later. Once you have selected the desired location, click the **Save** button.
- 1A. If you DO NOT have an updated version of Adobe Reader, you may be asked to **Save or Open** the file when you click on the form link from CCT's website. Save the file in a location you will remember later, and visit the Adobe web site to download an updated version of the software before continuing.
2. Launch Adobe Reader from either your desktop (if you have an icon) or the Start Menu (for PC's). Select **File** from the top toolbar and then choose **Open**. A dialogue box will appear in which you can browse your computer to find where you saved the CCT form.
3. Carefully read over any guidelines or instructions which may be included with the CCT form. Each program is different and may require different information.
4. In the upper right corner of the Adobe form window, note the button labeled **Highlight Fields**. This button will shade all fields in the form which you will need to complete. All applicable fields are required to be filled in accurately for your application to be considered complete. Incomplete applications will not be reviewed. **Note:** Signature Fields will NOT be highlighted, as ORIGINAL signatures are required.
5. While you cannot bold, italic, bullet, or otherwise apply **Rich Text Formatting** to information you type directly into the PDF form, you have the ability to Copy/Paste previously created narrative that will retain most Rich Text (formatting such as bold, italics, bullets, etc.). You can only Copy/Paste Rich Text into the form's narrative section boxes, as applicable.
6. Reader Enabled Forms allow you to save a digital copy of the document with information in tact. When you have completed the form, choose File from the top toolbar, and select **Save a Copy**. You can now revisit the document later to complete or revise your submission, print more copies, or simply archive the forms.
7. When you are ready to submit your grant to CCT, print out a copy and be sure to sign any Signature Fields. You must sign applications with black, or preferably, blue pen. Applications are required to have original signatures to be considered complete. Incomplete applications will not be reviewed. You can mail or hand deliver your submission to CCT. **ELECTRONIC OR FAX SUBMISSIONS WILL NOT BE ACCEPTED.**

Troubleshooting and FAQ's:

- The most common problems with fill-in forms occur because of inadequate user software. Visit the Adobe web site to download the most recent version of the Adobe Reader software before contacting CCT.
- Program managers are available to answer questions concerning program applications and forms. Please be sure you have read all instructions and guidelines before you call. The program manager's contact information can be found in the Program Guidelines or on the CCT website.
- If you have a problem downloading software, launching Adobe Reader, opening, filling out, or saving forms, it is likely a software problem. Contact Adobe for assistance with the software.

APPLICATION FORM: *CCT form, 1 page*

Applicant Name: Use the official name of your organization.

Organization Legal Status: If your local arts agency is a **Private Nonprofit**, provide the organization's Federal Employer Identification (FEI) number in the space provided. If your organization is NOT a **Private Nonprofit** nor an office of **Municipal Government**, please describe how your LAA is organized. For example: "501-c-3 status in process" or "industry cluster within regional chamber," etc. Use only the space allotted.

Contact Information: If your organization does not have staff, write "No Staff" in the Executive Director line.

Summary Information: If your organization does not have staff, enter a zero into the full-time and part-time lines. Use the Volunteer Staff line to enter the number of key people who manage your LAA (do not enter the number of current board members – select key volunteers that manage your organization).

APPLICATION NARRATIVE: *Your attachment, maximum 6 pages*

IMPORTANT **Format:** Create your own narrative attachment not to exceed six (6) pages

- Use a clear and readable font style no smaller than 10 point
- Left & right page margins should be .75 inch or larger
- Narrative must be three-hole punched or printed on three hole paper
- Provide an unobtrusive header with page numbers and your organization's name
- Create your narrative in the same sequence as listed below and on the application
- Retype the Section number & Section title at the beginning of each section and retype the question number and question for each entry. It is not necessary to retype the entire question. Summarize the question on a separate line above your response

IMPORTANT **Time Reference for Narrative:** Answer all narrative questions as follows

- **Recent past and/or current time period relates to July 1, 2008 through Sept 30, 2009**
Use the current FY09 LAA grant cycle through the next cycle's start date when referencing the recent past and/or the current time period
- **Future time period relates to Oct 1, 2009 through Sept 30, 2011**
Use the forthcoming two-year LAA grant cycle when referencing the future

Tips for a Successful Narrative

IMPORTANT **Program Philosophy:** Within the context of the grant program's specific goals and review process, CCT respects and supports the diversity of LAAs at work in the state and does not intend all local arts agencies to fit one type or style.

