

2017 Operating Support Guidelines

Operating Support Grants fund programming by cultural nonprofit organizations, increasing the variety of cultural experiences available to residents and visitors in Central Florida. This comprehensive grant program recognizes the high value of arts and culture for our region and the established institutions which provide cultural programming for the public year-round. Funds for these grants are raised through the United Arts campaign, Arts for All Fund.

Calendar

Panel Observations <i>of Applicant Programming</i>	Year-round	Email Mary@UnitedArts.cc to nominate someone or yourself. Invite panelists directly 3x/year.
Orientation (strongly recommended)	June & July 2016	See dates and RSVP at www.UnitedArts.cc/United-Arts-Events .
Update OrlandoAtPlay.com by – required for all	June 28, 2015 (returning applicants); Aug 18 new orgs	Events posted by 6/28 will be published in <i>Orlando Arts Magazine</i> . (Story ideas for the season preview are due 6/21 to Cindy@UnitedArts.cc .)
Update Nonprofit Search by – required for Large & Midsize	July 1, 2016 (returning applicants); Aug 18 new orgs	FY15 financials must be up to date in the portrait.
Apply Online By	5 pm Tuesday, August 30, 2016	Late or incomplete applications WILL NOT BE REVIEWED.
Schedule Site Visit By	September 1, 2016	
Panel Site Visits <i>with Applicant Staff/Board</i>	October 2016	
Panel Funding Meetings <i>(closed – applicants should be available by phone)</i>	Late October & November 2016 (see right)	Small Budget – Wednesday, November 9 Midsize Budget – Friday, November 4 Large Budget – Friday, October 28
Notified By	Mid-December 2016	Be ready to send thank-you messages to UA for forwarding to the panel and board.
Funding Period	January – December 2017	
Quarterly Reports Due	Jan 20, April 1, July 1, Oct 1	For 25%, 25%, 25%, and 15% of funding
Final Report Due	February 1, 2018	For final 10% of funding

What's New This Year?

- Request max 8% of 3-year average budget for Large Budget category (remains 9% for Midsize & Small Budget)
- Diversity:
 - Added to inclusion requirement: ethnicity, geography, varying abilities, citizenship status, socioeconomic status
 - New narrative questions, evaluation criteria (two bullets) and scoring rubric, including designated points for board racial/ethnic diversity and extra credit points for target marketing and collateral.
 - New resources online at www.UnitedArts.cc/diversity: including a list of professional organizations to seek diverse board members, and handouts from prior workshops. Watch this page for continuing updates.
- Technical Assistance question: whether staff/board attended recommended fundraising classes at Edyth Bush Institute
- Board term limits – one year warning that management & fiscal responsibility score may be more strongly affected.
- Updates to Excel forms – protected to avoid alterations, added line #s, separate footnote forms in Word for Forms B-2 & C, changes in conditional formatting, additional lines, updates to glossary clarifying instructions
- Form C Statistics – added most recent year (FY16) if available, followed state grant definitions for school-based/non-school based youth, opportunities for public participation, and online arts experiences.

Organization Eligibility

New applicants must send three years of financial statements and a list of recent programming (three years) to Mary@UnitedArts.cc before applying for the first time. In order to apply, the organization must have:

- Nonprofit 501(c)3 corporate status, in good standing with State of FL Division of Corporations & the IRS (United Arts will verify current 501(c)3 status at www.irs.gov and current good standing with the State of Florida Division of Corporations at www.sunbiz.org);
- Completed three years of operations, providing cultural programming (defined as production, presentation or instruction of performing, visual, literary or media arts, the sciences, or history and heritage);
- Principal office located, and provide programming (3 years) in, Lake, Orange, Osceola or Seminole counties;
- Arts/cultural primary mission;
- Over \$25,000 three-year average cash operating revenue;
- Local governing board (may include members who reside outside Central Florida) that meets at least quarterly and operates under a set of bylaws;
- Must provide equal access and opportunity in employment and services and may not discriminate on the basis of race, color, ethnicity, religion, gender, ancestry, national origin, geography, age, varying abilities, pregnancy, sexual orientation, gender identity, marital status, familial status, citizenship status, or socioeconomic status.
- Organizations not meeting some criteria (or that produce only one event per year) may be eligible for the Mini-Grant program instead. Organizations can also ask permission to apply for the Mini-Grant instead.

