

121 4th Avenue Street NE, PO Box 118 Staples, MN 56479
218-895-5660 or 877-654-2166
vicki.fwac@arvig.net
www.fwac.org

GENERAL OPERATING & CAPITAL SUPPORT GRANT PROGRAM GUIDELINES AND INSTRUCTIONS

The General Operating and Capital Support Grant program provides unrestricted grant funds to arts organizations or arts-specific affiliates of large organizations, that are located in Cass, Crow Wing, Morrison, Todd and Wadena counties, which do not receive general operating support from the Minnesota State Arts Board, have a current 501(c)(3) with the IRS or an arts-specific affiliate standing with a large institution and have no overdue final reports on previous FWAC grant contracts. These funds may be used for administrative, operating and capital expenditures.

The program is intended to support organizations for which providing arts activities or services is their primary mission and purpose. The program recognizes that organizations with an established record of programmatic service and administrative stability should have access to funds to support their organizational goals, and to maintain their ongoing programs, services, and facilities without special emphasis on new initiatives as justification for funding.

IMPORTANT! Please contact FWAC staff to determine eligibility and receive approval to apply for the General Operating grant program. Before beginning the application, please read the Guidelines and Eligibility Requirements thoroughly.

GENERAL OPERATING GRANT FUND AMOUNTS

The amount of the General Operating grants is dependent up the average of the expenses of the two most recently completed fiscal year, as reported in the organization's 990 or the report on the MN Attorney General's website. Tier levels and award amounts are as follows:

Tier #	Average expenses of 2 most recently completed fiscal years	General Operating Grant Amount
1	Up to \$20,000	\$2,500
2	\$20,001-\$39,999	\$3,500
3	\$40,000-99,999	\$6,000
4	\$100,000 and above	\$10,000

TIMELINE

All organizations wishing to apply for FWAC General Operating Grant funds must submit their application by 11:59pm CST, September 15, 2015. There are no other General Operating grant deadlines throughout the year. Grants will be reviewed by the FWAC board in late October. Decision notifications will be sent out by November 21. Grant Checks will be distributed in late January to all awardees who have submitted a signed grant agreement.

WHO IS ELIGIBLE TO APPLY?

The General Operating and Capital Support grant program is open to

- established 501(c)(3) nonprofit arts producing, presenting, or service organizations, or arts-specific affiliates of large institutions,
 - that have been in existence at least two years in one or more of the following Minnesota counties: Cass, Crow Wing, Morrison, Todd and Wadena
 - do not receive any general support funds from the Minnesota State Arts Board
 - have no outstanding overdue for previous grant contracts as of the application deadline

IMPORTANT: Applicants must call the FWAC office at 877-654-2166 to determine the eligibility of the organization BEFORE beginning the application process for the general operating/capital improvement grant.

AND every arts affiliate must meet all of the following conditions as of the application deadline:

- Be hosted by a host or parent institution located in Cass, Crow Wing, Morrison, Todd or Wadena, with a public presence and identity as an arts affiliate that is distinct from the host organization;
- Have professional staff with expertise, training, and/or qualifications in bringing arts programming or services to the public;
- Provide an ongoing menu of arts programming or services throughout each year or season;
- Show evidence of a broad community following, as demonstrated by season ticket sales, public classes attendance, or charitable membership/donation program;
- Have a citizen advisory or governing board independent from the host organization's board, which provides community oversight of the affiliate's activities as distinct from the host organization's activities;
- Demonstrate receipt of charitable arts support from multiple sources beyond support of the host institution;
- Have a budget for the arts affiliate's activities that is separate and distinct from the host institution's budget that can be documented through financial statements; and
- Provide arts programming or services which are intended to primarily serve the general public in Minnesota; not the host institution and/or its constituents, as would be the case with an academic degree program and its students.

WHO IS NOT ELIGIBLE?

- For-profit business
- Religious organizations
- Organization whose primary purpose is to influence public policy
- Organization whose primary focus is not the creation of art
- Organization without a 501(c)(3) designation, unless the organization is an arts-specific affiliate of a larger institution
- Any organization that is in violation of any past contractual agreements with FWAC, such as an overdue final report.

- Have had an FWAC grant contract/agreement terminated and funding revoked, but did not return funds to the FWAC.
- Arts organizations with less than two-years of established service
- Organizations intending to influence public policy or to proselytize a belief
- Schools, with the exception of arts-specific affiliate organizations of schools

WHAT DOESN'T FIVE WINGS ARTS COUNCIL FUND?

