

Applicant Information

Organization Name * : Creative Cauldron

Which category best describes the primary activity of your organization? * : Arts Education

FEIN Number * : 31-1816020

For organizations with more than one location, please use your address of incorporation as specified on your 990 tax form as your street address and to identify you. All correspondence will be sent to the mailing address listed in this application.

Type of Address : Street Address

Street Address is required. Mailing Address is used for grants related correspondence. *

:

Address 1 * : ArtSpace Falls Church

Address 2 : 410 S Maple Ave Retail 116

City * : Falls Church

State * : Virginia

Zip Code * : 22046

Type of Address : Mailing Address

Address 1 : P.O. Box 2424

Address 2 :

City : Falls Church

State : Virginia

Zip Code : 22042

Phone * : 703-436-9948

Fax :

Website * : www.creativecauldron.org

Please verify the magisterial district by entering your mailing address in the Fairfax County My Neighborhood site:

<http://www.fairfaxcounty.gov/myneighborhood/>

Check the appropriate Fairfax County magisterial district for your street address: * : City of Falls Church

First time applicants, how did you hear about the Arts Council grants program? You may select multiple options. :

Arts Council Website

Arts Council Newsletter

Arts Council Direct Email

Other arts organization website

Fairfax County website

Word of mouth

Social media

Local newspaper

Contact

This person will be the main point of contact for the life of this grant.

Title * : Producing Director
First Name * : Laura
Last Name * : Connors Hull
Phone Number * : 571-239-5288
Email * : lchull@creativecauldron.org

Chief Administrator Title * : Producing Director
Chief Administrator First Name * : Laura
Chief Administrator Last Name * : Connors Hull
Chief Administrator Phone Number * : 571-239-5288
Chief Administrator Email * : lchull@creativecauldron.org

Chairman, Board of Directors First Name * : Gina
Chairman, Board of Directors Last Name * : Caceci
Chairman's Phone Number * : 703-583-5697
Chairman's Email * : gcgtalmage@starpower.net
Address 1 * : 204 N Van Buren St
Address 2 :
City * : Falls Church
State * : Virginia
Zip Code * : 22046

Based upon cash expenses from the most recently completed fiscal year, what is the budget size of your organization? * : Level 5 - Over \$500,000

Amount Requested * : \$50,000

Amount Matching * : \$100,000

Has your organization applied to the Arts Council of Fairfax County in the past? * : Yes

If your organization received funding from the Arts Council of Fairfax County in the past, when? :
✓ 2012
✓ 2013

✓ 2014

✓ 2015

✓ 2016

✓ 2017

Does your organization employ paid full or part-time non-artistic staff? * : Yes

If yes, what is the Full Time Equivalent? : 5.5

Overall annual number of:

Events (including performances, exhibitions, classes, workshops, etc.) * : 233

Estimated Audience/Participants * : 15000

Organization Profile

1. Describe the organization's history, mission, and goals. If you are a division or separate program of a larger organization, describe that organization's history, mission, and goals mission, and goals of your division/program and explain your relationship to the larger organization. * :

Creative Cauldron was founded in 2002 with the mission "to make opportunities for learning, participation and enjoyment of the arts available and affordable for the community it se recognized us for our innovative and inclusive arts learning programs and, since 2009, for our outstanding theatrical and musical productions. The cauldron has served as our guid collaboration, experimentation and community engagement. Our artistic circle includes experienced professionals from the disciplines of theater, dance, music and visual arts who artists, directors, designers and performers. They share a core belief that the arts should be available to people of all ages, cultures, and socio-economic backgrounds. For the pas offered Arts Adventure Camps in the performing and visual arts, and educational arts workshops for young people during out of school hours. Arts Adventure Camp sessions provi 4 through 14 the opportunity to explore drama, music, dance and visual art through a guided theme. In 2009, we entered a new expanded phase in our organizational history open *Church*, a flexible arts venue that includes a 92-seat theater and gallery. We now produce seven theatrical productions per season at *ArtSpace* including shows with professional ce Theater shows that feature student performers alongside professionals. Our professional productions have garnered eleven Helen Hayes Awards© Recommendations and eleven I Nominations. Actor Alan Naylor won the 2015 Helen Hayes Award© for Outstanding Lead Actor in a Musical (HELEN Production) for *Jacques Brel is Alive and Well and Living in Pa* produced 22 original productions in total, including the first three installments from our five-year *Bold New Works* commission project: *The Turn of The Screw* (2015), *Monsters of tl* and the upcoming *Kaleidoscope* (May 2017) starring Broadway-Legend Florence Lacey. We present a variety of music and dance performances by guest artists through *Passport* annual concert series that highlights music, dance and theater from cultures around the globe. We also present a Summer Cabaret Series that features talented local performers fr of the DC-Metro Area's performing arts community. Through a community partnership with Falls Church Arts we provide gallery space for local visual artists' exhibitions and recep Creative Cauldron joined nearly 800 theaters around the country in "The Ghostlight Project." Inspired by the tradition of leaving a "ghost light" on in a darkened theater, we made a protect the values of inclusion, compassion and participation for everyone--regardless of race, class, religion, country of origin, immigration status, (dis)ability, age, gender identity,

2. Describe the applicant organizations staff. Is there salaried personnel? If so, how many and what are their titles and responsibilities? What is the total Full-Time Equivalent (FTE)

Employee Name	Title	Responsibilities	Full Time
Laura Connors Hull	Producing Director	Guides Artistic and Educational programming and provides leadership for the organization. Responsible for hiring staff, artists, and support personnel. Directs Learning Theater productions and serves as lead teaching artist for workshops and summer camps.	1.00
Amanda Lovins	Marketing & Development Manager	Oversees individual and corporate fundraising efforts, advertising, promotion and marketing of shows and programs.	1.00
Sheryl Gorsuch	Business Manager	Manages accounting system, payroll and financial reporting.	0.00
Matt Conner	Resident Artist	Directs two Professional Theater Series productions per season, and co-directs three Learning Theater Series productions. Programs cabaret series. Serves as teaching artist. Composes music for shows including Bold New Works premieres.	0.00
Margie Jervis	Production Designer	Designs set and costumes for all productions. Teaches scenic design and visual art workshops and summer camps. Provides illustrated images for productions.	0.00
Denise Perrino	Education Director	Serves as liaison with local schools. Creates educational study guides. Directs one Learning Theater show per season. Teaches acting and improvisation for workshops and summer camps. Serves as producer for Spring Break Camp.	0.00
Leeanne Fortney	Patron Relations Manager	Supervises box office and ticketing. Fulfills administrative tasks pertaining to patron relations.	0.00
Quill Nebeker	Assistant to the Producing Director	Assists the Producing Director in artistic and educational programming.	0.00

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			0.00	(
			0.00	(
			0.00	(
			0.00	(
			0.00	(
TOTAL			2.00	:

3. Volunteers

:

Volunteer Position Title	Total Number
House Managers	10
Ushers	40
Production Assistants	15
Board Directors	15
Concessionaires	5
	0
	0
	0
	0
	0
	0
	0
	0
	0
	0
	0
	0
	0
	0
	0
	0
	0
	0
Total	85

4. In the Table below, list partnerships, funding sources, support and amounts received for the past year, along with the organization name and type. Select the **type of partner** from

Non-profit arts organization

College/University

Non-profit community organization

Foundation

School/School district

Religious organization

Local government agency (add each department engaged)

