



**ARTSFAIRFAX**

**FY20 Organizational and Professional  
Development Grant Workshop**

**31 July 2019**

# Agenda

- Introduction
- Purpose and Goals
- New and Different for FY20
- Eligibility
- Grant Restrictions
- Description and Sample Projects
- Resources
- Required and Supplemental Materials
- Review Process and Role of **ARTSFAIRFAX** Staff
- Evaluation Criteria
- Helpful Hints from previous reviews
- Terms and Conditions of a Grant
- Appeals Process
- Timeline and submitting your application

# Introduction

**ARTSFAIRFAX** is a 501-c-3 organization designated as Fairfax County's local arts agency. **ARTSFAIRFAX** creates and nurtures an environment in which the arts and artists can flourish, and is designated as Fairfax County's local arts agency. Through partnerships with schools, individual artists, arts organizations, and other cultural and community groups, **ARTSFAIRFAX** promotes and encourages excellence in the arts by initiating and supporting programs, activities, and policies that inspire, nurture, and reflect the cultural diversity of Fairfax County.

# ARTSFAIRFAX Grant Programs

- **ARTSFAIRFAX** distributes more than \$500,000 annually in the county funds through competitive grants to arts organizations and artists of all disciplines
- There are currently 5 grant programs:
  - Project Support Grant
  - Operating Support Grant
  - Organizational and Professional Development Grant
  - Artist Grant
  - Fast Track Grant
- Eligible organizations may apply for all 4 organizational grant opportunities.

# Purpose

The purpose of Organizational Professional Development Grants Program is to create healthy, successful and resilient arts organizations. This program is designed to both help sustain arts organizations and get them to the next level of operational, programmatic, and financial maturity. These are capacity building grants to strengthen management practices of eligible nonprofit arts organizations in Fairfax County, the City of Fairfax, and the City of Falls Church.

# Goals

Through the Organizational Professional Development Grant Program, **ARTSFAIRFAX** seeks:

- To create greater organizational capacity to anticipate, prepare and adapt so that organizations can deliver and fulfill their missions;
- To help organizations grow and be more resilient by addressing their training, planning, management and other needs to better serve Fairfax County residents;;
- To be a catalyst for increased private sector support for arts organizations through leveraged public funding;
- To encourage wide participation in the arts through diverse cultural programming available to all residents of Fairfax County.

# Grant program description

Organizational Professional Development Grants are non-recurring grants for eligible nonprofit arts organizations, both established and developing, in Fairfax County, the City of Fairfax, and the City of Falls Church.

There are two categories within the Organizational Professional Development Grants.

**Category 1:** (grant amount ranges from \$1,000 - \$5,000)

addresses such activities as, but is not limited to, conference fees and expenses,

- Staff and board training;
- consultant services for strategic planning and strategic plan implementation;

## Category 1 continued

- financial management;
- program evaluation consultation;
- communications, marketing and rebranding;
- infrastructure/equipment needed to support activities to meet audience or other operational or programmatic needs;
- facilitation of a board retreat;
- upgraded technology including new computers and software.

## **Category 2: Next Step Grant ( One grant of up to- \$25,000)**

New this year—a pilot grant designed to be more intensive and tackle major issues. It provides technical assistance and funding to carry out a transformative capacity building project by providing consultant support before, during, and after the project. It requires a substantial commitment from both staff and board of the selected organization.

Unlike a Category 1 grant, Next Step requires an organization to submit a Letter of Intent before applying. Once accepted, then applicants will have access to the Next Step application. Activities in this category include but are not limited to the following;

- Planning (strategic planning, fundraising plans, communications, growth opportunity, or business planning)
- Board Development (Board Training, Governance Structure, Board Engagement Strategies)
- Feasibility Studies

## Next Step Grant Activities cont.

- Marketing (plans or campaigns)
- Strategic Relationships (mergers, partnerships)
- Internal Operations (Financial management, websites)

## Next Step Grant Project Budget

The grant of up to \$25,000 is intended to include funding for consulting support, overhead and project costs. The selected consulting firm will guide the selected organization through a readiness assessment, and then collaborate with the selected organization on determining the final project's budget, size, and scope. The final budget will be approved by **ARTSFAIRFAX** staff. This grant does not require a match, but given the organizational investment in and scope of the project, an organization may want to raise additional funding for project implementation.



## OUR MISSION AND VISION

Capacity Partners guides nonprofit leaders to achieve transformative results by blending best practices with original thinking. We share our clients' vision of vibrant nonprofits building a thriving community for all.

