FY2021 Sustaining Impact Grant Program
Renewal Application Instructions

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Funding Arts. Fueling Community.

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Overview

The following is an overview of ArtsWave's FY2021 Sustaining Impact Grant renewal process. Additional news, updates, and events will be posted on the ArtsWave website and distributed via email.

We strongly recommend that you begin your online renewal application well before the due date to familiarize yourself with Submittable, ArtsWave's online grantmaking system, and to address any technical concerns.

The application package is comprised of two components: 1) the financial review and 2) the renewal application. While completing your application package, remember these tips:

- Be clear and direct, focusing on what is most important.

- It is recommended that you prepare your responses offline in a word processing program and then copy and paste them into the appropriate sections of the online application.

- Limit the use of bullets and other formatting in text fields.

- The total size of all attachments cannot exceed 25MB. Do not use any special characters in the file names of attachments.

- Add impact@artswave.org to your safe senders list to ensure that you receive all communications from the online grantmaking system.

Financial Review

The financial review consists of the following sections:

1) Organization Information
2) Financial Questions
3) Financial Reporting Form
4) 990 OR Financial Audit and Operating to Audit Reconciliation Form
5) Statement of Assurances

ORGANIZATION INFORMATION

- Organization Contact Information

- Financial Representative Contact Information

Endowment

- Do you have an endowment?

- If so, please provide its market value at the end of your organization's most recently completed fiscal year.

- What is your endowment spending policy? Are you currently in line with your spending policy? (200-word limit)

- Is your organization conducting a capital campaign?

- If yes, what is the goal and actual to date?

Financial Questions

- What concerns you most about your organization's FY2020 projections? (200-word limit)

- What concerns you most about your organization's FY2021 budget? (200-word limit)

ELIGIBILITY

- What is your accumulated surplus/deficit over the last 3 fiscal years?

    - (To calculate your accumulated surplus/(deficit) add the Total Surplus/(Deficit) (AFTER TRANSFERS) from FY18 Actual + FY19 Actual + FY20 Projections. Example: $5,000 (FY18 Actual) + ($2,000) (FY19 Actual) + $2,500 (FY20 Projections) = $5,500 accumulated surplus.)

- How many full-time equivalents (FTE) of paid and contract staff are currently employed by your organization?

    - Cumulative number of hours all FT and PT employees work on average per week / 30 hours per week = # of FTEs. 1 FTE works on average 30 hours per week. Example: 4 PT employees working 20 hours week = 80 working hours per week / 30 hours per week (1FTE) = 2.7 FTE.

- What were the total expenditures for Salaries and Benefits, including contract labor, in your last completed fiscal year?

ATTACHMENTS

Financial Reporting Form

The Financial Reporting form is an Excel spreadsheet that can be found on the ArtsWave website and will be uploaded as part of your renewal application. When preparing the Financial Reporting form, please be sure to:

- Provide the organization's name and the dates of your fiscal year at the top of the form.

- Use an accrual basis.

- Do not consider temporarily restricted funds, in-kind revenues/expenses, and depreciation expense.

- Refer to the definition of each revenue, expense, transfer line, and ratio item to ensure consistent reporting among the Sustaining Impact Grant applicants.

Variance Explanations Form – Tab #2 of Financial Reporting Form

Variance Explanations can be found on Tab #2 of the Financial Reporting Form excel spreadsheet. For all three columns containing the phrase "% change," provide a written explanation in the Variance Explanation form for each of the following categories that vary by +/- 10% or more in any fiscal year:

- TOTAL Operating Revenues

- TOTAL Operating Expenses

- CURRENT RATIO

- LIQUIDITY RATIO

This explanation should describe how the variance(s) relate to the organization's overall strategic plan.

*** See Appendix A for the Financial Glossary**

Applies only to Organizations with budgets UNDER $1M

- **Form 990**

  Upload your organization's most recently completed Form 990.

Applies only to Organizations with budgets OVER $1M

- **Financial Audit**

  Attach your most recently completed audit which should include comparative financial information from the prior year.

