



# Community Arts Development Grant Program

## Fiscal Year 2020 Guidelines

Funding period: July 1, 2019 – June 30, 2020

Deadline to Submit Application: **Wednesday, May 29, 2019 - 12:00 noon EST**

### Harford County Cultural Arts Board

1221-A Brass Mill Road | Belcamp, Maryland 21017 | [CulturalArtsBoard.org](http://CulturalArtsBoard.org) | 410-273-5601 x 6509



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## **OVERVIEW OF HARFORD COUNTY CULTURAL ARTS BOARD**

The mission of the Cultural Arts Board is to “Preserve, Enhance, and Promote the Culture of Harford County, Maryland.” As the government-appointed local arts agency, Harford County Cultural Arts Board is the premier local resource for arts organizations, independent artists, and the residents of Harford County, Maryland. The Board provides advocacy and administrative support, sponsors workshops, events, and promotional opportunities to the community, and distributes grants to local nonprofit organizations and schools.

According to Chapter 9, Part 2, Article XVIB of the Harford County Code, “The Cultural Arts Advisory Board shall consist of 15 citizen representatives and a member of the County Council, who is an ex-officio, non-voting member. The members shall be appointed by the County Executive and confirmed by the County Council pursuant to Section 223 of the Harford County Charter. The Board members shall be residents of the County; and insofar as possible, be representative of the County's population with respect to race, gender, political affiliation and geography. The terms of the members are coterminous with that of the County Executive.” The powers and duties of the Cultural Arts Board include but are not limited to the following:

- Promote and support the overall development of arts and culture in Harford County
- Encourage local government and citizen interest in the arts and culture
- Act as the official Arts Council for Harford County in order to accept and disburse funds from the Maryland State Arts Council.

The Harford County Cultural Arts Advisory Board, its grants, operations, and programs are administered by staff employed by Harford County Public Library.

## COMMUNITY ARTS DEVELOPMENT GRANT PROGRAM OVERVIEW

The Community Arts Development matching grant program is the foremost means by which the Harford County Cultural Arts Board invests in the development of arts and culture in Harford County, specifically the arts organizations and other not-for-profit, tax exempt entities presenting and/or producing arts in Harford County. Each year, a grant is made from the Maryland State Arts Council (MSAC) to each of Maryland's twenty-three counties, plus Baltimore City. A portion of the grant to the Harford County Cultural Arts Board is designated towards this Community Arts Development Grant program during the annual budgeting process.

Applications are accepted on an annual basis for support of (1) General Operating costs of nonprofit arts organizations in Harford County, Maryland and (2) direct costs of Arts Programming located in Harford County, benefitting the general public, presented by nonprofits other than arts organizations, incorporated in Maryland; units of government, colleges or universities, and religious institutions are also eligible.

The Harford County Cultural Arts Board reviews and scores applications on the basis of *artistic merit*, *service to the community*, and *organizational effectiveness*. These scores are combined with metrics representing size of organization, past grant performance, and types of programming, to determine the total dollar amount awarded to each qualifying applicant. An important consideration in application evaluation is the IDEA factor: Inclusion, Diversity, Equity, and Access. These are increasingly important factors that all nonprofit organizations should be considering when developing any of its programming.

## ELIGIBILITY

- A. Arts organizations located in Harford County that have been both incorporated in Maryland as not-for-profit and received tax exempt status from the U.S. Internal Revenue Service may request support for day-to-day General Operating expenses.
- B. Other nonprofits which are both incorporated in Maryland as not-for-profit and designated with tax exempt status from the U.S. Internal Revenue Service may receive support for direct costs of Arts Programming benefiting the residents and guests of Harford County, Maryland.
- C. Units of government, colleges or universities, and religious institutions are also eligible for support; specifically for arts programming benefiting the residents and guests of Harford County, Maryland.
- D. All programming of organizations must be open to the public and accessible to persons with disabilities in compliance with the Americans with Disabilities Act. No persons, on the grounds of race, color, or national origin, sexuality, gender, age or their handicap shall be excluded from participation in, be denied the benefits of, or be subjected to discrimination.
- E. Grant-funded activities must occur within the Fiscal Year funding period of July 1, through June 30. An activity rescheduled outside this funding period is no longer eligible and grant funds will be forfeited.
- F. Grants may not be used towards any of the following: capital projects, major equipment purchases, paying down existing debt, re-granting funds, scholarships, pro-rated staffing, travel outside Maryland, or any fundraising activity.
- G. Organizations must show valid funds to match grant funds with cash revenue from sources other than an agency of the state of Maryland.
  - a. Grants supporting *General Operating* costs must be matched at a minimum of 2:1.
  - b. Grants supporting direct costs of *Arts Programming* must be matched at a minimum of 1:1, for Harford County-specific-arts-program-only budget - NOT the total annual organizational operating budget.