The grant process is competitive. When preparing your narrative:

- You have the liberty, within the maximum number of pages and prescribed formats, to arrange information and data using prose, bullets, colors, charts, graphs, tables, photographs, etc. to most advantageously describe / present your local arts agency. Clarity is essential
- Address the major points of the Review Criteria (refer to the FY2010 LAA Program Guidelines, Page 7)
- Reference pertinent attachments, support materials, etc., where suitable, including your Preparatory Application materials (SWOT, Situational Analysis, etc.)
- Assume the reviewer is unfamiliar with your organization. Incomplete or confusing information will likely jeopardize your application. Be specific
- Don't cause the reviewer to hunt for important information and data. Create a visually graphic, straightforward narrative. Present key information simply and avoid repetition
- Do not overstate projected outcomes or basic facts about your LAA
- Tell a compelling story about the growth and development of your agency, its people and its work
- Double check grammar, punctuation, spelling, and typographical errors and check your math. Details have an impact on the panelists' overall impression of your organization.

NARRATIVE QUESTIONS

SECTION I: CULTURAL LEADERSHIP (40%)

1. **Provide a simple table to graphically display your organization’s primary constituent services (not other programming, see Question 3, below). Show services offered currently and in the recent past. Summarize each core service by providing the Program Name/Title; Description; Constituents Served; Successes / Challenges; Funding Source(s).**

Design your own chart to provide the reviewer with an overview of key constituent services. If you list a suspended or concluded service note the reason(s) for and date of suspension / cessation. Provide only core services. Do not list other programming such as artistic presentations (concerts, exhibits, etc.). See question #3 below regarding non-service programs. The following table is for illustration purposes only:

Service	Description	Constituents Served	Successes & Challenges	Funding Sources
Capacity Building Assistance	Free or low-cost workshops to support development of constituent orgs & to bring constituents together	Arts, Cultural & Heritage nonprofit organizations. Majority participants = small orgs	<ul style="list-style-type: none"> • LAA in position to support organizational health • Constituent topic surveys need to be updated • Discontinued 11/08 until new survey complete (3/09) 	<ul style="list-style-type: none"> • CCT • Municipality • Partnership with Chamber

2. **Explain the ways in which your local arts agency has worked to develop your town or region economically, culturally, and socially. Reference the recent past to current time period. Correlate your answer with the future time period referenced in Narrative Question 2, Section II, Responsiveness to the Community, below.**

For example, describe recent activities intended to develop your LAA’s capacity and standing to:

- deliver constituent services
- protect and/or strengthen the diversity of the arts / cultural / heritage infrastructure
- leverage resources in support of arts / cultural / heritage organizations
- maintain a consistent presence as a facilitator / coordinator / provider within and beyond the arts and cultural sectors
- integrate arts & cultural enterprise into the town or region you serve
- provide any other forms of cultural leadership.

Describe how the culture and leadership of your organization supports intra- and inter-industry relationships. What skills or capacities has your LAA learned and/or implemented that support the fulfillment of cultural leadership for your town or region? Specifically describe key relationships your organization maintains with arts / culture / heritage constituents as well as key cross-sector relationships with individuals and organizations representing other industries (education, commerce, healthcare, government, etc.). Clarify the circumstances of the key relationships conveyed, for instance:

- the nature of the connection (association, collaboration, partnership, etc.)
- timetable (multi-year, newly created, concluded, etc.)
- the intended goal(s) or relevance to your organization’s core services and mission.

3. **Describe the role and function of non-service programs (events, arts presentations, festivals, etc.) within the annual activities organized by your local arts agency.**

Explain how specific non-service programs support constituents and the LAA mission of your organization. How does your organization ensure that its non-service programming does not hinder, compete or interfere with the activities of constituent cultural organizations?