- **Operating to Audit Reconciliation Form**

Complete the Operating to Audit Reconciliation Form if there are any differences between your submitted audit operating bottom line and the net surplus/(deficit) reported in the Financial Reporting Form. If you have uploaded your audit, you must also complete this form. A blank form can be found on the ArtsWave website.

STATEMENT OF ASSURANCES

The Statement of Assurances is the last step in the completion of the Financial Review. The organization's Board President, Board Treasurer, and Chief Professional Officer must sign the Financial Review Signature Page indicating that they have read the financial review and that the information contained therein is true and correct to the best of his/her knowledge. A blank form can be found on the ArtsWave [website.](website) **The completed Financial Review Signature Page should be uploaded as a pdf document.**

Renewal Application

The renewal application consists of the following sections:

1) Organization Profile
2) Impact
3) Programming
4) Additional Information
5) Statement of Assurances

ORGANIZATION PROFILE

Contact Information

- Organization
- Chief Professional Officer
- Primary Grant Contact
- Board Chair/President

Volunteers

Provide the total number of volunteers, full-time and part-time, within your organization. This may include volunteer members of the organization's governing body, who provide volunteer services to the organization throughout the year.

- Estimate unique volunteers as those individuals with activity at or in your organization within the last 12 months. Do not count the same individual more than once. Organizations that don't keep track of this information can provide a reasonable estimate and can use any reasonable basis for determining this estimate.

Planning for Diversity

Does your organization have a board approved Diversity, Equity, Inclusion, and Access (DEIA) plan? Select Yes or No.

If you have a complete board approved plan, upload it here. Your plan is not required to be submitted until July 15, 2020. Your plan will not be shared with other arts organizations without your permission.

Whether completed or still in-progress, describe your organization's process for developing a DEIA plan. (250-word limit)

Provide the demographic composition for the following three categories in whole #'s.

- Board Diversity

- Administrative and Professional Staff Diversity (you may include contracted staff)

- Artistic Staff Diversity (you may include contracted staff)

IMPACT

Impact Stories

Impact stories are meant to provide real-life examples of people, programming, activities, and new collaborations that were most impactful in advancing the Blueprint over the last 12 months. Each story should be no more than 1 page and demonstrate the organization's impact within the entire Blueprint area, whether that's a suite of programs/activities or a single program/activity. Please ensure each story includes quantitative and qualitative data and is visually appealing.

Large organizations must submit all five of their impact stories, and small and mid-sized organizations must submit both of their impact stories. Impact stories submitted during the January quarterly report are acceptable here. Please reattach them so we have a complete set.

Impact Review Committee Conversation

Select ONE Blueprint Goal you would like to discuss with the Impact Review Committee during your in-person conversation in May 2020. You will be provided with an opportunity to share out how the work in your selected Blueprint Goal is advancing ArtsWave's impact agenda.

See the "Impact Review Committee Conversation" section on page 8 for more information on how to select and prepare for the discussion.

IMPACT PROGRAMMING

- In this section, you will be asked to select the Role(s) within each of your organization's selected Blueprint Goals that advance the ArtsWave Blueprint.

Small and Midsized organizations will have roles under their two Blueprint selected goals; large organizations will have roles in all five Blueprint goals. We do not expect you to select all the roles within each Blueprint goal. Select only those roles that you feel your programming and activities align to and support that effort.

- Then, you will be asked to describe how your activities and programming have advanced the specified Blueprint Goals and Role(s) in the last 12 months, as well as, how you will maintain this momentum in the next 12 months.

  (As possible, use specific examples, objectives, and roles in your description. What does success in your activities and programming look like? Where possible, incorporate specific outcome measures.) (750 word-limit)

Identifying how your programming and activities align with the Blueprint roles will allow ArtsWave to better assess your impact and gain greater insight into how the arts sector is driving community impact through the arts. For more information on how the self-selection of these roles will be a factor in your assessment, see the "Renewal Review Process" section on page 8 of this document.

