

LOCAL ARTS AGENCY PROGRAM GUIDELINES - FY 2010

The Connecticut Commission on Culture & Tourism (CCT) Local Arts Agency (LAA) Cultural Leadership grant program supports LAAs as local / regional allies of the Commission. Eligible agencies are invited to apply for the FY2010 two-year grant cycle to develop their ability to identify and serve constituent needs, integrate and strengthen cultural resources in their communities, expand relationships within and beyond the arts, and to be an effective vehicle for change.

APPLICATION DEADLINES	<p>Must be received (not postmarked) by 4:00 p.m. LAA Preparatory Application: Monday, February 23, 2009</p> <p>Must be received (not postmarked) by 4:00 p.m. LAA Cultural Leadership Grant Application: Monday, April 13, 2009</p> <p>Two-Year Funding Cycle: October 1, 2009 through September 30, 2011</p>
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Read the CCT Grant Overview Guidelines for complete submission information

PROGRAM TIMELINE	<p>LAA Preparatory Application Deadline Monday, February 23, 2009</p> <p>Local Arts Agency Statewide Conference late March 2009 (date to be announced)</p> <p>LAA Cultural Leadership Grant Application Deadline Monday, April 13, 2009</p> <p>Advisory Panel Review Monday June 1, 2009</p> <p>Award Notification week of September 14, 2009</p> <p>Funding Period (Year One) October 1, 2009 - September 30, 2010</p> <p>Interim Report Due (Year One) November 30, 2010</p> <p>Final Report Due (Year Two) November 30, 2011</p>
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PROGRAM INFORMATION

Goals of the LAA Cultural Leadership program
 Through this program, CCT is developing a network of committed LAAs who are helping to develop a statewide culture & tourism infrastructure to more effectively serve Connecticut's citizens. Grant funding supports services and activities that build the LAA's coordinating and leadership abilities. Applicants submit a Preparatory Application, must attend the 2010 statewide LAA Peer-to-Peer Conference, and submit a Local Arts Agency Cultural Leadership Grant Application (see Grant Process, page 6).

The LAA Cultural Leadership grant program has three main goals: Service, Network, and Capacity, described below together with examples of services and program activities intended to illustrate LAA accomplishments in alignment with the program. The listed examples are by no means exhaustive.

SERVICE
 Support LAAs to provide and/or coordinate services to the state's arts & cultural institutions, artists, the creative workforce and the public via research and assessment to confirm and deliver relevant services.

**PROGRAM
INFORMATION
(CONT'D)**

- Lead cultural planning, asset mapping, or a needs assessment
- Coordinate marketing and promotional services such as a regional cultural calendar
- Support cultural organizations through technical assistance, arts management training and other activities such as peer mentorship, assistance referrals, etc.
- Provide career development support to artists and other creative workers
- Coordinate with other community resources to provide stabilization support services
- Serve as a fiscal agent for a constituent

NETWORK

Support LAAs to (a) create and sustain relationships with and between arts & culture constituents along with diverse cross-sector collaborations; (b) maintain an alliance with the Commission on Culture & Tourism and; (c) maintain reciprocal relationships with other Connecticut LAAs to advance a state wide culture & tourism infrastructure.

- Communicate / promote CCT programs & services to constituents
- Convene constituents in discipline- or industry-based round tables
- Coordinate / cooperate with other Connecticut LAAs to better serve constituents and the public and to build a state wide culture and tourism infrastructure
- Advance / support associations & partnerships with sectors such as education, business & commerce, healthcare, municipal government, social services, tourism & marketing, civic organizations, etc.
- Engage with regional and industry leaders in a policy-making role
- Facilitate synergies between cultural organizations to identify common needs and goals, systemic issues, areas of possible partnership, efficiencies, etc.

CAPACITY

Support LAAs to develop their leadership capabilities in areas of identified need as well as general organizational & financial soundness.

- Undertake cultural planning to identify community needs
- Hire new staff or increase the hours of existing staff to advance LAA services and better serve constituents
- Work with staff and/or outside professionals to evaluate programs and services
- Engage key stakeholders in a process of creating or updating a strategic plan
- Attend a regional or national conference to learn best practices pertaining to nonprofit management and/or community arts development
- Purchase or design a new database to track assessment information

Two Year Cultural Leadership Funding Cycle

Applications for funding will be accepted only every two years (FY2010, FY2012, etc.). An Interim Report must be submitted early in the second year of the funding cycle (Fall 2010) and a Final Report must be submitted 60 days after the completion of the two-year funding cycle (Fall 2011). Failure to submit an Interim Report will disqualify the grantee from receiving second year funding. Likewise, failure to submit a Final Report could disqualify the grantee from receiving future CCT funding, including the next LAA grant funding cycle.