## APPLICATION

- H. Organizations may submit only one Community Arts Development grant application to the Harford County Cultural Arts Board per year.
  
- I. There is an online grant portal, Grants Workspace, where all applications, reports, and other grants-related tasks will be completed. Workshops are offered annually to introduce the website and the grants process. Telephone technical assistance is also available. Please notify the Harford County Cultural Arts Board fifteen days prior to any deadlines to request assistance and any special accommodations.

## AWARD

- J. Harford County Cultural Arts Board considers applications and awards grant funding on the basis of the following Review Criteria:
  - a. Artistic merit
  - b. Organizational effectiveness
  - c. Service to the community
  - d. Current and past adherence to grant guidelines
  - e. Size of organization
  
- K. Grant awards are announced with an email that will include instructions to access and accept the terms of the contract (known as the "Agreement"). The Agreement is not finalized until signed and witnessed, which must be completed by the specified date or all funds will be forfeited.
  
- L. At all times, grant awards, or any part thereof, are contingent upon the availability of funds from Maryland State Arts Council, an agency of the State of Maryland, under the authority of the Department of Commerce, Division of Tourism, Film and the Arts.
  
- M. Failure to comply with any terms of the Agreement may result in the organization being required to repay grant funds and may jeopardize any future grant being received by the organization

## REPORTING REQUIREMENTS

- N. An interim report must be filed with the Harford County Cultural Arts Board no later than the stated deadline. Failure to report may jeopardize any future grant being received by the organization and may result in the organization being required to repay grant funds.
- O. A final report must be filed with the Harford County Cultural Arts Board within 30 days of completion of all activities under the grant, but always by August 1st, after the funding period, including copies of event programs and advertising materials. Failure to report may jeopardize any future grant and may result in the organization being required to repay previous grant funds.
- P. Accurate financial reports, including a signed financial statement, may be a required part of interim, final, or other grant-related reports.
- Q. The Harford County Cultural Arts Board reserves the right to request financial reports or other documents relating to operations or activities at any time.
- R. Organizations receiving grants must maintain complete and accurate records of all activities and operations connected with the grant. This includes the following data for each activity:
  - a. Name/title of program
  - b. Location
  - c. Date
  - d. Number of artists participating
  - e. Total in-person adult audience paid admission
  - f. Total in-person adult audience unpaid admission
  - g. Total in-person juvenile (under 18) audience paid admission
  - h. Total in-person Juvenile (under 18) audience unpaid admission
  - i. Total number of artists actively participating during entire funding period
- S. If a significant change is made in any Harford County Cultural Arts Board-funded organization, program, or project, the Harford County Cultural Arts Board must be notified in writing within 60 days.



## PROMOTIONAL and CREDITING REQUIREMENTS

- T. All arts programs, including performances, auditions, exhibits, etc., must be submitted to the Harford County Cultural Arts Board website's *Cultural Arts Calendar* ninety (90) days prior to the event or as soon as dates are scheduled. Contact Arts@HCPLonline.org with technical questions. The *Cultural Arts Calendar* is online at the following address:  
[www.culturalartsboard.org/cultural-arts-calendar.html](http://www.culturalartsboard.org/cultural-arts-calendar.html)

Suggested posting schedule for optimum exposure:

- a. July – September activities posted no later than May 15
  - b. October – December activities posted no later than August 15
  - c. January – March activities posted no later than October 15
  - d. April – June activities posted no later than February 15
- U. If tickets are required to attend arts programming, a minimum of four tickets for each event shall be made available to Harford County Cultural Arts Board.
- V. Credit must be given to Maryland State Arts Council and Harford County Cultural Arts Board whenever and wherever credit is being given – verbally, in print, and/or electronically – including but not limited to verbal introductions, radio or print media interviews, press releases, program brochures, flyers, online and social media event descriptions.
- a. On printed materials - logos and credit line must appear.
  - b. Online (website, email, online calendars, etc.) - logos and credit line must appear, linking to both websites ([www.MSAC.org](http://www.MSAC.org) and [www.CulturalArtsBoard.org](http://www.CulturalArtsBoard.org))
  - c. Always check website ([www.CulturalArtsBoard.org](http://www.CulturalArtsBoard.org)) for the most up-to-date best quality logos and additional recommended phrases.
  - d. Contact Cultural Arts Board office for technical assistance if necessary.