For-profit organization

State government agency (add each department engaged)

Media organization

Federal government agency (add each department engaged)

Organization Name	Type of Organization/ Funder	Service/Support Provided
Falls Church Arts	Non-profit arts organization	Curates gallery, hosts artists receptions and visual arts
Homestretch, Inc.	Non-profit community organization	Partner to provide services to at-risk youth
Victorian society at Falls Church	Non-profit community organization	Participates in post-show discussions. Provides historical research for productions.
Tinner Hill Heritage Foundation	Non-profit community organization	Partner on fundraiser for Caroline or Change
Folklore Society of Greater Washington	Non-profit arts organization	Assist with curating Passport to the World Music Series
Fairfax County Public Schools	School/School District	after school programs at Westbrier Elementary
Falls Church News Press	Media Organization	Advertising Sponsorship/In Kind
Community Fund for Northern Virginia	Foundation	Grant for Technical Theater Workshop
Robert W. and Gladys S. Meserve Charitable Trust/Gittins Living Trust/Mike Blank Trust/Perrino Family Foundation/Fry Charitable Trust	Foundation	Support of "Bold New Works for Intimate Stages"
Little City CATCH Foundation	Local Government	General Operating and Project Support
Falls Church City EDA	Local Government	Advertising Support
Total Fund		

Narrative

Quality of Programs

1. Describe your organization's programs and activities and their connection to your organization's mission, specifically those that will occur from July 1, 2017 to June 30, 2018. Use Activities Table to describe dates, locations and venues, participating artists, capacity and expected attendance, number of free tickets, audience served. For programs that have o provide evidence of participant and community satisfaction through reviews, surveys, etc. as supplementary materials. (3500 character limit) * :

Overview Creative Cauldron offers a diverse array of arts programming each year. While educational workshops and summer camps in the performing and visual arts for young p Creative Cauldron also produces professional theater, and presents a "Passport to the World" concert series and Summer Cabaret series annually.

Arts Adventure Camps Since 2002, Creative Cauldron has been offering innovative, theme-based performing and visual arts camps for children age four through fourteen. They e artists with extensive professional experience in the fields of theater, dance and visual arts. During the grant period, Creative Cauldron will offer six camp sessions: *Puppets and Plk*

Search of Ancient Worlds (July 5-21), *Spooks and Spirits* (July 24-August 11), *Music Makes the World Go Round* (August 14 - 25), *Final Fling* (August 28 - September 1), and *Spirits* (September 26 – 30, 2018).

Learning Theater Workshops and Productions Students enrolled in our Learning Theater Ensemble program participate in a 7-8 week workshop process. In this inclusive program, adaptations of children's classics that build upon the talents and abilities of the participants are developed for performances. Productions include original music created by our resident composers and fully realized sets and costumes by our Resident Designer Margie Jervis. During the grant period, Creative Cauldron will produce two original Learning Theater Series shows: *Little Red Riding Hood* (November 3 – 19, 2017) and *The Snow Queen* (March 9 – 25, 2018), plus a holiday musical, *Madeline's Christmas* (Dec 1 – 23, 2017).

Workshops Additional workshops will be held at *ArtSpace Falls Church*, including our Learning Theater Studio, Musical Theater Workshop for Teens, Theatrical Design Master Classes, Painting Classes, and individualized piano and voice lessons. After school enrichment classes in Acting & Improvisation and Creative Drama will be held at Westbrier and Sleepy Hill Schools. Sessions will be held in the fall, winter and spring, each of them lasting eight weeks in duration.

Professional Theater Our 2017-18 season will feature four productions with professional Equity and non-Equity actors: *Disenchanted* (October 6 – 30, 2017), *Dinah Was* (Feb 8 – 15, 2018), *The Witches* (April 12 – May 6, 2018) and *Beauty and the Beast* (May 24 – June 17, 2018). *The Witches* is a world premiere musical and the fourth installment in our "Bold New Works" five-year initiative. *Beauty and the Beast* will feature members of our Musical Theater Workshop initiative for teens. Each of these productions will run for 18-20 performances and will be under consideration in the Helen Hayes Awards process.

Presenting Our Summer Cabaret Series (July 7 – September 23, 2017) will feature performances by accomplished local professional actors/singers. Twenty performances are scheduled and performers will be announced in May. Our annual "Passport to the World" concert series (January 6 – 28, 2018 for 12 performances), will feature an eclectic array of musical genres and dance from cultures around the world, along with fusion bands that draw inspiration from world music. The line up will be announced in May. In addition, nine art exhibits featuring Falls Church Arts will be presented in our gallery.

2. Are your programs received positively? Describe your efforts to improve program quality and any involvement of artists in planning and presenting. (3000 character limit) * : Creative Cauldron has established a loyal following of satisfied patrons who give us consistently high marks for educational program content and quality in surveys and evaluations. Our educational programs are offered at or near capacity each year and we have a high rate (60-70%) of returning enrollments. Many of our students have remained with our program from childhood and "graduate" to become paid counselors, production staff assistants, or performers. Our theatrical productions (both our Professional Theater and Learning Theater Series) have received widespread acclaim in local media. To date, we have received eleven Helen Hayes Awards Nominations, one award (Outstanding Lead Actor in a Musical for Alan Naylor in *And Well and Living in Paris*) and eleven of our professional productions, since 2011 through 2016, have been Helen Hayes Awards Recommended.

The quality of our programs is directly linked to the caliber and experience of the artists hired to create and implement them and to our ability to plan effectively. Our Producing Director, Julie Hull, has four decades of experience working in the theater in both artistic and executive capacities. She is fortunate to have assembled an exceptional core of experienced professional musicians, and visual artists who have been with Creative Cauldron for many years. Most have served as freelance artists, but two (Matt Conner and Margie Jervis) are currently on full-time salary contract. Resident Artist Matt Conner has been with Creative Cauldron since it was founded in 2002 bringing his breadth of professional experience as a performer, director and composer. Margie Jervis, our Scenic and Costume Designer, has been with Creative Cauldron since 2009, bringing over two decades of experience working as the head of the scene department at the Seattle Opera and designing for the Washington National Opera and the Ash Lawn Opera. These gifted artists and others, like Stephen Gregory Smith (teaching artist, director and producer), Denise Perrino (our Education Director), are directly involved in the planning and execution of annual programs. Ken Avis and Lynn Veronneau from the WAMMY award winning jazz band serve as curators of the annual "Passport to the World" series. Ken and Lynn have performed to capacity crowds at the Kennedy Center, Strathmore, and Blues Alley and have a strong network in the DC area music community and beyond. Through this artistic circle we have developed an Artistic Plan through 2020. The Artistic Plan includes programming goals for our educational, producing and presenting areas of operation, providing the organization with an opportunity to assess the professional resources that we will need to tackle future productions, thereby increasing our program quality.

3. Describe any efforts to provide access to under-represented artists and art forms. (2000 character limit) * : Creative Cauldron strives to overcome cultural barriers and celebrate the talents of diverse artists and art forms. Our annual *Passport to the World* concert series, now in its seventh year, features musical styles and musicians from around the world: including classical, Celtic, American Folk, Bossa Nova, Jazz Manouche, fusion, and more. Since 2010, more than eighty different artists have performed in the series sharing their unique music, story and dance traditions. In 2011, collaborating with artists Juan Cayrampoma, Kofi Denis and Vivian Takafuji, we developed three cross-cultural story theater performances featuring folktales and myths from Peru, West Africa and the Pacific Islands that are now available for touring to schools and other venues.

