
**FY2024-2026 Sustaining Impact
Grant Program Guidelines**



FY2024-26 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.

Funding Categories

Sustaining Impact support in FY24 (September 1, 2023 – August 31, 2024) will be provided across three funding categories:

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.

Who May Apply

To be eligible for FY24 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 16-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, Ohio, and Union 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 received some form of funding support from ArtsWave in at least three of ArtsWave's last five fiscal years (Five-year period = Sept. 1, 2018 – August 31, 2023); this does not include pass-through CARES Act or ARP Act governmental funding;
- 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 on an annual basis. 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 FY24 application process. News, updates and events will be posted on the ArtsWave website under the '[Current Grantees](#)' page and distributed via email.

We strongly recommend that you begin your online application well before the due date to familiarize yourself with the online grantmaking system and to address any technical concerns. **You may submit a draft by March 1, 2023 for review, with the opportunity to make changes before final deadline of April 7, 2023.**

New Applicants

New Sustaining Impact applicants were required to submit a Letter of Interest (LOI) in Fall 2022. LOIs were reviewed by ArtsWave staff and review committee to determine if the applicant organization met all eligibility criteria and has programming that demonstrates sustainable impact through the goals of the Blueprint for Collective Action. Applicants that fulfilled both conditions were invited to submit a full application package within their assigned funding category.

Application Package

The FY24 application includes **two components**: 1) the financial summary and 2) the main application. 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 and Submittable.com to your safe senders' list to ensure that you receive all communications from the online grantmaking system.
- 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 Application

The FY24 Financial Summary and Main Application can be accessed using the following link:

<https://artswave.submittable.com/submit>

A. Financial Summary

1) Organization Information / Profile

Separate committees will look at your financial information and your main application, so please complete the organizational profile for both.

2) Financial Snapshot

Complete the following fields with data from the completed Financial Summary Form.

FY19 Actuals

- FY19 Total Revenues
- FY19 Total Expenses
- FY19 Total Surplus/Deficit
- FY19 Current Ratio
- FY19 Liquidity

FY20 Actuals

- FY20 Total Revenues
- FY20 Total Expenses
- FY20 Total Surplus/Deficit
- FY20 Current Ratio
- FY20 Liquidity

FY21 Actuals

- FY21 Total Revenues
- FY21 Total Expenses
- FY21 Total Surplus/Deficit
- FY21 Current Ratio
- FY21 Liquidity

FY22 Actuals

- FY22 Total Revenues
- FY22 Total Expenses
- FY22 Total Surplus/Deficit
- FY22 Current Ratio
- FY22 Liquidity

FY23 Budget

- FY23 Total Revenues
- FY23 Total Expenses
- FY23 Total Surplus/Deficit

3) Financial Questions

Respond to each question in this section. See Appendix C for a Financial Glossary of terms and formulas.

- How many total FTE paid and contract staff (artistic, professional, and/or administrative) are currently employed by your organization? 1 FTE = 30 hours/week. Note: One FTE cannot have more than 2 staff/contractors.
- What were the total expenditures for Salaries and Benefits (including contract labor) in your most recently completed fiscal year?
- What is your accumulated surplus/(deficit) over the last 3 fiscal years? (Fiscal years = FY20-22 Actual Expenses)
- Describe your organization's financial planning process for the upcoming fiscal year. How will you know that you are on track? Who is central to the planning process (internal as well as external)? (250-word limit)
- If applicable, provide information around your endowment.
 - Do you have an endowment?
 - If so, please provide its market value at the end of your organization's most recently completed fiscal year.
 - What is your endowment spending policy? Are you currently in line with your spending policy?
- Is your organization conducting a capital campaign or endowment campaign?
 - If so, what is the goal and actual dates of the campaign?

4) Attachments

Attach the following items:

a. Financial Reporting Form

The Financial Reporting form is an Excel spreadsheet that can be found on the ArtsWave [website](#) that summarizes key financials within your organization. When preparing the Financial Reporting form, please be sure to:

- Provide the organization's name and the dates of your fiscal year at the top of the form.
- Use an accrual basis.
- Do not consider temporarily restricted funds, in-kind revenues/expenses, and depreciation expenses.
- Refer to the definition of each revenue, expense, transfer line, and ratio item to ensure consistent reporting among general operating applicants. (See Appendix C)

b. Variance Explanations Form- Tab #2 of Financial Reporting Form

Variance Explanations can be found on Tab #2 of the Financial Reporting Form Excel spreadsheet. For all three columns on the Financial Reporting form containing the phrase "% change," provide a written explanation in the Variance Explanation form for each of the following categories that vary by +/- 10% or more in any fiscal year:

