



2011 General Operating Support (GOS) Grant Program Application Instructions

Introduction

The General Operating Support (GOS) Grant Program provides unrestricted core support for Cuyahoga County based not-for-profit organizations that have: a primary mission to create, produce, present or provide arts or cultural services to the public; a history of strong artistic and cultural quality; professional management; and financial stability. GOS grants are funded on a two (2) year basis. Grantees are required to match GOS funds with other public and private sources of earned and contributed income.

Pre-Application Meetings & Workshops

First time applicants to CAC grant programs are required to attend a pre-application meeting with CAC. The pre-application meeting is an opportunity to review and discuss your organization, the GOS Grant Program requirements and CAC's grantmaking process. Once CAC has reviewed your Intent to Apply documentation we will contact you to schedule a convenient meeting date and time.

CAC will hold small group, one hour workshops to review the GOS application and submission process. We strongly encourage all applicants to attend. We will send email notification with workshop registration information to each eligible applicant.

Workshop Dates (location and time to be determined):

- Thursday, February 11, 2010
- Wednesday, February 24, 2010
- Wednesday, March 3, 2010

Application Checklist, Submission Process & Deadline Dates

The GOS Grant Application must be submitted both electronically and in hard copy as follows.

Due Wednesday, April 7, 2010 by 11:59 pm

- Electronic submission of the GOS Grant Application through CAC's online system.

Due Thursday, April 8, 2010 by 4:30 pm

- One (1) hard copy** of the GOS Grant Application (PDF). Must include the original Statement of Assurances page with **original signatures by Executive Director and Board Chair**.

Two (2) hard copies of required support materials (See detailed instructions in Support Materials section):

- 2010 organizational budget (income and expense)
- Ohio Cultural Data Project CAC Funder Report
- Bios of key administrative and artistic personnel identified by name or by position in the application. This could include the artistic director, manager, executive director, etc. Bios should be summary paragraphs, indicating each individual's name, title, number of years in position, status (staff or non-staff/outside personnel), and chief qualifications.
- Roster of current Board of Directors/Trustees, including affiliations.
- Organization's most recent long-range plan.
- Two (2) hard copies of other support materials



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Do not bind or staple copies and materials and do not insert them into notebooks, folders or other report covers. Use paperclips or binder clips only. Do not submit oversized (larger than 8 ½"x11") materials.

Any application submitted without the required items listed above will be considered incomplete. CAC staff will contact applicants with incomplete applications and inform them of the missing information and the deadline for submission. Incomplete applications will not be reviewed by a panel or acted upon by CAC unless the applicant re-submits the completed application by the due date provided by CAC.

Keep a copy of your application and all support materials.

Panel Review

All eligible applications are evaluated by a panel of out-of-state arts or cultural professionals in a transparent review process. Between seven and nine panelists are selected and appointed by the CAC Board of Trustees for each grant cycle. Panelists are chosen to represent a cross-section of professionals qualified to provide expert knowledge of specific arts or cultural disciplines, as well as for their management experience, professional knowledge of the sector, and prior panel experience. The CAC staff and trustees take every effort to ensure that the panel is diverse in all respects. All panelists receive an honorarium for their service.

The Panel Review takes place over several days in meetings that are open to the public. All panel proceedings are audio-streamed live from the CAC website and audio recorded for the public record. CAC staff will notify all applicants of the panel review meeting dates, times, and locations, and will post all details on the CAC website in advance.

Although the Panel Review meetings are open to the public, applicants and other audience members are observers only and not permitted to interact with the panel in any manner at any time during the deliberations.

CAC staff does not take part in the review, discussion, or scoring of applications, nor do they provide opinions on the applications. In advance of the review process, CAC staff will provide panelists with objective information regarding an applicant's grant history with CAC. CAC staff will also manage all administrative and logistical actions necessary to conduct a successful public meeting; provide panelists all documentation necessary to evaluate applications effectively; inform the panel in matters of CAC policy and procedures; provide all available objective information regarding an applicant to the panel; record panel comments; summarize panel recommendations for public record; and collect and tabulate score sheets.