Organizations are NOT eligible if they are:

- Other designated Local Arts Agencies (see Mini-Grant program);
- A public or private entity governed by a county, municipality, school district, community college, college, university, or an agency of state government;
- Media companies (TV/radio/print);
- Religious groups, or organizations that promote sectarian projects;
- Fraternal or sports organizations;
- Political causes, candidates, organizations, or campaigns;
- Hospitals, health, and disease-specific organizations; or
- Organizations that are a local arm of a state or national organization (see Mini-Grant program);
- Organizations that are adjuncts to for-profit organizations. ("Friends of" organizations are eligible to apply only in lieu of the parent nonprofit organization.)

In all cases, final eligibility decisions are made by United Arts staff. Each organization is limited to one Operating Support application per deadline. An organization may receive funding for more than one year, but a new application must be submitted each year. Approval of one year of funding carries with it no assurance of continued funding in subsequent years. Applicants must be in good standing with any prior grant reporting, if applicable.

Programming Eligibility

The proposed programming must be cultural (arts, sciences, or humanities), must occur in Lake, Orange, Osceola or Seminole counties, and must be open to the public. Examples include performances, exhibitions, festivals, arts education, and commissioning of new works. In support of this programming, this grant funds operating expenses (which could include overhead such as salaries, rent, technology, etc., as well as programmatic expenses). Grant dollars *cannot* be used for any of the following activities:

- Capital expenditures (including acquisitions or equipment), or any building, renovation or remodeling of facilities;
- Deficit reduction, bad debts, contingencies, fines and penalties, interest payments, litigation costs, or any other comparable financial costs;
- Contributions to cash reserves and/or endowment funds;
- Lobbying or attempting to influence federal, state, or local legislation;

- Fundraising events, activities, and related expenses (e.g., benefits, dinners, sporting events, etc.);
- Awards, prizes, or scholarships for use outside the applicant’s programming;
- Tuition for academic study;
- Projects produced by K-12 students (no professional artistic staff involved);
- Food or beverage for hospitality or entertainment functions;
- Regranting, contributions, or donations;
- Projects benefiting for-profit organizations;
- Private events closed to the general public and activities restricted to an organization’s membership (including school competitions, recitals and graduations – professional competitions are eligible if applications and events are open to the public);
- Staff travel outside of Lake, Orange, Osceola or Seminole counties;
- Projects in the following areas: acrobatics, aerobic dance, beauty pageants, clowning, comedy, cosmetology, face painting, fashion shows, karaoke, juggling, magic shows, martial arts, mineralogy, gemology, modeling, nature presentations, quiz bowls or travel presentations; or
- Projects of a religious nature designed to promote or inhibit religious belief and/or practice and that have no basic underlying secular theme or topics.

Budget Categories & Request Amounts

Operating Support Grants are divided into three categories. For repeat applicants, eligibility for budget category is determined as of the prior year application. The maximum request for this cycle is 8% or 9%, as a percentage of the organization’s 3-year average operating cash revenue; this percentage will be re-calibrated each year based on fundraising forecasts. Funding is very competitive. Last year’s grants ranged from 1% - 9%.

Organizations will *request* this percentage of the 3-year average revenue in the online application & Form B-1, but can only *budget* a slight increase (10% more than the prior year grant funding) on the budget form (Form B-2). Panels can award up to the maximum if the application scores well.