The Tinner Hill Heritage Foundation is a frequent collaborator. In 2010-11, we co-produced *Tinner Hill: Portraits in Black and White*, an original play about the early African American community in Falls Church. The production was revived in 2015 in a concert-reading format to honor THHF's celebration of the 100th anniversary of the first rural branch of the NAACP in Falls Church. We produced an original revue called *Women of the Blues*, highlighting blues divas of the 20th century. We have made a commitment to regularly feature actors of color in our seasons that reflect their stories. In 2013, we produced *Thunder Knocking on the Door*, a blues musical fable with music written by Keb' Mo', in 2015 we produced *Once on This Island*, Lynn Flaherty's calypso-reggae musical, in 2016 we produced a critically-acclaimed production of *Caroline or Change*, and this February we mounted a Blues Musical *Blues in the Night*. Our recent productions featured talented African American performers. Actors of color are featured in our productions of *A Christmas Carol Memory* and *The Wizard of Oz* during the current season.

4. What distinctive roles do your programs and services play in advancing Fairfax County and/or its communities culturally? (1500 character limit) * :

The diversity and quality of our programs attracts audiences from all over the DC-Metro area and beyond. During opening remarks before the curtain of each show, when we thank Fairfax County for its support, we identify and welcome people who are visiting the area for the first time. We continue to see international patrons from Canada, Germany, France, Poland, Kazakstan, Ukraine, Russia, Mali, Kenya, Japan, China, and the Philippines. From the USA, we've had patrons from as far away as Alaska, Washington, California, New Mexico, and Maine. We now have regular patrons who come from Leesburg, Fredericksburg, Rockville, Silver Spring and Gaithersburg. Through our acknowledgement of the support that we receive from the County Council, these patrons become aware that Fairfax County is a unique place that supports artists, particularly artists of color, and artistic innovators (our "Bold New Works" initiative is a part of this). In order to further promote this message, we display the Arts Council logo on all of our promotional materials, programs and website, and celebrate the commitment that Fairfax County has to the artistic life of the community. We are pleased to provide a venue for talented professional musicians, dancers and visual artists, many of whom live and work in Fairfax. Our Producing Director, Scenic Designer and Director of Education are all Fairfax County residents.

Community Outreach

5. Describe your mission related outreach to the community beyond performances. How do you identify and respond to community needs? (1500 character limit) * :

Since 2002, Creative Cauldron has actively pursued its mission to make the arts accessible and affordable to the community it serves by providing scholarships for our educational camps, and affordable and free ticket options for our productions. We have a close association with Homestretch, a local Falls Church based non-profit that provides transitional housing for homeless families, and regularly provide scholarships for children in these families. In 2015-16 we secured grants from the Arts Council of Fairfax County and the Community Fund to provide training in technical theater and lighting design for Homestretch teens. When our schedule permits we make *ArtSpace* available for community lecture series and music with other locally based arts and culture groups in the community. We have helped facilitate fundraisers for The Tinner Hill Heritage Foundation and Mosaic Harmony, dedicating half of the proceeds from two sold out houses of *Caroline or Change* to these two non-profits. We regularly exhibit artists from Falls Church Arts in our gallery and host meet-the-artist receptions and honor requests for tickets from local PTA's and non-profits for their fundraising events. Producing Director Laura Connors Hull currently serves on the local City of Falls Church Arts Council and the Board of Governors for Theatre Washington.

6. Describe the community's support for your organization. Describe the partnerships with arts or non-arts organizations (schools, religious organizations, local government agency, organization, media etc) from the partnership table. (1500 character limit) * :

Creative Cauldron's base of patrons, donors and advocates include current and former elected officials from the Falls Church City Council, Fairfax County Board of Supervisors and the County Assembly. Producing Director, Laura Connors Hull, received the 2011 *Carroll V. Shreve Award* from the Falls Church Chamber of Commerce for meritorious community service, for launching *ArtSpace Falls Church*. Creative Cauldron received a 2012 Dominion Power Arts Stars *Rising Star Award*, recognizing that Creative Cauldron "has an extraordinary impact on the community as it successfully develops community partnerships, earns business, legislative and local community support, contributes to K-12 education and has demonstrated sustained excellence in its relationships with three community arts and cultural non-profits: Falls Church Arts, the Victorian Society at Falls Church, and the Tinner Hill Heritage Foundation and partner regular projects. As mentioned before, we partner with Homestretch, assisting them in their efforts to support area homeless families. The Community Foundation of Northern Virginia also funds our technical training project for Homestretch teens. We enjoy support from local businesses through season sponsorships, and the Falls Church News-Press provides \$6,500 each year. Our "Bold New Works for Intimate Stages" 5-year initiative has received support from local family foundations.

7. How does your organization inform the community about your activities? Please describe use of websites, social media, print, TV/Radio, paid advertisements etc. (1500 character limit) * :

Creative Cauldron maintains a website and manages a list serve of nearly 4,000 households who receive regular newsletters and mailings, including large postcards for each major production. We send regular press releases to local media, place listings on over 30 online community events calendars and advertise in local print publications such as the *Falls Church News-Press*, *Washington Post*, and *Parktakes Magazine* reaching thousands of households in Fairfax County. We mail our annual season brochure to our patron base as well as a postcard to Fairfax County residents. Through social media we post exclusive updates and "Behind the Scenes" looks into productions, and create Pinterest boards for our "Bold New Works" premiere: we share their inspirations for the work in progress. We display two large banners along Lee Highway and Leesburg Pike for our Summer Cabaret Series and our "Bold New Works" production each year, providing visibility on two major roads utilized by hundreds of Fairfax County residents daily. We place production ads in Arena Stage and Signature Theatre: we advertise on WAMU radio and in *Washingtonian Magazine*. For our upcoming season we also plan to print 1,000 season bookmarks for Fairfax County bookstores to hand out to our patrons. We will also send a large Every Door Direct Mail season flyer to an additional 1,000 Fairfax County residents not currently reached by our list serves.

8. How do you provide access to traditionally underserved populations (youth, the elderly, the disabled, minorities, ethnic communities, and those in underserved areas not reached by our programs)? (2000 character limit) * :

Our educational programs are geared predominantly for youth ages 4 through 17, and are inclusive and open to those with disabilities. We estimate that 10-15% of students enrolled in our camps each year are children with special needs (Autism Spectrum Disorders, ADHD, Generalized Anxiety Disorders, and other disabilities). The Technical Theater Training Project provided free skills training and networking in the field of theatrical and concert lighting. Graduates from this program were hired as lighting technicians for our "Passport to the World" production and we hope to continue to hire them for other projects throughout the year. Creative Cauldron regularly donates tickets to upcoming productions to the Veteran Tickets Foundation to assist in the creation of strong family bonds and community reintegration opportunities that are essential tools for Veterans during active duty, post-deployment, and post-service. We also provide complimentary tickets to the Fenwick Foundation, providing social, entertainment and educational events and outings to those otherwise unable to attend such as long-term care residents, and older adults with special needs. This season we have developed new partnerships with two newly opened senior care facilities, The Kensington Falls Church and Brig Annandale. During our upcoming production of *Kaleidoscope* (centered on a Broadway star coping with the early stages of Alzheimer's) these two organizations will assist us in our show discussions and events to bring greater awareness to the disease and those in our community affected by it, both in terms of being diagnosed and coping with a loved one's disease.