Notification of Eligibility for the Panel Review

CAC staff will notify all applicants via U.S Mail whether their application is eligible to be reviewed by the panel and will also provide further details regarding the panel process and procedures. Incomplete applications will not be reviewed by the panel.



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Panel Review Dates

Wednesday, May 26, 2010, 9:00 am – 6:00 pm

Thursday, May 27, 2010, 9:00 am – 6:00 pm

Idea Center at Playhouse Square, Smith Studio
1375 Euclid Avenue
Cleveland, OH 44115

Application Scoring

Panelists review and score each eligible application on a point scale from 0 to 100 based on the funding criteria outlined in Appendix I. The Olympian Method is used to reach an aggregate panel score for each applicant. In the Olympian Method the single highest score and single lowest score submitted by the panelists will be eliminated when computing the average score of all the panelists. Any applicant receiving an aggregate score of 75 or higher will be recommended for a GOS grant. Any applicant with an aggregate score lower than 75 is automatically ineligible for a GOS grant and will not be recommended for funding. CAC will notify all applicants by U.S. mail and/or email regarding their score and whether or not they will be recommended for funding.

Online Application Login Instructions

To log on to the online GOS Application, follow the instructions below.

If you have previously created a user profile using the online system (i.e. for the 2008 or 2009 Project Support Grant Program or the 2008-2010 GOS Grant Program):

1. Go to <http://cac.cgweb.org/login.php>
2. Enter your existing user name and password. If you have forgotten your user name or password, enter your email address and click "Remind me!" Or, contact CAC and we will look it up for you. **Do not create a new profile if one already exists for your organization.**
3. Once you are logged in, click "Edit Profile" on the left side of the screen.
4. On your profile page, make sure "Organization" is selected as your profile type. Then review and update/correct each field as necessary. Note that all fields in this section are required, including those not marked with an asterisk.
5. Click "Update" on lower right side of screen.
6. On the bottom left side of the screen enter the invitational password supplied by CAC on your official letter of eligibility. Then click "OK." A message will state "Congratulations! You have successfully unlocked General Operating Support 2011." Click the "here" link to apply to the program.
7. Scroll down to the "General Operating Support 2011" section.
8. Click "Start Application" and follow the instructions to complete each section. You can log in and out of the online system as often as you like to edit and save work on your application in advance of the submission deadline. You are not required to enter the invitational password each time you log in.
9. To access your application in progress, log in and click on "Current Programs and Applications" on the left side of the screen. Scroll down to the "General Operating Support 2011" section and click "Edit Application #GOSXXXX In Progress" (unique number for each application).



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If this is your first time applying for a grant to CAC using the online system:

1. Go to <http://cac.cgweb.org/login.php>
2. Click on "Click Here to create a new profile" located towards middle of screen.
3. Read and accept the license agreement. You will then be directed to a page of profile data.
4. Select "Organization" as your profile type. Then complete each field. Note that all fields in this section are required, including those not marked with an asterisk.
5. Click "Submit" on lower right side of screen.
6. On the bottom left side of the screen enter the invitational password supplied by CAC on your official letter of eligibility. Then click "OK." A message will state "Congratulations! You have successfully unlocked General Operating Support 2011." Click the "here" link to apply to the program.
7. Scroll down to the "General Operating Support 2011" section.
8. Click "Start Application" and follow the instructions to complete each section. You can log in and out of the online system as often as you like to edit and save work on your application in advance of the submission deadline. You are not required to enter the invitational password each time you log in.
9. To access your application in progress, log in and click on "Current Programs and Applications" on the left side of the screen. Scroll down to the "General Operating Support 2011" section and click "Edit Application #GOSXXXX In Progress" (unique number for each application).

Narrative Instructions

The narrative is an important part of your application. It is your opportunity to communicate to the panel the context, goals, standards, plans, methods, processes, controls, public impact and benefit of your organization, program or project—the who, what, when, where, why and how. With the narrative and support materials, it is important that you communicate all relevant information necessary for a person unfamiliar with your organization to fully understand:

- Who the organization serves;
- The organization's artistic vision or standards that have been set for it;
- The organization's recent work and accomplishments (through the citation of specific examples);
- How artistic decisions are made and the qualifications of persons responsible for making those decisions; and
- How the organization is managed and operates.

