

Sustaining Impact Grant Workshop

January 22, 2019



The image features a solid green background. In the top-left and bottom-right corners, there are decorative elements consisting of several overlapping, thin, light-colored circles. The word "Welcome" is centered in the middle of the page in a white, sans-serif font.

Welcome

Today's Agenda

Welcome & Introductions - Alecia Kintner

Outlook - Alecia (20 min)

Blueprint Update: Trends and Indicators - Damian Hoskins (25 min)

Nuts & Bolts of Your Grant (30 min)

- Quarterly Report – Damian Hoskins & Kara Shibiya
- FY19 Application Materials — Kara Shibiya, Sam Cribbet
- Reporting and Payment Timeline Update

Q & A (15 min)

Looking Back:

Why Create a Blueprint?

- Alignment with broader community goals
- Provide clarity and specificity
- Leverage more support

The Blueprint is intended to:

1. Focus organizations on considering outcomes prior to implementing/reporting on activity (intentionality)
2. Specify which areas of public benefit, deriving from the two Key Impacts of *Thriving Neighborhoods* and *Connected Communities*, that ArtsWave will focus on driving through impact-based grantmaking & initiatives
3. Stake a bold vision for the region for enhanced public benefit through the arts in these areas
4. Define the distinct roles of arts organizations and ArtsWave in advancing these visions
5. Inform an Investment Strategy for 2016-2026





artswave

Investment Strategy:

- Enable impact through our investment of dollars
- Expand our investments in impact through the arts with the goal of amplifying our relevance for a broader base of donors.
- Minimize extreme changes to historical funding levels to avoid destabilizing organizations (formerly achieved through “guardrails” and fixed allocations by tier)
- Clearly link Sustaining Impact with a percentage of budget funded by ArtsWave – principled vs. historic approach

Looking Ahead: Cycle 2

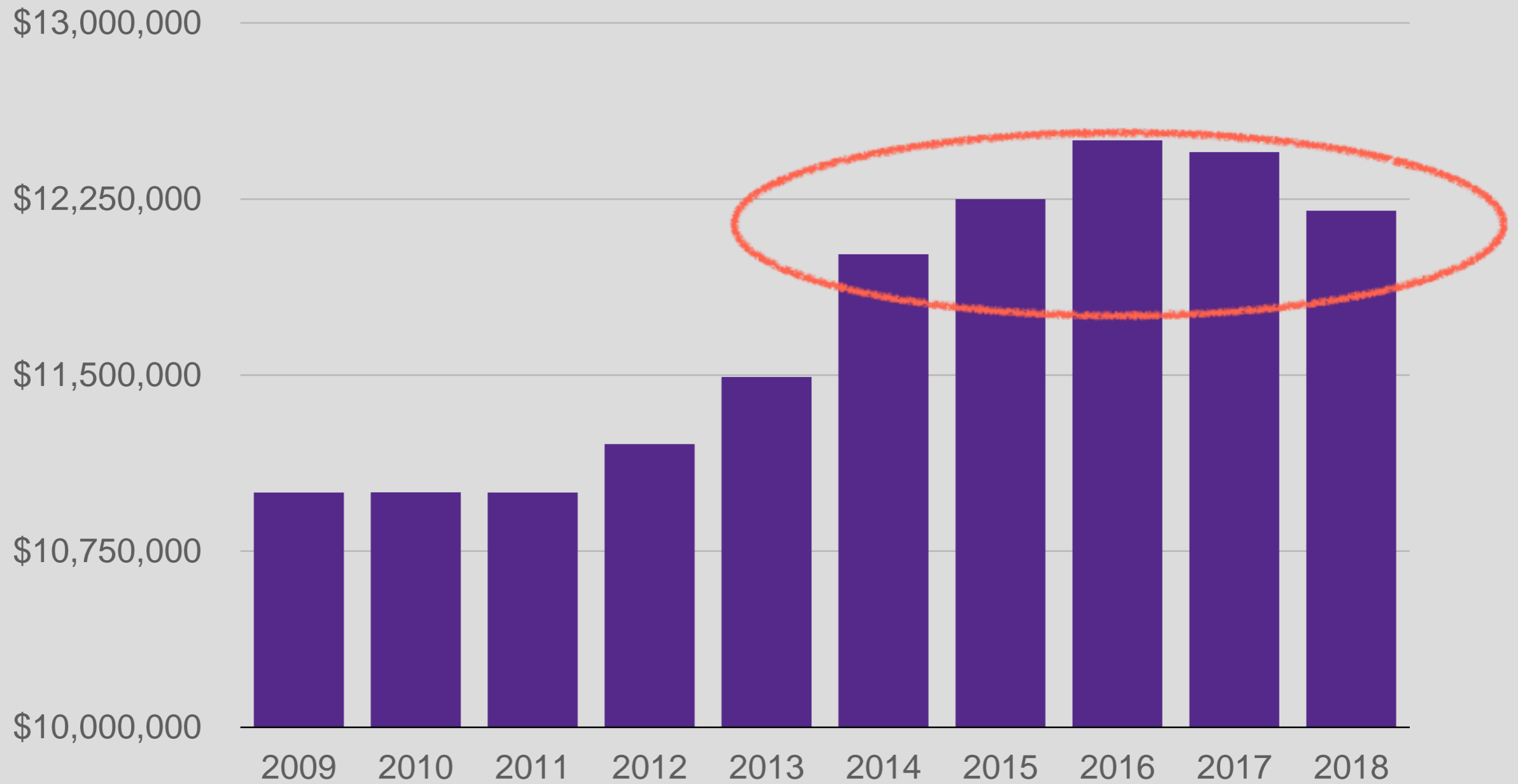
- Three-year, level operating support grants (interim check-ins required)
- **Score determines what % of the organization's 3-year average annual operating expenses that ArtsWave will support, capped at 20%.**
 - (FY2017 actual, FY2018 actual, and FY2019 projections)
- The minimum award amount will be based on the 2019 ArtsWave Community Campaign results and the number of competitive applicants in the pool.
 - Minimum % awarded may be less than 5%... *unless the campaign grows*
 - # eligible applicants has grown to 45 (vs 37 in 2016 cycle)