*Suggested phrases:*

**Support for operations of (Arts Organization) has been provided by Harford County Cultural Arts Board with funds from Maryland State Arts Council.**

Or

**(Arts Program) is supported by Harford County Cultural Arts Board with funds from Maryland State Arts Council**

## TYPES OF GRANTS

There are three types of grants beneath the Community Arts Development grant umbrella, (1) General Operating, (2) Arts Programming, and (3) Arts in Education. Guidelines, application, and review process for Arts in Education support are unique and separate from the first two types and are not incorporated into this document. See (3) below for more information.

### (1) General Operating

Nonprofit arts organizations in Harford County are eligible to receive support of up to one-third of their total operating budget. Arts organizations are defined as those who produce or present the arts through public programs or services. This definition is determined as those organizations whose mission and financial statements reflect that the majority of resources are dedicated to producing and presenting the arts. Examples of these include galleries, orchestras, theaters, or art museums.

### (2) Arts Programming

Nonprofit organizations whose main purpose is not producing or presenting the arts, but do regularly provide public arts programs in Harford County, are also eligible to receive support of up to one-half the direct costs of their arts programming only. These might include community centers, human service organizations, or non-art museums in Harford County. Units of government, colleges or universities, and churches are also eligible.

Arts Programming support is also available to Maryland arts organizations located outside of Harford County, who are producing or presenting arts programs within Harford County. Those organizations may receive support for up to one-half of the direct costs for any Harford County arts programs that are open to the general public.

### (3) Arts in Education

Schools and other nonprofit community-based settings within Harford County are eligible for grant funds to support high-quality, Maryland-based-artist-led arts experiences for Pre-K through 12th grade audiences. These are usually Artists in Residence or Visiting Performances within the school setting, but could also include visits to local museums or performances, as well as before or after school programming by high quality arts educators (not school staff). Go to [www.CulturalArtsBoard.org](http://www.CulturalArtsBoard.org) for more information about Arts in Education grants.

## COMPLETING THE APPLICATION

Applicants are required to complete and submit applications online by electronic means, including the use of electronic signatures by authorized officials of the organization. Hard copies and emailed submissions will not be accepted.

Applications are online at Grants Workspace, a secure site of the Harford County Cultural Arts Board. All forms, contracts, and uploads are to be completed within the Grant Workspace portal. The link to Grants Workspace is accessed through [www.CulturalArtsBoard.org](http://www.CulturalArtsBoard.org). Though all submitted documents are available to applicants via Grants Workspace after submission, it is strongly recommended that all applicants print and save their completed forms.

Throughout Grants Workspace, on each form, there are buttons for “save” and “save draft.” Once the form is completed and “saved,” there is an additional button to press to “submit.” Once submitted, an onscreen confirmation will appear and an email will be sent to confirm submission has occurred. Until a form is submitted, it is not an officially submitted application and will not be considered.

Harford County Cultural Arts Board does not accept responsibility for lost, misdirected, late, incomplete, or unsubmitted applications.

**Applications must be submitted before stated deadline. Any extensions or exceptions to official deadlines will not be granted.**

**Once an application has been submitted, it can no longer be edited.**

**Once deadlines have passed, forms will no longer be submittable.**

**Completed forms will always be accessible for viewing or printing.**

**In the event a revision is needed and/or requested, applicants must meet all revision deadlines as specified in email communication from Harford County Cultural Arts Board or the application will be considered withdrawn.**

### Organizational Profile

Grants Workspace requires that each organization use their same Organizational Profile for each use. If an organization needs more than one user to be able to access their account, it is possible. Contact Harford County Cultural Arts Board office for assistance. It is mandatory for all users to keep their Organizational Profile up to date at all times.

### Communications

Each organization is required to provide two people as contacts for the application. These are labeled as Executive Director and Grant Contact. Regardless of whether the primary Grant Contact is the Executive Director, two different people and email addresses must be identified. All communications are sent to the two email addresses found in the Organizational Profile.

