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# FY2025 Sustaining Impact Grant Renewal Guidelines



## FY25 Sustaining Impact Grant Program Guidelines

### Background

The purpose of ArtsWave's Sustaining Impact grant program is to invest in the operations of arts and cultural heritage organizations whose programming supports the goals of ArtsWave's Blueprint for Collective Action. Grants are meant to ensure ongoing capacity to drive community impact. FY25 is the second year of the FY24-26 Sustaining Impact cycle. The annual renewal is a check-in with all partners to ensure the health of the Sustaining Impact cohort.

### Funding Categories

Sustaining Impact support in FY25 (September 1, 2024 – August 31, 2025) will be provided across three funding categories, as identified in the initial FY24-26 application:

1. **Large Regional:** Organizations with an annual budget of \$1 million or more;
2. **Midsize Regional:** Organizations with an annual budget of between \$300,000 - \$1 million;
3. **Small Regional:** Organizations with an annual budget of less than \$300,000.

### Overview

The following is an overview of ArtsWave's FY25 Sustaining Impact Grant renewal process. Additional news, updates, and events will be posted on the ArtsWave website and distributed via email.

We strongly recommend that you begin your online renewal application well before the due date to familiarize yourself with Submittable, ArtsWave's online grantmaking system, and to address any technical concerns. *Technical issues do not excuse late submissions.*

### Continued Eligibility

To continue to be eligible for FY25 Sustaining Impact support, an organization must meet all the following requirements and receive an invitation from ArtsWave to apply:

- Have a primary mission to provide programs or activities in areas directly concerned with arts or cultural heritage for the public as demonstrated by 51+% of annual operating budget dedicated to arts programming;
- Be based in ArtsWave's 15-county Cincinnati-Middletown, OH-KY-IN MSA, which includes the following counties: Brown, Butler, Clermont, Hamilton, and Warren Counties in Ohio; Boone, Bracken, Campbell, Gallatin, Grant, Kenton, and Pendleton Counties in Kentucky; and Dearborn, Franklin and Ohio Counties in Indiana.
- Have a 501(c)3 tax status for five or more years for the Small and Midsize Regional categories OR 10 or more years for the Large Regional category;
- Employ at least 1 FTE paid and/or contract professional and/or administrative staff (full-time is defined as an average of 30 hours per week split between no more than 2 paid staff);
- Have maintained a balanced budget over the organization's past three fiscal years OR have less than 10% accumulated deficit of annual operating budget;
- Have at least three board members in legal compliance in Ohio and with the IRS; and

- For Midsize Regional and Large Regional organizations **ONLY**: have maintained a current ratio of 2 or greater over the past three fiscal years.

Eligibility will be confirmed annually. Changes in eligibility status will be evaluated on a case-by-case basis and will not necessarily result in immediate suspension from the grant program.

ArtsWave will not award grant support to organizations that, in their constitution, bylaws, or practices, discriminate against a person or group because of age, race, national origin, ethnicity, gender identity, disability, sexual orientation, political affiliation, citizenship, or religious belief. In doing so, we seek to promote respect for all people.

### **Application Process**

The following is an overview of ArtsWave's FY25 application process. News, updates and events will be posted on the ArtsWave website under the '[Current Grantees](#)' page and distributed via email.

### **Application**

The FY25 application includes one online form with an additional [ArtsWave Financial Reporting Form](#) that needs to be completed and uploaded. While completing your application package, remember these tips:

- Be brief, clear, and direct in your narrative. Focus on what is most important.
- We recommend that you prepare your responses offline in a word processing program and then copy and paste them into the appropriate sections of the online application.
- Limit the use of bullets and other formatting in text fields.
- Add [impact@artswave.org](mailto:impact@artswave.org) and [Submittable.com](mailto:Submittable.com) to your safe senders' list to ensure that you receive all communications from the online grantmaking system.
- Prepare for the community review panel that will be reviewing your written application and your interview. Don't assume the review committee:
  - Has extensive prior knowledge of your artistic discipline;
  - Knows the meaning of acronyms within your organization; and/or
  - Understands all the characteristics of your community or audience.
- Use the Glossary as a resource; the definitions of key terms should help guide your responses.