Programming Data

- Provide total # of Patrons in calendar year 2015

- Provide total # of Arts Experiences in calendar year 2015

- Provide total # of Patrons in calendar year 2019

- Provide total # of Arts Experiences in calendar year 2019

* See Appendix B for the Impact Glossary

<u>ADDITIONAL INFORMATION</u>

- ArtsWave believes that the arts can create vibrant neighborhoods and thriving communities. With this in mind, does your organization conduct arts activities specifically designed to improve individual health/wellness outcomes? If so, please describe. (750-word limit)

- Describe your organization's biggest community impact success story from the past year. (250-word limit)

- Is your organization anticipating any major changes in artistic direction, operations management, or board leadership in the upcoming year? If so, please describe how you plan to address these changes. If this question does not apply, list N/A. (250-word limit)

- What services, learning opportunities, or new collaborations would your organization like ArtsWave to consider a priority within the next several years? *This question is optional and will not impact your review score.* (250-word limit)

STATEMENT OF ASSURANCES

The Statement of Assurances is the last step in the renewal application process. An authorizing official will certify that s/he is authorized to submit the application on behalf of the organization and that the information submitted in the application is true and correct to the best of his/her knowledge.

Application Submission

All renewal application materials must be submitted via the online grantmaking system by **Wednesday, April 15, 2020 at 5:00 pm EST**. **Late applications will not be accepted.**

Each renewing applicant must complete and submit both the Financial Review and the Renewal Application via the online grantmaking system prior to the deadline. You will receive a confirmation email when each component has been successfully submitted. **If you do not receive a confirmation email for both submissions, your renewal application has not been submitted.**

Impact Review Committee Conversations

After committee members have read the renewal applications, each renewing applicant will be asked to participate in a 30-minute conversation with the review committee. The purpose of this conversation is to allow committee members to hear about your successes and challenges during the past 12 months, as well as give you an opportunity to provide additional insight and answer clarifying questions.

Please prepare a deep-dive overview on the Blueprint area that you specifically identified in the renewal application. For Small and Midsized organizations, please make sure the area you've selected to discuss is one of the two areas to which your organization has committed for this 3-year grant cycle. Plan to spend 20 minutes giving the committee an overview of the impact you've had over the last 12 months in your identified Blueprint area and how you'll continue to build on it over the next 12 months. Use the rubric in Appendix C to guide your conversation and provide tangible, specific, and data-driven evidence about the programs and initiatives that have helped drive impact in your selected Blueprint goal.

There will be 10 minutes available for the committee to ask questions about your organization and the work you've done over the last 12 months. Committee members do not need to hear extensively about every program but will use your conversation as a "good faith" estimate of your capacity to implement successfully your other programming and activities in the coming 12 months.

Due to the limited time for these conversations, please do not prepare any slides or accompanying media. Handouts are appropriate if you feel that they would add value to the conversation.

Each applicant may bring up to three people to participate in the conversation. Please bring the people who can best speak to the work you're doing in the Blueprint area you selected to discuss. You are also permitted to bring one additional person for the purposes of observation and learning. This person is restricted from taking part in the presentation or answering questions from the committee.

Note: If the committee has questions about your financial summary, ArtsWave will send the questions to be addressed in writing. Therefore, applicants will not need to bring financial representatives to this conversation.

ArtsWave staff will begin reaching out to organizations in February to confirm dates and times.

Renewal Review Process

Financial Review

The Financial Review will be read and discussed in a separate process by a Financial Review Committee that includes ArtsWave staff and community volunteers with expertise in this area. The Financial Review Committee will read the Financial Review portion of each organization in all three funding categories.

Each financial review will be given one of three designations by the Financial Review Committee:

Designation	Definition
Pass	Organization meets all minimum financial requirements.
Probationary	Operations are not balanced over three years, but the differential is less than 10% of the organization's 3-year average annual operating expenses. (The three years are: FY2018 actual, FY2019 actual, and FY2020 projections.) Or, organization's current ratio is less than 2.
Fail	Organization does not meet minimum financial requirements.

Renewal Application

The Renewal Application will be reviewed by a committee of community volunteers from around the region. Committee members are chosen to represent a cross-section of ArtsWave's corporate partners and community members.

Renewal applications will not be scored formally as part of the review process; however, the review committee will assess the application package, as well as the committee conversation against the renewal application rubric to ensure each grantee is demonstrating a continued

commitment to alignment with ArtsWave's Blueprint for Collective Action to drive community impact through the arts.