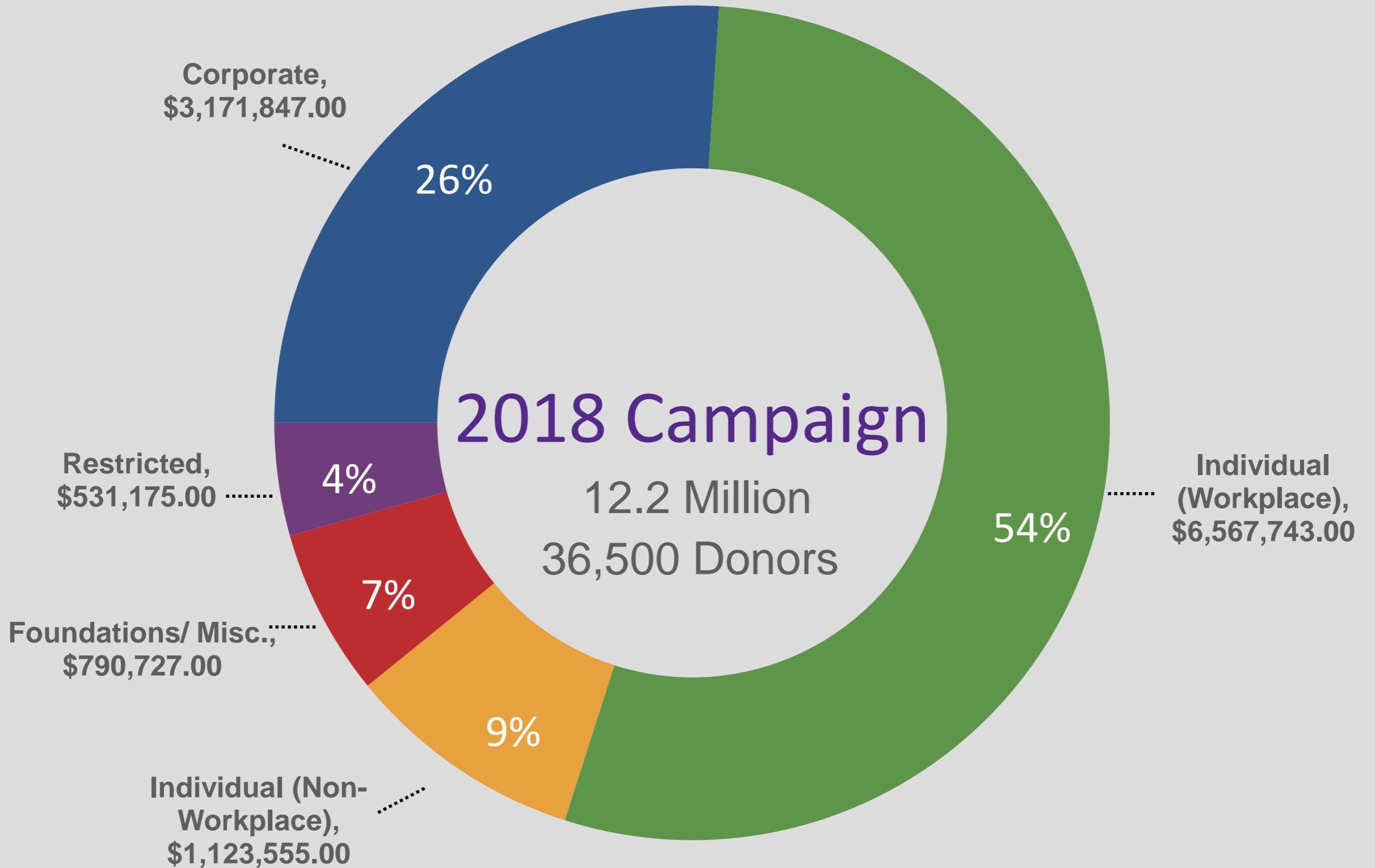


2019 Campaign



Sustaining the ArtsWave Campaign







Blueprint Update:

Trends & Indicators





PUTS CINCY ON
THE MAP



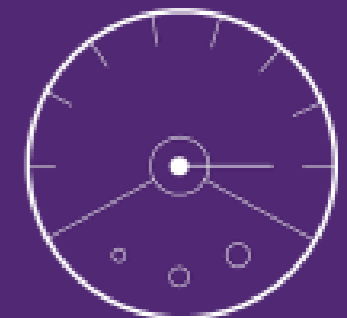
DEEPEN ROOTS
IN OUR REGION



BRIDGE CULTURAL
DIVIDES



ENLIVEN
NEIGHBORHOODS



FUEL CREATIVITY
AND LEARNING

\$116 MM in incremental new cultural tourism revenue on **\$1.2M** spend over 2yrs fueled by ArtsWave

2nd consecutive year that the arts garnered **>200MM** positive impressions for Cincinnati in nat'l media

ArtsWave-funded organizations engaged Young Professionals **500,000 times**

\$\$ ArtsWave **doubled** financial contributions to culturally diverse organizations from **2015-2018**

3K+ free and accessible arts experiences outside the gallery or stage = 3x more than pre-Blueprint

235K experiences for youth provided by ArtsWave-funded organizations in 2017-18 yr (**+27%** vs '15-'16)

3 out of every 5 schools in MSA and all CPS

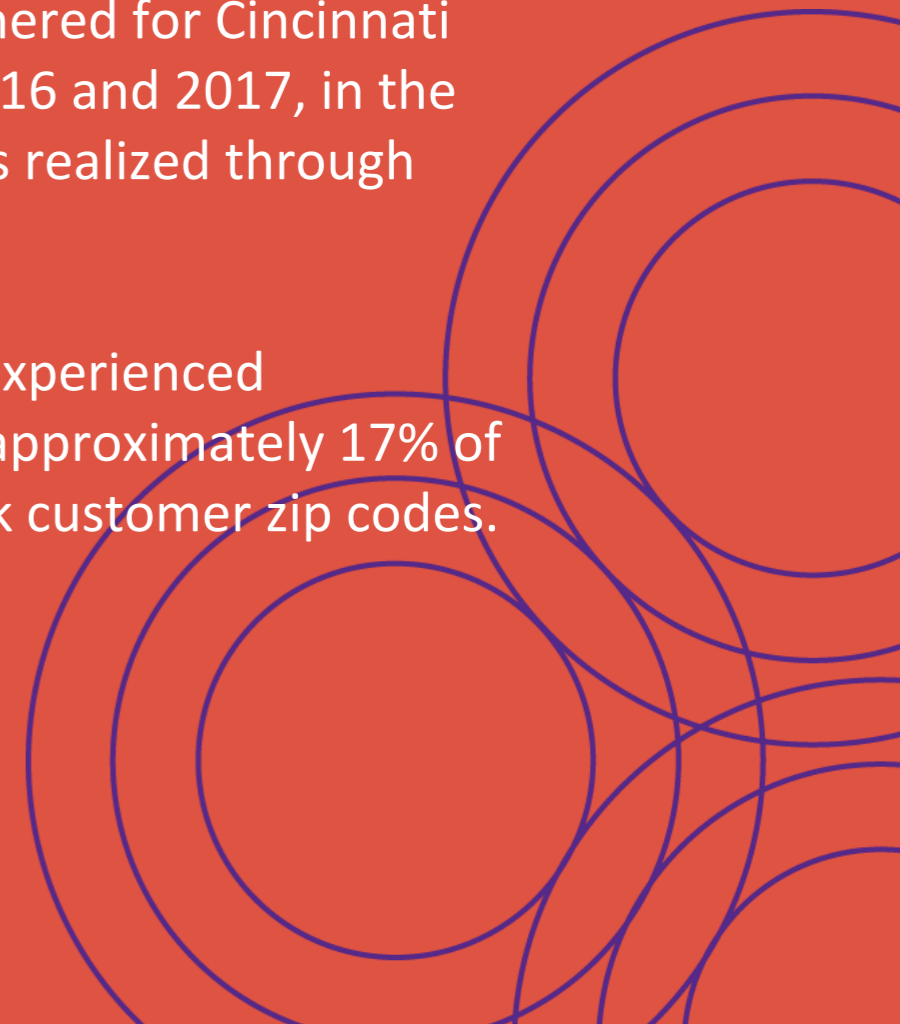


The Arts Put Cincinnati on the Map

People who experience our arts are more likely to become strong ambassadors for the region...

In 2017, 230 million impressions in national media were garnered for Cincinnati because of the arts, as tracked by Source Cincinnati. Over 2016 and 2017, in the fall seasons alone, \$166 million in new economic activity was realized through cultural tourism.