## OUR VALUES

- **Integrity**

We act in the best interest of our clients, speak truthfully, and make rock-solid commitments.

- **Collaboration**

We work collaboratively with clients as a pathway to enduring results.

- **Innovation**

We believe that by blending original thought with best practices, fresh solutions will emerge.

- **Growth**

We believe in each person's capacity for ongoing learning and actively encourage our own team's growth and that of our clients' leaders, staff, and volunteers.



### STRATEGIC PLANNING

- Strategic Planning
- One-Day Retreats
- Organizational Assessment
- Implementation Planning
- Meeting Facilitation



### FUNDRAISING

- Capital Campaigns
- Feasibility Studies
- Major gifts and wealth screening
- Special events and grant writing
- Comprehensive development planning



### BOARD DEVELOPMENT

- Board Training
- Governance Structure
- Board Engagement Strategies
- Board Assessments
- Counsel for Board Chairs



### MANAGEMENT CONSULTING

- Leadership Coaching
- Operational Analysis
- Executive Search
- Market Studies
- Nonprofit Management

## CLIENTS

### ARTS & CULTURE

- American-Russian Cultural Cooperation Foundation
- Annapolis Film Festival
- Arts for the Aging
- Avalon Theatre Project
- BlackRock Center for the Arts
- Dumbarton House Museum
- Historical Society of Frederick County
- Textile Museum

### OTHER CURRENT OR RECENT CLIENTS

- Appalachian Trail Conservancy
- Computer C.O.R.E.
- Chesapeake Montessori School
- Greater Washington Urban League
- Manna Food Center
- Literacy Council of Frederick County
- Washington Waldorf School
- Western Fairfax Christian Ministries
- Women's Equality Coalition



Find our full team bios at  
[www.capacitypartners.com/team](http://www.capacitypartners.com/team)

# Resources

See [artsfairfax.org](http://artsfairfax.org) for these resources:

- Organizational and Professional Development Grant Guidelines
- Organizational and Professional Development Grant Sample Application
- Organizational and Professional Development Grant Online Application Instructions
- Recent Recipients of Organizational and Professional Development Grants
- Audience Survey Template for Nonprofit Arts Organizations
- Grant Communications Kit and Branding Guide
- Submittable Help Desk 855-467-8264 x2 or x4

# Eligibility

All applicants must meet the following criteria to apply to the Organizational Professional Development Grant Program. Staff reviews all grant applications for eligibility prior to the panel review process.

1. An organization is eligible to apply to the Organizational Professional Development Grant Program if:

- It has as a core mission the creation, exhibition, presentation, production, or performance of and/or education in an arts discipline.
- It has regular activity in a minimum of four different months in the year or 120 days of the year.\

2. An organization must:

- Be in compliance with all local, state, and federal laws; and

# Eligibility cont'd

2. (cont) An organization must:

- Hold current or pending status under IRS code 501(c)(3); or
- Operate as a specifically defined arts division, or have its own arts program identity, within a larger nonprofit 501(c)(3) organization.

3. The organization or the division/program that is applying must have an address of record within the geographical boundaries of Fairfax County, the City of Fairfax, or the City of Falls Church and satisfy TWO of the following four criteria:

- Present at least 51% of public artistic activities within the geographical boundaries of Fairfax County, the City of Fairfax, or the City of Falls Church.

# Eligibility cont'd

## 3. (cont.)

- Have 51% of board of directors' members work or reside in Fairfax County, the City of Fairfax, or the City of Falls Church.
- Verify that 51% of attendees at performances, exhibits, events, and activities reside in Fairfax County, the City of Fairfax, or the City of Falls Church evidenced through acceptable statistical data including but not limited to: ticket analysis, subscription data, box office surveys, and audience surveys.

4. The applicant must have submitted all required final reports for any grant(s) received from ARTSFAIRFAX during the previous fiscal year.

5. An organization must have independently prepared financial statements such as an audit or a treasurer's report (audit required for organizations with expenses of \$600,000 and above).

# Eligibility cont'd

6. Organizations that receive line item funding from Fairfax County, George Mason University programs and divisions, and non-profit organizations and foundations that support county programs are only eligible to apply for Project Support grants, not Operating Support, Organizational and Professional Development, or Fast Track grants.

7. Next Step grant applicants must meet all the above criteria in addition to the following:

- Non-profit arts organizations with budgets of \$100,000-\$1,000,000 expenses based upon the most recently completed fiscal year budget;
- One or more full-time paid non-artistic staff member(s);
- A Letter of Intent briefly describing the project, the organization's challenge and desired project outcomes.