Organizations will only be assessed on the roles that are self-selected in the Programming section of the Renewal Application and align to their selected Blueprint Goals for this three-year cycle. Only select roles that your organization's programming and activities align to and support. (Large $1M+ must select roles in all five Blueprint Goals. Small and Midsized organizations must select roles ONLY within their two selected Blueprint Goals.)

Please note that DEIA expectations outlined in the Grantee Handbook will not be factored into the renewal process until July 2020.

* See Appendix C for the Renewal Application Rubric

Determination of Award Amount

Sustaining Impact Grants are 3-year awards contingent upon campaign and organizational performance. Assuming availability of funds and a satisfactory evaluation from the renewal process, grant award amounts will not change from the prior two years. Funding decisions for organizations receiving a designation of "Probationary" or "Fail" in the Financial Review will be evaluated on a case-by-case basis; but organizations receiving a "Probationary" designation can expect that they will have additional financial reporting requirements.

To receive continued funding from ArtsWave, an organization must fulfill all grant requirements for the duration of the grant period, accurately represent its organization and its activities in all documents submitted to ArtsWave, and continue to meet the minimum eligibility criteria.

Feedback will be provided after the grant awards have been announced in June 2020.

Key Dates

Renewal Application Package Due	Committee Conversations	Renewal Funding Decision	Initial Quarterly Grant Payment
April 15, 2020 by 5:00 pm EST	May 2020	June 22, 2020	Mid-October 2020

For additional assistance with the renewal application or online grant system, contact Krista Bondi, Grants Manager, at 513.632.0103 or krista.bondi@artswave.org

Appendix A: Financial Glossary

The following are descriptions/definitions of items which should be included in the respective lines of the financial information form:

ArtsWave Grant(s)
Total with and without donor restriction grants received from ArtsWave for support of operations. This should include endowment income from ArtsWave's Alter and Mid-Sized Arts Organization endowments.

Government Grants
OAC, IMLS, City of Cincinnati, etc. grants (exclusive of services-required grants)

Contributions/Sponsorships/Memberships
Gifts and grants (exclusive of ArtsWave and government grants) from individuals, corporations, and trusts/foundations; program and exhibit sponsorships; and memberships.

Admission/Performance Income
Ticket sales, admission fees, and performance commissions/fees.

Tuition
Fees charged for classes and/or camps.

Sales to Public
Gross sales of gift shop, facility rentals, concessions, catering, parking, etc.

Investment/Endowment Income
Investment income is income earned on checking, savings, and investments of operating assets without donor restriction (excluding unrealized gains and losses but inclusive of realized gains and losses). Endowment income is either the board approved spending rate or the actual dividend and interest income earned if an organization does not have a spending policy. Endowment income should include endowment income on Funds Held for the Benefit of or Funds Held in Trust by ArtsWave.

Special Events Income, net
All revenue and direct expenses related to fundraising events

Artistic Expenses
Includes artistic director, curators, individual performers and artists, exhibit contributors and speakers, guest lecturers, exhibit installation costs, contract services (including orchestra fees), artist lodging/housing, art transportation and art insurance. The salaries and benefits of individuals fulfilling these roles should be included.

Programming
Performance and non-exhibit related costs, such as set design and construction, costumes, non-capitalized publication costs, hall rental, stage crew, and educational programming costs. The salaries and benefits of individuals working on performances and exhibits should be included.

Marketing/Promotion
Includes all advertising, design, and promotional expenses as well as the costs associated with visitor services and box office. The salaries and benefits of individuals working in advertising, design, promotion, visitor services and box office should be included.

Development
Includes all expenses the development office controls. The salaries and benefits of individuals working in the development department should be included.

Merchandising/Concessions
The direct cost of goods sold as well as all other costs related to the operations of the gift shop, facility rentals, concessions, catering, parking etc. These other costs would include the salaries/benefits of individuals working in these departments, rent of such facilities, supplies, management fees, etc.

Facilities
Operating costs of facilities and physical plant, such as utilities, general maintenance, maintenance personnel, office rent, security, grounds keeping and cleaning, etc. The salaries and benefits of individuals working in the facilities and physical plant area should be included.