<i>3-year Average Operating Cash Revenue</i>	<i>Budget Category</i>	<i>Maximum Request Amount</i>
\$900K & higher (for new applicants); FT paid executive position required	Large Budget category	8% of 3-year average
\$250K to \$899,999	Midsized Budget category	9% of 3-year average
\$25K to \$249,999	Small Budget category	9% of 3-year average
Under \$25K	Apply for Mini-Grant	\$2,500 mini-grant

Large and Midsized Budget organizations must post a portrait on Nonprofit Search, and update it annually by July 1. Large Budget organizations must have a full-time, paid executive director.

Two-Year Grants (Large Budget only)

Large Budget organizations can opt in to be considered for a two-year grant, if they meet the following criteria:

- Received a score of 95 or higher in the last two review cycles;
- No accumulated operational deficit in unrestricted net assets as of the audited financial statements for the most recently completed year, after depreciation has been accounted for; and
- Key leadership in place – executive director, development director, artistic director.

The budget form in the application will project two years. The grant amount in the second year may vary, based on funds available. Two-year grantees must show continued financial stability in quarterly reports, or will be required to apply the second year. Two-year grantees are still required to keep their Nonprofit Search portrait up to date and post their events info on OrlandoAtPlay.com.

Panelist Nominations

Volunteer panelists come from a variety of disciplines and nonprofit/business expertise. Each budget category has a separate panel. Panelists serve for 2-year terms, with a 3rd year extension possible, and 25% rotating off each year. Terms can start as early as December 1, and replacement panelists are sometimes needed mid-year. To self-nominate, use the panel nomination form at www.UnitedArts.cc/grants. To nominate someone else, send their name, email address and why you would nominate him/her to Mary@UnitedArts.cc. Encourage knowledgeable board members, staff and supporters to apply! Requirements include:

- Bio/resume listing qualifications, including arts expertise, business expertise, and past panel service if applicable.
- Time and willingness to commit to a two-year term, including significant time to attend arts events/exhibitions (about 15 each year), site visits (2-3 in October), application review (October), and panel meeting (late Oct/Nov).
- Two prior years of no conflicts with organizations in the budget category (listed at www.UnitedArts.cc/grant-awards). Conflict includes employment, volunteering, serving as a consultant, family connection, financial benefit, and personal bias. Conflict with one budget category wouldn't prevent serving on the panel for another budget category.

Evaluation Criteria

Panelists will judge applicants based on the following criteria:

Artistic (or Historic/Scientific) Merit (40%)

- *Please note that this criterion when applied to history or science organizations should be interpreted as historic/scientific and educational merit of exhibits, programs, staff, experts, and so on.*
- artistic product perceived as high quality by audience, peers and critical reviews
- innovation and creativity in programming and artist selection
- vision, creativity, professionalism and leadership of artistic staff
- programming appropriate to the mission of the applicant organization

Management & Fiscal Responsibility (35%)

- effectiveness and efficiency of organization
- professionalism of administrative staff
- effective board/staff interaction
- presentation of a clear and realistic budget
- organizational stability
- demonstrated evidence of strong or developing financial support from the community
- existence and quality of strategic plan for the organization
- for large budget organizations, cash reserves and commitment to grow endowments.

Service to the Community (25%)

- Evidence of a commitment to diversity¹ in staffing, artist selection and board recruitment
 - *5 points designated for board racial/ethnic diversity – with defined targets over 2 years*
- Increased awareness, access and inclusivity in the experience of art and creativity for diverse communities
 - *2 extra credit points for strong target marketing efforts and collateral/website that reflects the community*
- programs marketed locally, regionally, nationally and/or internationally
- efforts to reach and educate new audiences
- programs attract visitors as well as residents

¹ For the purposes of the Operating Support Grant, diversity may include race, color, ethnicity, religion, gender, ancestry, national origin, geography, age, varying abilities, pregnancy, sexual orientation, gender identity, marital status, familial status, citizenship status, or socioeconomic status. Specific questions and criteria are included for racial/ethnic diversity and accessibility for people with varying abilities to better evaluate those areas.