Before starting your responses to the narrative section, review the **CRITERIA FOR FUNDING** (see Appendix I) as well as CAC's funding priorities and goals. If you have questions regarding any part of the application, please contact CAC staff.

We recommend that you prepare your answers offline in a word processing program and save to your computer's local drive, and when you are ready, copy and paste your responses into the appropriate text box in the online application form.



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Additional tips:

- Note that after each question, we have indicated which criteria are being addressed by your response. Carefully review and edit your answers to ensure they meet the specifications.
- Keep in mind that panelists are from outside the State of Ohio. They may not be familiar with your organization, your arts or cultural activities, or your audience. Panelists will score your application based on what they learn through your application and support materials and through any other research they may choose to conduct. Do not assume the panel is familiar with local people or places or acronyms without explanation.
- Use spell-check as you work offline; the online application system does not have this feature.
- Note the maximum character limits indicated for each response, and that spaces count toward these limits. The online system will alert you to how many characters you have used and will not allow you to exceed the limits. If you are copying and pasting from a word document, use the word count feature in word to check number of characters.
- Do not indent or use boldface, italics, underlining, bullet points, numbering, or any other formatting options available in word processing programs. **Formatting will not transfer into the online application form and will cause your text to become illegible.**
- Do not use all caps/upper case letters.
- The system will not allow you to change the 10-point font size or style.
- Answer all of the questions before electronically submitting the online application.
- Save your work frequently.
- Review a PDF version of your application at any time by clicking the PDF button at the bottom of the online application page. Be sure to make a final review before you submit.
- Do not send additional narrative text in print format with your support materials.
- Additional instructions and technical tips for completing and submitting the application are also included in the online system.
- If you have any questions while completing your application, contact CAC staff at 216.515.8303 or by email at dgill@cacgrants.org.



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Application Questions

Number	Question	Criteria Addressed by Question	Character Limit with spaces
	<i>Responses to questions should address indicated criteria A, B or C. Refer to Appendix 1 below for details on criteria A, B and C.</i>		
1.	<p>Provide an overview of what your organization does and how it meets its mission.</p> <p><i>Tip: This preface serves as the introduction to your proposal. Include relevant details such as geographic location, the importance of the location to your organization, and the composition of your audience (by age, ethnicity, geographic distribution, etc.).</i></p>	A, B, and C	1,000
2.	<p>What is your organization's total unrestricted revenue for your most recently completed audited fiscal year?</p> <p><i>Note: This figure should correspond to the total unrestricted revenue for the most current fiscal year entered on page 1 of your Ohio Cultural Data Project (OCDP) Funder Report.</i></p>	N/A	N/A
3.	<p>What are your organization's total expenses for your most recently completed audited fiscal year?</p> <p><i>Note: This figure should correspond to the total expenses for the most current fiscal year entered on page 1 of your Ohio Cultural Data Project (OCDP) Funder Report.</i></p>	N/A	N/A
3a.	<p>Upload your organization's FY 2010 budget.</p> <p><i>Note: Upload document must be Excel, Word or PDF format.</i></p>	N/A	Upload
3b.	<p>Upload the Ohio Cultural Data Project (OCDP) Funder Report for Cuyahoga Arts and Culture General Operating Support.</p> <p><i>Note: See specific instructions under Support Materials.</i></p>	A, B, and C	Upload
3c.	<p>Upload a one page notes document to the OCDP Report if you need to identify any specific entries or trends in your OCDP report that you feel warrant explanation or additional information, and which would help the reviewers better understand any special circumstances or activities not otherwise apparent in your application narrative or in this report. For instance, should the report show a large variance in "Attendance" from FY 2007 as compared to FY 2008, we urge you to provide a narrative that would explain such variation.</p> <p><i>This is not a required upload, but we highly recommend it as it would help the reviewers to better understand your report.</i></p>	A, B, and C	Upload