The FY25 Sustaining Impact Renewal Application can be accessed using the following link:  
**<https://artswave.submittable.com/submit>**

## **APPLICATION OVERVIEW**

### **1) Organization Information**

- Contact and staff information
- What is your organization's mission? (75-word limit)
- Describe your organization's target population/audience. (150-word limit)
- What is your organization's boilerplate description used for press releases? (200-word limit)
- Please list any major changes in the last year or anticipated changes in artistic direction, operations management, or board leadership in the upcoming year. (150-word limit)

### **2) Organization Demographics and Data**

- Board and staff demographics
- Annual organizational data (Summary Outputs: sales, arts education, community engagement)

### 3) Organizational Narrative

Respond to each question in this section. (Word Limit: 250 each.). Note these are updates to your FY2024-26 application, specifically addressing FY25.

- Please discuss your organizational **CAPACITY** to create community impact based on the Blueprint for Collective Action in the upcoming FY25.
  - This question provides you the opportunity to create your narrative. The Review Panel will be using this question to assess CAPACITY and will be looking for information about the following:
    - Your overall financial health and where do you see that heading into FY25;
    - Your governance and leadership planning process, meaning your board, staff and decision-making processes that make you successful and what concerns you may have; and
    - Your strategic plan, including how you implement and assess.
- Please discuss your **PROGRAMMING** philosophy with examples.
  - This question provides you the opportunity to create your narrative. The Review Panel will be using this question to assess PROGRAMMING and will be looking for information about the following:
    - The programming you have planned for FY25;
    - How programming aligns with your organizational mission; and
    - How your programming aligns with the Blueprint for Collective Action.
- Please discuss your **RELEVANCE** to the community.
  - This question provides you the opportunity to create your narrative. The Review Panel will be using this question to assess RELEVANCE and will be looking for information about the following:
    - The need and/or demand for your product in the community;
    - The depth and breadth of your programming (annual, festival, etc.); and
    - How and what does your organization add to our region's cultural landscape that otherwise wouldn't be here?

### 4) Impact Assessment

In the 2024-26 application, your organization identified Blueprint and DEIA Outcomes; you provided a progress update in your January semi-annual report. In the spaces provided in the application, please identify your FY25 goals/action plans to achieve those outcomes. In other words, what do you plan on accomplishing in each area over the next fiscal year? *THESE SHOULD NOT BE NARRATIVE, rather Specific, Measurable, Action-oriented, Realistic/Relevant and Timely (SMART) goals.*

**NOTE:** DEIA goals are required for ALL. For Small and Midsize Organizations, select and respond to TWO Blueprint Goals. For Large Regional Organizations, please address ALL 5 Blueprint Goals. These should be the same Blueprint goals you identified in your FY24-26 application.

**A. Diversity, Equity, Inclusion, Access**

- Please upload the latest version of your organization's DEIA Plan.
- Identify 1-2 Goals/Action Plans for FY25.

**B. ArtsWave's Blueprint for Collective Action.** (See Appendix A)

- Identify 1-2 Goals/Action Plans for FY25, as required.

**NOTE:** For **Small and Midsize** Organizations, select and respond to TWO Blueprint Goals. For **Large** Regional Organizations, please address ALL 5 Blueprint Goals. THESE SHOULD BE THE SAME BP GOALS AS IDENTIFIED IN YOUR FY24-26 OUTCOMES.

Arts Put Cincinnati on the Map

GOAL: To be a more competitive region for talent attraction by leveraging arts that are perceived as extraordinary

Arts Deepen Roots

GOAL: To deepen feelings of engagement and connection to the community by widening participation in arts experiences, especially those that resonate with adults ages 40 and under, populations with varied abilities, and/or immigrant populations

Arts Bridge Cultural Divides

GOAL: To promote cross-cultural understanding by increasing the availability and accessibility of arts experiences that include and represent all races and ethnicities

Arts Enliven Neighborhoods

GOAL: To enhance the vibrancy of neighborhoods, particularly those that are underserved and/or revitalizing, by increasing the availability and accessibility of arts organizations and opportunities

Arts Fuel Creativity and Learning

GOAL: To promote the development of 21st century skills by ensuring that all children in the region, particularly those who are underserved, have access to multiple arts opportunities

**5) ORGANIZATIONAL FINANCES**

- Financial Contact information
- Is your organization conducting a capital campaign?
- UPLOAD: [FY25 ArtsWave Financial Reporting Form](#) in EXCEL or PDF Form.
- UPLOAD: Most recent 990 Tax Form
- LARGE ORGANIZATIONS: UPLOAD: most recently completed audit

**6) SUPPORT MATERIALS**

Support materials play a critical role in helping panelists evaluate your application by bringing your organization's mission and programming to life. They may include data summaries, images, audio, video, links, and other support documents.