Administrative Expenses
Costs of all administrative departments including finance, information technology and communications, personnel, governance, and executive management. The salaries and benefits of individuals working in these departments should be included.

Capital Improvements/Purchases with Operating Funds
Transfer of without donor restriction operating assets made for items that are additions to property, plant and equipment, net of restricted funding. Transfer should always be out of operations and therefore treated as an expense.

Transfers (to)/from Board Designated Funds
Transfer of without donor restriction operating assets (i.e., unexpected gifts or bequests, current year surplus, etc.) for investment in board designated endowment or reserves. (These types of items would reduce the bottom line.) Transfer from board designated endowment or reserves to operating assets (i.e., special project or bridge funding, operating deficits, additional draws from endowment beyond the board approved spending rate, etc.) (These types of items would increase the bottom line.)

Net surplus/ (deficit)
Total operating revenues less total operating expenses plus total transfers.

Current ratio (without donor restriction)
Current Assets divided by Current Liabilities. Determines the organization's ability to pay current debt using current assets. Ideally this number should approach 2 which indicates ample short-term liquidity to obviate the need to borrow or sell assets.

- Example: $100,000 in assets divided by $50,000 in liabilities = 2

Current assets typically include cash and cash equivalents, grants, and pledges receivable (current portion), prepaid expenses, other assets, operating investments (level 1 and level 2), and board designated endowment funds (level 1 and level 2).

Current liabilities typically include accounts payable, current portion of long-term liabilities, accrued liabilities, and deferred revenue.

Liquidity ratio (in # of months)
Assets Available within One year of Fiscal Year End for Operations divided by Expected Annual Operating Expenses times 12 months. Ideally this number should approach 6 months which can be another indicator of ample short-term liquidity.

- Example #1: $50,000 in assets available within 1 year of fiscal year end / $75,000 in expected annual operating expenses * 12 months = 8 months

- Example #2: $25,000 in assets available within 1 year of fiscal year end / $75,000 in expected annual operating expenses * 12 months = 4 months

Assets Available within One Year of Fiscal Year End for Operations typically include year-end cash and cash equivalents, accounts receivable, grants, and pledges receivable (current portion), prepaid expenses, other assets, operating investments (level 1 and 2), board designated endowment funds (level 1 and 2) and temporarily restricted assets that will meet their restriction during the next 12 months.

Expected Annual Operating expenses should be the organization's budgeted annual expenses for the next fiscal year exclusive of depreciation.

Appendix B: Impact Glossary

21st Century Skills
A broad set of knowledge, skills, work habits, and character traits that are believed — by educators, school reformers, college professors, employers, and others — to be critically important to success in today's world, particularly in collegiate programs and contemporary careers and workplaces

Activity
Actions taken, or work performed by your organization (Activities should be broad, but meaningful. For example, if you are a performing arts organization and your educational programming consists of student matinees twice a week and a 3-day in-school workshop, those would be two separate activities rather than one. But you would not list your Tuesday and Thursday matinees as separate activities.)

Arts Experiences
The full spectrum of offerings by arts organizations available to the general public.

Arts Integration
An approach to teaching in which students engage in a creative process which connects an art form and another subject area and meets learning objectives in both (integrating the arts into a math class would be an example of arts integration).

Arts Enrichment
The arts are used as a device or strategy to support learning. In the simplest terms, this is arts education that is arts for art's sake (inviting a school to attend a play would be arts enrichment).

Community
Communities can mean many things, but for our purposes, we are interested in geographic communities. For consistency, please communicate your communities served by zip codes. If you are measuring geographic communities in another way, please let us know.

Community Engagement
Community Engagement in the arts is a variety of programming, performances, events, and activities which leverage art to engage community members in cultural, social, and economic development. These activities will most likely occur outside of your location, recognizing there may be some exceptions. For an event or activity to be considered community engagement within your space, it must be purposeful and beyond your normal programming. Community engagement activities must be low-cost (under $10 per person) or free to attend. Do not include activities that took place outside of the region or with people from outside of the region.