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Number	Question	Criteria Addressed by Question	Character Limit with spaces
	<i>Responses to questions should address indicated criteria A, B or C. Refer to Appendix 1 below for details on criteria A, B and C.</i>		
4.	<p>Describe any new and/or significant developments in your organization in the past one to three years.</p> <p><i>Tip: Examples here might include hiring new key staff; capital improvements or facility expansion; significant programming changes, etc. The purpose here is to bring a panelist up to date with your organization's activities up to the grant period.</i></p>	A, B, and C	1,000
5.	Provide an overview of your <u>organization's anticipated activities</u> during the grant period (1/1/ 2011 – 12/31/2012).	A, B, and C	1,500
6.	Discuss in more detail your <u>organization's arts/cultural programming plans</u> during the grant period (1/1/2011 – 12/31/2012).	A and C	1,000
7.	What qualitative program standards guide your organization's planning and implementation of arts/cultural programming? How do you assess your effectiveness in meeting these standards?	A and B	2,500
8.	Briefly describe the internal and external strengths/assets that give your organization the capacity to provide programs and services.	A, B, and C	2,500
8a.	<p>Upload brief bios of key administrative and artistic personnel (for example, artistic director, manager, executive director, etc.) identified by name or by position in this application.</p> <p>Bios should be summary paragraphs, indicating each individual's name, title, number of years in position, status (staff or non-staff/outside personnel), and chief qualifications.</p>	A, B, and C	Upload
9.	<p>Describe your organization's planning process. If your organization is not currently or has not recently engaged in a formal strategic planning process (see CAC Terms & Definitions), what equivalent planning strategies does your organization use? Address the points listed below in your response.</p> <ol style="list-style-type: none"> 1. Who is key to this process (internal as well as external)? 2. How are your plan & strategic goals communicated to the community? (for example, website, new organizational brochure, annual meeting, etc.) 3. How does your organization assess its progress in fulfilling the plan's goals? 	B	2,500



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Number	Question <i>Responses to questions should address indicated criteria A, B or C. Refer to Appendix 1 below for details on criteria A, B and C.</i>	Criteria Addressed by Question	Character Limit with spaces
9a.	Upload your organization's most recent long range (strategic) planning document. This plan should clearly indicate the date the plan was developed and/or adopted, and, at minimum goals, objectives and a timeline for implementation.	B	Upload
10.	Provide an overview of your organization's fundraising plan and objectives.	A, B, and C	1,500
11.	How have your organizational strategic planning objectives and/or fundraising plan objectives changed in response to the economic climate? If you have not had to make changes, explain why?	B	2,000
12.	How do your financial practices or policies support your artistic goals?	A and B	1,500
13.	Describe your organization's current governance structure - what are the strengths and challenges of this structure?	B	1,500
13a.	Upload your organization's current Board roster, identifying name and professional or community affiliation of each board member.	B	Upload
14.	Of the following policies, which ones does your organization have in place (conflict of interest; ethics; documenting governance decisions; financial/fundraising)? <ul style="list-style-type: none"> ○ Conflict of Interest ○ Ethics Policy ○ Policy concerning Governance Decisions ○ Financial or Fundraising Policies ○ None of the Above 	B	Check Box
15.	How has information from past evaluation methods been used to make decisions about your programs and services, and what evaluation methods will your organization use during the grant period?	C	2,000
16.	How does your organization through its programs and activities support, engage, or otherwise contribute to the quality of life in the community?	A and C	2,000
17.	The OCPD Funder Report documents participation and attendance numbers for your organization's programs in the two most recent fiscal years. Describe qualitatively who these key audiences are; explain any changes in participation/attendance numbers between the most recent fiscal years. How do these numbers shape/impact program planning at your organization?	C	2,000



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Number	Question <i>Responses to questions should address indicated criteria A, B or C. Refer to Appendix 1 below for details on criteria A, B and C.</i>	Criteria Addressed by Question	Character Limit with spaces
18.	Sustaining and expanding audiences [fulfilling the need to attract new, younger and more diverse audiences] presents an ongoing challenge for cultural organizations. How has your organization dealt with this issue?	C	2,000
19.	Drawing on the information presented in the preceding narrative responses, state why your organization merits CAC 2011 General Operating Support funds.	A, B and C	1,500



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Support Materials

Support materials are essential to your application and play a critical role in helping panelists evaluate your organization. Applications that do not include support materials will not be accepted. All materials should be:

- High-quality
- Relevant
- Current (produced and/or corresponding to activities occurring between April 2008 and April 2010)
- Clearly labeled (see labeling instructions below)

Required Materials:

The following required materials are uploaded into the online application narrative. TWO (2) copies of the following must be submitted with the hard copy of the application by the stated deadline.