FWAC grant funds may not be used for the purposes listed below. An application that includes any of the following items, either as part of proposed organizational goals or as part of the applicant organization's routine activities, will be ineligible:

1. Activities in which artists are required to pay excessive fees in order to exhibit or perform;
2. Activities that are essentially for the religious socialization of the participants or audience;
3. Activities in primary or secondary level parochial schools;
4. Activities that attempt to influence any state or federal legislation or appropriation;
5. Events that are not open and accessible to the entire general public;
6. Events that, when feasible, do not establish admission charges.
7. Food and beverages for audience or the general public. Funds may be requested for food and beverages for artists and arts program participants, however.
8. Payment of debt of the organization

FWAC GENERAL OPERATING SUPPORT PROVIDED THROUGH ARTS & CULTURAL HERITAGE FUNDS

In November 2008 Minnesota voters elected to increase their sales tax by 3/8 of 1% to support investments in preserving and improving the Arts & Cultural environment in Minnesotans, through the Arts and Cultural Heritage Fund of the Legacy Amendment. The Five Wings Arts Council, being entrusted with a portion of these public funds, will provide General Operating and Capital Support Grants through these funds.

Please use the key statements below to identify the key area(s) your proposal will fulfill. Make sure you include all requirements and key statements while developing your proposal.

Key statements of the Legacy Amendment to the Minnesota Constitution regarding use of these funds: The Legacy Amendment requires that these Arts & Cultural Heritage funds support one or more of the following three areas:

A. Arts & Arts Access B. Arts Education C. Arts & Cultural Heritage

The Arts and Cultural Heritage Fund support activities in three areas:

- A. **Arts & Arts Access:** Supports Minnesota artists and arts organizations in creating, producing, and presenting quality arts activities; to overcome barriers to accessing quality arts activities; and to instill the arts into the community and public life throughout Minnesota. Such activities may include, but are not limited to, the following key statements:
- Investing in activities that make the arts available to persons who might not otherwise have access due to economic, geographic, or physical barriers
 - Ensuring that Minnesota's artists and arts organizations have sufficient financial support to create their work
 - Investing in the long-term health and vitality of Minnesota's arts sector by supporting capacity-building and professional development
 - Investing in efforts that enable Minnesotans to more easily connect with arts/arts experiences
 - Investing in efforts to fully integrate the arts into local community development efforts
 - Investing in efforts to fully integrate the arts into local and state economic development planning

- Recognizing and rewarding arts organizations for exceptional artistic quality and service within Region Five.
- B. **Arts Education- Investing in lifelong learning in the arts:** Supports quality, age-appropriate arts education for Minnesotans of all ages to develop knowledge, skills, and understanding of the arts. Such activities may include, but are not limited to, the following key statements:
- Investing in efforts that enable Minnesotans to more easily engage in arts learning opportunities
 - Ensuring that arts organizations are able to provide quality experiences for Minnesotans of all ages by investing in professional development
 - Ensuring that arts learning opportunities are achieving intended outcomes through ongoing assessment and evaluation
- C. **Arts & Cultural Heritage -Building bridges between Minnesotans through arts and culture:** Funds may be used for events and activities that represent the diverse ethnic and cultural arts traditions, including folk and traditional arts organizations, represented in Minnesota. Such activities may include, but are not limited to, the following key statements:
- Providing Minnesotans with opportunities to celebrate our cultural heritage through events and activities that represent the range of Minnesota’s ethnic and cultural arts traditions
 - Ensuring that Minnesotans are able to experience folk/traditional arts of diverse cultures by supporting the work of folk and traditional arts organizations

GENERAL OPERATING SUPPORT PROGRAM OUTCOMES

By ensuring that sufficient resources are available to sustain the arts and arts organizations, the General Operating Support program is dedicated to achievement of the following long-term strategic outcomes:

- The arts are interwoven into every facet of community life;
- Minnesotans believe the arts are vital to who we are;
- People of all ages, ethnicities, and abilities participate in the arts;
- The arts thrive in Minnesota.

APPLICANT’S ORGANIZATIONAL GOALS

Each Operating Support applicant must identify one or more distinct and measurable goals that it intends to achieve with any support provided by the General Operating Support grant. Applicants will define specific organizational goals that relate to and support their mission and key priorities during the grant period.