4. Describe your organization's current and planned relationship(s) with other Connecticut LAAs and the way(s) in which your organization interfaces with the state's LAA Network.

If your organization's designated service area (town or towns) overlaps with that of another CT LAA (wholly or in part), explain any understandings, agreements or practices put in place to support and clarify roles and responsibilities. Reference any future plans your organization may have to make use of the CT LAA Network or ways in which your LAA intends to connect with other Connecticut local arts agencies.

5. Describe your organization's cooperative relationship with CCT in the recent past as well as plans for the future.

Explain the ways in which your LAA has supported or intends to support CCT programs and events including communicating constituent opportunities (grant programs, public events, etc.), convening constituents, hosting events, etc. How has this relationship served your constituents and your LAA?

SECTION II: RESPONSIVENESS TO THE COMMUNITY (30%)

1. Explain how your organization stays in touch with constituent needs. What formal and/or informal procedures does your organization employ to identify new or confirm known community / constituent needs?

Describe large and small efforts employed to identify, understand, and confirm community and/or constituent needs. Include initiatives from the recent past to the present and any relevant timetables.

2. What key community needs or challenges is your organization planning to address over the next two years?

How were these key community needs or challenges researched and determined? How will your LAA respond? Reference your Preparatory Application S.W.O.T. & Situational Analysis plus evolving changes evident in your town / region. Reference the future time period. Correlate your answer with the past to current time period information presented in Narrative Question 2, Section I, Cultural Leadership, above.

3. Describe specific strategies and/or current outreach efforts intended to build diversity within your organization's leadership, constituent base, programming and general relationships.

Diversity should be considered to include people with disabilities, ethnic & racial backgrounds, geographically or economically isolated communities, disadvantaged or at-risk persons, the elderly, and all other forms, definitions and manifestations of diversity.

4. Describe efforts to market your organization and its services and programs.

How is your LAA developing participation, membership, relationships, coalitions, audience, etc.? Report on successes and challenges. Optional: You may attach a current marketing plan or marketing plan summary (see Page 10, Attachments in Support of Narrative).

SECTION III: MANAGEMENT & ORGANIZATIONAL HEALTH (30%)

1. Reflect on the goals your organization set for the prior year. To what extent have these goals been achieved? What revisions have been considered or implemented to manage changes?

Where appropriate, reference your attached current strategic plan (long-range plan, operating plan, business plan, work plan, etc.). If a formal plan is not available, reference the summary of your organization's major direction over the next 2-3 years (see Page 8, Attachments in Support of Narrative). Consider creating a simple table to graphically display goals and achievements over the last year.

2. Describe your organization's planning and evaluation processes.

Describe planning process roles and responsibilities (governing body and staff, if any), relevant planning schedules and periodic plan reviews. Reference any practices or procedures intended to maintain a focus on planning, including relevant review and evaluation processes. What evaluation tools and methods does your organization employ to measure the effectiveness and quality of programs and services and how are service and program decisions made?

3. Briefly explain your organization's top three management challenges and any plans to address these challenges over the next two years.

Where fitting, reference other narrative answers, your attached strategic plan or plan summary, the Preparatory Application S.W.O.T and Situational Analysis and/or any new or evolving changes evident in your town or region.

4. Describe means or approaches by which your organization addresses the challenges of organizational capacity.

Reference any staff and/or governing body relevant decision-making or oversight. Explain any recent successes and challenges regarding organizational capacity. Highlight any professional development training or other capacity building opportunities recently undertaken by governing body and/or staff.

5. Describe any past or planned efforts to obtain new and/or to diversify sources of funding.

Where appropriate, reference attached budget materials (see Pages 9 & 10, Attachments in Support of Narrative). Explain strategies developed and/or implemented to diversify sources of income. Discuss any successes and challenges encountered to date.