## Content of Application

The Harford County Cultural Arts Board reviews this process and updates the grant applications, as well as the reports process annually. The grant review panel reviews the application with fresh eyes each year. It may also be different people on each panel from year to year. Do not assume the review panel is knowledgeable about the organization.

Please refer to the Review Criteria (see J. above) when completing the application. All submissions should tell a cohesive story and represent the organization at its best. Panelists look for evidence of the applicant's commitment to its mission and artistic excellence, sound governance, organizational management, and an understanding of and responsiveness to its community. During grant panel review meetings, panelists will discuss and score applications based on evidence presented within the application.

Some forms will have conditional questions; this means that subsequent questions may change or be added or removed based on answers to prior questions. Be aware of these changes, as it is the organization's responsibility to ensure the application is complete, comprehensive, and correct.

## Financial Information

Financial information from years past (actual revenue and expenses) and a balanced budget (projected revenue and expenses) for the upcoming fiscal year and/or arts program, are an essential part of the application. Please pay particular attention to the accuracy of this section.

All funding and reporting is done on a fiscal year basis that begins on July 1st and ends June 30th.

NOTE: If applying for General Operating support, total organizational budget is required, but if applying for Arts Programming support, please provide only that program's budget. Regardless of which one, income and expenses should balance.

A signed financial statement for the most recently completed fiscal year (actual income and expenses) may be requested during application or later in the funding period. 990 forms are not accepted.

See also: Matching Requirements and Allowable Income and Expense below

## **MATCHING REQUIREMENTS and ALLOWABLE INCOME AND EXPENSE**

All Community Arts Development grants must be matched by funds at a specified ratio.

Grants for General Operating costs must be matched at a minimum of 2:1 with allowable income.

Grants for direct costs of Arts Programming must be matched at a minimum of 1:1 with allowable income.

The following are not allowable as expenses when determining total costs eligible for support :

- Re-granting
- Capital improvements
- Purchases of permanent equipment
- Acquisition of capital assets
- Activities for the exclusive benefit of an organization's members
- Activities that are principally recreational, therapeutic, or rehabilitative
- Travel outside Maryland to present or produce arts
- Projects chiefly for classroom use
- Activities not open to the general public
- Scholarships awarded by the applicant organization for its own activities
- Contributions to any persons who hold, or are candidates for, elected office; to any political party, organization, or action committee; or in connection with any political campaign or referendum.
- Lobbying activities.

The following are not allowable as income when determining match:

- Loans
- Carryover
- Debt forgiveness
- Transfer of funds earned in prior years
- Revenue raised for capital or endowment funds
- Funds intended for the purpose of re- granting or unrealized gains/losses
- Funds, grants, or services from the State of Maryland
- \*Other items may be deemed not allowable

## • APPENDIX A – GLOSSARY

**accommodations/interpreters:** Services provided to persons with disabilities in order to improve accessibility of arts programming.

**administrative personnel:** Individuals employed or contracted by an organization to perform duties related primarily to the management of the organization.

**administrative salaries and fees:** Salaries, fees, and the cost of benefits paid to administrative personnel.

**advertising sales:** Income an organization derives from the sale of space in printed programs or other advertisements.

**agreement:** A legally-binding contract between Harford County Cultural Arts Board and a successful applicant setting forth the rights and duties of the parties, which must be executed before grant funds may be disbursed.

**allocations to cash reserves:** Funds an organization places in an income-bearing account for the purpose of building cash reserves.

**allowable/non-allowable (as income or expenses):** income or expenses deemed by Harford County Cultural Arts Board to be permissible in figuring total operating expenses and income to determine funding amounts. Examples of allowable operating income and expenses include, ticket sales income, grants, contributions, specific salaries, artist fees, marketing expenses, equipment rental, program costs, supplies, etc. See non- allowable also

**Americans with Disabilities Act, 1990 (A.D.A.):** A law that protects the rights of individuals with disabilities to receive the same accommodations and benefits as individuals without disabilities. *Design for Accessibility: A Cultural Administrator's Handbook* is a resource designed to help organizations comply with Section 504 and the Americans with Disabilities Act

**artistic personnel:** Individuals or groups employed by an organization to create, curate, design, perform, or produce artistic work presented by the organization to general audiences.

**artistic salaries and fees:** Salaries, fees, and the cost of benefits paid to artistic personnel.

**arts organization:** Harford County Cultural Arts Board defines an arts organization as an organization who produces or presents the arts through public programs or services. This definition is determined as those organizations whose mission and financial statements reflect that the majority of resources are dedicated to producing and presenting the arts. Examples of these include galleries, orchestras, theaters, or art museums. Also see non-arts organization.