Applicants must be able to explain how their proposed organizational goals will help achieve one or more of the General Operating Support program outcomes listed above. Grantees will be expected to evaluate activities, maintain required financial records, and demonstrate measurable achievements related to identified Operating Support program and applicant organizational goals.

TIPS ON GOALS FOR YOUR APPLICATION:

The General Operating Support program allows grantees flexibility to direct spending where it is needed, with the expectation that funds will contribute to ongoing improvements and enhanced effectiveness of an organization’s operations or programs as a whole so that grantees may better support the quality, stability, and accessibility of the arts for the people of Cass, Crow Wing, Morrison, Todd and Wadena Counties.

Goals are specific changes or benefits that include a transformation in knowledge, attitudes, values, skills, behaviors, or conditions. When crafting proposed goals, applicants should begin with end results in mind.

It is important to focus on what change will occur as a result of the organization's work during the grant period. Ask questions such as:

- What matters most at this time for the organization, its constituents, or its community?
- How will the organization, constituents, or community be different after the activities supported by the grant are complete?
- What next programmatic, administrative, or other benchmark needs to be reached to maximize impact?

Effective goals:

- Are consistent with and advance the applicant's mission;
- Are specific and could reasonably be achieved by conducting proposed activities;
- Measure impact, i.e., what actually changed for constituents, the organization, or the community;
- Focus on measuring the difference that activities make (e.g. attitudes changed, health indicators improved, literacy rate increased, network of community relationships expanded), going beyond documenting the mere completion of activities (e.g. number of people served, number of artworks commissioned, or dollars raised);
- Require the systematic collection of qualitative and/or quantitative data to determine the extent of change that takes place;
- Contribute to an organization's strategic growth through use of data-driven decision making related to programming and organizational effectiveness.

FWAC requires General Operating Support grantees to develop and evaluate goals to encourage them to set and pursue ambitious, yet achievable results that further their organizational development and service to Minnesota audiences and communities. Incomplete or partial progress will not disadvantage applicants in future funding cycles if:

- Proposed goals are strong;
- Proposed activities could reasonably achieve the goals; and
- Reported evaluation findings are used to identify, plan, and implement adjustments to increase effectiveness of future activities.

For information about outcomes-based evaluation, applicants may refer to Getting Started With Program Evaluation, a resource guide published by the National Assembly of State Arts Agencies.

INSTRUCTIONS FOR COMPLETING THE ONLINE GRANT APPLICATION:

Go to the Five Wings Website's Grants page and click on the link "Apply Here" to connect with the Five Wings Online Grant Application website. There you will be asked to register. Upon completing the short registration process, you can select the application for the appropriate grant program and begin the application process.

- General Operating Support & Capital Support grant applications will be accepted once a year, with a application deadline of September 15, 11:59PM Central Time of the deadline date.
- Applications received after the deadline are ineligible. There will be no exceptions to this policy
- The Five Wings Arts Council will do a preliminary review of your draft application, if you request this prior to two weeks before the deadline date.
- ?'s Call 877-654-2166 or email vicki.fwac@arvig.net

If you do not have access to a computer, you are invited to make an appointment to use a computer at the Five Wings Arts Council office. Please call 877-654-2166 or email vicki.fwac@arvig.net to make an appointment.

BEFORE filling out the application, it is advised to thoroughly read the Program Guidelines of the Five Wings Arts Council. Doing so will help you determine your organization's eligibility, any restrictions, compliance requirements, the Council's review criteria and other important information about the grants program.

The information requested in this form is needed for the Arts Council to adequately review your request for grant funds and to provide required information to our funders. You must answer, as completely, but succinctly, as possible. Please only address the information requested within the question. Do not expound further, since you will most likely be asked to provide further information about the proposal in other questions. The applicant is responsible for the quality and scope of responses.

Applications must be submitted by the deadline date to be eligible. Applications submitted after the deadline will not be considered for that grant review round.

To begin grant application process, go to the **GRANTS page of the Five Wings Arts Council's website** click on **APPLY HERE**. Upon doing so you will come to a screen to log onto the Five Wings Arts Council Online Grant Process. First time users of the Five Wings Art Council Grant process will need to create a username (their email address) and password, then complete the questions in the registration process. Registered applicants should enter their username and password to access their grant account.

Tip: If others are to access the online account and the FWAC application, the log in information will have to be shared. Keep this in mind when creating the online account.