9. What plans do you have for expanding your audience base? Describe any steps to increase participation by people of diverse communities. (1500 character limit) * :

The marketing tactics that have been described previously (direct mail, social media, print advertising) are the key tools that are used to expand our audience base, particularly through partnerships with local businesses. For our recent production, *Blues in the Night*, the Fairfax location of Red, Hot and Blue put production postcards in each take out order, expanding our reach to Fairfax City. We believe that the printing of season bookmarks to provide to local bookstores will significantly expand our reach to new members of our community as well. We have a successful program in attracting ethnically diverse audiences has been our *Passport to the World* Music Festival. As our performers reflect more diversity so does our audience. We are committed to expanding the diversity on stage in our upcoming season which in turn attracts and serves a more diverse audience. In 2015, Creative Cauldron created a Diversity Advisory Board within its board of directors that regularly identify community prospects that we reach out to with special group offers or complimentary tickets to traditionally underserved performers. The production of *Caroline, or Change* was a perfect example of this effort. As the subject of the production was the relationship between a young Jewish boy and his African-American friend during the height of the civil rights era we were able to attract a diverse array of groups that we had not reached before. We reached out to synagogues, African-American churches, youth or

civil rights activist groups and hosted discussions on relationships between race, religion, and class. Through the "Ghostlight Project" launched in January, we are planning to host a series of events exploring values of inclusion, participation, and compassion in order to connect with those who feel excluded in our area.

10. Explain how your organization makes its programming accessible to individuals with disabilities through access accommodations for both facilities and programs. (e.g. wheelchair description, sign-language interpretation, closed or open captioning, large-print brochures and labels, etc.) (1500 character limit) * :

Our 92-seat theatre/gallery was built out in 2009 and is fully ADA compliant. There is outdoor ramp access to adjacent sidewalks, and ground-floor access to our venue entrances. Seating that can provide wheelchair-accessible options. 25% of our seating may be reserved for patrons in wheelchairs or walkers. We have two ADA compliant bathrooms with ground-floor access and widths that accommodate wheelchairs, and our bar/concession area has a wheelchair access counter. Patrons may purchase tickets to Creative Cauldron performances on-line tickets are asked three questions: 1) Do you need ADA compliant seating? 2) If yes, do you need front row seating (i.e. no steps) or a wheelchair compliant seat? 3) Do you require any other accommodations to enjoy this performance? Large print or braille programs, sign interpretation (please provide 2 weeks notice), service animal? We make every effort to honor these requests. The organization does not provide live audio description services at this time. Persons with hearing impairment are provided front row seating where actors are never more than five feet away. We provide accommodations for patrons with special needs: Autism Spectrum Disorders, ADHD, Generalized Anxiety Disorders, intellectually challenged and other disabilities. We discuss accommodation strategies for the organization with parents prior to the start of each program, and teaching artists and staff develop accommodation plans.

Organizational Effectiveness

11. Describe your organizational structure, including professional staff and volunteer board. Describe staff and board's day to day responsibilities, and using the chart in the Organizational Chart if staff is full or part time, paid or volunteer. Discuss any recent, significant changes to your organization. (3000 character limit) * :

The Producing Director, Laura Connors Hull (full-time salaried), and Business Manager, Sheryl Gorsuch (part-time salaried), are responsible for all day-to-day management with the volunteer board of directors. The Producing Director serves as both an artistic and executive leader of the organization. The Marketing and Development Manager, Amanda Lovins oversees individual and corporate fundraising efforts and marketing, advertising and promotional activities in support of our programs and performances, and also assists the Producing Director with operational functions as needed. The Patron Relations Manager, Leanne Fortney (part-time salaried), oversees box office and ticketing and fulfills administrative tasks related to the organization. The Resident Artist, Matt Conner, and Scenic Designer, Margie Jarvis, are contracted for a body of work throughout the season including teaching, directing, composing and designing. They work about 30 hours of employment per week. A part-time salaried position covers concessions management for productions. In 2016, a new part-time salaried Assistant to the Producing Director, Nebecker, was added to the staff to assist with both artistic and executive functions. This position, now at 25 hours per week, has provided critical support and stability during a period of rapid organizational growth.

Creative Cauldron's volunteer Board of Directors, led by Gina Caceci, represents a wide sector of professional expertise and is actively engaged in the management of the organization. Board members participate in strategic planning, budgeting, fundraising and marketing initiatives on a regular basis. Each board member serves on one standing committee (Executive, Development, Finance, and Marketing Committees) and one to two project committees (Facilities, Learning Theater, Adult Education, Bold New Works and Diversity Committees). This new structure was launched in 2015 as part of our 5-year strategic plan. This new structure has energized the board's participation and helped us articulate specific targeted goals that are realistic and achievable in the coming years.

In addition to our core artistic and administrative staff and Board of Directors, Creative Cauldron hires professional actors (both Equity and non-Equity), musicians, stage managers, designers for all of our productions. We also hire additional professional teaching artists for our educational programs, and counselors for our summer camps. Guest artists for our Summer Series are paid a percentage of the net sales, and our curators for the "Passport to the World" series are also paid on contract.

12. What are the top three priorities of your organization for the next three years? What is your strategic plan to achieve those objectives? Describe your long-range planning process. Strategic or Long-term Plan please summarize it in one paragraph. What time period does the plan cover? (3500 character limit) * :

In April 2015, Creative Cauldron's Board of Directors completed a five-year strategic plan covering seasonal operations through 2020. At bi-monthly Board Meetings, this plan is reviewed and updated, making it a living document able to adapt to the needs of the organization as a whole. Creative Cauldron's plan identifies five broad strategic goals: (1) Continue to offer programs that are mission driven and audience targeted. (2) Expand our base of support and visibility locally and regionally. (3) Grow our budget in a sustainable and balanced way. (4) Develop and support the Board of Directors that utilizes their talents and contributions at an optimal level. (5) Develop an organizational structure and staff that will support growth in programming going forward. Strategies and actions steps to implement over the duration of the planning period accompany each of these goals.

Drawing from this detailed plan, our top three priorities for the next three years can be articulated as follows:

1) Increase Creative Cauldron's Financial Stability

Creative Cauldron has maintained a fiscal surplus in all but two of the past 15 years of operation, showing an amazing resiliency and ability to manage income and expenses from year to year. Without a significant cash reserve fund or endowment, the organization remains vulnerable to economic downturns or unforeseen crises. While cash flow has been more predictable in the past, there is still a need to generate contributed income earlier in the year. We are fast approaching the end of our 10 year lease at ArtSpace Falls Church and do not as yet have an agreement for a favorable term for an on-going lease of our space. We have recently transitioned our accounting to an accrual based system to more accurately reflect our income and expenses. We will complete our first audit this year. For these reasons we are implementing the following strategies:

- Establish a reserve fund that will cover at least four months of expenses -- (by 2019)
- Establish a more predictable cash flow with the implementation of a monthly giving plan (30% of income by 2019)
- Secure a permanent home for Creative Cauldron (by June of 2019)

2) Continue to expand Creative Cauldron's Visibility in the Community through increased Marketing and Fundraising Initiatives

Creative Cauldron plans to implement the following strategies to achieve this goal:

- Create or implement a database of donor profiles to more efficiently solicit and track donations (in progress)
- Develop a group sales strategy to increase ticket revenue and audiences for performances (in progress)
- Develop Creative Cauldron's royalty arm to leverage its original works and expand the brand in the theatrical community (in progress)

3) Develop an Organizational Structure that will support our programming growth. Specific areas that will be addressed will be House Management, Technical Director/Operator, and the Producing Director. These Assistant to the Producing Director was hired a year ago and other positions will be phased in as our budget grows. We will also seek a grants writer of foundation and government grants. Within five years we hope to transition to a dual leadership model with a Managing Director and Artistic Director.