**audit:** See Independent external audit.

**authorizing official:** Individual legally empowered to submit this application.

**budget:** Estimate of income and expenditure for a set period of time

**(CY) calendar year:** Budget year that runs from January 1 through December 31.

**capital assets:** Those assets of an organization, including buildings, equipment, and facilities that are intended for long-term ownership and use.

**capital improvements:** Improvements to capital assets that increase their value, or otherwise benefit the owner of the improved asset.

**community:** The individuals or groups identified by an organization as those for whom the organization's activities are intended.

**contracted services:** Services rendered under contract to another party (agency, school, organization, company, or individual), and revenues derived from such services.

**cost of goods purchased for sale:** Money paid by an organization for artwork or other goods intended for subsequent sale, with proceeds benefiting the organization.

**depreciation:** The systematic charging of the diminished value of fixed assets to annual expenditures.

**direct costs:** Those expenses directly billed to the applicant's arts program by invoice and/or transfer of funds and documented as a dollar amount on the arts program's financial statement.

**educational activities:** Eligible educational activities include, but are not limited to, activities that have the primary purpose of instruction or training, including workshops, artist residencies, lessons, classes, or other educational outreach and learning activities open to the public.

Non-eligible educational activities include but are not limited to those intended for public, private and charter K-12 schools, and preschool classroom use; implementation of arts curriculum or curriculum development for schools; showcases of student school work; school fundraisers.

**educational personnel:** Individuals employed or contracted by an organization to perform duties related primarily to educational programming and/or teaching.

**educational salaries and fees:** Salaries, fees, and the cost of benefits paid to educational personnel.

**endowment:** Investment funds that remain in perpetuity, and generate interest income.

**Federal Employer Identification Number:** A nine-digit account number identifying an employer for purposes of reporting wages and taxes to the Internal Revenue Service. May also be called Taxpayer Identification Number (TIN)

**(FY) fiscal year:** Budget year that runs on a 12-month period other than January 1 through December 31

**financial stability:** The ability of an organization to generate the financial resources necessary to

support current and planned activities, as measured by the organization's prior record and the soundness of budgetary estimates and projections.

**financial statement or audit:** A document required for all Harford County Cultural Arts Board applications which provides information on the applicant organization's operating budget for the most recently completed fiscal year. The statement is not narrative but a list of actual revenues and expenses. The financial statement must be signed by the organization's accountant or chief financial officer.

**grant contact:** Individual who is best able to provide information regarding application content and activities described in the grant application.

**income from goods/services sold:** The total amount paid by purchasers to an organization for artwork or other goods sold and/or for services provided by the organization.

**independent external audit:** An audit report certified by an independent CPA firm that must include an unqualified opinion on the financial statements of an organization.

**in-kind:** Any contribution of service, equipment, supplies, printing, space, or other property made by an individual, organization, or business to an organization, as distinguished from a monetary (cash) donation.

**merit of arts services activities:** Caliber of the arts services activities an organization provides.

**non-allowable (as income or expenses):** Not allowable as operating expenses are re-granting, acquisition of capital assets, accessions, allocations to cash reserves, capital improvements, depreciation, deficits, loan principal payments, contributions to endowments or scholarships awarded by the applicant organization for its own activities. Not allowable as operating income are loans, carryover, debt forgiveness, transfer of funds earned in prior years, revenue raised for capital or endowment funds or funds intended for the purpose of re-granting, unrealized gains/losses; prorated salaries, rent, or utilities; or other prorated expenses. Other items may be deemed non-allowable. Grant funds may not be used to make contributions to any persons who hold, or are candidates for, elected office; to any political party, organization, or action committee; or in connection with any political campaign or referendum. Grant funds may not be used for any lobbying activities.

**non-arts organization:** Harford County Cultural Arts Board defines a non-arts organization as a nonprofit organization whose main purpose is not producing or presenting the arts, but do regularly provide public arts programs in Harford County. These might include community centers, human service organizations, or non-art museums in Harford County. Units of government, colleges or universities, and churches are also eligible. For example, a church's mission is not to produce or present the arts, but it may present an ongoing series of orchestral concerts. The church is considered a non-arts organization, but is eligible to apply for support only for its ongoing arts program, the orchestral concert series. Also see arts organization.