1. 2010 Organizational Budget (Income & Expense)
2. Ohio Cultural Data Project Funder Report
The funder report should include data for the corresponding fiscal year for the audit or review submitted with the intent to apply and the year immediately prior to that audit or review. Note: Fiscal years are always identified by the ending year. For example, if your fiscal year is July 1, 2008 to June 30, 2009, this is known as FY09 or FY 2009.

Fiscal Year End Date	Audit/Review submitted with Intent to Apply	CDP Funder Report Data Years
Jan. 1-Aug. 31	FY09	FY08 and FY09
Sept. 1-Dec. 31	FY08	FY07 and FY08

Funder reports contain two years of data. In order to generate the correct two years of data for the application you must:

- a. Enter and submit the correct fiscal years into the Ohio Cultural Data Project system (see table above).
 - b. From the My CDP page, scroll to Funder Reports.
 - c. Select the year that corresponds to the audit or review submitted with the Intent to Apply (see table above) and click "GO."
 - d. Click on the Cuyahoga Arts and Culture General Operating Support link.
 - e. Save the PDF document to your computer's hard disk.
 - f. Upload the Funder Report to CAC's electronic application system.
3. Brief Bios of Key Personnel/Artists Credentials
Bios of key administrative and artistic personnel identified by name or by position in the application. This could include the artistic director, manager, executive director, etc. Bios should be summary paragraphs, indicating each individual's name, title, number of years in position, status (staff or non-staff/outside personnel), and chief qualifications.
 4. Board Member List
Roster of current Board members identifying name and professional or community affiliation of each board member.



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5. Long Range Plan

The plan should:

- Provide the long-range (three or more years) goals and objectives of the organization;
- Provide action steps for the realization of these goals;
- Place the action steps on a realistic and detailed timeline; and
- Give thought to the development of resources necessary to realize the goals within the timeline.

6. Other Support Materials

These items are **not** uploaded with the online application but are included as additional materials for panelists to review. These materials should be selected based on their relevance to the application and their potential to provide additional insight into the organization.

Select up to five (5) from the following list. Each item counts as one, for example one annual report, one critical review, or one example of educational material. A packet of educational material or series of publications does not count as a single item. Each item will be counted individually. Include no more than two audio-visual samples.

Submit two copies of each of the items selected from the following list:

- Annual report for most recently completed fiscal year
- Organizational brochure
- Critical review and press clipping
- Marketing plan or comparable document
- Marketing materials (for example, program brochure or flyer) for public programs
- Exhibition catalogue
- Educational Material
 - Brochure
 - Curriculum resource
 - Student study guide and/or teacher prep resource
- Newsletter
- Audio visual-materials (see details below).

Audio-Visual Materials-Tips

Please keep in mind the following in preparing audio-visual materials:

- Produce high-quality artist documentation. The panelists rely on the documentation to analyze the quality of the work produced by your organization. Poor quality work will be a detriment to your application.
- The work should be current (presented, performed, produced within the last 18 months).
- Submit **two (2)** identical copies of all documentation.
- Submit only **two (2)** types of media for documentation.
- Please do not submit links to web pages or any other material stored or available on the internet as documentation.
- All electronic media should be viewable/functional on computers running Windows operating systems.
- Please remember to test digital media before submitting it for panel review.
- Clearly label documentation based on CAC formats.
- See "Return of Documentation" on page 12 if you would like to receive your documentation back.



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Labeling Requirements

Submit two (2) identical copies of work sample documentation. Label work sample to correspond with CAC labeling formats. Concise, descriptive information about the submission should be included on the online application form supporting materials question.