**Required Support Materials**

All applicants must upload the following support materials:

**A. Work Samples** (required)

Attach two samples of artistic programming provided by your organization in the past 12 months. Work samples are meant to provide real-life examples of people, programming, and activities that are most impactful. You may highlight a suite of programs or one activity or program.

In selecting support materials, please keep the following in mind:

- ❖ Panelists may have little to no familiarity with your organization, so this is your opportunity to introduce them to your programming.
- ❖ Photos, video, audio and other documents do not necessarily need to be professionally produced to be effective.
- ❖ All audio-visual materials should be cued to immediately begin with the relevant activity.
- ❖ Please limit audio visual materials to no more than 5 minutes in length. *You may upload digital files directly or paste links into a WORD document and upload that WORD document.*
- ❖ Support materials should be current (within the last 12 months) and relevant to the application; that is, focus on Blueprint and DEIA strategies.
- ❖ The panelists are volunteers, so be thoughtful of their time and energy.

#### **B. Additional Support Materials** (not required)

Applicants can submit up to three additional items of your choice that demonstrate your Community Impact or Organizational Capacity, Programing, Relevance and commitment to DEIA. Provide a brief description for each item.

#### **7) Statement of Assurances**

I certify that I am authorized to submit this application on behalf of the organization and that the information contained in this application is true and correct to the best of my knowledge.

- First, Last Name
- Title
- Email, Phone, Ext.

### **REVIEW PROCESS**

#### **Application Submission**

Each applicant must complete and submit the FY25 SI Application via the online grantmaking system before the deadline. You will receive a confirmation email when successfully submitted. **If you do not receive a confirmation email, your application has not been submitted.**

All application materials must be submitted via the online grantmaking system by **Friday, April 12th by 5:00 pm EST**. Note: ArtsWave is unable to provide technical support past 12 pm on Thursday, April 11, 2023. **Late applications will not be accepted.**

## Application Scoring

The application will be evaluated based on the following funding criteria that are the principles that anchor the application process:

**Capacity:** Capacity includes organizational financial health, governance and leaderships, and sustainable business model

**Programming:** Programming includes the ongoing activities produced and presented to advance the organization's mission and advance the Blueprint for Collective Action

**Relevance:** Relevance includes customer and public demand for the product

**Progress of DEIA and Blueprint Goals:** Progress of DEIA and Blueprint goals includes current DEIA plan and submitted goals and updates based on FY24-26 OUTCOMES.

**Financial Stability**

Committees of community volunteers from around the region will evaluate the application and presentation. Committee Members are chosen to represent a wide cross-section of ArtsWave's corporate partners and community members. Each funding category will have a different review committee.

ArtsWave staff do not score applications; rather, ArtsWave staff manages all administrative and logistical tasks necessary to conduct a successful panel review including:

- Providing reviewers with training and materials to ensure they can evaluate applications effectively;
- Informing panelists of ArtsWave policies and procedures; and
- Providing all available objective information regarding applicant organizations to the committee.

Reviewers will use the following funding criteria to evaluate and score the application from 1 to 100. **An organization must receive a minimum total score of 70 or higher to receive funding through the Sustaining Impact grant program in FY25.**

Scoring Label	Description	Total Score
Exceptional	The applicant has provided <u>overwhelming</u> evidence throughout the application that demonstrates that the organization has the capacity, programming, relevance and commitment to diversity to drive impact in support of the Blueprint for Collective Action.	95 to 100
		90 to 94.9
Strong	The applicant has provided <u>sound</u> evidence throughout the application that demonstrates that the organization has the capacity, programming, relevance and commitment to diversity to drive impact in support of the Blueprint for Collective Action.	85 to 89.9
		80 to 84.9
Good	The applicant has provided <u>sufficient</u> evidence throughout the application that demonstrates that the organization has the capacity, programming, relevance and commitment to diversity to drive impact in support of the Blueprint for Collective Action.	70 to 79.9
Average		62 to 69.9
Fair	The applicant has provided <u>limited</u> evidence throughout the application that demonstrates that the organization has the capacity, programming, relevance and commitment to diversity to drive impact in support of the Blueprint for Collective Action.	31 to 61.9
Weak	The applicant has provided <u>very limited</u> evidence throughout the application that demonstrates that the organization has the capacity, programming, relevance and commitment to diversity to drive impact in support of the Blueprint for Collective Action.	0 to 30.9



### Presentation/Interview

All applicant organizations will be asked to make a presentation to the panel before the panel members submit their final evaluations and scores. The purpose of these presentations is to give applicants an opportunity to provide the panel with additional insight into their organization and to give the panelists time to ask questions about the main application.