Once the registration process is completed and an account has been established, the application process can begin.

Tip: While answers can be developed directly in the online application and saved, we suggest that the answers be created in the Word Document so the information can be copied and pasted into the appropriate dialog box in the application. Keep in mind that formatting, such as bold, italics, bulleting etc do not transfer to the online application form. When working in Word, periodically do a character count to ensure your answer does not exceed the character limit for each question.

Start by becoming familiar with the application and process.

Tip: Read or watch the tutorial found on the Five Wings Arts Council's GRANT page at Grant Application Tutorial (Document) or Grant Application Tutorial (Video).

Tip: Note that there is a SAVE DRAFT button at the bottom of the application, alongside the SUBMIT button. You can use this as frequently as needed. While the application software automatically saves every 20 minutes, we encourage you to use it whenever you have added critical components to your application. In order to complete an upload for such support materials as the budget, work samples etc. you are required to use the save button to finalize the uploading of the document into the application.

Tip: We recommend that you create an electronic folder in your computer, labeled for each particular application. In this folder store your word draft, downloads of the Question Legend from the grant application process, budgets, support documents etc.

Answer each question marked as “Required,” and any others that apply to your application.

Submit your application online and include:

- A. Supporting materials limited to those essential for the project, as requested.
- B. 501(C)(3) letter. Government units and public schools do not have to submit this letter
- C. Board List—using the form provided by FWAC
- D. Financial Information—using form provided by FWAC

Uploading Documents as Required in the Application:

You will be asked to upload support documents at various points in the application.

- We recommend that once the document is prepared to your satisfaction, convert it to a PDF, then upload the PDF. By doing so you ensure that the formatting and font used in the original document will be seen as intended by the reviewer. If you have a hard copy, scan and save as a PDF, then upload.

REVIEW PROCESS

Once the FWAC receives your application, staff members conduct an initial review of all applications.

Applications will be sent to the FWAC Board of Directors 2-3 weeks prior to the review date. Final review of eligible applications typically takes place within six weeks of the deadline.

Full applications to the General Operating Support program are reviewed and discussed in open, public meetings. Applicants are encouraged to attend to listen to the discussion; however, they will not be able to add new information, make a presentation or participate in the discussion. Dates of review meetings are posted on the Events page of the FWAC Web site: www.fwac.org.

During the review process a ranking system is used. Each application will receive a score from each panel member on a scale of 1 (low) to 10 (high). Applications are ranked on:

Artistic Merit/Leadership

- The organization’s mission is meritorious
- Contributes to the artistic development of the respective art form and/or audience
- Provides a variety of arts opportunities in the community they serve or attempts new approaches to existing arts programs
- Resources (qualifications of artistic personnel, facilities, activities, etc.) meet the goals of the organization

Demonstrated Need

- Applicant has a clear definition of the community it serves (consider such factors as geographic, racial/ethnic, cultural, economic, age and gender makeup)
- The community is involved and demonstrates support for the organization
- Organization provides for a specific need in the community or improves upon an existing program

Organization’s Effort to Provide Accessible Arts Opportunities to serve the Underserved

- Organization ensures that their activities are open and accessible to all who might wish to participate.
- Organization understands who are the underserved in their community and has a clear plan to reach them.

Organization's Outcomes and Goals

- Organization's outcomes and goals support the achievement of the long term plan of the organization, and the realization of the organization's mission. The outcomes and goals should be achievable and measurable within the grant year. (please refer to the Tips for Outcomes at the end of this document)

Organization Evaluation

- Organization has clear, doable plan for measuring if the outcomes and goals have been achieved.

Organizational Management Ability

- Personnel have strong qualifications
- Evidence of sound fiscal management and commitment to a balanced budget
- Good planning practices implemented
- Effective marketing plan and implementation skills
- Solid board composition and roles

Special Circumstances:

- Underserved arts discipline or constituency
- Complied with the required conditions within previous grant contracts

NOTIFICATION PROCESS

Every applicant will receive notification of the board's decision about their grant request within one month of the full board review.

GRANT CONTRACT AND DISTRIBUTION OF GRANT FUNDS

A letter of agreement/contract will be sent to all applicants awarded a grant within one month of the final application review and board decision. Awarded grantees must sign and return the contract within 30 days of receipt of the contract. Failure to provide any required documents within the prescribed time can result in the cancellation of a grant commitment.