ATTACHMENTS IN SUPPORT OF NARRATIVE

IMPORTANT **Format:** For attachments created by you

- Use a clear and readable font style no smaller than 10 point
- Left & right page margins should be .75 inch or larger
- All pages must be three-hole punched or printed on three hole paper
- Where the attachment is more than one page, provide an unobtrusive header with page numbers and your organization's name
- Follow additional format & maximum page length instructions as detailed for specific attachments.

IMPORTANT **Format:** For Operating Income & Expense Budgets and Financial Statement/Audited Statement

- Be sure that margins will allow for binder ring holes and/or be certain that important information is not obscured due to punched holes
- If it is not possible to create/insert a header as explained above, be sure that each attachment is clearly identified as your organization's financial information
- Use bullets or a simple chart to present required summary information

ACCESSIBILITY CHECKLIST: *CCT form, 1 page*

Complete and attach the Accessibility Checklist form provided by CCT. All organizations that are recipients of federal aid (e.g., National Endowment for the Arts funds) also hold accessibility obligations under Section 504 of the Rehabilitation Act. The Checklist gathers information about the ways in which your organization promotes physical, programmatic and communications access for people with disabilities and other underserved populations. You may use the space at the bottom of the checklist to confirm whether or not your organization owns a facility and for any additional information about accessibility planning, etc.

Every organization should conduct an evaluation of its policies, practices and programs to ensure that people with disabilities have equal physical, programmatic and communications access. People with disabilities and organizations representing them should participate in the evaluation process. CCT encourages all organizations to have an ADA Access Plan. Resources are also available on CCT's web site (see Arts Division/Resources/Accessibility). For assistance in developing a plan, contact CCT's Accessibility Coordinator, Susan Docker at (860) 256-2721 or via email at susan.docker@ct.gov.

This attachment supports narrative describing specific strategies and current outreach efforts intended to build diversity within your leadership, constituent base, programming and general relationships (Section II, Responsiveness to the Community, Question #3).

STRATEGIC PLAN / PLAN SUMMARY: *Your attachment, maximum 5 pages*

Attach a copy of your current strategic plan, not to exceed 5 pages. You may refer to your planning document as a long-range plan, operating plan, business plan, work plan, or other similar classification. If your organization has a formal plan that consists of more than 5 pages, edit as needed to provide plan highlights within the 5 page maximum.

IMPORTANT **No Plan:** If your LAA does not have a formal plan, or your most current plan is out-of-date and a new plan has not yet been completed, you are required to create and attach a summary of your organization's major direction over the next 2-3 years. Outline major objectives, a projected time table and information regarding any progress achieved to-date.

This attachment provides an overview of the strategic direction of your organization and support the reviewers' collective assessment of the applicant's ability to strategically build capacity in alignment with the goals of the LAA grant program.

GOVERNING BODY INFORMATION: *Your attachment, maximum 2 pages*

Do not exceed 2 pages. Describe your Board of Directors, politically appointed Commission, or other governance structure and provide a list of current members.

IMPORTANT **Format:** Create your own attachment as prescribed below

Summarize information to describe the Governing Body of your organization.

Include the following:

- Selection or appointment
- Terms of office
- Frequency of meetings
- Committee responsibilities and effectiveness
- Decision-making protocols
- Maximum number of members as stated in your bylaws or enabling legislation
- Current total number of members
- Cite any recent governance successes, challenges and significant outcomes

List the current members of the Governing Body. Use the following format:

Name:

City, (State):

Employer / Occupation:

Member Position / Committee Assignment(s):

Continuous Years in Service:

Notes regarding member information:

- List a member's state only if they do not live in Connecticut. Always list the town or city where the member lives
- If a member is not employed, stipulate "Retired," "N/A," etc.
- Member position refers to any current Officer / Title held within the governing body (President, Secretary, etc.). Be sure to list all current committee assignments (Finance, Membership, etc.)
- When listing continuous years in service show start date, for example; 2002 – current. List alternating service where pertinent, for example; 1998 – 2002 and 2006 – current.

This attachment supports Narrative Section III, Management & Organizational Health.