Note: If the panel has questions about the financial summary, ArtsWave will send them to applicants to be addressed in writing in advance of the presentations. Therefore, applicants will not need to bring financial representatives to the presentations.

ArtsWave will provide more information regarding the presentation in April 2024; however, generally, the presentation should demonstrate impact in the Blueprint for Collective Action, Diversity, Equity, Inclusion, and Access, and Financial Stability.

### Determination of Award Amount

Grant awards will be made as a percentage of the organization's **3-year average annual operating expenses**. (The three years are FY2020, 2021, 2022.) ArtsWave will not fund more than 10% of an organization's annual budget. *The minimum award amount will be contingent on the 2024 ArtsWave Community Campaign results.*

### Grant Requirements

Sustaining Impact Grants are 3-year awards contingent upon campaign and organizational performance, updated annually. In order to receive funding from ArtsWave, an organization must fulfill all grant requirements for the duration of the grant period, accurately represent its organization and its activities in all documents submitted to ArtsWave and continue to meet the minimum eligibility criteria. See Appendix D: Grant Requirements

### Key Dates

Application Overview	Application Due	Proposal Review and Presentations	Funding Decision	Initial Grant Payment
February 14@ 11:00 am <a href="#">Zoom</a>	April 12, 2024 by 5:00 pm	May 2024	June 21, 2024	October 2024

### Meeting Links:

February 14 at 11:00 am: Application Overview:

<https://us06web.zoom.us/j/89272316261?pwd=fK3QQWau5qCeshuNo3KmuJqYYe1sCc.1&from=addon>

### Contact ArtsWave

Additional questions may be directed to Ray Gargano, Vice President of Community Investments at ray.gargano@artswave.org or Lori Burkhardt, Grants Program Manager at lori.burkhardt@artswave.org.

## Appendix A: Blueprint for Collective Action

**Our Vision – A more vibrant regional economy and more connected community for all.**

### Overview

By supporting a wide variety of art forms and providing strategic leadership for the arts sector in the broader community, ArtsWave creates an environment where the growing impact of the arts is felt and celebrated by the entire community.

The Blueprint for Collective Action provides a focus for ArtsWave's community investments and strategic initiatives for the next ten years. The Blueprint is designed to achieve three things:

- Align with broader community objectives;
- Provide more clarity and specificity around the kinds of activities and outcomes ArtsWave desires; and
- Leverage more support from the community by demonstrating relevance to the community.

By focusing the ArtWave's investment strategy, the Blueprint is intended to stake a bold vision for the region for enhanced impact through the arts by establishing five community goals and creating a roadmap for their achievement.

### Requirements by Funding Category

- **Regional Large (budgets greater than \$1M)** - Organizations in this funding category are expected to address all five goals of the Blueprint.
- **Regional Small and Midsize (budgets under \$1M)** - Organizations in this funding category are expected to address two out of the five goals of the Blueprint.

### Blueprint Goals and Roles

The Blueprint is based on the following principles:

- All goals have equal priority.
- Every arts organization plays a part in achieving our collective goals through a wide variety of activities and programs that create community impact – some new, many already established.
- Individual arts organizations (of any size or discipline) can play specific roles in support of the achievement of each goal.
- No single arts organization can fulfill all roles for all goals all the time. A diverse arts community supporting many different types of organizations and activities is necessary to fulfill all roles and achieve all goals.

- A single activity or program may fulfill several roles and may advance progress on more than one goal.
- Larger institutions that receive more support are expected to take an active role in achieving all five Blueprint goals.
- ArtsWave, too, has specific roles to play in the achievement of each goal. ArtsWave must leverage its position as leader, connector, aggregator, and partner to build capacities sector-wide.

### **ARTS PUT CINCINNATI ON THE MAP**

Greater Cincinnati's innovative arts scene attracts talent, visitors, and business to the region.

**GOAL: To be a more competitive region for talent attraction by leveraging arts that are perceived as extraordinary**

#### **Roles for Arts Organizations:**

- To design new or unexpected artistic collaborations
- To create arts experiences that are active, immersive, and social; and that stretch the boundaries of the art form
- To improve and employ digital capabilities and use of social media to reach and engage digitally oriented or remote audiences
- To participate in collaborative efforts to increase earned media and leverage paid media/marketing opportunities
- To develop and share stories that distinguish the region through its arts

### **ARTS DEEPEN ROOTS IN THE REGION**

Residents who are engaged in the arts – whether as volunteers, artists, or audience members – have a stronger and more positive connection to the community.