13. How do you evaluate your success in meeting your goals (by # of participants, ticket sales, testimonials, reviews)? How do you evaluate your programs (interviews, questionnaire, focus groups)? (3000 character limit) * :

Creative Cauldron evaluates the artistic quality of our programming through our critical reviews of productions, social media coverage, award nominations, audience survey feedback, and retain and grow regular patrons or program participants. Our Education Committee conducts online surveys for our parents who have children enrolled in our Learning Theater program for detailed feedback and suggestions for future programming. We also collect testimonials from patrons who become donors each year during our bi-annual fundraising campaigns, and success via the growth of our individual donor base.

Creative Cauldron also measures success through ticket sales (both in terms of number of tickets sold and revenue generated) and enrollment figures. We strive to see at least 1,200 tickets for each major production and 80% capacity for all of our educational programs.

We also measure success in terms of organizational capacity, continually reviewing the outcomes of our marketing and development efforts. For ticket sales, we evaluate which our most successful in meeting our goals by often including questionnaires that patrons are required to complete when purchasing tickets online. These questionnaires collect data from patrons who have heard about us and how often they attend our theater. This allows us to expand on successful outreach/marketing efforts and discontinue unsuccessful ones as well as evaluating and converting first time patrons into regular attendees and supporters.

Additionally, our ticketing system captures the billing addresses of each patron. After each production we report the percentages of our audiences that come from different zip code areas and beyond. This allows us to understand where our marketing efforts are being successfully implemented and what local areas we are not reaching.

Creative Cauldron currently utilizes several ticketing tiers allowing for a range of prices for each performance. With special ticketing codes we are able to directly relate several individual sales to very specific sources. For example, when we place an advertisement in the Falls Church News-Press we always offer a ticket discount with the code FCNP. We can then determine the sources of individual sales beyond the questionnaires. We are also able to evaluate the most popular price points for different productions, which productions appeal more to seniors (determined from an above average number of senior tickets sold) or similarly with students, adults, or groups.

14. How is your Board of Directors involved in fundraising? What is your organization's percentage of and/or policy regarding board giving? (1500 character limit) * :

Our board is actively involved in fundraising and has adopted a \$1,000 personal pledge goal for each Director. Directors are asked to make a contribution at whatever level they are able to. We are also asked to solicit gifts from others to achieve and/or exceed this goal. The Development Committee works with the Marketing and Development Manager to set individual and corporate goals for the organization each year. Directors participate in fundraising and special events and help the Marketing and Development Manager identify corporate sponsors for the organization. They provide in-kind professional services or make in-kind donations. All of Creative Cauldron's Board of Directors meet the \$1,000 give and/or get pledge and several contribute more. At the end of the next fiscal year, the Board plans to identify and solicit major gifts (\$500 or greater) from at least eight new donors. In addition, we plan to expand the number of Directors by two, to increase our fundraising reach and success in the community. A planned giving program was included in our five year strategic plan, but implementation was delayed due to the launch of the new management system which came on-line in January. The Development Committee will work with our Marketing and Development Manager on launching this program, as soon as we have the infrastructure in place to do it successfully.

15. Describe your organization's financial management structure. Who is involved in the day to day financial decision making? How does your organization create and approve year-end budget? (1500 character limit) * :

Day-to-day financial decision-making and financial tracking are the responsibility of the Producing Director and the Marketing and Development manager with oversight from the Board Executive Committee. The Board Executive Committee (comprised of the President, Vice President, Secretary and Treasurer) reviews monthly financial statements prepared by the Producing Director with final approval from the Treasurer. The Executive Committee also receives updated income and expense projections from the Producing Director on a quarterly basis. This information is available to all Directors through email for review at bi-monthly meetings. The Producing Director, working with the Marketing and Development Manager and the Business Manager, prepares a preliminary operating budget draft for the following year sometime in May. The budget reflects detailed revenue models that are created for ticket sales, enrollment fees, and contributions. This draft is vetted by the Executive Committee during the summer and formally presented to the full Board in September of each year. A final calendar year budget is approved in October. In the event of unforeseen organization or programmatic changes occur during the fiscal year that might result in a significant change in revenue forecasts or expenses, the Producing Director alerts the Board members at their monthly meeting and proposes solutions that will keep the organization fiscally balanced for the year.

Programs and Activities

Describe the organizations programming and service area including, name and number of activities, audience served, number of participants, and geographic area of the activity. If rows, you may attach a spreadsheet as a supplemental material. :

Date of Program/Activity (From (m/d/yy) - To (m/d/yy))	Activity Type (e.g. class, workshop, rehearsal, performance, etc.)	Duration of Program/Activity (No of classes, no. of sessions, no. of hours/days/weeks)	Expected Number of Public Participants (Attendees/Audiences)	Expected Number of Participating Professionals/Volunteers (teachers, students, staff, consultants and technicians)	Targeted Audience Description (e.g. school students, seniors, artists)	Free or Fee-based Activity	Venue Name	Venue Capacity	Venue City
1. 7/5/17 - 9/2/17 3/26/18 - 3/30/18	Arts Adventure Camps in the Performing & Visual Arts	6 sessions varying in length (1 week, 2 weeks, 3 weeks) 5 days per week, 32.5 hours per week	240 Attendees 540 Audience for final performances	15	elementary & middle school students	Fee based activity	ArtSpace Falls Church	45 for camps	Falls Church
2. 7/7/17 - 9/23/17	Summer Cabarets with Professional Artists	20 performances	1,500	60	adults, seniors	Fee based activity	ArtSpace Falls Church	92	Falls Church
3. 9/9/17 - 11/2/17	Fall Learning Theater Ensemble Workshop	14 workshops 2-3 hrs in duration leading to 15 performance run	25	10	elementary & middle school students	Fee based	ArtSpace Falls Church	25 for workshop	Falls Church
4. 9/9/17 - 10/30/17	Fall Learning Theater Studio & Creative Drama Classes	3 sessions 8 weeks in duration 1 hour classes	35	3	elementary & middle school students	Fee based	ArtSpace Falls Church	15 per workshop	Falls Church
5. 9/11/17 - 11/17/17	Fall Acting & Improv, Creative Drama Off-Site	3 sessions 8 weeks in duration 1 hour classes	30	3	elementary school students	Fee based	Westbrier and Sleepy Hollow Elementary Schools	15 per workshop	Vienna and Falls Church
6. 9/12/17 - 11/15/17	Fall Drawing & Theatrical Design classes	2 sessions 8 weeks in duration 1 hour classes	20	1	elementary and middle school students	Fee based	ArtSpace Falls Church	10 per workshop	Falls Church
7. 10/6/17 - 10/30/17	Professional Theater Fall Production "Disenchanted"	20 performances	1,500	15	adults, teens, seniors	Fee based	ArtSpace Falls Church	1,840	Falls Church
8. 11/3/17 - 11/19/17	Learning Theater Fall Production "Little Princess Sarah Crewe"	15 performances	1,242	10	elementary and middle school students, adults, seniors	Fee based	ArtSpace Falls Church	1,380	Falls Church
9. 11/11/17 - 11/30/17	Holiday Learning Theater Ensemble Workshop	14 workshops 2-3 hours in duration leading to 17 performance run	15	8	elementary and middle school students	Fee based	ArtSpace Falls Church	15 per workshop	Falls Church
10. 12/1/17 - 12/23/17	Holiday Production "Madeline's Christmas"	17 performances	1,407	8	elementary and middle school students, adults, seniors	Fee based	ArtSpace Falls Church	1,564	Falls Church