WHO MAY APPLY

For the purpose of this grant program, applicants will be qualified based upon performance, practices and intentions that are fundamentally consistent with the points below. Applicants should be organizations that:

- a. Refer to themselves as arts councils, cultural alliances or collaboratives, arts commissions, departments of cultural affairs, and other such agency designations which acknowledge comprehensive representation of the field and which exist primarily to provide and/or facilitate cultural leadership in service to a town or region;
- b. Provide assistance to / attempt to strengthen a broad range of cultural and heritage organizations and artists and the creative workforce via applied services, resources and other capacity building activities;
- c. Engage cultural decision- and policy-making processes through associations and partnerships within and beyond the cultural sector;
- d. Work to expand and integrate the relevancy of arts & culture and broaden the recognized value of creative enterprise and the creative workforce; and
- e. Offer other various cultural activities as determined through continuous assessment of need but which do not hinder, compete or interfere with the activities and operations of constituent cultural organizations.

Interested applicants should contact the program manager to discuss eligibility.

Eligible Applicants

Applicants of the two-year LAA grant must:

- Be a private or public arts council, commission, cultural alliance, department of cultural affairs, etc., functioning as a local arts agency for a minimum of two full years prior to the application deadline of April 13, 2009
 - Exceptions may be made for a public, private or emerging LAA that has formally operated for less than two years but which has successfully completed two phases of a cultural assessment project supported by the Commission on Culture & Tourism
- Have obtained tax exempt status under Section 501(c)(3) of the Internal Revenue Code and be incorporated in Connecticut as a private, nonprofit corporation or be a public cultural commission, department of cultural affairs, etc., operating as an agency of municipal government and organized via municipal ordinance or statute
 - Exceptions may be made for a private (non-public) organization without 501(c)(3) IRS status but which is operating as an association, industry cluster, or other consortia through a Connecticut 501(c)(3) nonprofit fiscal agent
- Be governed by a board of directors or a formal body that meets regularly to set policy
- Serve a specific Connecticut town, region or territory
- Have completed and filed all required final reports for previously awarded Commission on Culture & Tourism grants.

**WHO MAY APPLY
(CONT'D)**

Ineligible Applicants

Ineligible applicants include:

- Agencies that are not operating on a daily basis primarily as a local arts agency as defined in this section (see above for qualifying description, points a. through e.)
- Units of government not organized as a local arts agency, such as a Department of Parks & Recreation, Public Library, etc. (see above for qualifying description, points a. through e.)
- Committees or subdivisions of school systems
- Any state of Connecticut agency or commission
- Any private, for-profit organization
- Entities whose primary place of business is not located in Connecticut
- Organizations that during the same funding period have applied for operating funds to the CCT Organizational Support Program
- Organizations that have an incomplete final report due for any CCT funded grant program.

WHAT WE FUND

LAA grant funds may be applied to any aspect of an LAA's operations to provide services, build networks and advance its capacity as a local arts agency.

Eligible expenses include but are not limited to:

- Materials and supplies, including printing
- Related operating costs such as telephone, postage and shipping, marketing, etc.
- Staff hours – increase existing staff, add new staff, hire first time staff.
(Funds may be used to pay for employee salaries only, not employee benefits or bonuses)
- Outside professional services, including consulting assistance, workshop presenters, expansion or creation of a database or website, etc.
- Travel costs for staff/volunteers to attend local/regional/national relevant industry conferences, workshops, clinics, etc.
- Office technologies including hardware, software, professional installation, staff training, etc. (Funding may not be used for capital improvements or non-technology hardware, i.e. desks, chairs, etc., or for electrical contracting, interior modifications or renovation, etc.)