DIVERSITY STATISTICS: CCT form, 1 page

Complete and attach the Diversity Statistics table provided by CCT. This form provides reviewers with current information about your organization's staff and governing body, other volunteers and constituents. Specific directions are listed on the form. Diversity information is considered in correlation with an organization's claimed service area (single town or region) and the general demographics of the covered area. Do not overstate estimates for number of key volunteers or constituents served as grant review scores will not be adversely affected by low numbers.

This attachment supports narrative describing strategies and current outreach efforts intended to build diversity within your leadership, constituent base, programming and general relationships (Section II, Responsiveness to the Community, Question #3).

BIOGRAPHICAL SUMMARIES OF KEY STAFF / VOLUNTEERS: Your attachment, max. 2 pages

Use no more than 2 pages. Create an attachment to outline notable biographical information. Present relevant credentials of key management / administrative staff and/or key volunteers.

- If your organization has more staff than will fit on 2 pages, either: select only those staff most pertinent to the application; reference more staff via highlighted skills / experience
- If your organization does not have paid staff, provide the credentials of key volunteers (governing body members, community volunteers, etc.).

This attachment supports Narrative Section III, Management & Organizational Health.

OPERATING INCOME & EXPENSE BUDGETS: Your attachment (no page requirement)

Create your own attachment and provide the following:

Briefly summarize procedures to develop, adopt and monitor the annual budget

- explain staff (if any) and governing body roles.

Include two cash operating income and expense budgets:

- the current fiscal year (FY2009 – your approved budget for this year)
- the projected fiscal year (FY2010).

Use your existing chart of accounts. You are not required to transfer your line items into a grant-specified budget template. Be sure that your budgets provide sufficient and complete information. Explain abbreviations, references and terminology not described elsewhere. Provide special notes as needed to avoid questions that may jeopardize an accurate understanding of your agency's fiscal circumstances.

IMPORTANT

Format: For applicants whose budget is a portion of a larger organization or a municipality, DO NOT present the budget of the entire parent organization or municipality. Edit or produce a separate income and expense budget that is directly related only to the operation of your LAA or department.

IMPORTANT

Do Not Include:

- Capital campaign income and/or any expenses related to capital improvements, renovation or construction
- Donations restricted to an endowment. You may show revenue interest earned on investments
- In – kind donations (goods or services that are donated and not paid for by the applying organization, such as volunteer time donated by a professional; goods donated for a fund raising event; etc.)
- Major equipment purchases intended for permanent installation in a facility. Major equipment is usually defined by the organization as equipment valued above a specified purchase cost, for example; equipment costing over \$5,000. Major equipment usually does not include computer hardware, office furniture, or other "consumables."

This attachment provides an overview of your organization's strategic direction as well as specific support of Narrative Section III, Management & Organizational Health.

MOST RECENTLY COMPLETED FINANCIAL STATEMENT / AUDITED STATEMENT:

Your attachment (no page requirement)

ORGANIZATIONS WITH AN OPERATING BUDGET OF \$200,000 OR GREATER:

Submit one copy of the organization's FY08 audited financial statement. Grantee's receiving state funds shall comply with the Connecticut General Statute Sections 7-396a and 396b, and the State Single Audit Act, Sections 4-230-236 and the regulations promulgated hereunder.

IMPORTANT **If Audit is Unavailable:** Form IRS 990 is not acceptable in lieu of an audited financial statement. If your organization's FY08 audit has not been completed by the April 13, 2009 LAA application deadline, contact the program manger and submit your completed audit as soon as possible prior to the June 1 panel review meeting. If a completed audit is delayed for reasons beyond your control, follow the requirements to submit a corrected fiscal year 2008 income and expense budget as described below for organizations with budgets of less than \$200,000. You will still be required to submit your Single Audit to the program manager as soon as it is available.

ORGANIZATIONS WITH AN OPERATING BUDGET OF LESS THAN \$200,000:

In lieu of an audited statement in compliance with the State Single Audit Act, organizations with budgets of less than \$200,000 must submit a corrected fiscal year 2008 income and expense budget authenticated by a Board Treasurer or other suitable authority.

IMPORTANT **Authentication:** The corrected budget document must be endorsed via a brief statement of authentication, an original signature and date of signature. Form IRS 990 is not acceptable in lieu of a corrected financial statement.