11. 1/6/18 - 1/28/18	Passport to the World Concert Series	12 performances	883	60	teens, adults, seniors,	Fee based	ArtSpace Falls Church	1,104	Falls Church
12. 1/13/18 - 3/8/18	Winter Learning Theater Ensemble Snow Queen	14 workshops 2-3 hours in duration leading to 15 performance run	25	10	elementary and middle school students	Fee based	ArtSpace Falls Church	25 for workshop	Falls Church
13. 1/8/18 - 3/12/18	Winter Learning Theater Studio & Creative Drama classes	3 sessions 8 weeks in duration 1 hour classes	35	3	elementary and middle school students	Fee based	ArtSpace Falls Church	15 per workshop	Falls Church
14. 1/18/18 - 4/18/18 Dates TBD	Winter Acting & Improv, Creative Drama Off-site	3 sessions 8 weeks in duration 1 hour classes	30	3	elementary school students	Fee based	Westbrier and Sleepy Hollow Elementary Schools	15 per workshop	Vienna and Falls Church
15. 1/18/18 - 4/18/18	Winter Drawing & Theatrical Design classes	2 sessions 8 weeks in duration 1 hour classes	20	1	elementary and middle school students	Fee based	ArtSpace Falls Church	10 per workshop	Falls Church
16. 2/8/18 - 3/4/18	Professional Production "Dinah Was"	20 Performances	1,500	20	teens, adults, seniors	Fee based	ArtSpace Falls Church	1,840	Falls Church
17. 3/9/18 - 3/15/18	Learn Theater Spring Production "The Snow Queen"	5 performances	1,242	10	elementary and middle school students, adults, seniors	Fee based	ArtSpace Falls Church	1,380	Falls Church
18. 3/12/18 - 5/23/18	Musical Theater Workshop for Teens	40 hours leading to 20 performance run of Beauty & Beast	15	15	teens	Fee based	ArtSpace Falls Church	15 per workshop	Falls Church
19. 3/19 - 5/19/18	Spring Learning Theater Studio & Creative Drama Classes	3 sessions 7 weeks in duration 1 hour classes	35	3	elementary and middle school students	Fee based	ArtSpace Falls Church	15 per workshop	Falls Church
20. Dates TBD	Spring Acting & Improv, Creative Drama Off-site	3 sessions 8 weeks in duration 1 hour classes	30	3	elementary school students	Fee based	Westbrier and Sleepy Hollow Elementary	15 per workshop	Vienna and Falls Church
21. 3/14/18 - 5/9/18	Spring Drawing & Theatrical Design classes	2 sessions 8 weeks in duration 1 hour classes	20	1	elementary and middle school	Fee based	ArtSpace Falls Church	10 per workshop	Falls Church
22. 4/12/18 - 5/6/18	Bold New Works Musical Professional Premiere "The Witches"	20 performances	1,500	15	teens, adults, seniors	Fee based	ArtSpace Falls Church	1,840	Falls Church
23. 5/24/18 - 6/17/18	Professional Production "Beauty and the Beast"	20 Performances	1,500	20	elementary, middle, high school, adults, seniors	Fee based	ArtSpace Falls Church	1,840	Falls Church
24. Dates TBD	World of Stories Touring Performances	3-5 performances annually	3,000	7	elementary school students	Fee based	Off-site locations at elementary schools TBD	n/a	Fairfax County locations TBD
25. Dates TBD	Monthly Exhibit	9	450	60	adults,	Free	ArtSpace	60 for	Falls

	Openings & Artist Receptions				seniors		Falls Church	gallery	Church
26.									

Budget

Outline real expenses for the most recently completed fiscal year, the approved budget for this fiscal year, actual income and expenses through January 31, 2017, and estimate net forward Ending Balance from prior fiscal year (Deficit or Surplus). Arts divisions/programs within a larger nonprofit 501(c)(3) organization should enter only arts specific budget information down to the nearest \$10.

Method of accounting * :

Accrual

Fiscal year covering the period from * :

January 1, 2016 - December 31, 2016

Expense Table :

Expenses	A. Most Recently Completed Year	B. Current Fiscal Year Approved Budget	C. Current Fiscal Year Actual Expenses	D. Next Fiscal Year
Personnel				
1. Administrative staff salary & benefits	\$83,450.00	\$98,650.00	\$6,090.00	\$103,580.00
2. Artistic staff salary & benefits	\$229,910.00	\$240,320.00	\$12,320.00	\$247,530.00
3. Technical/Production staff salary & benefits	\$19,080.00	\$19,910.00	\$1,060.00	\$20,900.00
4. Contract: artistic	\$54,800.00	\$46,000.00	\$9,930.00	\$48,300.00
5. Contract: other	\$960.00	\$1,200.00	\$0.00	\$0.00
6. Sub-total Personnel	388200	\$406,080.00	29400	\$420,310.00
Operational				
7. Rental: rehearsal & performance	\$76,270.00	\$76,410.00	\$4,820.00	\$78,700.00
8. Advertising & Promotions	\$44,560.00	\$46,800.00	\$3,010.00	\$48,000.00
9. Operations & Administration	\$30,620.00	\$31,100.00	\$2,140.00	\$32,655.00
10. Programs, Production, Exhibits	\$44,080.00	\$43,700.00	\$1,890.00	\$45,880.00
11. Fundraising	\$6,480.00	\$8,500.00	\$50.00	\$9,000.00
12. Loans and Debt retirement	\$1,590.00	\$588.00	\$0.00	\$500.00
13. Other - Depreciation	\$10,970.00	\$9,480.00	\$870.00	\$9,000.00
14. Other	\$0.00	\$0.00	\$0.00	\$0.00
15. Sub-total Operational	214570	\$216,578.00	\$12,780.00	\$223,735.00
16. Total Expenses	602770	622658	42180	644045
17. Annual Surplus (Deficit)	(\$11,260.00)	\$1,290.00	\$5,600.00	\$7,455.00
18. Accumulated Surplus (Deficit)	\$27,015.00	\$28,305.00	\$32,615.00	\$35,760.00

Revenue Table :