**GOAL: To deepen feelings of engagement and connection to the community by widening participation in arts experiences, especially those that resonate with adults age 40 and under**

#### **Roles for Arts Organizations:**

- To create arts experiences that are participatory, social, recurring, and encourage personal investment in the organization and/or community
- To create arts experiences for college students and young professionals
- To develop partnerships and collaborations with local colleges and universities

- To involve college students and young professionals at all levels of organizational decision-making

### **ARTS BRIDGE CULTURAL DIVIDES**

When the arts reflect and celebrate the diversity of our community, residents build a greater understanding and appreciation of cultural differences.

**GOAL: To promote cross cultural understanding by increasing the availability and accessibility of arts experiences that include and represent all races and ethnicities**

#### **Roles for Arts Organizations:**

- To present works of art created by artists of all races and ethnicities
- To create arts experiences that include artists of all races and ethnicities
- To create and/or present art that tells the story(ies) of all races and ethnicities
- To create shared arts experiences for people of all races and ethnicities
- To identify and establish partnerships and collaborations that support equitable access to arts experiences for people of all races and ethnicities
- To involve at all levels of organizational decision-making people who reflect the broadest possible racial and ethnic diversity
- To develop cross-cultural artistic partnerships and collaborations

### **ARTS ENLIVEN NEIGHBORHOODS**

Community arts centers, galleries, and theaters serve as vital hubs for neighborhood activity that supports local business and builds civic pride.

**GOAL: To enhance the vibrancy of neighborhoods, particularly those that are underserved and/or revitalizing, by increasing the availability and accessibility of arts organizations and opportunities**

#### **Roles for Arts Organizations:**

- To establish partnerships and collaborations within the neighborhood in which the organization is physically located
- To create an environment where all members of the organization's surrounding neighborhood feel welcome
- To increase the variety and frequency of arts experiences embedded in or accessible to neighborhoods throughout the region
- To improve the aesthetics of the region's neighborhoods

- To enliven indoor and outdoor public spaces throughout the region with arts experiences
- To optimize the use of resources already present in neighborhoods throughout the region to support equitable access to arts experiences
- To improve and employ digital capabilities and use of social media to reach and engage neighborhoods

### **ARTS FUEL CREATIVITY AND LEARNING**

The arts have the power to transform education both by improving learning of core curriculum and teaching skills like creativity, collaboration, and critical thinking.

**GOAL: To promote the development of 21st century skills by ensuring that all children in the region, particularly those that are underserved, have access to multiple arts opportunities**

#### **Roles for Arts Organizations:**

- To provide meaningful arts education opportunities for youth at all grade levels
- To optimize the use of resources already present in school and community settings to support equitable access for youth to meaningful arts education opportunities
- To provide professional development and enrichment opportunities for arts educators
- To develop curricula, materials, and training to support arts integration in all subjects and at all grade levels

## **Appendix B: Impact Glossary**

### **21st Century Skills**

A broad set of knowledge, skills, work habits, and character traits that are believed — by educators, school reformers, college professors, employers, and others — to be critically important to success in today's world, particularly in collegiate programs and contemporary careers and workplaces.

### **Activity**

Actions taken, or work performed by your organization (Activities should be broad, but meaningful. For example, if you are a performing arts organization and your educational programming consists of student matinees twice a week and a 3-day in-school workshop, those would be two separate activities rather than one. But you would not list your Tuesday and Thursday matinees as separate activities.)

### **Arts Experiences**

The full spectrum of offerings by arts organizations available to the public.

### **Campaign Participation**

Campaign participation includes organization's participation in campaign events, ArtsWave Pass participation, ArtsWave Guide participation, adherence to Sustaining Impact Guidelines and deadlines,

### **Community\***

Communities can mean many things, but for our purposes, we are interested in geographic communities. For consistency, please communicate your communities served by zip codes. If you are measuring geographic communities in another way, please let us know.

### **Community Engagement**

Community Engagement in the arts is a variety of programming, performances, events, and activities which leverage art to engage community members in cultural, social and economic development. These activities are generally meant to engage people who don't proactively

engage with your organization otherwise. These activities will most likely occur outside of your location, recognizing there may be some exceptions. For an event or activity to be considered community engagement within your space, it must be purposeful and above and beyond your normal programming. Community engagement activities must be low-cost (under \$10 per person) or free to attend. Do not include activities that took place outside of the region or with people from outside of the region.