# Grant Restrictions

All Organizational Professional Development grants must:

- Support activities, programs, or projects occurring within Fairfax County, the City of Fairfax, or the City of Falls Church;
- Have qualified artistic or scholarly, administrative, and management leadership (either professional or volunteer) capable of completing any grant-supported activities, programs, or projects;
- Occur within the dates of July 1, 2019 and June 30, 2020.

# Grant Restrictions Cont'd

Organizational Professional Development grants **cannot be** used for:

- Fundraising activities, such as direct support of capital campaigns or endowment campaigns;
- Construction or renovation projects;
- Political advocacy costs;
- Activities not open to the general public;
- Debt retirement;
- Proselytizing, promoting any one faith over another.
- Events that would be inappropriate for a diverse, multicultural and multigenerational audience.

# Required Documents and Supplemental Materials

## Required documents –

- IRS Letter of Determination
- Treasurer's Report or Audit for most recently completed fiscal year
- Board List with addresses
- Required Tables
- Most Recent Fiscal Year Budget
- Resumes for key project staff
- Most recent IRS 990 (do not include schedules)
- Submit required documents in **PDF, DOC, DOCX, JPG, XLS, or XLSX** format. Name the file as TR/A/Budget/ILD/990\_Organization Name.

## Supplemental Materials -

- Submit up to 5 supplemental materials including marketing materials, strategic plans, proposals, estimates, contracts

# Review Process

A Letter of Intent (LOI) is required prior to access and submission of the Next Step Grant application. Staff and FY2020 selected consultant team will review the LOIs and then notify and invite selected applicants to submit a full proposal, which will be reviewed by a panel of arts professionals.

Following the grant application deadline, **ARTSFAIRFAX** staff confirms application eligibility and whether an application is complete. Staff may contact applicants for information needed to make an eligibility determination. If an application is determined to be ineligible, the application will be rejected without evaluation. Incomplete applications are subject to rejection without evaluation. If an application is rejected, the applicant will be notified by e-mail.

# Review Process continued

All eligible applications for the Organizational and Professional Development Grant Program are evaluated by panel review. Panelists are arts professionals with a particular knowledge or expertise of the segments of the arts community that are eligible to apply to the **ARTSFAIRFAX** for funding. Panel Meetings are open to the public and applicants will be notified of the schedule for the panel meeting and are encouraged to attend. We will continue to offer the correction form for those organizations in attendance.

**ARTSFAIRFAX** Board of Directors makes the final funding decisions on the basis of the evaluations by the panels and the overall goals of the Organizational Professional Development Grant Program and of **ARTSFAIRFAX**.

# Role of **ARTSFAIRFAX** staff

- Advises on possible projects and follows up from Organizational and Professional Development review
- Recruits and assign panelists
- Checks applications for eligibility and completeness
- Compiles panelists scores
- Takes notes at panel and provides feedback upon request
- Develops preliminary funding scenarios
- Provides technical assistance on the online grant portal, Submittable, to applicants and panelists

# Role of Consultant—Capacity Partners

- Provide consulting services focusing on one or more of these categories: strategic planning, marketing, fundraising, capital campaigns, board development, feasibility studies or administrative functions.
- Participate in the Letter of Intent and application review process.
- Identify the appropriate Capacity Partners consultant(s) to work with the selected grantee.
- Once a grantee is selected, conduct an organizational and readiness assessment, establish the scope of work, and conduct the project within the stated budget and timeline.
- Check in and provide a two-hour coaching session for the selected grantee six months after project completion

# Evaluations Criteria

Advisory Review Panels usually comprised of 3-5 individuals who have no conflict of interest, will review and evaluate each eligible application on its own merit. **ARTSFAIRFAX** selects panel members for their diverse backgrounds, expertise in a particular arts discipline, and knowledge of the community. Panelists will evaluate each grant request based on the criteria below:

1. Feasibility of Project & Effectiveness in Enhancing Applicant's Operations
2. Use of Best Practices
3. Qualifications of Personnel
4. Budget Feasibility

# Helpful hints from previous reviews

- Be sure to state the problem to be addressed clearly
- Get at least 3 estimates and include documentation
- If a consultant hasn't been chosen, include description/rfq/rfp
- Use the budget narrative to explain how the project would be modified if less than full funding is received.
- Projects may be broken down into phases
- Follow best practices
- Be clear about how salary and operating expenses are unique to the project