**organizational effectiveness:** The ability of an organization to develop and organize the operational means necessary to support current and planned activities, as measured by the organization's prior record and the soundness of plans of action.

**received/not received:** The status of contributed support at the time a Harford County Cultural Arts Board application is submitted. "Received" funds are those awarded or in-hand; "not received" includes funds applied for, pending, pledged, and/or yet to be raised.

**service to the community:** The degree to which an organization's operations and activities display an understanding of and responsiveness to the community, as the organization defines that community.

**special constituencies:** Persons with disabilities and senior citizens.

**technical personnel:** Individuals employed or contracted by an organization for technical management and staff services (e.g., technical directors, stage managers, exhibit preparers, installers, wardrobe, lighting, and sound crews, stagehands, video and film technicians).

**technical salaries and fees:** Salaries, fees, and the cost of benefits paid to technical personnel.

**total cash income:** For a completed fiscal year, the sum of all funds an organization received during the year through earnings and contributions; for the current fiscal year, the sum of all funds, received and/or not yet received. Organizations applying to Harford County Cultural Arts Board for general operating support are required to present budgets for a planned year in which the year's total allowable cash income and total allowable cash expenses are equal.

**venue:** Facility or location where arts activities take place

## **APPENDIX B – REVIEW CRITERIA**

**Artistic Merit: the aesthetic achievement and quality of activities produced and/or presented by an organization. Not only is the organization producing or presenting high quality programs, but is also employing evaluation techniques as an ongoing part of the planning process, and to demonstrate that priorities are achieved There is a clearly articulated explanation of how programs and services fulfill the organization's mission.**

### **Artistic Aesthetic Achievement**

5 = Excellent – Outstanding Clearly evident and well-articulated artistic aesthetic achievement, artistic programming on a superior level and continues to evolve creatively. Artistic decisions are made by highly qualified personnel or invitees. Organization is a leader in its field in artistic excellence.

4 = Good – Very Good Clearly evident and well-articulated artistic aesthetic achievement, artistic programming on a high level

3 = Satisfactory Adequate evidence of artistic aesthetic achievement, artistic programming remains consistent

2 = Marginal-Fair Implied but not specific evidence of artistic aesthetic

1 = Poor Hard to determine, no evidence provided

### **Program Evaluation**

5 = Excellent – Outstanding Excellent and effective evaluation techniques that are an ongoing part of the planning process and provide evidence the priorities are achieved. Model for the field in program evaluation and continued update of evaluation process

4 = Good – Very Good Effective evaluation techniques are part of the planning process and provide evidence priorities are achieved.

3 = Satisfactory Evaluation techniques are in place and provide evidence priorities are achieved.

2 = Marginal — Fair Outlined evaluation efforts, but leaves questions as to how the information is to be used

1 = Poor Fails to address how the organization will evaluate it programming

### **How Arts Reflect Mission**

5 = Excellent – Outstanding    Articulate and clear explanation of how the programs and services fulfill the organization’s mission. Evident that the mission is regularly evaluated

4 = Good – Very Good    Clear explanation of how the programs and services fulfill the organization’s mission.

3 = Satisfactory    General statement on how the programs and services fulfill the organization’s mission, but lacks clarity

2 = Marginal — Fair    Statement on how the programs and services fulfill the organization’s mission is not fully formed

1 = Poor    Lacks an explanation of how the programs and services fulfill the organization’s mission

### **Part II - Organizational Effectiveness: The ability of an organization to develop and organize the operational means necessary to support current and planned activities, as measured by the organization’s prior record and the soundness of plans of action.**

#### **Financial Information**

5 = Excellent – Outstanding    Accurate & realistic budget; development plans indicate good fiscal health with a variety of revenue sources. Applicant's budget reflects a broad base of revenue and support from earned, unearned and in-kind sources; Organization is financially stable or has articulated plans for stability. If applicable, applicant has a viable plan to reduce any accumulated deficit. Finances are regularly reported to board and revised as necessary. Major variances from year to year are explained clearly. Model in the field.

4 = Good – Very Good    Accurate and realistic budget reflecting a broad base of revenue and support from various sources. Appears to be financially stable. If applicable, applicant has a viable plan to reduce any accumulated deficit. Finances are regularly reported to board and revised as necessary. Major variances from year to year are explained clearly.