- TOTAL Operating Revenues
- TOTAL Operating Expenses
- CURRENT RATIO

This explanation should describe how the variance(s) relate to the organization's overall strategic plan.

c. Form 990

Applies ONLY to Organizations with budgets UNDER \$1M

Upload your organization's most recently completed Form 990.

d. Financial Audit

Applies ONLY to Organizations with budgets OVER \$1M

Attach your most recently completed audit which should include comparative financial information from the prior year.

e. Operating to Audit Reconciliation Form

Applies ONLY to Organizations with budgets OVER \$1M

Complete and attach the Operating to Audit Reconciliation Form to explain any differences between your submitted audit operating bottom line and the net surplus/(deficit) reported in the Financial Summary Form. If you have uploaded your audit, you must also complete this form. A blank form can be found on the ArtsWave [website](#).

5) Statement of Assurances

The Statement of Assurances is the last step in the completion of the Financial Review. The organization's Board President, Board Treasurer, and Chief Professional Officer must sign the Financial Review Signature Page indicating that they have read the financial review and that the information contained therein is true and correct to the best of his/her knowledge. A blank form can be found on the ArtsWave [website](#). **The completed Financial Review Signature Page should be uploaded as a pdf document.**

B. Main Application

Please be thoughtful and concise. You will be asked to create three-year outcomes for each Blueprint Goal and for advancement of Diversity, Equity, Inclusion and Access. You will report on each of the goals semi-annually. Your progress will weigh heavily in the FY25 and FY26 renewal applications.

The main application has five sections:

- Organizational Information
- Organizational Narrative:
 - Capacity
 - Programming
 - Relevance
 - Commitment to Diversity, Equity, Inclusion and Access
- Impact Assessment
- Support Materials
- Statement of Assurances

1) Organization Information

- Contact and staff information
Please Note ONE Primary Grant Contact who will receive all communications regarding the grant moving forward. This should also be the contact listed on your Submittable account.
- 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)
- Upload a List of Board of Directors with professional affiliations
- Board and staff demographics

- Annual organizational data (Summary Outputs: sales, arts education, community engagement)

2) Organizational Narrative

Respond to each question in this section.

- Please discuss your organizational **CAPACITY** to create community impact based on the Blueprint for Collective Action.
 - 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 over the next 3 years (FY24-26);
 - 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 over the next 1-3 years;
 - 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?
- Please discuss your organization's **COMMITMENT TO DIVERSITY**.
 - This question provides you the opportunity to create your narrative. The Review Panel will be using this question to assess your COMMITMENT TO DIVERSITY, EQUITY, INCLUSION, and ACCESS (DEIA) and will be looking for information about the following:
 - Your organizational DEIA Plan and/or strategy;
 - Your intentional regular actions toward inclusion; and
 - Your overall history and future planning for DEIA in all areas of your organization.
- Please upload the latest version of your organization's DEIA Plan, if applicable.
- DEIA Goal Setting:

- A. 3-Year Outcomes: List 1-2 OUTCOMES (social impact changes) that you anticipate at the end of FY2026 cycle.
- B. Do you have planned action steps over the next year (FY24) towards these outcomes?

3) Impact Assessment

ArtsWave's Blueprint for Collective Action provides a focus for community investments and strategic initiatives over a ten-year period. The Blueprint (See Appendix A) is designed to achieve three things:

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

GOAL SETTING for Impact Assessment

INSTRUCTIONS: The Sustaining Impact 2024-2026 Cycle aligns with the final three, planned years of the Blueprint for Collective Action. For each of those Blueprint goals, please list 1-2 outcomes for your organization. In the following question, please indicate any planned steps over the next year (FY24) that will lead to those outcomes. In your semi-annual reports, you will be asked to update your progress.

NOTE: For **Small and Midsize** Regional Organizations, select and respond to TWO Blueprint Goals. For **Large** Regional Organizations, please address ALL 5 Blueprint Goals.

Arts Put Cincinnati on the Map

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

- A. **3-Year Outcomes:** List 1-2 OUTCOMES (social impact changes) that you anticipate at the end of FY2026 cycle.
- B. Do you have planned action steps over the next year (FY24) towards these outcomes?