- activities have local, regional, national or international impact
- accessibility efforts

Panel Scoring Rubric

The following rubric will be used by the panelists to score applications.

	What to Evaluate	Low (C)	Med (B)	High (A)	Your Score
Artistic Merit (Historic, Scientific)	<ul style="list-style-type: none"> • [Artistic] product • Selection of programs, [artists] or exhibits • [Artistic] staff leadership (Historic, Scientific) 	30 31 32 33 (Low quality or off mission)	34 35 36 37 (good quality, appropriate to mission)	38 39 40 (innovative/visionary)	
Management & Fiscal Responsibility	<ul style="list-style-type: none"> • Admin staff leadership • Board • Strategic plan • Budget clear/realistic • Financial stability, growth, reserves 	25 26 27 28 (ineffective, unstable)	29 30 31 32 (some concerns but making progress)	33 34 35 (effective, growing)	
Service to the Community	<ul style="list-style-type: none"> • Diversity: audience, artists, board other than race/ethnicity • Marketing locally, regionally, & beyond • Reach and educate new audiences • Access for persons with varying abilities 	10 11 12 13 (limited efforts or only plans)	14 15 16 17 (demonstrated increase in diversity, reach, accessibility)	18 19 20 (a model which reflects the community)	
Board Racial/Ethnic Diversity	This year: meet average of Operating Support Groups, which is 13-15% or 2-3 members	0 1 No diverse members	2 3 Fewer diverse members	4 5 13%-15%, or 2-3 members, whichever is more	
	Next year: meet half of diversity of county in which organization is located	0 1 Fewer diverse members	2 3 13%-15% (or 2-3 members, whichever is more)	4 5 12% Lake 27% Orange 30% Osceola 17% Seminole (or 2-3 members, whichever is more)	
Diversity Efforts – Extra Credit	Strong target marketing efforts (see definition in application narrative), collateral / website that reflects the community	No points	No points	1 2	

Panel Observations of Applicant Programming (Year-Round)

As soon as the prior year’s panel meeting is over in November, panelists can start making observations for the following year’s review. Each panelist will select one or more events or exhibitions from the applicant’s program offerings to evaluate for the artistic merit criterion.

- All panelists conduct *observations* for all organizations in the budget category (as opposed to *site visits*, for which two panelists are assigned to visit each applicant organization – see below).
- Applicants are encouraged to add panelists to their general email list.
- Applicants should send up to three personal invitations per year (suggested timing: December, April and August) to the panelists, always copying Mary@UnitedArts.cc. This email can include a brief welcome message,

suggestion of the best events to attend over the next few months (or open hours for museums), and contact info for free tickets. This email should not include any non-event info.

- Applicants are asked to make available 2 free tickets per panelist, based on space available (per year, not per event), and with sufficient advance notice. Dates/programs offered are at the applicant's discretion (such as offering access to a dress rehearsal in lieu of a sold-out event).