Applicant may choose to hand-write or type the label:

- Title of piece
- Date of performance
- Type of media
- Name of artist(s) or performing group

Media Types

Every applicant should determine the best method of documentation based on the nature of work.

Applicants may choose any **TWO** of the following types of documentation:

- No more than One (1) CD with two minutes of audio content OR
- No more than One (1) DVD with two minutes of video content OR
- No more than 10 digital images

Formats

• Audio format – CD

Submit one original and one copy of up to two (2) minutes of documentation:

- Audio CDs must be compatible with standard CD player, with ID points for each separate track;
- CDs should also be playable on common computer media players, such as Windows Media Player or iTunes.

• Video format

Submit one original and one copy of up to two (2) minutes of documentation:

- DVD should be playable on common computer media players such as Windows Media Player;
- The Supporting materials narrative question (in online application) should clearly describe what the panelists are viewing and/or hearing.

• Digital image format – CD

Submit one original and one copy of CD containing no more than 10 high resolution computer file images:

- List images in order of preference for presentation (e.g. performing01.jpg, performing02.jpg)
- Be sure the number or name of the digital image corresponds with the list of works on the supporting materials narrative question.

Return of Documentation

If you would like the second copy of your support materials returned to you, please include a self-addressed stamped envelope with your application. You must include the correct amount of U.S. Mail postage or prepaid amount if using another carrier. For other arrangements, please contact CAC once the Panel Review process is complete.

Statement of Assurances

The Statement of Assurances is the last page of the application. After you complete and submit the electronic application, print a hard copy in PDF. On the PDF, the Statement of Assurances must have the original signatures of authorized representatives of the organization, typically the Executive Director and the Board Chair. The Statement of Assurances must also be dated.



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APPENDIX 1 CRITERIA FOR FUNDING

All GOS grant applications will be evaluated using the following criteria:

A. Artistic or Cultural Excellence

- Applicant's artistic or cultural programs or services are recognized in the community, nationally, or internationally.
- Applicant is staffed by qualified artistic or cultural personnel who have clearly defined roles in programming, instruction, and planning.
- Applicant seeks to meet external standards for artistic/cultural excellence directed by mission and goals.
- Applicant evidences coherent programming informed by mission, vision and goals.
- Applicant's support materials demonstrate artistic or cultural excellence.

B. Strength of Management Practices

- Applicant has engaged in strategic planning and has a current strategic plan (see Terms & Definitions), that is being implemented.
- Applicant understands its current operating environment and incorporates this into planning.
- Applicant demonstrates sound fiscal management and oversight
- Applicant submits reports and communicates in a timely manner with external stakeholders.
- Composition and size of Applicant's Board of Trustees are appropriate to the organization and relevant to the community served.
- Applicant evidences practice of fundraising strategies appropriate to organization size and community served.
- Applicant has stable management team with appropriate skills, coverage for essential functions.
- Applicant offers compensation (including benefits) sufficient to motivate, attract, and retain qualified staff.
- Applicant's support materials demonstrate strength of management practices.

C. Strength of Community Engagement

- Applicant's artistic, cultural, and/or educational programs and attendance numbers evidence community participation in program planning and evaluation.
- Applicant's artistic, cultural, and /or educational programs fit community needs and demonstrably improve quality of life of its community.
- Applicant demonstrates that it increases community access to artistic, cultural, or education programs.
- Applicant's educational and outreach programs and services are appropriate to its resources.
- Applicant's public programming is proportionate to organization size and consistent with mission.
- Applicant offers evidence of thoughtful evaluation of programs, using both internal and external evaluation tools.
- Applicant's support materials that demonstrate strength of community engagement.



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APPENDIX 2

RESOURCES

American Factfinder (http://factfinder.census.gov/home/saff/main.html?_lang=en)

Panelists are from out of state: remember if geography, community and demographic statistics are important to helping a panelist better understand your organization and audience– include that information here. A good resource is American Factfinder) where you can download statistics specific to your community.

Better Lives Better Ohio (<http://www.sos.state.oh.us/SOS/betterLives.aspx>)

This new site lists seven informational categories including economy, education, family and government/civic which could be useful in locating information for grant proposal writing and strategic planning.



