



# **Organizational and Professional Development Grant Guidelines**

**Deadline: September 25, 2019**

**ARTSFAIRFAX**  
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## Introduction

**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, the **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.

## Purpose

The purpose of Organizational Professional Development Grants Program is to improve organizational management of Fairfax County 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. Successful arts organizations create a thriving cultural sector that benefits all residents of Fairfax County with a broad range of experiences and programming.

## 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. These grants provide support for building capacity through such activities as shared learning for staff and board; strategies in marketing, re-branding and communications; technology upgrades and other proposed actions designed to strengthen an organization's operational, programmatic and financial abilities. These capacity building grants will not fund operating expenses.

There are two categories within the Organizational Professional Development Grants. The first 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, financial management, program evaluation consultation, marketing and rebranding, communications, establishment of intern

programs, facilitation of a board retreat, development planning, upgraded technology including new computers and software.

The second category, Next Step Grant, is 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. Possible Projects include:

- Planning (strategic planning, fundraising plans, communications, growth opportunity, or business planning)
- Board Development (Board Training, Governance Structure, Board Engagement Strategies)
- Feasibility Studies
- Marketing (plans or campaigns)
- Strategic Relationships (mergers, partnerships)
- Internal Operations (Financial management, websites)

### **Organizational 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 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
  - 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:
  1. 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.

2. Meet, rehearse, exhibit, and operate within the geographical boundary of Fairfax County, the City of Fairfax, or the City of Falls Church.
  3. Have 51% of board of directors' members work or reside in Fairfax County, the City of Fairfax, or the City of Falls Church.
  4. 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 fiscal year 2019 that are due by the August 1 deadline.
  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).
  6. Organizations that receive line item funding from Fairfax County, schools or departments of George Mason University 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.

Organizational Professional Development grants cannot be used for:

- Grant funds may not be used for such activities as direct support of capital, fundraising 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.

## Review Process

A Letter of Intent (LOI) is required prior to access and submission of the Next Step Grant application. Staff and professional consultants 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.

All eligible applications for the Organizational 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 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.

**ARTSFAIRFAX** 's 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**.

## Evaluation Criteria

An Advisory Review Panel, 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
  - How well is the project designed? Is it feasible within the time frame?

- Have enough details been defined within the project to assure some level of success in reaching the outlined goals of the project?
  - Will the project enhance the applicant's operations, staff's expertise or programs?
  - Are the project's proposed results sustainable?
2. Use of Best Practices
- Do the proposed activities follow typically accepted best practices for nonprofit organizations?
3. Qualifications of Personnel
- Does the applicant demonstrate that participating personnel, whether staff, volunteers, or consultants, have appropriate qualifications, background, and experience?
4. Budget Feasibility
- Is the budget appropriate and cost-efficient to complete the project activities?
  - Is the budget reasonable, realistic, clear, and complete? Are the figures accurate?
  - Is the budget appropriate for the scale of the program and the size and characteristics of the intended audience?

### **Terms and Conditions of a Grant**

Grant recipients must agree to comply with the following conditions of the Organizational Professional Development Grant Program grant.

#### **Duration of a Grant**

All activities supported by *Organizational Professional Development Grant Program* grants shall take place within the fiscal year for which the grant is awarded between July 1, 2019 and June 30, 2020.

#### **Optional Extension of Grant Period**

If the grantee will not be able to complete the project by June 30, 2020 an extension may be requested in writing 60 days before the end of the grant period and approved by the Grants staff. Projects must start in the grant period.

#### **Organizational Eligibility**

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

#### **Amount of Award**

*Organizational and Professional Development Grants* range from \$1,000 to \$5,000. **ARTSFAIRFAX** will review and negotiate budgets as necessary. One Next Step Grant of up to \$25,000 will be awarded to an organization for a capacity enhancement project. Applicants may be granted an amount less than requested. The grantee organization, consultant firm, and **ARTSFAIRFAX** will determine and approve a final project budget. **ARTSFAIRFAX** will have final approval for the project budget.

### **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 explaining these 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 panel meeting (6 week period).

### **Use of Funds**

*Organizational Professional Development Grant* Program grants may be used for a broad range of activities. Grant funds may not be used for such activities as direct support of capital, fundraising or endowment campaigns, construction or renovation projects, political advocacy costs, activities not open to the general public, debt retirement, pre-grant costs, proselytizing, promoting any one faith over another or events that would be inappropriate for a diverse, multicultural and multigenerational audience. All revenues generated with project funds during the grant period must be reported as program income and should be applied to the grant recipient's cost sharing. All listed expenses must be incurred during the grant period. Salary and other operating expenses may be included provided that the activities are relevant to the proposal and outside normal duties.