Funding Decision Process

- **Get help:** Make an appointment with Mary Giraulo (contact Mary@UnitedArts.cc), anytime up to 2 days before the application deadline (recommended at least 2 weeks in advance). We may strategize your response to panel comments or discuss areas of the application. You can also view past applications from other grantees.
- **Staff Review:** Staff initially review applications.
 - The staff review checklist / scoring sheet is provided to applicants; each applicant is encouraged to self-check, or submit 2 weeks in advance for a courtesy review. Applications missing more than 10 points will be highlighted to the panel.
 - Staff may contact applicants for additional materials (only the most critical information), so please watch email closely. Incomplete applications will be rejected. If the primary contact for the applicant organization will be out of town during September (staff review) or November (panel meetings), designate a contact person and include this in the application or notify Mary@UnitedArts.cc. Corrections do not change the staff review score, but maintain eligibility for the grant.
- **Panel Review:** Applications are reviewed by panelists in October.
- **Panel Site Visits:** Two panelists will be assigned to meet with the applicant's staff/board leadership in October. Applicants will be provided with contact information to schedule the meeting, which must be set in stone by Sept 1. The applicant should provide a formal presentation of how the organization meets the evaluation criteria, including any responses to last year's panel comments.
- **Panel Meetings (closed to the public / applicants):** Each panel will discuss applications in a closed meeting; applicants will be notified of the date to stay near the phone in case of questions. Advisory members include the panel chair (UA board member; only votes to break a tie) and a financial analyst that will offer financial review comments (non-voting). Each application discussion begins with a report from the two site visitors and the financial analyst; United Arts staff also report on grant/contract reporting compliance. Scores are averaged and written comments are finalized. Funding recommendations are determined by the panel with consideration to score ranking, request amounts, available funding, one year of funding history, and % of 3-year budget funded.
- **Board Approval:** Panel recommendations are approved by United Arts' Executive Committee and Board of Directors.
- **Notification:** The applicant's CEO and Chair will receive panel comments with their grant notification letter via email in December. They are encouraged to contact Mary Giraulo at 407.790.7844 or Mary@UnitedArts.cc for clarifications. If major recommendations were made, applicant is encouraged to submit a written response (send drafts for feedback, and the final version for forwarding to the panel, to Mary@UnitedArts.cc).

Grant Payment Schedule

Grantees will sign an award agreement in late December or early January before receiving grant funds. For all grantees, 90% of funds will be paid quarterly (25% the first three quarters, and 15% the fourth quarter), contingent on quarterly reports; the final 10% will be contingent on the final report, due February 1.

Grantee Requirements (During the Grant Period)

- **Request Permission for Changes:** Significant programming or budget changes must be requested in advance; changes may or may not affect the grant award amount. Grant funds that are unused by December 31 must be returned to United Arts.
- **Notification:** grantees must keep Mary@UnitedArts.cc and FloraMaria@UnitedArts.cc on their email list, renew required insurance policies when they expire, and notify United Arts of any contact changes or changes in IRS tax-exempt status. United Arts will add grantees to its email list including resources and opportunities.

- ❑ **Legal:** grantees must comply with the National Endowment for the Arts' stipulations regarding fair labor standards and a drug-free workplace; maintain a finance committee and independent audit committee of the board (per the Sarbanes-Oxley Act); and comply with PCI (see www.PCICompliance.org) and the US Patriot Act.
- ❑ **Insurance:** At the time of award acceptance, all grantees are required to provide a Certificate of Insurance, listing United Arts as certificate holder and proving current coverage for the funding period for the following types and limits of coverage, from an insurance carrier with a current Best's Rating of A – Class VIII:
 - Commercial General Liability, \$500,000. United Arts must be additional insured (usually listed in the notes field).
 - Commercial Auto Liability, \$500,000 (unless covered under Commercial General Liability policy)
 - Workers' Compensation, as required by law (if the applicant employs more than three paid staff)
 - Employee Dishonesty/Crime – for Large Budget organizations, \$50,000 or 25% of the grant award, whichever is greater; for Midsize and Small Budget organizations, \$10,000 or 25% of the grant award, whichever is greater. For organizations with no employees, either the Commercial General Liability or Directors & Officers' policy must cover volunteer theft.
 - Directors & Officers' Insurance (required for Large Budget organizations only; recommended for all)
 Grantees must submit a new copy of the insurance certificate whenever one of the policies expires. Any organization that believes it cannot meet the coverage requirements may *request* a reduction or waiver, including an explanation of the need, signed by a board representative and accompanied by a quote in writing from a potential insurer. A request for reduction or waiver does not ensure acceptance.
- ❑ **Inclusion:** grantees must provide equal access and opportunity in employment and services and may not discriminate on the basis of race, color, ethnicity, religion, gender, ancestry, national origin, geography, age, varying abilities, pregnancy, sexual orientation, gender identity, marital status, familial status, citizenship status, or socioeconomic status. United Arts expects that the make-up of the staff, board, audience, volunteers, artists, scientists, historians, etc. involved with grantee organizations be inclusive of the diversity of the community and compatible with the organization's mission.
- ❑ **Acknowledgement:** grantees must acknowledge the grant in all publicity and materials (whether printed, online, verbal, or other), with the United Arts logo and statement "(Name of Grantee Organization) is supported by United Arts of Central Florida, home of OrlandoAtPlay.com and UAArtsEd.com." United Arts may publicize the grant using quotes and photos from applications and reports.
- ❑ **Recordkeeping:** grantees must keep information (including description and photos of the funded programming, press or publicity about the programming including use of logos or acknowledgement statement, and financial records) for the final report. Also keep records about the grant activities and financials for at least five years after the grant period is completed; such records must be available for audit by United Arts representatives.
- ❑ **Final Report:** an online form will be provided with the award agreement. A brief narrative, financial/statistics updates, proof of acknowledgement, and four photos will be required. This report will be due by February 1, to receive the final 10% of funds and maintain eligibility for future funding.