Cross Cultural Understanding
Knowledge and appreciation of the characteristics, values, beliefs, and behaviors of other cultures

Economy

Refers to conditions of prosperity which contribute to a thriving quality of life, rather than traditional economic impact indicators

Equitable Access
Additional services are provided, and/or actual or potential barriers are removed so that all individuals have equal opportunity to take full advantage of available arts opportunities

Extraordinary
Experiences in the arts that are out of the ordinary, could not necessarily be found in other places, or that are otherwise seen as fresh and innovative – helping to differentiate our region through the arts

Low Price Arts Opportunity
Arts events, experiences, or activities that cost less than $10 per person.

Meaningful Arts Education Opportunities
Varied arts learning experiences for youth provided both inside and outside of the school environment, including learning and creating art with teaching artists, experiencing art created or presented by professional artists, and integrating the arts into the learning of other subjects

New Applicant
An organization not currently receiving funding through ArtsWave's Sustaining Impact grant program.

Other Arts Education
Arts Education activities that take place outside of the school day (after school, before school, weekend) OR that are coordinated by someone other than a school (summer camp, boy/girl scouts, etc.…). Arts education activities that do not fit the definition of School-Based Arts Education (see definition) would be included in Other Arts Education.

Outcomes
Answer the questions: "What difference did the activity make?" and "What does success look like for this activity?"; can be qualitative or quantitative

Patrons
All people reached. Paid audience members AND non-paid audience members. DO include participation numbers from community engagement activities. DO NOT include arts education activities. For ArtsWave's purposes, patrons do not mean donors.

Racially/Culturally Diverse Arts Opportunities
Arts experiences, events, and activities that primarily feature artists and/or serve audiences that are racially/culturally diverse (non-white).

Region
As defined by the United States Census, the 15 counties in Southwestern Ohio, Northern Kentucky, and Southeastern Indiana that comprise the Cincinnati-Middletown, OH-KY-IN Metropolitan Statistical Area, including Brown, Butler, Clermont, Hamilton and Warren Counties

in Ohio; Boone, Bracken, Campbell, Gallatin, Grant, Kenton, and Pendleton Counties in Kentucky; and Dearborn, Ohio and Union Counties in Indiana

School-Based Arts Education
School-Based Arts Education must be coordinated by a school AND occur during the school day. The activity can take place either at the school, your location, or another location in the community. Do not include activities with schools outside the region.

Teaching Artist
A teaching artist is a practicing professional artist with the complementary skills and sensibilities of an educator, who engages people in learning experiences in, through and about the arts. For ArtsWave's reporting purposes, teaching artists can be paid contractors, paid employees, or volunteers.

Underserved
Those individuals and groups who by virtue of prioritization, interest, geography, economics, or other barriers have disproportionately less access to arts opportunities than others

Volunteers
People that did any type of volunteer services, both full-time and/or part-time, for your organization during the reporting year, including volunteer members of the organization's governing body. Organizations that don't keep track of this information in their books and records or report this information elsewhere (such as in annual reports or grant proposals) can provide a reasonable estimate, and can use any reasonable basis for determining this estimate.

Young Professional
People in the workforce under the age of 40.