This attachment provides an overview of your organization's strategic direction as well as specific support of Narrative Section III, Management & Organizational Health.

MARKETING PLAN (OPTIONAL): *Your attachment, maximum 5 pages*

You may decide to optionally attach a copy of your current marketing plan. Your Plan Attachment must not exceed 5 pages regardless of the formal plan's length. Edit as needed to provide plan highlights within the 5 page maximum.

IMPORTANT **Review Scores:** Reviewers will not deduct points due to the lack of a current marketing plan. Likewise, the inclusion of plan will not unfairly skew scoring for or against the applicant. A marketing plan attachment will be used solely to support the panel's collective knowledge of your organization.

This attachment supports a broader understanding of your organization's capacity and direction.

ADDITIONAL ATTACHMENTS

NATIONAL STANDARD DATA COLLECTION FORM: *CCT form, 3 pages*

Complete and attach one copy of the 3 page form provided by CCT. Collected information is used by the National Endowment for the Arts to document Connecticut's and other states' grantmaking activities.

IMPORTANT **Project Activity Code / Page 3:** all LAA applicants should use **code # 11 – Operating Support.**

This information will not be reviewed by the grant panel. It will be used to determine national trends and will not be considered in the evaluation of your application. Specific directions are listed on the form.

IRS TAX-EXEMPT DETERMINATION LETTER or MUNICIPAL ORDINANCE OR STATUTE:

Your attachment (no page requirement)

Attach one copy. Be sure to include the most recent copy of your documentation reflecting current status and name.

IMPORTANT

Private Nonprofit LAAs: Private nonprofit organizations must provide a copy of their IRS Tax Exempt Determination Letter and/or a copy of a pending Federal IRS application.

Municipally Chartered LAAs: Agencies of municipal government must supply a copy of the ordinance or statute that created the agency.

Non 501(c)(3) LAAs / "Exceptions:" Regarding exceptions which the grantor can make for an association, industry cluster, or other consortium without 501(c)(3) status, provide tax exempt documentation from the agency through which the LAA program grant will pass to your organization. See the FY2010 Local Arts Agency Program Guidelines under Who May Apply / Eligible Applicants for information on possible exceptions.

CERTIFICATE OF NONPROFIT INCORPORATION IN CT: *Your attachment (no page requirement)*

IMPORTANT

Selective Requirement: Only private nonprofit applicants must submit one certified copy of a Certificate of Incorporation as filed with the Connecticut office of the Secretary of State.

This document dates back to the organization's establishment and should include language that defines its purpose (aka "Articles of Incorporation"). This document is not equivalent to your organization's by-laws.

You may obtain a certified copy of your Certificate of Incorporation from:

Connecticut Secretary of State
30 Trinity Street
Hartford, CT 06016
(860) 509-6002

SUPPORT MATERIALS: *Your attachment*

Applicants select support materials from the two categories described below (A. & B.). This supplementary information assists the review panel in assessing the quality of an organization's work. It is best to submit materials that emphasize the core activities and services described in your LAA Cultural Leadership application. Applicants must provide two complete sets, one of which will be given 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. DO NOT send materials that are more than two years old.

A. AUDIO, VISUAL, PHOTO, AND/OR PUBLICATIONS

You may choose up to two of the media described below (i – iv) to include with your Support Materials.

- i) **AUDIO** (compact disc)
Include up to one Audio recording. See "Video" below for labeling & review information.
- ii) **VIDEO** (VHS cassette or DVD)
Include up to one Video recording. Clearly label audio and/or video documentation with Organization Name; Event Description; Date of Recording; Total Running Time. The video tape may be cued to the section the applicant prefers be reviewed – CD or DVD tracks may be indicated. The Review Panel will spend no more than 10 minutes reviewing audio/visual materials, however, the entire content of each submission is subject to review by the panelist assigned as the primary reviewer.
- iii) **PHOTOGRAPHS** (print or digital)
Include up to 10 photos maximum. Prints should be no larger than 8 ½" x 11". Label each photograph with the following: Organization Name; Event Date & Description.
- iv) **BOOK, MAGAZINE, JOURNAL, CATALOGUE** (print only)
Include up to a maximum of 2 different, recent publications. Label each publication with the following: Organization Name; Publication Date.