Application Tips

For tech support or other questions: Contact Mary at Mary@UnitedArts.cc or 407.790.7844.

- Go to www.UnitedArts.cc/grants to download forms ("save as") and start the online application. If you have applied for ANY grant program in the past, you can request your password from the website. If you are a new user, create a new profile. United Arts staff can link your profile to past applications.
- Start early!
 - Allow time to request information from other staff/volunteers, to get board approval of the completed application, etc. Allow time for uploads and reducing document sizes. It's also recommended to ask others to read your application, especially someone not familiar with your organization.



- Character limits for narrative questions: be aware that the online application system counts every space and bullet as a character.
- **Check for Errors:** View the “Application Packet” (link at top of the application) to check that your narrative is formatted correctly and your uploaded documents will be viewed by the panel. Possible errors include: “print area” in Excel may not be set correctly; unusual file types may cause errors; zipped folders are *not allowed*; when pasting from Word, automatic paragraph breaks disappear; etc.
- Large and Midsize Budget organizations must maintain a *Reviewed* portrait on the Central Florida Foundation’s Nonprofit Search, at www.cffound.org/nonprofit_search/, and it must be up to date (including the most recent financials) *and submitted* online by July 1 of each year. The portrait is promoted to the public, and will help organizations become aware of how they line up with best practices in the nonprofit sector. To get started with a portrait, contact Mary Meghan Flanagan at mflanagan@cffound.org or 407.872.3050 x116. **Make sure to press “submit”** on the Review Changes page; Foundation staff evaluate the portrait for completeness before issuing the “Reviewed” logo and publishing the portrait.
- Most organizations must submit the solicitation of contributions registration annually with the Florida Department of Agriculture & Consumer Services. (Exempt: nonprofit libraries, art galleries, performing arts centers that provide educational programs to 50,000+ school children per year, and museums open to the public.) Apply at <http://www.freshfromflorida.com/Divisions-Offices/Consumer-Services/Business-Services/Charitable-Organizations>.
- Save often.
- Submit early! **Applicants who do not submit the fully completed application by the 5:00 pm deadline with ALL required materials/attachments WILL NOT BE ELIGIBLE FOR REVIEW and their grant request will be rejected.** Leave extra time in case of questions or computer trouble. Missing documents or fields will prevent submission of the application. *Contact and programming information for all grantees will be made available to the press, and United Arts may use quotes or pictures from applications or reports in publicity.*
- Don’t stop here!
 - If you have education programs, they may be eligible for additional grants from United Arts – Arts and Culture Access Grants (see www.UAArtsEd.com/page/guidelines, or Mini-Grants (www.UnitedArts.cc/grants, Arts Learning section of guidelines).
 - Apply for grants from other funders, especially the Florida Division of Cultural Affairs (www.Florida-Arts.org) and Orange County Arts & Cultural Affairs (www.UnitedArts.cc/grants).
 - Let us know what we can do for you as your local arts agency!