In 2017-18, nearly 150,000 visitors from outside the region experienced Cincinnati's arts. This out-of-town arts audience represents approximately 17% of all arts audiences as reported by arts organizations that track customer zip codes.





Telling the Arts Story:
 27 National Stories totaling more than
218M Impressions
\$3M ad value

52 Places to Go in

Chicago Tribune SUBSCRIBE

SPORTS BREAKING BUSINESS OPINION 39°

Art, slavery and civil rights: Black history comes alive at these Midwest museums

PHOTO GALLERY



Check out these Midwest spots that explore the African-American experience.

By **Amy S. Eckert**
Chicago Tribune

FEBRUARY 12, 2018, 8:30 AM | CINCINNATI

As visitors file through the Kinsey African American Art and History Collection at Cincinnati's National Underground Railroad

The New York Times

PLACE 16

The 52 Places Traveler: The Arts Are Flourishing in Cincinnati

From public murals to renovated concert halls, our columnist found a city bursting with cultural options. Here's what you need to know to experience it for yourself.







7 reasons cincinnati is the most underrated city in the mid-west

Prepare to have your mind positively BLOWN.



wednesday, july 18, 2018 - 11:16
Leila Navabi

f t g+

When you think of American holidays, it's fair to say many don't immediately think 'mid-west'.

With shiny New York, glitzy Los Angeles, and sunny Florida all vying for your interest, it's easy to skip straight past the other 47 states.

After hopping over to Cincinnati on **Wow air's** inaugural flight from Stanstead, we are happy to report that not only is it well worth a visit, but it's one of America's under-discovered city gems.

The New York Times

2018



CINCINNATI OHIO
 Three new theaters enliven a gentrifying district.

Cincinnati's Over the Rhine neighborhood is already home to microbreweries, farm-to-table restaurants and a streetcar linking it to downtown. In late 2017, a trio of new theaters heightened its cultural allure. The 1878 landmark **Music Hall** — home to the Cincinnati Symphony, Cincinnati Ballet and Cincinnati Opera — reopened after a \$143-million renovation. Nearby, **Ensemble Theater Cincinnati** expanded and **Cincinnati Shakespeare Company** moved into new quarters where seats, none more than 20 feet from the stage, guarantee theatrical immersion.

— Elaine G

The New York Times

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THE GETAWAY

Learning About the Civil Rights Era Through Travel

History museums, attractions and destinations around the country are emphasizing the civil rights story in an age of renewed activism around race and equality.







The Arts Deepen roots in the Region

2018 city attractor studies rank Cincinnati in the top 20 out of 200 cities as being attractive to Millennials and young professionals...

Ensuring the region is welcoming and inclusive, whether for new college grads, immigrants from other cities and countries, rising executives recruited at high cost from around the globe, or others with diverse skills, abilities, backgrounds and interests, is an essential strategy. For the arts sector, offering opportunities to take part in relevant and diverse cultural experiences, that reflect the traditions and expectations of changing demographics and young adults in particular, is a key strategy for helping our region to retain talent.





The Arts Bridge Cultural Divides

73% of Americans agree that the arts help them understand other cultures better,” and “unify us, regardless of age, race and ethnicity.”

The benefits of the arts extend beyond the individual experience, helping create greater social cohesion and conditions for civility and respect within communities. Nationally, 73% of Americans agree that the arts help them understand other cultures better,” and agree the “arts unify us, regardless of age, race and ethnicity.” Locally, ArtsWave’s Blueprint is specifically focused on this potential for the arts to create common ground among people in Greater Cincinnati of different races and ethnicities.



The Arts Enliven Neighborhoods

In 2017-18, nearly 900,000 individuals in 9 out of 15 counties participated in free or low-priced art experiences.

7/10 Americans say the arts improve the image and identity of their communities. Furthermore, the arts are identified as integral to community development and as offering creative strategies that can be used to address many of their community's challenges.

One measure of how neighborhoods across the region are impacted by the arts is the prevalence of free or highly affordable, engaging arts experiences, accessible regardless of socio-economic status. In 2017-18, nearly 900,000 individuals in 9 out of 15 counties participated in free or low-priced art experiences.

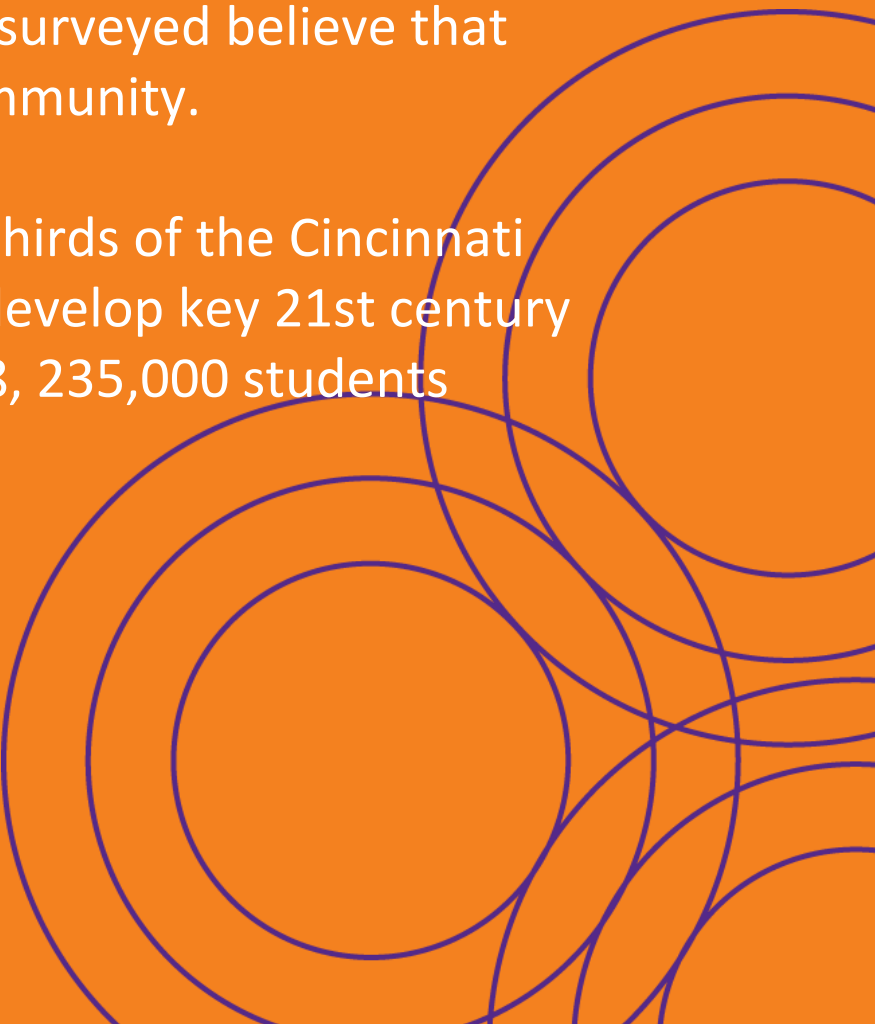


The Arts Fuel Creativity & Learning

91% of adults agree that the arts are a key part of K-12 education...