FINAL REPORTS

The Final Report form must be completed within 30 days of the end date of the grant period. Failure to submit a final report will result in the applicant being ineligible to apply for any future FWAC grants until the final report is received by the FWAC.

GRANT APPEALS PROCEDURE

Any applicant who can show cause that established grant review procedures were not followed, or that the policies of the program were not equitable to all applicants, may file an appeal in writing within ten (10) business days of being notified of the FWAC board's decision.

The Executive Committee of the FWAC will review the appeal prior to the next scheduled board meeting. The Executive Committee will determine if there exists sufficient cause for an appeal and if further investigation is warranted. If the Executive Committee finds that there is cause for an appeal, they will bring the matter before the board for a final decision. There is no right of appeal to dispute decisions in respect to artistic quality or merit, ability or need.

If you have questions on specific criteria please call the FWAC office for assistance. For more information on FWAC programs and services visit our website at www.fwac.org or call 1-877-654-2166.

GLOSSARY OF DEFINITIONS:

- Project Start Date- is when a financial commitment has been made toward the project. Examples of financial commitments include, but are not limited to: ordering play books, advertising for auditions,

making a deposit to sponsor a touring group, signing a contract for a performance, etc. Projects for which there has been any kind of financial commitment prior to that grant round's "Earliest Starting Date" on the Application Deadline Schedule will not be eligible for funding.

- Project End Date - Date on which the project for which you are seeking funds ends. Please be sure to allocate followup review and evaluation time into the grant period. Final Reports for the grant are due 30 days after the stated End Date.
- Artist service organization — An arts organization or arts affiliate that plays a significant supporting role in service to practicing professional artists by providing technical and management assistance, operational services such as collaborative buying or group marketing, and opportunities for collaborative learning and group solidarity. By handling or supporting the functions that artists may not have the expertise or resources to handle alone, artist service organizations help their participants enhance or advance their careers, achieve a larger scale of operation, and free them to focus on their core mission and activities. The following are some of the kinds of services that do not fit the definition of artist services and therefore are not eligible for the Operating Support program:
 - Service or trade organizations whose mission is focused on supporting arts organizations
 - Management and consulting services for nonprofit 501(c)(3) organizations
 - Service organizations whose mission is focused on building community/audiences for an art form or within a geographic community or community of interest
- Arts affiliate — A distinct arts program or established arts division with an arts focused mission hosted within a Minnesota public or nonprofit 501(c)(3) non-arts institution (such as city government or a university) or within a Minnesota nonprofit 501(c)(3), tax-exempt, community service organization; and for whom arts programming or services represents at least 90 percent of the affiliate's annual operating expenses. To meet the definition of affiliate in the Operating Support program, an applicant must also meet all of the requirements listed in the eligibility section.
- Arts organization — A nonprofit 501(c)(3) tax-exempt organization that has an arts focused mission and for whom arts programming or services represents at least 60 percent of the organization's annual operating expenses. For the purposes of this program, public or private pre-K–12 schools, colleges, or universities; radio and television stations; libraries; zoos; children's museums; historical societies or museums; natural history museums; civic organizations; human service organizations; or other community service agencies do not meet the definition of "arts organization."
- Charitable arts support — Charitable arts support consists of unrestricted revenue, including contributions and donations from foundations, corporations, businesses, and individuals which are tax deductible by the donor; the proceeds from benefits, special events, and memberships which are tax deductible by the donor; contributed support from a nonprofit 501(c)(3) or government host institution to its arts affiliate; and grants from government agencies.
- Fiscal year — The identification of a "fiscal year" is the year in which it ends. For example: if an applicant's fiscal year runs October – September, the period ending September 2016 is FY 2016.
- Presenter/presenting organization — An arts organization or arts affiliate whose work consists of engaging artists, touring companies, or exhibitions that are external to the institution. The tasks must include curatorial vision and programming choices that are connected to mission and community, contracting the artists, paying artistic fees, providing the facility, fostering connection between the presented artists' work and audiences, marketing, and assisting in technical support. Organizations must be able to demonstrate that the majority of their activities include an active presenting role that goes significantly beyond a venue rental relationship with producing artists and audiences.

- **Producer/producing organization** — An arts organization or arts affiliate that is primarily engaged in conceiving or creating artistic work, and in assembling the artistic elements for its productions, performances, or exhibitions.