Ineligible Expenses include:

- Capital costs, facility construction, large equipment purchases
- Hospitality expenses such as food and beverages
- Scholarships
- Interest expenses paid on loans or payments to reduce or eliminate deficits
- Legal fees
- Direct costs related to fundraising events
- Re-granting
- Lobbying fees

HOW WE FUND

CCT offers two-year LAA funding (October 1, 2009 through September 30, 2011). Applicants do not request a specific grant amount. Grant awards will be determined based upon the following factors:

FACTORS DETERMINING LAA GRANT FUNDING	
Available Funds	<ul style="list-style-type: none"> • The amount of funding available for LAA grants is dependent on CCT's state budget • CCT cannot predetermine grant program allocations for each year of the two year grant until after the annual state budget has been passed • Due to this circumstance, grant awards may fluctuate from year one to year two of the grant period
Applicant Budget Size	<ul style="list-style-type: none"> • LAA grant awards will be calculated as a percentage of the applicant's prior two-year average operating income* together with an assessment of the applicant's ability to strategically build capacity in alignment with the goals of the grant program • Corresponding to budget size, applicants may be eligible for a maximum award of up to 50% of their two-year average operating income • Generally, awards to smaller organizations represent a greater percentage of operating income while larger organizations often receive grants that constitute a smaller percentage of operating income
Panel Evaluation	<ul style="list-style-type: none"> • See evaluation criteria under "Review & Evaluation," page 7 • The final panel rating for each grantee, reached via consensus, will remain constant over the course of the two year funding period • See "LAA Cultural Leadership Grant Process" below, for further information
LAA Program Funding History	<ul style="list-style-type: none"> • In an effort to maintain reasonable continuity of grant amounts, CCT's funding calculations will attempt to control disproportionate fluctuations year-to-year by limiting the amount which a grant may increase or decrease from the previous year

* The program uses actual operating income figures for an applicant's last two completed fiscal years prior to the October 1, 2009 grant period start date.

Matching Requirements

The grantee's required cash match of the LAA grant award is inherent as the applicant's other (non-LAA grant) income is automatically greater than or equal to the actual LAA grant award (matching income consists of non-state, contributed and earned revenues).

THE LAA CULTURAL LEADERSHIP GRANT PROCESS

THE LAA GRANT PROCESS	
<p>Submission of the LAA Preparatory Application DUE FEBRUARY 23, 2009</p>	<p>Preparatory application materials include the following:</p> <ul style="list-style-type: none"> • Cover Sheet with contact and Legislative information • LAA Organizational Profile which describes basic information about your organization • Strengths, Weaknesses, Opportunities & Threats analysis • Situational Analysis one page narrative • One page Organization Backgrounder
<p>MANDATORY Attendance at the Statewide LAA Peer-to-Peer Conference to be held Mid-to late-March 2009 (exact date and location to be announced)</p>	<ul style="list-style-type: none"> • Conference attendance is mandatory for applicants and is highly encouraged for all Connecticut local arts agencies • The conference will be held at a central location to be announced • LAA participants may attend with up to a maximum of four representatives (staff, board, key volunteers) • The main goals of the conference are to: <ol style="list-style-type: none"> a) Identify the spectrum of successful cultural leadership strategies and approaches currently employed by Connecticut's Local Arts Agencies; b) Working peer-to-peer, outline new and revised strategies and approaches through which participating LAAs will advance their capacity to deliver cultural leadership.
<p>Submission of the LAA Cultural Leadership Grant Application DUE APRIL 13, 2009</p>	<ul style="list-style-type: none"> • Submission materials and guidelines will be provided by CCT after the Preparatory Application process • The application package will include an electronic (fill-able PDF) which will be downloadable from CCT's website at www.cultureandtourism.org (see Grant Forms & Guidelines on the Arts homepage) • Application materials will include: Narrative, Budget information, Board of Directors list, Staff list & credentials, a copy of formal plan document or plan outline, Accessibility Checklist, National Standards Information Data, IRS tax-exempt letter, Support materials
<p>Telephone Interview scheduled & conducted with each applicant by a selected Panelist throughout May 2009</p>	<ul style="list-style-type: none"> • Applicant organizations are strongly encouraged to arrange for the director, other appropriate staff, board members and/or key volunteers to be available for the telephone meeting • The interview is an opportunity for applicants to provide updated information relevant to the grant and for the panelist to ask clarifying questions about the application which will support a comprehensive review • NOTE: While every effort will be made to conduct interviews before the panel meets, it is possible that an interview will not occur for reasons beyond CCT's control. Lack of a telephone interview will not constitute grounds for reconsideration of an application
<p>Peer Review Panel assembled & conducted by CCT June 1, 2009</p>	<ul style="list-style-type: none"> • Applications to the LAA grant program are reviewed and evaluated by an advisory panel comprised of working professionals from the LAA field • Telephone interviews are discussed at the panel meeting • Panel evaluation is focused on the degree to which an applicant's previous accomplishments, current practices and most recent planning align with the grant program's goals to deliver services, develop networks and build capacity (see Review & Evaluation, below)