Revenues	A. Most Recently Completed Fiscal Year	B. Current Fiscal Year Approved Budget	C. Current Fiscal Year Actual Income	D. Next Fiscal Year	Notes
Earned Income					
1. Tickets/Admissions	\$156,510.00	\$185,000.00	\$15,530.00	\$194,250.00	Increase in next year re

					performance
2.Memberships	\$0.00	\$0.00	\$0.00	\$0.00	
3.Contract Services	\$0.00	\$0.00	\$0.00	\$0.00	
4.Performance Fees	\$0.00	\$0.00	\$0.00	\$0.00	
5.Tuition/Class/Workshop Fees	\$209,740.00	\$218,500.00	\$26,090.00	\$225,000.00	Increase in I reflects new programs
6.Product Sales & concessions	\$17,870.00	\$23,000.00	\$2,270.00	\$25,000.00	
7.Special Events	\$0.00	\$0.00	\$0.00	\$0.00	
8.Other	\$0.00	\$0.00	\$0.00	\$0.00	
9.Other	\$0.00	\$0.00	\$0.00	\$0.00	
10.Other	\$0.00	\$0.00	\$0.00	\$0.00	
11.Sub-total Earned	384120	426500	43890	444250	
Contributed/Unearned					
12.Individuals	\$65,340.00	\$75,000.00	\$2,740.00	\$80,000.00	
13.Corporations	\$28,890.00	\$15,500.00	\$600.00	\$16,500.00	Season Spo Sponsors
14.Foundations	\$8,680.00	\$15,000.00	\$550.00	\$15,000.00	Northern VA Meserve Ch Blank Founc family found
15.Federal	\$0.00	\$0.00	\$0.00	\$0.00	
16.State (VCA and/or Line Item)	\$18,050.00	\$17,500.00	\$0.00	\$19,000.00	
17.Local (Arts Council or other)	\$66,990.00	\$48,000.00	\$0.00	\$50,000.00	ACFC Gen C plus CATCH Grants
18.Interest & Investment Income	\$10.00	\$0.00	\$0.00	\$0.00	
19.In-Kind (must also show as an expense)	\$9,190.00	\$9,750.00	\$0.00	\$9,750.00	
20.Other- Special Event	\$10,240.00	\$16,700.00	\$0.00	\$17,000.00	
21.Other	\$0.00	\$0.00	\$0.00	\$0.00	
22.Sub-total Contributed/Unearned	\$207,390.00	197450	3890	207250	
23.Total Revenues	591510	\$623,950.00	47780	651500	

The Budget Narrative is a required form and should be used to explain all elements of your budget, particularly any unusual or atypical income or expenses. Explain any substantial increases or decreases in your budget. Have you applied for State Funding through Virginia Commission for the Arts? Identify in-kind goods and services in both expenses and revenue. Overview. FY2016 switched from cash to accrual based accounting which impact end of year financial statements. EXPENSES PERSONNEL ADMINISTRATIVE Salaries - In FY 17 number of part time hours for the Asst. to the Producing Director from 20 to 25, and increased the Marketing & Development Manager salary to more of an industry standard. FY2018 3% raise for admin employees and additional hours for bar/concessions manager warranted by added performances. ARTISTIC Salaries - FY 17 includes a 3% raise for permanent service and increased number of actors hired for the season. FY18 assumes hiring of stage manager on season contract. TECHNICAL PRODUCTION Salaries -FY 18 shows slight increases in our concert and cabaret series from previous year. CONTRACT ARTISTIC -- increased number of performances by guest artists (i.e. Passport to the World and St. EXPENSES - OPERATIONAL RENTAL - A 3% annual increase built into our lease for ArtSpace Falls Church ADVERTISING/PROMOTIONAL - Modest increases in FY 17 and FY18 more digital media and belief that this will translate to increased ticket sales. Corporate In Kind costs for our Falls Church News Press ads are applied to this area. OPERATIONS/ADMINISTRATIVE - FY 17 and FY18 increases reflect costs related to increase in ticket sales. (ie. service fees, printing, etc.) PROGRAM/PRODUCTIONS/EXHIBITS - Costs for royalties, sets, costumes, and related expenditures should stay fairly flat in the next two fiscal years, but we project a slight increase in costs for bar/concessions that corresponds to increased patrons. FUNDRAISING - FY 17 and FY 18 reflects increase in direct mail costs for solicitations as we expand our donor base. LOAN/DEBT RETIREMENT - We are still carrying a small loan amount (13K) for the purchase of the building. This amount will be paid off by FY18. CAPITAL EXPENDITURES - We are still carrying a small loan amount (13K) for the purchase of the building. This amount will be paid off by FY18. DEPRECIATION - We are still carrying a small loan amount (13K) for the purchase of the building. This amount will be paid off by FY18. SUPPLIES - We are still carrying a small loan amount (13K) for the purchase of the building. This amount will be paid off by FY18.

with our build out. This debt will be retired in 2019. DEPRECIATION - Decrease in FY 17 reflects end of depreciation for computers and small equipment. SURPLUS/DEFICIT - After applied we carried a small deficit in FY16 which was covered by surpluses from the previous year. We have evaluated expenditures more closely and anticipate that we will carry a FY18. REVENUES EARNED TICKETS & ADMISSIONS- Our increases in both FY17 and FY18 reflects steady trend of 14% audience growth each year for the past six years. We are growth for FY17, but there are additional revenues factored. We've replaced our June LT production with a professional production of The Wizard of Oz. Ticket prices will be slightly advertising income is also included in this area and are anticipating increased revenues. FY18 is modestly budgeted at a 5% increase. TUITION CLASS/WORKSHOP FEES - In FY program enrollments from previous year plus revenue from a new musical theater training program. FY18 plans for a modest increase in enrollment fees. PRODUCT SALES/CONC Revenue projections correspond to our projected increase in patrons. We also anticipate beginning to see a small revenue from licensing our "Bold New Works" productions. REVENUE INDIVIDUALS - FY 16 figures for individual contributions are impacted by our switch from cash based accounting to accrual. We have close to 16K in deferred "Bold New Works" on balance sheet that will be realized on the FY17 P&L. For FY18 our board has set a goal to identify at least 8 new major donors (\$500 or more) and expand our board of directors by CORPORATIONS - FY 17 and FY18 revenues will decrease due to the loss of grants from the non-profit corporation Falls Church Arts. FCA has secured their own permanent home limited role at CC. FOUNDATIONS - We are reaching out to three new foundations with proposals in FY17 & 18. STATE -- no major change LOCAL GOVERNMENT- Switch from Cash Accrual inflates our FY16 numbers, because the full award amount of General Operating Grants from ACFC and the Little City CATCH foundation were booked, instead of just cash resolved in FY17 budget. FY18 project only slight increase. SPECIAL EVENTS - Increase in FY16 revenue comes from two added special events surrounding production openings and "Kaleidoscope."

Support Material

Uploads

Each applicant has only 100 MB space for uploaded files.

Submission of Required Documents, Work Samples and Supplemental Materials is mandatory. Work Samples and Supplemental Materials should describe recent (within the last 12 months) You may provide links to images, audio clips and/or online video (1280x720 resolution) samples. You can submit up to 3 Work Samples and 5 Supplemental materials. Documents of programs, brochures, catalogs, study guides, posters, newsletters, other promotional materials, newspaper reviews, articles, testimonials, letters of support, and awards. Online to a maximum running time of five minutes. As you plan your uploads, please consider the limitations of the system for the number of files, formats, and file size for uploads below.