According to a 2018 National public opinion survey poll about the arts conducted by Americans for the Arts, there is near universal support for arts education: 91% of adults agree that the arts are a key part of K-12 education. In fact, 89% surveyed believe that the arts should also be taught outside of the classroom in the community.

ArtsWave-funded organizations are active in approximately two-thirds of the Cincinnati region's schools deploying arts programming that help students develop key 21st century skills. Impact data reported to ArtsWave indicates that in 2017-18, 235,000 students were served in roughly 10,000 arts education opportunities



Blueprint Next Steps

- Workshops and learning opportunities to refine impact measurement and further explore Blueprint goals and roles
- Discussion with experts and partners in the five subject areas to pinpoint indicators
- CQI approach to data collection
- Development/enhancement of data tools
- Tell increasingly compelling data stories that further amplify the sector.





FY20 Sustaining Impact Program



artswave Support in FY20

Will be provided across three funding categories:

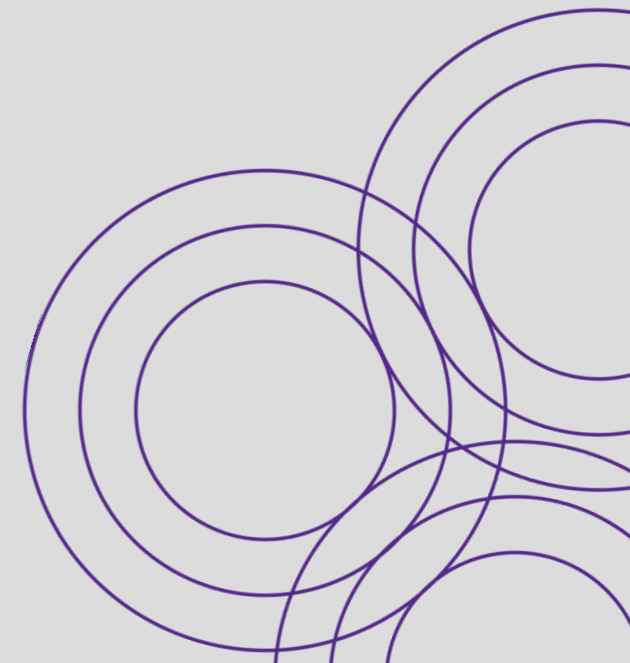
- **Large Regional:** Organizations with an annual budget of \$1 million or more
- **Midsized Regional:** Organizations with an annual budget of between \$300,000 - \$1 million
- **Small Regional:** Organizations with an annual budget of less than \$300,000.





FY20 Deadlines

- **Application Deadline:** Wednesday, April 3rd by 5pm (*EST.*)
 - Application package consists of the Financial Review AND the Main Application- **don't forget to submit both!**
 - ArtsWave staff is unable to provide technical assistance past 4:30pm on the deadline day.
- Committee Review throughout month of May
- Award Announcement- **June 22nd**





FY19 Quarterly Report

We are no longer collecting:

- Paid or unpaid by host
- Arts Enrichment/Arts Integration
- Teaching artist information
- Paid/unpaid by school

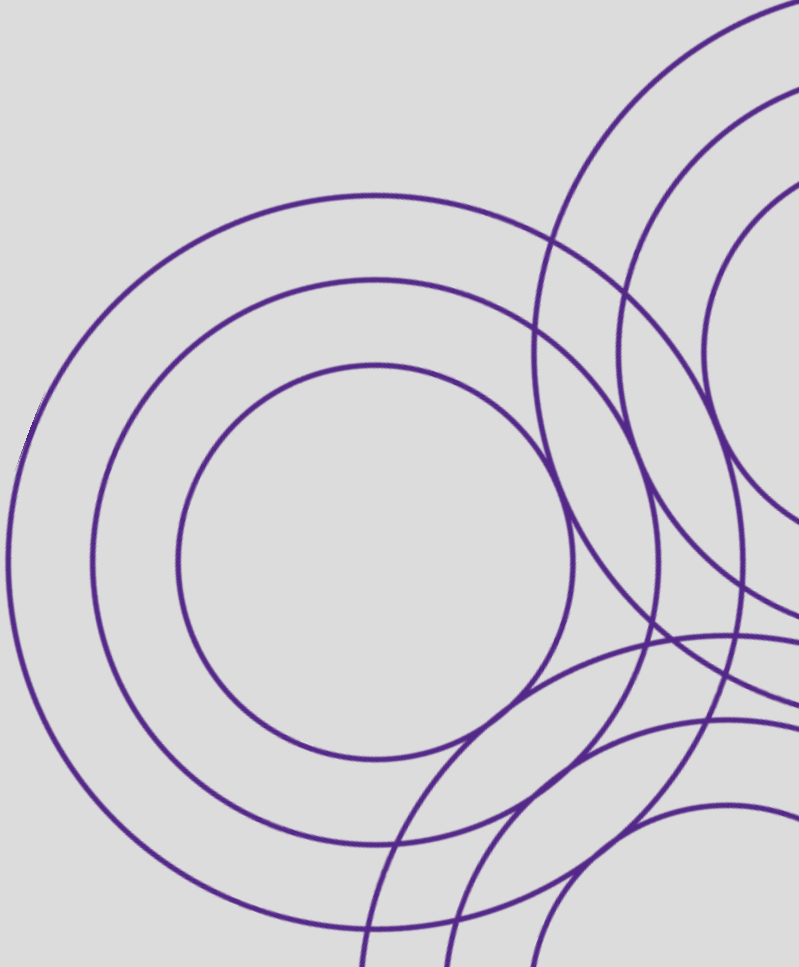
- Only requiring data collection for the spreadsheet as it relates to arts education and community engagement activities.
- Eliminated the Paid Audience tab and have combined both the Other Arts Education and School-Based Arts Education tabs into one.
- Within the Arts Education tab, no longer have to enter the data for school information, but rather select from a drop-down list of options for State, County, School District and School.
- Start Dates and End Dates should only include dates within the reporting timeframe. ***You may receive an error message when entering this data if dates are not listed within that timeframe.***
- Community Outreach & Engagement tab changed to **Community Outreach & Enrichment**



Main Application



Main Application

1. Organization Information
 2. Organizational Capacity
 3. Community Impact
 4. Support Materials
 - Required
 - Optional
 5. Statement of Assurances
- 



Organization Information

- **Organization Info**
 - Name, Address, Website
 - Chief Professional Officer Contact
 - Primary Grant Contact
- **What is your organization's mission?**
(75-word limit)
- Describe your organization's target population/audience.
(150-word limit)



Organizational Capacity

- Does your organization have a board-approved strategic plan? (checkbox yes or no)
- Please provide a brief summary of your organizational strategy and vision. (250-word limit)
- What is your organization's plan for addressing industry and environmental changes and risks? (250-word limit)



Organizational Capacity

- Are there any achievements from the past year you would like to share with ArtsWave? This response is optional. (250-word limit)
- Describe an activity or program that underperformed in the last year. What lessons did you learn from this and how did it influence your future programming decisions? (250-word limit)



Organizational Capacity

- Do you have a board-approved Diversity, Equity, Inclusion, and Access plan for your organization? (checkbox- yes or no)
- What is your organization's strategy for recruiting and retaining diverse board members? (250-word limit)



Organizational Capacity

- **Use whole numbers only.**
- **Fill in a zero in categories not applicable.**

Total # of Board, Staff, or Artistic Staff	
American Indian or Alaska Native	Age 40 and Under
Black/African American	Asian
Hispanic/Latino	Native Hawaiian or Other Pacific Islander
Two or more races	White/Caucasian
People of varied abilities	Veterans



Organizational Capacity

- Provide examples of artistic collaborations during the previous program year and why these were meaningful. (250-word limit)
- Provide examples of cross-sector collaborations during the previous program year and why these were meaningful. (250-word limit)
- Describe how your organization engages a diverse cross-section of community members and ensures their voices are heard when organizational decisions are made. (250-word limit)



Organizational Capacity

Review the Blueprint for Collective Action Overview (Appendix A) and select the Blueprint areas where your organization's activities and programming will help advance the intended outcomes over the next three-year grant cycle.