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

- A. **3-Year Outcomes:** List 1-2 OUTCOMES (social impact changes) that you anticipate at the end of FY2026 cycle.
- B. Do you have planned action steps over the next year (FY24) towards these outcomes?

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

- A. **3-Year Outcomes:** List 1-2 OUTCOMES (social impact changes) that you anticipate at the end of FY2026 cycle.
- B. Do you have planned action steps over the next year (FY24) towards these outcomes?

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

- A. **3-Year Outcomes:** List 1-2 OUTCOMES (social impact changes) that you anticipate at the end of FY2026 cycle.
- B. Do you have planned action steps over the next year (FY24) towards these outcomes?

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

- A. **3-Year Outcomes:** List 1-2 OUTCOMES (social impact changes) that you anticipate at the end of FY2026 cycle.
- B. Do you have planned action steps over the next year (FY24) towards these outcomes?

AUDIENCE DEVELOPMENT for Impact Assessment

One of ArtsWave's goals is to help our sector diversify our audiences to ensure the longevity of the arts and their impact in our communities.

- A. How would you describe your audiences (including ticket buyers, program participants, etc).
 - Consistently racially diverse
 - Somewhat racially diverse
 - Occasionally racially diverse
 - Rarely racially diverse
- B. Do you have a mechanism for tracking audience demographics? If yes, please describe.

EDUCATION PROGRAMMING

With the continued decrease in arts education in schools, ArtsWave continues to

expand our arts education support.

- A. Do you currently have an arts education program for TK-12?
- B. If yes, please check all that apply: Field Trips to our space, Touring to schools, Workshops and/or residencies at our center, Workshops and residencies in schools, Summer Camps, Other.
- C. Approximately what percentage of your operating budget is dedicated to arts education?

4) 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:

- **Work Samples** (required)

Attach at least 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. See support material requirements above.

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.
- ❖ 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.
- ❖ The combination of all support materials cannot exceed a total of 25 MB.

- **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.

5) 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 both the Financial Summary and the Main Application via the online grantmaking system prior to the deadline. You will receive a confirmation email when each component has been successfully submitted. **If you do not receive a confirmation email, your application has not been submitted.** *Note: If you would like to receive feedback on your application with the opportunity to make changes after receiving feedback, please submit your application by March 1, 2023.*

All application materials must be submitted via the online grantmaking system by **Friday, April 7th by 5:00 pm EST.** Note: ArtsWave is unable to provide technical support past 12 pm on Thursday, April 6, 2023. **Late applications will not be accepted.**

Financial Summary

A Financial Review Committee that includes ArtsWave staff and community volunteers with expertise in this area will review the Financial Summary in a separate process. The Financial Review Committee will review the Financial Summary portion of the application for applicants in all three funding categories.

Each financial summary will be given one of three designations by the Financial Review Committee:

Designation	Definition
Pass	Organization meets all minimum financial requirements.
Probationary	Operations are not balanced over three years, but the differential is less than 10% of the organization's 3-year average annual operating expenses (The three years are: FY20, FY21, FY22)
Fail	Organization does not meet minimum financial requirements.

Main Application

The main 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

Commitment to Diversity: Commitment to Diversity includes implementation of a measurable DEIA plans and/or documented intentional, regular actions toward inclusion.

Committees of community volunteers from around the region will evaluate the Main Application. 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.

Main Application: Updated 2/7/23

Reviewers will use the following funding criteria to evaluate and score the application on a scale of 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 FY24.**

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

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 March 2023; 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 2023 ArtsWave Community Campaign results and the number of competitive applicants in the pool.

Grant Requirements

Sustaining Impact Grants are 3-year awards contingent upon campaign and organizational performance (grant recipients will receive notification of their annual award amount, which is renewable for two additional years) in June 2023, dependent on campaign success. 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.

Key Dates

Application Package Due	Application Overview	DEIA Workshop	Application Review Deadline	Proposal Review and Presentations	Funding Decision	Initial Grant Payment
April 7, 2023 by 5:00 pm	February 7 @ 9:30 am Zoom	February 20 @ 11:00 am Zoom	March 1, 2023 @ 5:00 pm	May 2023	June 23, 2023	October 2023

Meeting Links:

February 7: Application Overview:

<https://us06web.zoom.us/j/86476185733?pwd=UUhzTGErSHVOL3VnY3FEUUEzamtqQT09&from=addon>

February 20: DEIA Overview:

<https://us06web.zoom.us/j/88630766694?pwd=dnNhbEhyemJCcHBGdG9jK2pOYU1oZz09&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 Coordinator 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.