Type of Sample	File Format	Min #	Max #	Max File Size	Notes
Images	JPEG	0	8	25 MB	Total of all images should not exceed 25 MB
Videos	Mov or MPEG	0	8	250MB	Do not Upload videos(Links accepted in document upload)
Documents	MS Word or PDF	7	12	25MB	Total of all docs should not exceed 25 MB
Audios	WAV, MP3	0	8	25MB	Total of all audio files should not exceed 25 MB

If your supplemental materials exceed the Maximum File Size please submit a link of the documents. **Links** to these accepted file types may be submitted: jpg, jpeg, gif, bmp, png, mov, mp4, mpg, rm, wmv, doc, docx, txt, xls, xlsx, ppt, pptx, pdf, aac, mid, midi, mp3, mpa, ra, wav, wma, eps

Required Documents:

1. IRS Letter of Determination for your organization and/or your parent organization
2. Most recent IRS 990 submission (do not include schedules)
3. List of Board of Directors that includes profession, work address, and place of residence. Please highlight members who work or live in Fairfax County.
4. Bios for each person named on the "List of Key Board Members and Staff"
5. Treasurer's Report or Audit for most recently completed fiscal year. An audit required if applicant's expenses exceed \$600,000.
6. Fiscal Year to date budget
7. Cover sheet for supplemental materials and work samples including links to online media

Submit required documents in **PDF** format. Name the file as TR/A/Budget/ILD/990_Organization Name. Please do not use blank spaces in file names. Then click Upload button, a text box including: **Title, Description and Choose File**. Choose the file you want to upload, enter the name of the file in the **Title box** (using the above Name format).

Work Samples:

Applicants are required to submit samples of their work. The samples should reflect the highest professional standards in the quality of artwork documented and in the manner in which it is presented. The panel's judgment of artistic merit will be based upon the quality of the work submitted.

A description of each work should include the applicant's name, the work's name, as well as date of creation and date of performance/publication if appropriate. Due to the number of entries received, the panel will review a **maximum of five minutes** of recorded material per applicant.

Film clips should be submitted in a platform-independent player format or in QuickTime at a **1920x1080 pixels resolution (1080p/24)** with the file suffix labeled as .MPEG or mov. Each media entry to a maximum running time of **five minutes**.

Submit **up to three** recent examples of original work not to exceed a **total of five minutes** multimedia format.

- Samples may be excerpts or complete works.

- you are strongly encouraged to submit work produced in the **last two years**.
- **Copy** the links of your video examples in to a **PDF file**, each in a different line. Include the applicant's name, title of work and date of completion, as well as a brief description of applicant's role in the development and execution of the work.
- Name the file (**Work-Sample-01_ Organization Name**). **Please do not include blank spaces in the file name.**
- Click **Upload** button, a box appears including: **Title, Description and Choose File**. Choose the file you want to upload, Enter the name of the file in the **Title box** (using the at then add to the **Description box** a short description of the work sample.

Supplemental Materials:

Submit **up to five** Supplemental Materials that describe recent activities (within the last two years). Supplemental materials could include, but are not limited to programs, brochure newsletters, other promotional materials, newspaper reviews, articles, testimonials, letters of support, or awards.

Name each submission with SM_ First Name- Last Name_01. *For example, label the first submission SM_ Organization Name _01; the next submission SM_ Organization Name _* include blank spaces in the file name.

Click **Upload** button, a box appears including: **Title, Description and Choose File**. Choose the file you want to upload, enter the name of the file in the **Title box** (using the above add to the **Description box** a short description about the file you upload

- :
IRS Letter of Determination for your organization and/or your parent organization * : ✓ uploaded
- Most recent IRS 990/990-N/99-EZ submission (do not include schedules) * : ✓ uploaded
- List of Board of Directors ✓ uploaded
Including profession, work address, place of residence
(Please highlight members who work or live in Fairfax County.) * :
- Treasurer's Report or Audit for most recently completed fiscal year. An audit is required for organizations with expenses over \$600,000. * : ✓ uploaded
- Fiscal Year to date budget * : ✓ uploaded
- Bios for each Key Board Member and Staff * : ✓ uploaded
- Cover sheet for supplemental materials and work samples with links * : ✓ uploaded
- Supplemental materials * : ✓ uploaded
- Work Samples * : ✓ uploaded

Submission

We the undersigned attest to the accuracy of the information in this application and we will comply with all requirements as described in the *Operating Support Grant* Guidelines and Conditions:

Duration of a Grant

All activities supported by *Operating Support Grant Program* grants shall take place within the fiscal year for which the grant is awarded between July 1, 2017 and June 30, 2018.

Organizational Eligibility

Grant recipients must continue to meet all *Operating Support Grant Program* eligibility requirements during the grant period. Grant recipients are required to notify the Arts Council Grants staff in writing of any major financial, leadership, or programmatic changes to their organization.

Amount of Grant

Operating Support Grant Program grants range from \$500 to \$50,000. An organization can request no more than 15% of their actual expenses as described on the Budget Form for completed fiscal year. Applicants may be granted an amount less than requested.

Addendum

If there are substantial changes in the organization's programming, staffing, and/or funding after the application has been submitted, the organization may submit a one page addendum describing accomplishments and/or challenges and how this effects the application. The addendum may be submitted during the time after the application deadline until 2 weeks before the period).

Matching Requirement

Matching Requirement

Every *Operating Support Grant Program* requires a two to one match by the applicant. See grant guidelines, for more information on the cost share requirements.

Use of Funds

Operating Support Grant Program grants may be used for a broad range of activities. Grant funds may not be used for fundraising activities, such as capital campaigns or endowm construction or renovation projects, political advocacy costs, activities not open to the general public, debt retirement, pre-grant costs, proselytizing, promoting one any one faith ov that would be inappropriate for a diverse, multicultural and multigenerational audience. All listed expenses must be incurred during the grant period.

Acknowledgement of Arts Council Funding

The Arts Council of Fairfax County requires acknowledgement of the Arts Council's support for all public programs and services. Credit the Arts Council as a donor on all printed ma the Arts Council logo and the statement, "This program is funded in part by the Arts Council of Fairfax County." Grant recipients are required to send copies to the Arts Council of al distributed to the public.

To announce this grant to the public, follow the guidelines in the Grantee Communications kit on the Arts Council website.

Announcement of Award

No information about the status of an application will be released until all applications have been reviewed and all negotiations are concluded. The Arts Council will notify applicants June, 2017.

Payment and Reporting Procedures

Grants recipients will receive 60% of the award amount at the time of the grant announcement. Grantees are required to submit a final report at the end of the grant period (due A approval of the final report, the remaining 40% of the award amount will be disbursed to the grant recipient. The final report is to be submitted on line including copies of all materia public such as catalogues, programs, brochures, flyers, press releases, and other publicity materials. The materials may be scanned and attached to the final report or sent to the end of the grant period.

Record Keeping

Grantee shall maintain an accurate record of the grant received and all expenses incurred under this grant, and retain such books and records for at least four years after completi grant.

Cancellation

The Arts Council reserves the right, in its sole discretion, to discontinue funding if it is not satisfied with the progress of the grant or the content of any required written report. In the discontinuation or at the close of the grant period, any unexpended funds shall immediately be returned to the Arts Council, except where the Arts Council has agreed in writing to e unused funds.

Mandatory Participation in Research

During the grant period, the Arts Council may request grantees participate in local, regional, or national arts studies. The studies may be related to, but are not limited to: audience management, or facility usage and planning. Grantees are required to assist the Arts Council by completing these studies.

Advocacy Requirements

Grantees are required to write a note to both the Chairman of the Board of Supervisors and the Supervisor for your organization's magisterial district (if applicable) thanking them fr grant funds. The letters should provide information about how the grant funds were used to support your organization, and the community impact. Grantees should also invite their the funded programs.

We agree with the above terms and conditions. * check

:

First Name *	:	Laura
Last Name *	:	Connors Hull
Chief Administrator Title *	:	Producing Director
First Name *	:	Gina
Last Name *	:	Caceci
Board Member Title *	:	President
Date of Submission *	:	02/15/2017