- *For Small and Midsize Regional Organizations, select and respond to TWO Blueprint Goals.*
- *For Large Regional Organizations, please address ALL 5 Blueprint Goals.*



Organizational Capacity

- After selecting your Blueprint Goals, address the following narrative sections corresponding to your selected Blueprint Goals.
- The narrative should include examples of the programs and activities that are most central to your organization's core mission and allow for the opportunity to use your artistic discipline to deliver impact in our community.
- Include relevant outcome measurement data to demonstrate past success in these areas. (750-word limit per section)

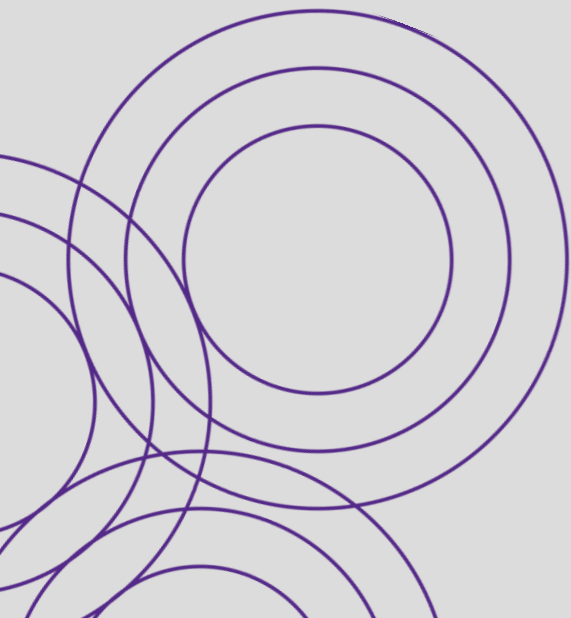
Arts Put Cincinnati on the Map

Describe how your organization has and will continue to leverage arts programming to help differentiate the region. Describe what programming, collaboration or other innovations are being planned for the next three years that will further build reputation and/or attract visitors and/or attract talent to the region. Include output and outcome data that supports your decision-making and/or informs how you measure success in this area.



Arts Deepen Roots

Describe how your organization has and will continue to develop and implement activities, initiatives, or programs that deepen feelings of engagement, particularly in the populations listed above. Describe what programming is being planned for the next three years that will continue to foster a strong community connection. Include output and outcome data that supports your decision-making and/or informs how you measure success in this area.



Arts Bridge Cultural Divides

Describe how your organization has and will continue to:

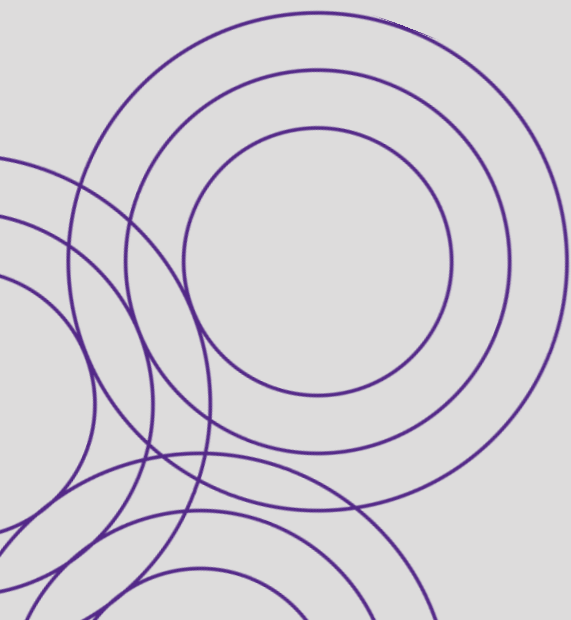
- 1) appeal to and serve audiences of color and under-represented audiences;
- 2) attract greater numbers of audiences and participants of color and under-represented audiences; and
- 3) facilitate cross-cultural dialogue and exchanges of ideas and perspective amongst audiences/participants.

Include output and outcome data that supports your decision-making and/or informs how you measure success in this area.



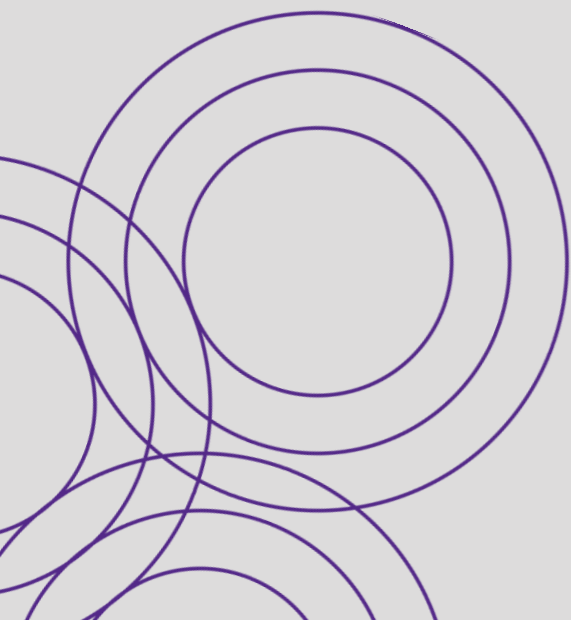
Arts Enliven Neighborhoods

Describe how your organization has and will continue to play a role in developing and/or executing arts components within (a) larger neighborhood strategy(ies). What partnerships or innovations with other leaders are envisioned for your organization that will further contribute to this goal? Include output and outcome data that supports your decision-making and/or informs how you measure success in this area.



Arts Fuel Creativity & Learning

Describe how your organization has and will continue to fuel creativity and learning, particularly for underserved youth, and what sustainable programming or innovations are being planned that will contribute to increasing the number of access points for kids and the number of schools served by the arts sector. Include output and outcome data that supports your decision-making and/or informs how you measure success in this area.