### **Cross Cultural Understanding**

Knowledge and appreciation of the characteristics, values, beliefs and behaviors of other cultures.

### **Current Ratio**

Current Ratio is found by dividing Current Assets Current Liabilities. Example: \$100,000 in assets divided by \$50,000 in liabilities = 2 Current assets typically include cash and cash equivalents, grants, and pledges receivable (current portion), prepaid expenses, other assets, operating investments (level 1 and level 2), and board-designated endowment funds (level 1 and level 2). Current liabilities typically include accounts payable, the current portion of long-term liabilities, accrued liabilities, and deferred revenue.

### **Economy**

Refers to conditions of prosperity which contribute to a thriving quality of life, rather than traditional economic impact indicators.

### **Equitable Access**

Additional services are provided, and/or actual or potential barriers are removed so that all individuals have equal opportunity to take full advantage of available arts opportunities.

### **Extraordinary**

Experiences in the arts that are out of the ordinary, could not necessarily be found in other places, or that are otherwise seen as fresh and innovative – helping to differentiate our region through the arts.

### **Low Price Arts Opportunity\***

Arts events, experiences, or activities that cost less than \$10 per person.

### **Meaningful Arts Education Opportunities**

Varied arts learning experiences for youth provided both inside and outside of the school environment, including learning and creating art with teaching artists, experiencing art created or presented by professional artists, and integrating the arts into the learning of other subjects.

### **New Applicant**

An organization not currently receiving funding through ArtsWave's Sustaining Impact grant program.

### **Outcomes**

Answer the questions: "What difference did the activity make?" and "What does success look like for this activity?"; can be qualitative or quantitative.

### **Patrons\***

All people reached. Paid audience members AND non-paid audience members. DO include participation numbers from community engagement activities. DO NOT include arts education activities. For ArtsWave's purposes, patrons do not mean donors.

**Racially/Culturally Diverse Arts Opportunities\***

Arts experiences, events, and activities that primarily feature artists and/or serve audiences that are racially/culturally diverse (non-white).

**Region\***

As defined by the United States Census, the 16 counties include Cincinnati-Middletown, OH-KY-IN MSA, which includes the following counties: Brown, Butler, Clermont, Hamilton, and Warren Counties in Ohio; Boone, Bracken, Campbell, Gallatin, Grant, Kenton, and Pendleton Counties in Kentucky; and Dearborn, Franklin, Ohio, and Union Counties in Indiana.

**School-Based Arts Education**

School-Based Arts Education must be coordinated by a school AND occur during the school day. The activity can take place either at the school, your location or another location in the community. Do not include activities with schools outside the region.

**Underserved**

Those individuals and groups who by prioritization, interest, geography, economics, or other barriers have disproportionately less access to arts opportunities than others.

**Young Professional\***

People in the workforce under the age of 40.

**Youth\***

Persons aged 0-18 years.

*\*Definitions with asterisks are relevant to the Indicator data ArtsWave collects throughout the grant cycle.*



## Appendix C: Financial Glossary

The following are descriptions/definitions of items which should be included in the respective lines of the financial reporting form:

### **Accumulated Total Surplus/(Deficit)**

Total Surplus/(Deficit) over the last three fiscal years.

- Example: FY20 Surplus = \$5,000; FY21 Deficit = (\$2,500); FY22 Surplus = \$7,500  
To calculate, add \$5,000 + (\$2,500) + (\$7,500) = \$10,000

### **Administrative Expenses**

Costs of all administrative departments including finance, information technology and communications, personnel, governance, and executive management. The salaries and benefits of individuals working in these departments should be included.

### **Admission/Performance Income**

Ticket sales, admission fees, and performance commissions/fees.

### **Artistic Expenses**

Includes artistic director, curators, individual performers and artists, exhibit contributors and speakers, guest lecturers, exhibit installation costs, contract services (including orchestra fees), artist lodging/housing, art transportation and art insurance. The salaries and benefits of individuals fulfilling these roles should be included.

### **ArtsWave Grant(s)**

Total restricted and unrestricted grants received from ArtsWave for support of operations. This should include endowment income from ArtsWave's Large and Mid-Sized Arts Organization endowments.

### **Capital Improvements/Purchases with Operating Funds**

Transfer of unrestricted operating assets made for items that are additions to property, plant and equipment, net of restricted funding. Transfer should always be out of operations and therefore treated as an expense.