Youth
Persons aged 0-18 years

Appendix C: ArtsWave Sustaining Impact Renewal Application Evaluation Rubric

Organization Name:						
	Arts Put Cincinnati On The Map	**Arts Deepen Roots in the Region**	**Arts Bridge Cultural Divides**	**Arts Enliven Neighborhoods**	**Arts Fuel Creativity & Learning**	**Organizational Capacity**
Vision Statement:	Greater Cincinnati's innovative arts scene attracts talent, visitors, and businesses to the region.	Residents who are engaged in the arts - whether as volunteers, artists, or audience members - have a stronger and more positive connection to the community.	When the arts reflect and celebrate the diversity of our community, residents build a greater understanding and appreciation of cultural differences.	Community arts centers, galleries, and theaters serve as vital hubs for neighborhood activity that supports local business and builds civic pride.	The arts have the power to transform education both by improving learning or core curriculum and teaching skills like creativity, collaboration, and critical thinking.	The organization is managing for today and planning for tomorrow to drive sustained impact in the community.
Goal:	To be a more competitive region for talent attraction by leveraging arts that are perceived as extraordinary.	To deepen feelings of engagement and connection to the community by widening participation in arts experiences, especially those that resonate with adults age 40 and under.	To promote cross cultural understanding by increasing the availability and accessibility of arts experiences that include and represent all races and ethnicities.	To enhance the vibrancy of neighborhoods, particularly those that are underserved and/or revitalizing, by increasing the availability and accessibility of arts organizations and opportunities.	To promote the development of 21st century skills by ensuring that all children in the region, particularly those that are underserved, have access to multiple arts opportunities.	To have the capacity to deliver meaningful and sustained community impact through the arts.
Roles: *Only assess applications based on the roles that in bold; these are the roles that the applicant self-selected. The roles that they did not select are crossed out and should not be considered in the assessment*	To design new or unexpected artistic collaborations.	To create arts experiences that are participatory, social, reoccurring, and encourage personal investment in the organization and/or the community.	To present works of art created by artists of all races or ethnicities.	To establish partnerships and collaborations within the neighborhood in which the organization is physically located.	To provide meaningful arts education opportunities for youth at K-12 grade levels.	The organization has adequate capacity to implement the proposed programming and achieve objectives.
	To create arts experiences that are active, immersive, and social; and that stretch the boundaries of the art form.	To create arts experiences for college students and young professionals.	To create arts experiences that include artists of all races and ethnicities.	To create an environment where all members of the organization's surrounding neighborhood feel welcome.	To optimize the use of resources already present in school and community settings to support equitable access for youth to meaningful arts education opportunities.	The organization sets goals, measures progress, and evolves as necessary.
	To improve and employ digital capabilities and use of social media to reach and engage digitally oriented or remote audiences.	To develop partnerships and collaborations with local colleges and universities.	To create and/or present art that tells the story(ies) of all races and ethnicities.	To increase the variety and frequency of arts experiences embedded in or accessible to neighborhoods throughout the region.	To provide professional development and enrichment opportunities for arts educators.	The organization recruits and retains engaged, diverse, and qualified board, staff and/or volunteers.
	To participate in collaborative efforts to increase earned media to reach and engage digitally oriented or remote audiences.	To involve college students and young professionals at all levels of organizational decision-making.	To create shared arts experiences for people of all races and ethnicities.	To improve the aesthetics of the region's neighborhoods.	To develop curricula, materials, and training to support arts integration in all subjects at K-12 grade levels.	The organization leverages assets and capacities with other organizations to expand impact, access, and sustainability.
	To develop and share stories that distinguish the region through its arts.	To leverage assets and capacities with other organizations to expand impact, access, and sustainability.	To identify and establish partnerships and collaborations that support equitable access to arts experiences for people of all races and ethnicities.	To optimize the use of resources already present in neighborhoods throughout the region to support equitable access to arts experiences.	To leverage assets and capacities with other organizations to expand impact, access, and sustainability.	The organization demonstrates that it understands, works with, and serves its community.
	To leverage assets and capacities with other organizations to expand impact, access, and sustainability.		To involve at all levels of organizational decision-making people who reflect our broadest possible racial and ethnic diversity.	To improve and employ digital capabilities and use of social media to reach and engage neighborhoods.		
			To develop cross-cultural artistic partnerships and collaborations.	To leverage assets and capacities with other organizations to expand impact, access, and sustainability.		
			To leverage assets and capacities with other organizations to expand impact, access, and sustainability.			
Assessment:						

Assessment Options	
Outstanding	The organization has shown their ability and capacity to implement its programming and/or activities within this goal. Is overwhelmingly showing impact in the roles they selected within the goal.
On Track	The organization has the ability and capacity to implement its programming and/or activities within this goal. Is showing impact in the roles they selected within the goal.
Needs Assistance	Organization is struggling to demonstrate impact and needs assistance in understanding and/or aligning to the Blueprint. Concerns over the organization's ability and capacity to implement its programming and/or activities fully within this goal. Is beginning to show some impact in the roles they selected within the goal.
Not On Track	Organization is not demonstrating impact. Strong concerns over the organization's ability and capacity to implement its programming and/or activities without major assistance. Is not showing impact in the roles they selected within the goal.