Financial Review



Financial Review

1. Organization Information
2. Financial Snapshot
3. Financial Questions
4. Attachments
 - Financial Reporting Form
 - Variance Explanations Form
 - Financial Audit and Operating to Audit Reconciliation Form
 - Form 990
5. Statement of Assurances
 - Signed by Board President, Board Treasurer, and CPO

Financial Snapshot

ArtsWave Sustaining Impact Grant Program									
FY20 Financial Reporting Form									
ORGANIZATION: ABC Organization					DATES OF FISCAL YEAR: July 1 - June 30				
	A	B	(B-A)/A	C	(C-B)/B	D	(D-C)/C		
	2017	2018	%	2019 ACTUAL	%	2020	%		
	ACTUAL	ACTUAL	CHANGE	OR CURRENT	CHANGE	BUDGET	CHANGE		
				PROJECTIONS					
REVENUES									
ArtsWave Grant(s)									
Government Grants									
Contributions/Sponsorships/Memberships									
Admission/Performance Income									
Tuition									
Sales to Public									
Investment/Endowment Income									
Special Events Income, net									
Other Revenue/Support									
Total Operating Revenues	0	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!		
EXPENSES									
Artistic									
Programming									
Marketing/Promotion									
Development									
Merchandising/Concessions									
Facilities									
Administrative									
Total Operating Expenses	0	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!		
SURPLUS (DEFICIT) OF OPERATING REVENUES OVER OPERATING EXPENSES	0	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!		
TRANSFERS									
Capital Improvements/Purchases with Operating Funds									
Transfers From/(To) Board Designated Funds									
Total Transfers	0	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!		
TOTAL SURPLUS/(DEFICIT)	0	0	#DIV/0!	0	#DIV/0!	0	#DIV/0!		
Current Unrestricted Assets				N/A		N/A			
Current Unrestricted Liabilities				N/A		N/A			
CURRENT RATIO (unrestricted)	#DIV/0!	#DIV/0!	#DIV/0!	N/A	N/A	N/A	N/A		
LIQUIDITY RATIO (NEW)				N/A	N/A	N/A	N/A		
**PLEASE ALSO COMPLETE TAB TWO- VARIANCE EXPLANATIONS									



Financial Questions

- Total FTE of paid and contract staff (artistic, professional, and/or administrative) employed by your organization? 1 FTE = 30 hours/week.
- Total expenditures for Salaries and Benefits (including contract labor) in your most recently completed fiscal year
- Accumulated surplus/(deficit) over the last 3 fiscal years
 - Fiscal years = FY17 Actual, FY18 Actual, and FY19 Projections



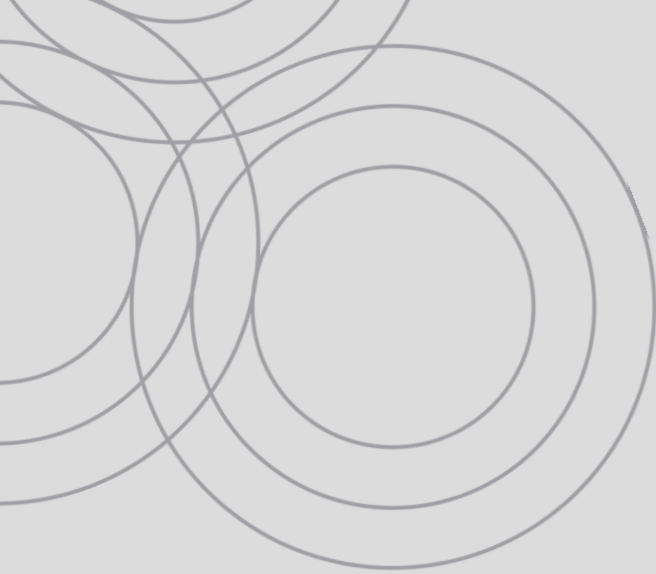
Financial Questions

- Describe your organization's financial planning process for the upcoming fiscal year. How will you know that you are on track? Who is central to the planning process (internal as well as external)? (250-word limit)
- 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?



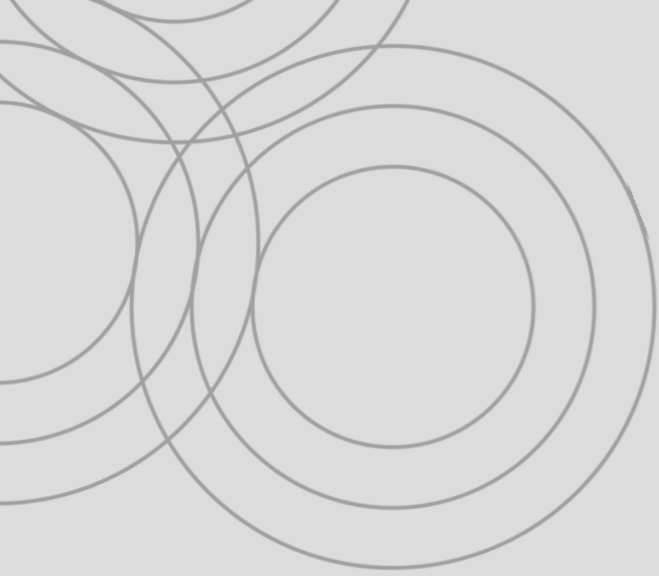
Financial Attachments

- **Financial Reporting Form**
 - Variance Explanations on tab #2
- **Form 990**
 - *Only applies to Orgs under \$1M*
- **Financial Audit and Operating to Audit Reconciliation Form**
 - *Only applies to Orgs over \$1M*
- **Statement of Assurances**
 - Upload as a PDF



Tips: Financial Reporting Form

- 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.



Tips: Financial Reporting Form

- Refer to the definition of each revenue, expense, transfer line, and ratio item to ensure consistent reporting among general operating applicants.
- If you make changes to previously submitted #'s, highlight this on your Financial Summary form and let us know why.

Variance Explanations

	A	B	C	D	E	F	G	H	I	J
1	ArtsWave FY2020 Sustaining Impact Grant Program									
2	Financial Reporting Form- Variance Explanations									
3										
4	ORGANIZATION: ABC Organization									
5										
6										
7	Please provide a written explanation for any variances of +/- 10% or more in the following categories. This explanation should describe how the variance(s) relate to the organization's overall strategic plan.									
8										
9										
10										
11										
12	TOTAL Operating Revenues									
13										
14										
15										
16										
17										
18										
19										
20										
21										
22										
23										
24	TOTAL Operating Expenses									
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32										
33										

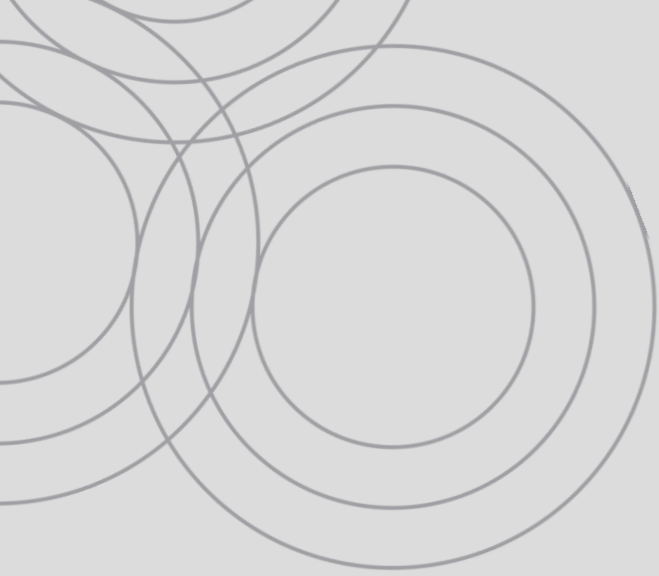


Tips: Variance Explanations

- Tab #2 of Financial Reporting Form- **don't forget!**
- Provide a written explanation 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
- Explanation should clearly describe the reason for the variance(s) and the organization's plan that did or will address it.