# Terms & Conditions

Grants recipients must agree to comply with the following conditions of the O&PD Grant program Grant. (see guidelines for details)

- Duration of a Grant
- Optional Extension of Grant Period
- Organizational Eligibility
- Amount of Award (\$1-5,000)
- Addendum
- Use of Funds
- Acknowledgement of **ARTSFAIRFAX** Funding
- Announcement of Award
- Payment and Reporting
- Procedures
- Record Keeping
- Cancellation
- Mandatory Participation in Research
- Advocacy Requirements

# Acknowledgement of **ARTSFAIRFAX** Funding

**ARTSFAIRFAX** requires acknowledgement of **ARTSFAIRFAX**'s support for all public programs and services. In order to raise the visibility of your organization as well as that of the arts and non-profit cultural organizations in Fairfax County, **ARTSFAIRFAX** requires the following:

- Credit **ARTSFAIRFAX** as a donor on your website and all printed materials through the use of the **ARTSFAIRFAX** logo and the statement, “This program is funded in part by **ARTSFAIRFAX**.”
- Grant recipients are required to follow the instructions in the Grant Communications Kit, and send copies to **ARTSFAIRFAX** of all materials that are distributed to the public.
- See the Grant Communication Kit @ [www.artsfairfax.org/grants](http://www.artsfairfax.org/grants)

# Acknowledgement Requirements continued

- Create a directory listing and submit your events on the **ARTSFAIRFAX** website:  
[https://artsfairfax.org/login/?redirect\\_to=https%3A%2F%2Fartsfairfax.org%2Faccount%2F](https://artsfairfax.org/login/?redirect_to=https%3A%2F%2Fartsfairfax.org%2Faccount%2F)
- Include an **ARTSFAIRFAX** grant award announcement in your printed programs. The three sizes are commensurate with your award amount: over \$10,000 full page, \$5,000-\$9,999 half page, and under \$5,000

# Appeals Process

Unless there are grounds for an appeal, all funding decisions of the Arts Council are final. **ARTSFAIRFAX** funding decisions may be appealed only upon the following grounds:

1. The Applicant's grant application was denied based on criteria other than those set forth in the applicable guidelines, where the application of such improper criteria was open and obvious and there was also no legitimate basis for denial under the applicable guidelines;
2. The Applicant's grant application was denied based on the grant panel's failure to apply the applicable guidelines, where such failure is open and obvious and not merely a subjective evaluation of the merits of the application;
3. The Applicant's grant application was denied based on the grant panel's failure to consider relevant evidence presented in support of the grant application, where such failure was both open and obvious and not merely the result of the Applicant's failure to properly identify or present such evidence; and/or
4. The Applicant's grant application was denied as the direct result of an undisclosed conflict of interest between the Applicant and a member of the grant panel, where, but for such conflict, the Applicant's grant application would not have been denied.

# Grant Writing Tips

- Use Microsoft Word or other Word processing narrative and copy & paste into the online application
- Write clearly and concisely.
- Do not use jargon.
- Remember that the people who are reading your application may know nothing about your organization or your programs.
- Check narrative and other text for grammar and spelling errors.
- Do not repeat information in different narrative sections.
- Keep in mind that the **ARTSFAIRFAX** staff does not participate in panel discussions. The application must stand on its own merits.
- Be sure that when a reader has finished reviewing your grant application, s/he will know your organization and understand the project.

# Grant writing tips Cont'd

- Verify that all contact information in your application is correct, including e-mail addresses and phone numbers.
- Financial information referred to in the narrative should match the numbers on the Budget Form.
- See model applications, previous recipients, and other resources on **ARTSFAIRFAX** website – **Grants Page**.
- Refer to the Help field in the online application.
- Use **ARTSFAIRFAX** as a resource. If you have any questions, call at (703) 642-0862, ext. 1 or ext. 6, or e-mail to [grants@artsfairfax.org](mailto:grants@artsfairfax.org).

# Grant timeline

- August 30, 2019—Letter of Intent for the Next Step grant Due
- September 25, 2019—Application Deadline
- October 30, 2019—Panel Meeting
- December 2019—Award Announcement and 70% payment
- August 1, 2020 - Final Report Due
- September 2020 - Final 30% payment

# Submitting your application

Go to: <https://artsfairfax.submittable.com/submit>

Refer to the FY20 OPD Submittable Online Instructions

*Organizational and Professional Development grant* applications must be submitted on-line, no later than September 25, 2019 at midnight.

Late applications will not be accepted.

# Thank You

# Contact us

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Director of Grants and  
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