### **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.
- Create a directory listing and submit your events on the **ARTSFAIRFAX** website.

- 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 quarter page. The announcements are available in both color and black and white. Contact **ARTSFAIRFAX** staff for customized copy.

### **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. ARTSFAIRFAX will notify applicants of final decisions in December 2019.

### **Payment and Reporting Procedures**

Grants recipients will receive 70 percent 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 August 1, 2020). Upon approval of the final report, the remaining 30 percent of the award amount will be disbursed to the grant recipient. The final report is to be submitted on line at <https://artsfairfax.submittable.com/> including copies of all materials distributed to the 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 ARTSFAIRFAX before 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 completion of the use of this grant.

### **Cancellation**

**ARTSFAIRFAX** 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 event of discontinuation or at the close of the grant period, any unexpended funds shall immediately be returned to **ARTSFAIRFAX**, except where **ARTSFAIRFAX** has agreed in writing to an alternative use of the unused funds.

### **Mandatory Participation in Research**

During the grant period, **ARTSFAIRFAX** may request grantees participate in local, regional, or national arts studies. The studies may be related to, but are not limited to: audience spending, organization management, or facility usage and planning. Grantees are required to assist the **ARTSFAIRFAX** 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 for appropriating the 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 District Supervisor to the funded programs.

### **Grant Preparation Assistance**

**ARTSFAIRFAX** will conduct free grant preparation information sessions to instruct prospective applicants on how to complete an Organizational and Professional Development Grant Program application and the online application system.

**ARTSFAIRFAX** strongly encourages attendance by all potential applicants. An applicant's attendance at the session will not affect the evaluation of the application.

An information session will be held July 31, 2019. The workshop should run approximately 1-1.5 hours depending upon questions. It will be held at Mosaic Community Space in Merrifield, VA. The workshop presentation will be made available on **ARTSFAIRFAX's** [website](#). For further information regarding location or directions, or individual assistance please contact Kimber Craine, Grants Manager, by e-mail at [kcraine@artsfairfax.org](mailto:kcraine@artsfairfax.org) or by phone at (703) 642-0862, ext. 6.

### **Grant Writing Tips**

- 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 **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.
- 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.
- Use the **ARTSFAIRFAX** as a resource. If you have any questions, call at (703) 642-0862, ext. 1 or ext. 6, or e-mail to [kcraine@artsfairfax.org](mailto:kcraine@artsfairfax.org).

### **Uploads**

Submission of Required Documents and Supplemental Materials is mandatory. You can submit up to 5 Supplemental materials. Online media entry is limited to a maximum running time of five minutes. Acceptable file upload types are listed with each question.

#### **Required Documents:**

**ARTSFAIRFAX** *Organizational and Professional Development Grant Program*  
2020 Guidelines and Application

- 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
- Biographies for key project staff and board members if involved
- Most recent IRS 990 (do not include schedules)
- Supplemental materials (brochures, articles, testimonials, programs, letters of support, flyers, etc.)
- Coversheet for supplementary materials

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 five** Supplemental Materials that relate to the project. For example, you may submit position descriptions, marketing materials, proposals, estimates, strategic plans, and contracts.

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 \_02, etc.*

Please create and upload a coversheet listing all of the supplemental materials and any links.

### **Appeals Process**

Unless there are grounds for an appeal, all funding decisions of **ARTSFAIRFAX** 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.

Other than the grounds listed above, there are no other grounds for an appeal, including, but not limited to, general dissatisfaction with the process, dissatisfaction with the amount awarded, dissatisfaction with the qualifications of the members of the grant panel, disagreement with an opinion of a member of the grant panel, or the Applicant's desire to submit additional evidence.

To file an appeal, an Applicant must submit a written appeal request directly to **ARTSFAIRFAX**. Such appeal must be received by **ARTSFAIRFAX** within fourteen (14) calendar days of the date of the applicant's notification letter from **ARTSFAIRFAX** with regard to the funding decision being appealed. An appeal must state the grounds for the appeal and provide clear and convincing evidence in support of such grounds. No evidence or supporting materials which could have been provided as part of the Applicant's original grant application will be considered.

All appeal requests will be reviewed by the **ARTSFAIRFAX** Grants Committee of the **ARTSFAIRFAX** Board of Directors. Appeals will be reviewed within sixty (60) calendar days from the date the written appeal request was received by **ARTSFAIRFAX**. If the Grants Committee determines that there exist grounds for an appeal, the Grant Committee will re-evaluate the application. All decisions of the Grant Committee with regard to any re-evaluation will be final. If the Grants Committee determines that there are no grounds for an appeal, then the original decision of the grant panel shall become final without further recourse or reconsideration. All decisions of the Grants Committee with regard to appeal requests are final without further recourse or reconsideration.