Tips: Audit to Reconciliation

		E	F	G	H
ArtsWave Sustaining Impact Grant Program					
FY20 Financial Operating Results to Audit Reconciliation Form					
ORGANIZATION: ABC NON-PROFIT ARTS ORGANIZATION			DATES OF FISCAL YEAR: July 1 to June 30		
			<u>2017 Actual</u>		<u>2018 Actual</u>
Total Operating Surplus/(Deficit) per ArtsWave Financial Reporting Form					
<i>Possible Reconciling Items:</i>					
Property fund activity					
Net unrealized gain/(loss) on operating investments					
Net transfers (to)/ from Board Designated Funds					
Unrestricted Operating Surplus/(Deficit) per Audit			\$ -		\$ -



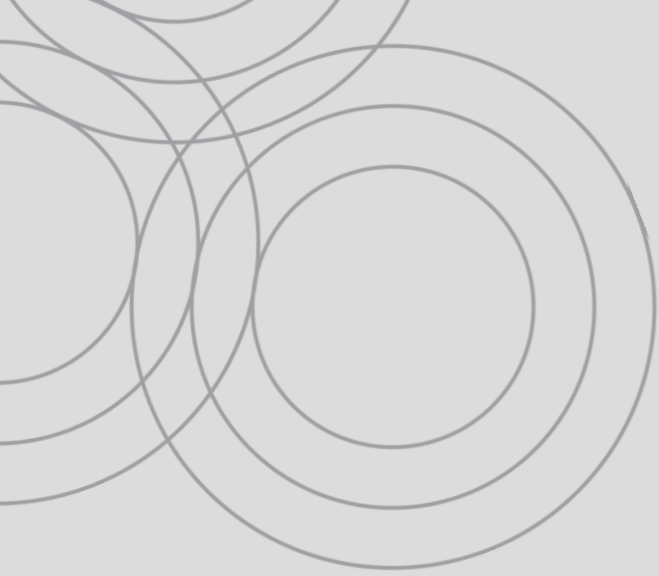
Tips: Audit to Reconciliation

- ***Applies only to Orgs with budgets over \$1M***
- If you have uploaded your audit, you must ALSO complete this form.
- Explain any differences between your submitted audit operating bottom line and the net surplus/(deficit) reported in the Financial Summary Form.
- You MAY add categories as needed.



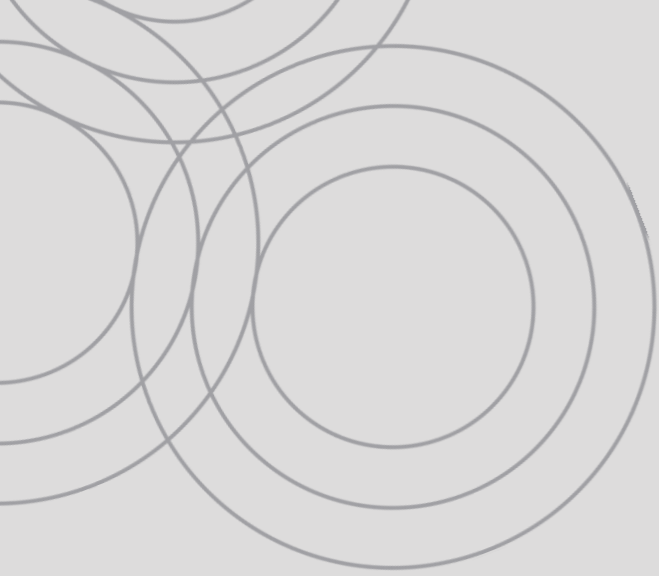
Reminders

- Blank forms can be found on the 'Current Grantee' section of the website.
 - Go to 'Apply for Funding' page and scroll to bottom of page for the link
- See Appendix C in the guidelines for an updated Financial Glossary.
- Remember to provide the organization's name and dates of fiscal year at the top of the form.



Support Materials

- Play a critical role in helping panelists evaluate your application by bringing your organization's mission and programming to life.
- Meant to provide real-life examples of people, programming, and activities that are most impactful.
- May include data summaries, images, audio, video, links, and other support documents. May also highlight a suite of programs or one activity or program.



Support Materials

- **REQUIRED**

- At least two samples of artistic programming provided by your organization in the past 12 months.

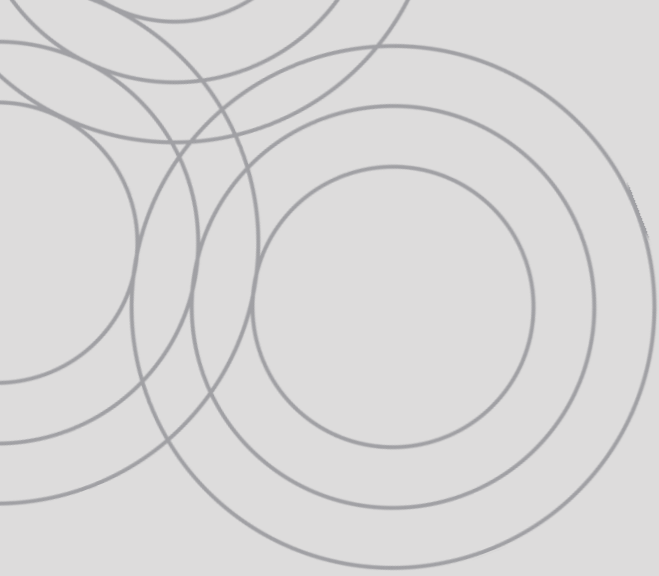
- **OPTIONAL**

- Up to three additional items of your choice that demonstrate your Community Impact or Organizational Capacity.
- Provide a brief description for each item.



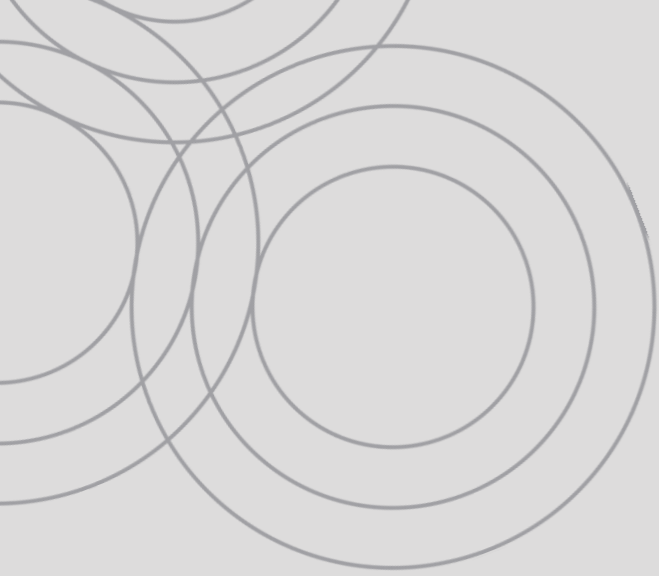
Support Materials

- Panelists may have little to no familiarity with your organization, so this is your opportunity to introduce them to your programming.
- Photos, video, audio and other documents do not necessarily need to be professionally produced to be effective.
- All audio-visual materials should be cued to immediately begin with the relevant activity.



Support Materials

- Please limit audio visual materials to no more than **5 minutes in length.**
- Support materials should be current (within the last 12 months) and relevant to the application.
- **The panelists are volunteers.** Please *be thoughtful of their time and energy.*
- The combination of all support materials cannot exceed a total of **25mb**



Main Application Tips

- Be brief, clear, and direct in your narrative. Focus on what is most important.
- We recommend 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.