**2011 General Operating Support (GOS) Grant Program
Application – Frequently Asked Questions (FAQs)**

1. What should I do if my Board Chair is unavailable to sign the grant application?

Any Board member legally authorized to sign official documents and enter into contracts may sign in place of the Board Chair. Be sure to indicate his/her title on the application.

2. Is everything I submit with my application public information?

Yes.

3. Does the character count include spaces?

Yes. Note that when you transfer your answers from a word processing program such as Word into the online application system they may include hidden characters that put you over the limit. We recommend you create your answers offline in a plain text format before you copy and paste into the online application. If the system still indicates that you are over the character limit for a particular response when, in fact, you are not, eliminate or reduce the amount of punctuation for that response, particularly quotation marks, commas, and semi-colons.

4. For question 3c, what is the notes page/one page notes document? Is it required?

The notes page/one page notes document is a separate word or PDF document you may create and upload to accompany your GOS Funder Report. This notes page is not required but highly recommended if you need to identify any specific entries or trends in your GOS Funder Report that warrant explanation or additional information, and which would help panelists better understand any special circumstances or activities not otherwise apparent in your application narrative or GOS Funder Report. A notes page may help Panelists to better understand your report.

5. For question 8a, should I upload bios of all my staff and Board?

No. You should upload bios for key staff only. Do not submit bios for your Board members, but do include their professional affiliation on the roster you upload for question 13a.

6. For question 9 and 9a, what if I don't have a formal strategic plan? Or what if my current strategic plan does not cover the entire upcoming grant cycle (1/1/11 through 12/31/12.) What's the best way to explain this?

The purpose of question 9 and 9a is to demonstrate that your organization engages in some sort of formal long-range planning process. This relates back to the strength of management of your organization. If your planning process includes creating a formal strategic plan (also known as a long-range plan) you should make that distinction clear. If your organization does not create a formal strategic plan you should describe any equivalent plan. For both cases be sure to describe the steps and practices you use to create your plan. You should also describe : who is key to this process (internal and external), how you communicate your plan and strategic goals to the community, and how you assess your programs against the goals of your plan. By uploading your plan you are providing further evidence of strong management practices.

If your current strategic plan ends before the end of the next grant cycle you should upload your current plan in question 9a and include some context/explanation for future planning in question 9. If you have a lapse in formal planning, (i.e. your most current strategic plan expired in 2005) you should upload the last plan in question 9a plus any formal goals that have been created in the interim. You should also provide some context/explanation in question 9 for the lapse.

- 7. My strategic plan is 100+ pages long. Should I submit that or a PowerPoint version?**

Avoid submitting either of these. Panelists will not read an overly long document nor will they be able to adequately assess the plan based on a PowerPoint which is meant to be a visual aid that supports a presentation. Instead you should submit a summary of your plan with useful details.
- 8. How should I answer question #12—How do your financial practices or policies support your artistic goals?**

Focus specifically on your artistic goals as opposed to your management or community impact goals. Explain the financial practices or policies that allow you to reach your artistic goals. In other words, what financial decisions have you made to support and/or enhance artistic quality. Example: an artistic goal for a dance company might be to attract and retain the highest quality dancers. Its financial policy may be to hire the dancers at a competitive salary with benefits rather than as contractors.
- 9. Are support materials required?**

Yes.
- 10. What makes for good support materials?**

Support materials should be current (within the last 24 months), relevant and high-quality. Note that high-quality does not necessarily mean professionally produced. All DVDs and CDs should be cued to immediately begin with relevant activity as the panel may only watch/listen to the first 3 to 5 minutes. For DVDs and CDs it's also helpful to submit a brief description of the piece, when it was performed, where, etc. It is helpful for panelists to have a context for your work.
- 11. Will the panel look at my website?**

Yes.
- 12. Do the panelists determine the grant award?**

No. Panelists review, evaluate and score your application but they do not determine the award amount. If you receive an aggregate panel score of 75 or greater you will be recommended for funding.
- 13. When will I find out my panel score? Will the scores be posted during the panel review?**

Panel scores will not be posted during the panel review. Rather, CAC staff will notify you regarding your panel score shortly after the panel conclusion.