### **Contributions/Sponsorships/Memberships**

Gifts and grants (exclusive of ArtsWave and government grants) from individuals, corporations, and trusts/foundations; program and exhibit sponsorships; and memberships.

### **Current ratio (unrestricted)**

Current Assets divided by Current Liabilities. Determines the organization's ability to pay current debt using current assets. Ideally this number should approach 2 which indicates ample short-term liquidity to obviate the need to borrow or sell assets.

- Example: \$100,000 in assets divided by \$50,000 in liabilities = 2

Current assets typically include cash and cash equivalents, grants, and pledges receivable (current portion), prepaid expenses, other assets, operating investments (level 1 and level 2), and board designated endowment funds (level 1 and level 2).

Current liabilities typically include accounts payable, current portion of long-term liabilities, accrued liabilities, and deferred revenue.

### **Development**

Includes all expenses the development office controls. The salaries and benefits of individuals working in the development department should be included.

### **Facilities**

Operating costs of facilities and physical plant, such as utilities, general maintenance, maintenance personnel, office rent, security, grounds keeping and cleaning, etc. The salaries and benefits of individuals working in the facilities and physical plant area should be included.

### **Full Time Equivalency**

Cumulative number of hours all FT and PT employees work on average per week / 30 hours per week = # of FTE's with a maximum of 2 employees per FTE. 1 FTE works an average 30 hours per week. Example: 2 PT employees working 20 hours week = 40 working hours per week / 30 hours per week (1 FTE) = 1.3 FTE.

### **Goal Setting**

The process of taking active steps to achieve your desired outcome. Goals should be SMART: Specific, Measurable, Achievable/Actionable, Realistic, Timely.

### **Government Grants**

OAC, IMLS, City of Cincinnati, ARP and CARES Act, etc. grants (exclusive of services-required grants)

### **Investment/Endowment Income**

Investment income is income earned on checking, savings, and investments of unrestricted operating assets (excluding unrealized gains and losses but inclusive of realized gains and losses). Endowment income is either the board approved spending rate or the actual dividend and interest income earned if an organization does not have a spending policy. Endowment income should include endowment income on Funds Held for the Benefit of or Funds Held in Trust by ArtsWave.

### **Liquidity ratio (in # of months)**

Assets Available within One year of Fiscal Year End for Operations divided by Expected Annual Operating Expenses times 12 months. Ideally this number should approach 6 months which can be another indicator of ample short-term liquidity.

- Example #1: \$50,000 in assets available within 1 year of fiscal year end / \$75,000 in expected annual operating expenses \* 12 months = 8 months
- Example #2: \$25,000 in assets available within 1 year of fiscal year end / \$75,000 in expected annual operating expenses \* 12 months = 4 months

Assets Available within One Year of Fiscal Year End for Operations typically include year-end cash and cash equivalents, accounts receivable, grants, and pledges receivable (current portion), prepaid expenses, other assets, operating investments (level 1 and 2), board designated endowment funds (level 1 and 2) and temporarily restricted assets that will meet their restriction during the next 12 months.

Expected Annual Operating expenses should be the organization's budgeted annual expenses for the next fiscal year exclusive of depreciation.

### **Marketing/Promotion**

Includes all advertising, design, and promotional expenses as well as the costs associated with visitor services and box office. The salaries and benefits of individuals working in advertising, design, promotion, visitor services and box office should be included.

### **Merchandising/Concessions**

The direct cost of goods sold as well as all other costs related to the operations of the gift shop, facility rentals, concessions, catering, parking etc. These other costs would include the salaries/benefits of individuals working in these departments, rent of such facilities, supplies, management fees, etc.

### **Net surplus/ (deficit)**

Total operating revenues less total operating expenses plus total transfers.

### **Outcomes**

Something that follows as a result or consequence; in this case, that are the social impact changes that happen because of the goals set forth.

### **Outputs**

The total amounts produced; in this case, total sales, education and community engagement activities and number of people served.

### **Programming**

Performance and non-exhibit related costs, such as set design and construction, costumes, non-capitalized publication costs, hall rental, stage crew, and educational programming

costs. The salaries and benefits of individuals working on performances and exhibits should be included.

**Sales to Public**

Gross sales of gift shop, facility rentals, concessions, catering, parking, etc.