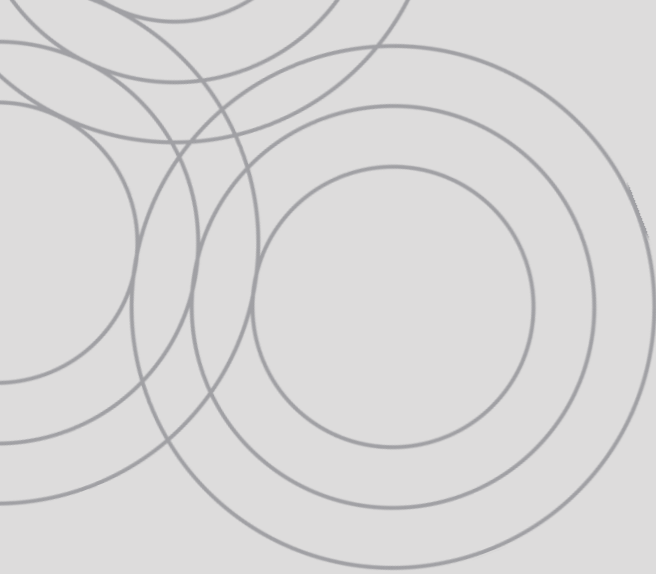


Main Application Tips

- Add mail@grantapplication.com to your safe senders list to ensure that you receive all communications from the online grantmaking system.
- Use one of the following compatible browsers: Chrome® v.22+, Firefox® version v.27+, Internet Explorer® v.8-10 (if enabled), Internet Explorer v.11, Safari® v.7+, or Edge®.
- Use the Glossary as a resource; the definitions of key terms should help guide your responses.



Application Review



Financial Scoring Rubric

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: FY2017 actual, FY2018 actual, and FY2019 projections.)
Fail	Organization does not meet minimum financial requirements.



Financial Scoring Rubric

- Funding decisions for orgs receiving a “Probationary” or “Fail” in the Financial Review will be evaluated on a case-by-case basis.
- Probationary organizations will have additional financial reporting requirements.
- Consecutive years of probation may impact an organization's ability to remain in cohort.



Main Application Review

- **Community Impact** – an organization’s ability to maximize its capacity to support the goals and roles of the Blueprint for Collective Action.
 - (75% weighting)
- **Organizational Capacity** – an organization’s ability to manage for today and plan for tomorrow in order to be able to drive sustained impact in the community.
 - (25% weighting)



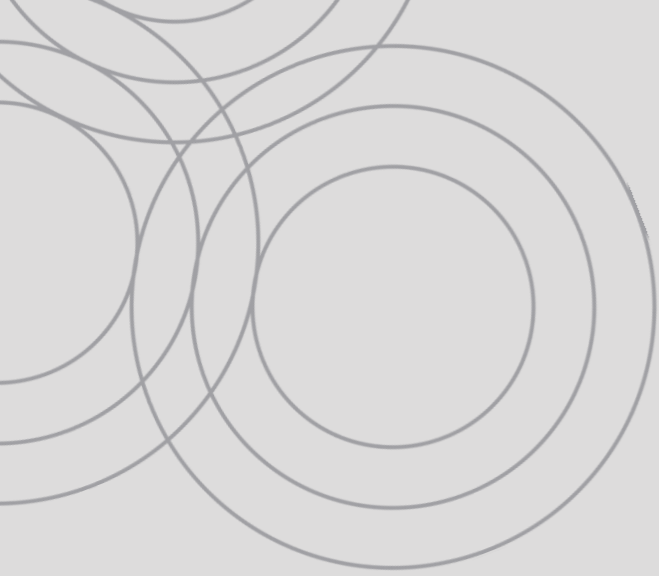
Main Application Review

- Committees of community volunteers from around the region will evaluate the application.
- Reviewers will use a rubric to evaluate and score the application on a scale of 1 to 100.
- An organization must receive a minimum total score of 50 or higher to receive funding through the Sustaining Impact grant program in FY20.



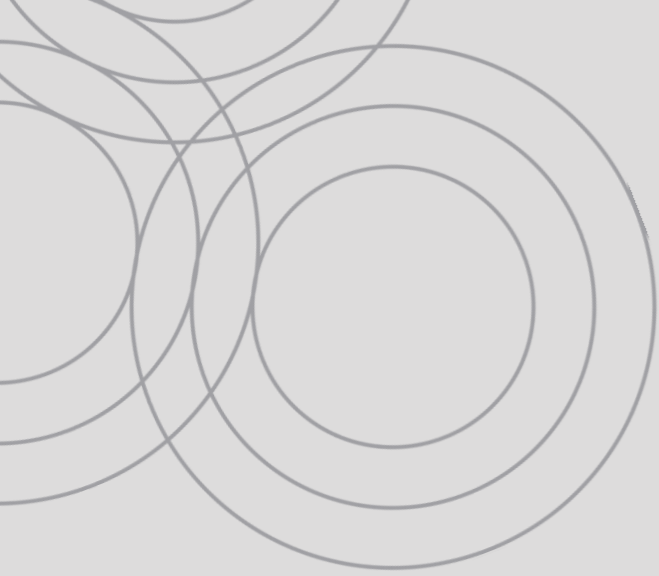
Main Application Rubric

Total Score	Rating	Definition
95 to 100	Exceptional- High	The applicant has provided <u>overwhelming</u> evidence throughout the application that demonstrates the organization has the capacity and the programming to drive impact in support of the Blueprint for Collective Action. All responses are clear, well-articulated and appropriate.
82 to 94.9	Exceptional- Low	
72 to 81.9	Strong- High	The applicant has provided <u>sound</u> evidence throughout the application that demonstrates that the organization has the capacity and the programming to drive impact in support of the Blueprint for Collective Action. Responses are clear, well-articulated and appropriate.
61 to 71.9	Strong- Low	
50 to 60.9	Good	The applicant has provided <u>enough</u> evidence throughout the application that demonstrates that the organization has the capacity and the programming to drive impact in support of the Blueprint for Collective Action. Responses are generally clear and appropriate, but not consistently well-expressed.
21 to 49.9	Fair	The applicant has provided <u>limited</u> evidence throughout the application that demonstrates that the organization has the capacity and the programming to drive impact in support of the Blueprint for Collective Action. Responses may be appropriate but are limited in detail.
1 to 20	Weak	The applicant has provided <u>very limited</u> evidence throughout the application that demonstrates that the organization has the capacity and the programming to drive impact in support of the Blueprint for Collective Action. Responses lack detail and are hard to understand.



Committee Review

- All applicants will meet with a community review committee in May.
- Provides panel with additional insight and time for asking questions about the main application.
- ArtsWave staff will send follow up questions about the financial summary. Financial representatives **DO NOT** need to attend the presentations.



Committee Review

Don't assume the review committee:

- Has extensive prior knowledge of your artistic discipline;
- Knows the meaning of acronyms within your organization; and/or
- Understands all the characteristics of your community or audience.



Quarterly Report Update

The image features a solid green background. In the top-left and bottom-right corners, there are decorative elements consisting of several overlapping, thin, light-colored circles. The word "Questions?" is centered in the middle of the page in a white, sans-serif font.

Questions?



Thank
You.