**REVIEW &
EVALUATION
PROCESS**

Applicant's *Preparatory Application* materials, *LAA Partnership Grant Application* package and telephone interview will be read, studied, and adjudicated by Peer Review Panel members. Applications will be evaluated based upon the following review criteria:

CULTURAL LEADERSHIP (40%)

Capacity to provide services to the community, organizations & individuals

Services can include but are not limited to (in alphabetical order): advocacy, asset mapping, community & economic development, convening, coordination, cultural assessment & planning, data collection, facilitation, marketing & promotion, policy-making, professional development, public art, regional initiative, resource sharing, school & community-based arts-in-education, united fund raising, workforce development

Evidence of significant arts industry & cross-sector relationships

Local / Regional: Relationships that interconnect arts & culture with heritage, tourism & film plus other innovative cross-sector (arts with non-arts) associations / collaborations / partnerships designed to integrate arts & creative enterprise into Connecticut communities in mutually beneficial ways

Statewide: Sustained cooperative relationship with the Commission on Culture & Tourism to represent Commission programs & services at the local / regional level through effective communications, convening, data collection, education & resource sharing. Reciprocal relationships with other Connecticut LAAs to better serve the public, support regional initiative and develop a state wide culture & tourism infrastructure

RESPONSIVENESS TO THE COMMUNITY (30%)

Continuous assessment of community need / Relevance of provided services

Ongoing evaluation of services & programs, research & analysis, data collection & assessment, convening constituents, conducting outreach activities, etc. in an effort to assure the relevance of provided services

Outreach & diversity

Attention to diversity in both leadership & programming to support positive relations among various communities including 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

MANAGEMENT & ORGANIZATIONAL HEALTH (30%)

Planning & evaluation

Quality of planning & evaluation, planning inclusive of key community stakeholders, thoughtful assessment processes, effectiveness of services / programs, effective evaluation protocols that inform planning

Management & governance

Board composition & engagement, staff qualifications & teamwork, ability to handle situational dynamics, attention to organizational capacity, organization history / track record

Finances

Financial review & planning, Board role & engagement, variety & balance in income sources, feasible budgetary projections, policies / procedures for ensuring fiscal control & responsibility, fund raising planning

Application

Clarity of grant application materials

APPLICATION MATERIALS

You may download the application packet from CCT's website, www.cultureandtourism.org. You can digitally fill out the application, save a copy for your records and submit the completed application to CCT by mail or hand delivery. Applications must be **received** by 4pm of the stated deadline date. **Fax or electronic submissions will not be accepted.** For more information on completing and saving application forms, please see CCT's website.

Submit one (1) original and four (4) copies of the Preparatory Application package. Please place a post-it note marked "ORIGINAL" on the application containing the original signature. Assemble the FIVE (5) complete packages in the following order:

- **Cover Sheet** (Application Page 1 - Grantee, Contact & Legislative information)
- **Organizational Profile / SWOT** (Application Pages 2 / 3 & SWOT Page 4)
- **Situational Analysis** (your attachment)
- **Organization Backgrounder** (your attachment)
- **Signature** (Application Page 5)

* Note: An application that is incomplete and/or missing any of the listed materials will not be reviewed.

GRANTEE RESPONSIBILITIES

Please read the following sections on pages 4 - 5 of the CCT Grant Overview Guidelines:

- Grantee Responsibilities
- Credit & Publicity Responsibilities
- Reporting Requirements
- Grant Cancellations

HOW TO APPLY

All CCT applications must be **received** (not postmarked) on or before the due date. No application or parts thereof will be accepted after the deadline. E-mail or fax submissions will not be accepted.

If hand-delivered, applications must be **received** by 4:00 pm on the due date. Applicants must request and retain a receipt from the CCT staff person accepting the hand-delivered application, regardless of delivery date.

All mailed applications shall be sent to:

John Cusano
LAA Cultural Leadership Grant Program Manager
Connecticut Commission on Culture and Tourism
One Constitution Plaza, 2nd Floor
Hartford, CT 06103

Applicants will be notified of receipt of their application via e-mail or U.S. Mail within two weeks of the deadline.

Please contact Program Manager, John Cusano at john.cusano@ct.gov or 860-256-2723 with any questions.

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.