**Special Events Income, net**

All revenue and direct expenses related to fundraising events

**Transfers (to)/from Board Designated Funds**

Transfer of unrestricted operating assets (i.e., unexpected gifts or bequests, current year surplus, etc.) for investment in board designated endowment or reserves. (These types of items would reduce the bottom line.) Transfer from board designated endowment or reserves to operating assets (i.e., special project or bridge funding, operating deficits, additional draws from endowment beyond the board approved spending rate, etc.) (These types of items would increase the bottom line.)

**Tuition**

Fees charged for classes and/or camps.

## Appendix D: Grant Requirements

The information that ArtsWave collects is used for aggregate data to advocate and fundraise for the arts.

### Grant Recognition Guidelines

The ArtsWave Campaign receives contributions from generous individuals, business and foundation donors. To reinforce the importance of their gifts, we need them to see and understand the connection between their contribution to ArtsWave and the amazing work of your organization. Public recognition of this grant, and thereby of all donors to ArtsWave, is important to sustain and encourage future contributions to this community resource.

### ArtsWave Campaign and Contacts

By August 1, we ask that you complete your Annual Organizational Profile in Submittable to update contact information, board list, an Impact Story, and more. Throughout the year, you are expected to update contact information with Ray or Lori.

ArtsWave's intention is to focus the public on the Campaign for the Arts between **Feb. 1 and April 30**. ArtsWave asks Sustaining Impact Grant recipients to support the Campaign during this period by refraining from any public-facing fundraising plans or events, such as acquisition mailings, social media give campaigns or publicly promoted fundraisers.

### Collaborative Marketing

One of ArtsWave's goals is to communicate excitement about your organization's impact in a variety of channels. Grantee organizations should submit listings for all events, performances and exhibitions to [ArtsWave Guide](#), the region's most comprehensive arts calendar, as soon as they are announced to the public. **Events planned for the Fall 2024 to Spring 2025 season should be submitted to ArtsWave Guide no later than June 1, 2024. Throughout the year, sustaining impact grantees are expected to post all events on ArtsWave Guide.** For a detailed tutorial on how to create listings on ArtsWave Guide, visit [artswave.org/howto](http://artswave.org/howto).

### Reporting

To support ArtsWave's ability to be accountable to our donors, provide current information about our grantees and make strategic programmatic decisions, grantees are asked to submit semiannual progress reports throughout the grant period.

#### Semiannual Progress Reports

The semiannual progress reports will be comprised of quantitative, qualitative and activity tracking measures. They will build on the outcomes your organization included in your original application by asking for progress reports for each report. Reports are always DUE JANUARY 15 and JULY 15.

#### Site Visits

ArtsWave will make every effort to visit each Sustaining Impact organization annually through a variety of ways, including but not limited to site visits, on-site or off-site meetings and event participation. Organizations should provide ArtsWave with two complimentary tickets to any grant-funded program or performance, when requested and available.

<u>DATE</u>	<u>GRANTEE REQUIREMENT</u>
August 1, 2024	Organizational Profile
August 31, 2024	Campaign tickets/offers/vouchers due
January 15, 2025	Semiannual Report due
May 1, 2024 & 2025	ArtsWave Pass offers (or whatever is agreed upon for ArtsWave donors) is provided for the upcoming season
July 15, 2025	Semiannual Report due

**NEW!! Arts & Entertainment App**

ArtsWave is happy to preview with you the new Arts & Entertainment app that will be not only the most extensive Arts & Entertainment calendar in our region but also will serve as a new campaign tool with creative fundraising, marketing and ticketing opportunities. Although we will have a kickoff with more information soon, we wanted to preview some of the opportunities the app will provide for our Sustaining Impact partners. First, the app will provide a new relationship with donors to extend their giving options. Second, when launched, ArtsWave Pass will get a refresh with access through the app; there also will be new ticketing options such as Flash (limited time) and Free (complimentary) Pass experiences to maximize revenue and fill seats and spaces. Finally, the app will allow us to increase our connection with the community in a familiar app format that may be new to our sector but is already being used by so many.

The app is now in development with a marketing launch planned in June, just in time for BLINK®. Of course, the success of the app will depend on all of us, so we ask that our Sustaining Impact partners lead the way with the following:

1. Attend a training session in April to learn more;
2. Modify ArtsWave Pass offers from BOGO to half-price beginning May 1, 2024 with at least two opportunities per quarter (more details will be explained);
3. Enter opportunities and events in the portal starting May 1 as we begin prototype testing in May;
4. Enter all event listings for 2024/2025 in the new Arts Sector Portal no later than August 20, as before;
5. Join us on this journey to take the next steps in our journey to serve the sector!