3 = Satisfactory    Basic, itemized budget info appears realistic; revenue sources are specified, financial strength of the organization is not detailed. Finances are regularly reported to board and revised as necessary. Major variances from year to year are explained clearly.

2 = Marginal — Fair    Confusing and unrealistic budget; Development plans leave doubts about the fiscal health of the organization

1 = Poor    Budget is incomplete and unacceptable

## **Planning**

5 = Excellent - Outstanding Thorough planning indicated, including a relevant and timely strategic plan including vision, mission, appropriateness of goals and strategies, evaluation plans, adaptability, centrality of the arts, and clarity. Plan is updated regularly to keep it current.

4 = Good – Very Good Thorough planning is indicated including a relevant strategic plan including vision, mission, appropriateness of goals and strategies, evaluation plans.

3 = Satisfactory A plan is in place that includes strategic planning, mission and goals and strategies. Evaluation plans could be included or strengthened.

2 = Marginal — Fair Vague statements about process and does not address future needs of the organization

1 = Poor Absent or contradictory strategic planning to organization's stated mission

## **Management & Structure**

5 = Excellent – Outstanding Clear evidence that the skills and capacity of the board and professional staff are high; demonstrated personnel structure (paid or volunteer) to implement projects and programs on a high level; evidence of sound management and planning including regular reporting to board. Applicant's artistic, educational and cultural activities are strengthened by qualified personnel.

4 = Good – Very Good The skills and capacity of the board and professional staff are high, personnel structure allows implementation of activities on a good level; regular reporting to the board is evident. Personnel are qualified.

3 = Satisfactory The skills and capacity of the board and professional staff are adequate to allow implementation of activities on a satisfactory level. Regular reporting to the board is stated. Personnel are mostly qualified.

2 = Marginal — Fair The board and professional staff are not all adequate to meet the needs of the organization to produce activities on a satisfactory level.

1 = Poor Board and staff structure and composition is not explained.

**Part III - Service to Community: The degree to which an organization's operations and activities display an understanding of and responsiveness to the community, as the organization defines that community. Evaluation is based on evidence that the organization is committed to serving the community. Community is defined as the constituents served by the applicant, and can be based on artistic discipline, geography, or it can be culturally-based.**

### **Description of Community**

5 = Excellent – Outstanding Thorough description of constituents served by the applicant including artistically, geographically, or culturally based. Leader in the field.

4 = Good – Very Good Clear description of constituents served by the applicant including artistically, geographically, or culturally based.

3 = Satisfactory Basic description of constituents served by the applicant included

2 = Marginal — Fair Unclear and confusing description of the constituents is provided

1 = Poor Inadequate description of constituents.

### **Community Engagement & Outreach**

5 = Excellent – Outstanding Pro-active plan for attracting new audiences and audience development, including outreach programs and activities that go into the community. Evidence of understanding and responsiveness to the community. Clear plan and implementation of community engagement evaluation is in place. Leader in the field and model for community engagement.

4 = Good – Very Good Plan for attracting new audiences and audience development, including outreach programs and activities that go into the community. Evidence of understanding and responsiveness to the community. Plan for evaluation of efforts is in place.

3 = Satisfactory Open to new audiences, but not engaging new audiences proactively or reaching into the community. Basic audience and community engagement efforts need strengthening.

2 = Marginal — Fair Passive outreach to those that come to the organization's activities. No plan for attracting new audiences or engaging current audiences or reaching into the community.

1 = Poor Does not address audience engagement or outreach.

## **APPENDIX C – POST AWARD REVIEW PROCESS**

Harford County Cultural Arts Advisory Board takes great care during the grant review process to ensure fair and equitable distribution of grant monies based on a clearly defined set of criteria. Using this criteria, each grant is assessed by a panel resulting in a numerical score based on how well each criterion is met.

If a grantee would like to learn from the grant application outcome, a post award review may be permitted upon request. All grant awards are final. The purpose of the review is not to change the outcome, but to provide the grantee a better understanding of the review process and to aid in the preparation of future grants.

To schedule a post award review, please contact the Harford County Cultural Arts Board Coordinator by midnight of the 15<sup>th</sup> day following receipt of the grant decision email. The coordinator will schedule a time for either an over-the-phone or a face-to-face review. During the post award review the coordinator will provide the grantee with a summary of the numerical ratings for each criterion along with comments made by the review panel. The names of panel members are to remain anonymous. The coordinator will answer questions regarding the grant award process and the scoring algorithm.