B. PRINTED SUPPORT MATERIALS

Include no more than 5 different printed items such as newsletters, survey questionnaires, evaluation tools, annual reports, media coverage, brochures, etc. Please label all items with Organization Name in the upper right hand corner. Remember to include only those materials that will emphasize the core activities and services described in your application. Enter a description of the selected materials under “Printed Support Materials” on Page 4 of the LAA Application, “Application Checklist & Assembly.”

SELF-ADDRESSED, POSTAGE PAID MAILER

If you prefer Support Materials be returned to your agency, enclose a self-addressed, postage paid mailer. Support Materials will be returned after the review process has been completed (after June 2009).

SIGNATURE

Your “original” application (see “Assembly,” Page 13) must supply an original signature (not a signature copy). The application must be signed by an authorized official, e.g. executive director, board president, etc.

SUBMISSION

Applications must be received (not postmarked) at the Commission’s offices

BY 4:00 PM ON MONDAY, APRIL 13, 2009

Facsimile or electronic applications will not be accepted.

Send LAA Cultural Leadership Application packages to:

John Cusano,
LAA Program Manager
Connecticut Commission on Culture and Tourism
One Constitution Plaza
Second Floor
Hartford, CT 06103

Questions and Discussion, contact:

John Cusano
(860) 256-2723
john.cusano@ct.gov

APPLICATION CHECKLIST & ASSEMBLY

A complete grant package must include:

- **ONE** Grant Package marked "Original" (*with original signatures*)
- **FOUR** Grant Package Copies
- **Additional Documents**
- **Support Materials**

THE GRANT PACKAGE Submit **FIVE** complete sets – **ONE** Original & **FOUR** Copies. Place a note marked "Original" on the "signature" set and place at the top of the 5 sets. Each set must include:

- | | |
|---|---|
| <input type="checkbox"/> Application Form | 1 page / CCT |
| <input type="checkbox"/> Application Narrative | <u>your attachment</u> , no more than 6 pages |
| <input type="checkbox"/> Accessibility Checklist | 1 page / CCT |
| <input type="checkbox"/> Current Strategic Plan or Plan Summary | <u>your attachment</u> , no more than 5 pages |
| <input type="checkbox"/> Governing Body Information | <u>your attachment</u> , no more than 2 pages |
| <input type="checkbox"/> Diversity Statistics | 1 page / CCT |
| <input type="checkbox"/> Biographical Summaries of Key Staff / Volunteers | <u>your attachment</u> , no more than 2 pages |
| <input type="checkbox"/> Operating Income & Expense Budgets | <u>your attachment</u> |
| <input type="checkbox"/> Financial Statement / Audited Statement | <u>your attachment</u> |
| <input type="checkbox"/> <u>OPTIONAL</u> – Marketing Plan or Plan Summary | <u>your attachment</u> , no more than 5 pages |

ADDITIONAL DOCUMENTS In addition to the grant package, submit **ONE** complete set of:

- | | |
|---|------------------------|
| <input type="checkbox"/> National Standard Data Collection Form | 3 pages / CCT |
| <input type="checkbox"/> IRS Determination Letter / Municipal Ordinance | <u>your attachment</u> |
| <input type="checkbox"/> Certificate of Nonprofit Incorporation in CT * | <u>your attachment</u> |

** Submission required only for private nonprofit LAA applicants*

SUPPORT MATERIALS In a separate envelope or folder, submit **TWO** sets of your choice of supplementary materials (see Application Instructions, Pages 11 & 12 for selection instructions):

- Audio / Visual Support Materials:
 - Video / DVD – submit one
 - Photographs or Image CD – up to 10 photos / images
- Printed Support Materials – up to 5 items (List on Application PDF)
- OPTIONAL – Self-addressed, postage paid mailer / box for return of support materials