

NEW 2016-2017 GUIDELINES

Arts Organizations & Arts Programs (AOAP)



Due Date: January 15, 2016
(submitted online and postmarked)

www.arts.pa.gov

Council on the Arts Members

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DESCRIPTION

AOAP track supports recommended applicants who provide artistic programming and/or art services in Pennsylvania. The features of AOAP are:

- Full application every three years, interim application in the off years.
- Application based on past two years' performance.
- Formula funding.

APPLICANT ELIGIBILITY

In general:

- Transition from Entry Track, PPA Program Stream or Preserving Diverse Cultures.
- An average fiscal size of more than \$200,000.
- Organizations must be nonprofit, tax-exempt corporations, a unit of government; college or university; school district or non-arts nonprofit providing arts programming and/or arts services in Pennsylvania. Organizations are required to provide proof of incorporation and activity in Pennsylvania before applications are reviewed or funds awarded.

FUNDING PROCESS

- Applications are submitted online to the PCA.
- Applications are reviewed by advisory panels that evaluate and assess each application based on published PCA criteria.
- The PCA uses a formula to determine funding for the AOAP track. The formula simultaneously incorporates average fiscal size of organizations, assessment totals, and previous awards from the PCA.
- The Council annually reviews funding options and sets the parameters for the funding formula. Awards are generally approved at the annual July Council meeting.
- Those receiving awards will be sent a Grant Award Agreement (GAA). Recipients must log in to eGRANT, complete the GAA online & submit; print out copies of the GAA; get appropriate signatures and mail to PCA.
- Once the PCA receives the GAA, the award process begins.

ADDITIONAL TERMS & CONDITIONS AND GENERAL PROVISIONS

- These documents apply to all PCA grantees. Please read these to understand the legal requirements. You can find these documents on the website:

www.arts.pa.gov > **Manage Your Award**

Funding Restrictions:

In general, the PCA does not fund the following:

- Capital expenditures, including equipment costing \$500 or more per item.
- Activities for which post-secondary academic credit is given.
- Activities that have already been completed.
- Activities that have a religious purpose.
- Performances and exhibitions not available to the general public.
- Performances and exhibitions outside PA.
- Cash prizes and awards.
- Benefit activities.
- Hospitality expenses, i.e. receptions, parties, gallery openings.
- Lobbyists' payments.
- Competitions.



**National
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arts.gov

PROGRAM DESCRIPTIONS

Arts Education Organizations

Program Director: Matthew Serio
mserio@pa.gov 717-787-1523

Supports organizations and programs whose primary mission and activities involve arts education or arts in education and that include a public participation component.

Art Museums

Program Director: Caroline E. Savage
csavage@pa.gov 717-425-7600

Supports organizations and programs that exhibit, preserve, and interpret visual material through exhibitions, residencies, publications, commissions, public art works, conservation, and documentation, services to the field, education, and public programs.

Arts Service Organizations

Program Director: Matthew Serio
mserio@pa.gov 717-787-1523

Supports organizations and programs whose primary mission is to provide services to Pennsylvania arts organizations and artists.

Crafts

Program Director: Caroline E. Savage
csavage@pa.gov 717-425-7600

Supports contemporary (not folk arts) craft organizations and programs that exhibit and interpret crafts through exhibitions, residencies, publications, commissions, public art works, education, and public programs.

Dance

Program Director: Charon Battles
cbattles@pa.gov 717-787-1521

Supports dance organizations, dance programs, companies, and ongoing dance whose primary purpose is public performance. Dance schools, civic ballets, training institutions, and nonprofessional dance companies' support is restricted to projects that engage guest teachers and choreographers.

Folk and Traditional Arts

Program Director: Caroline E. Savage
csavage@pa.gov 717-425-7600

Supports organizations and programs that work to sustain and preserve folk and traditional arts rooted in ethnic, religious, linguistic, occupational, or regional groups. These arts are shaped and shared within families, neighborhoods, and communities and are often passed down from one generation to another.

Literature

Program Director: Caroline E. Savage
csavage@pa.gov 717-425-7600

Supports literary organizations and programs, publications, readings, and other related activities that deliver programs and services to the public.

Local Arts

Program Director: Matthew Serio
mserio@pa.gov 717-787-1523

Supports organizations and programs that support, coordinate, and provide a broad range of arts programs and administrative services based on the needs of the designated region or community. Applicants are generally multi-discipline art centers, arts councils, arts festivals, and/or arts programs in a social service center, nonprofit organization, or a government agency.

Media Arts

(formerly Film & Electronic Media)

Program Director: Caroline E. Savage
csavage@pa.gov 717-425-7600

Supports organizations and programs that create, produce, exhibit, broadcast or distribute media arts and provide educational programming. Media Arts includes film, audio, video, and digital work.

Music

Program Director: Amy Gabriele
agabriele@pa.gov 717-525-5547

Supports nonprofit music organizations and programs whose primary purpose is public performance.

Presenting

Program Director: Matthew Serio
mserio@pa.gov 717-787-1523

Supports organizations and programs that present professional performing arts beyond primarily local artists. A performing arts presenting organization engages professional touring artists, pays their fees, handles the local presentation, promotion, and ticket sales, and arranges for the facilities and technical support for the events.

Theatre

Program Director: Matthew Serio
mserio@pa.gov 717-787-1523

Supports theatre organizations and programs that create, produce, and present plays and new theatre forms for public performance.

Visual Arts

Program Director: Caroline E. Savage
csavage@pa.gov 717-425-7600

Supports contemporary visual arts organizations and programs that exhibit and interpret visual arts through exhibitions, residencies, publications, commissions, public art works, education, and public programs.

AOAP applicants are organized by program which determines eligibility and additional requirements. Applicants are further divided into two groups, A and B, which determines whether to submit a FULL or INTERIM application. Use the chart below to find your AOAP program group A or B and the appropriate application.

	PROGRAM	PROGRAM DIRECTOR	EMAIL	
GROUP A	Art Museums	Caroline Savage	csavage@pa.gov	2016-2017 FULL
	Arts Education Organizations	Matthew Serio	mserio@pa.gov	
	Arts Service Organizations	Matthew Serio	mserio@pa.gov	2017-2018 INTERIM
	Dance	Charon Battles	cbattles@pa.gov	2018-2019 INTERIM
	Folk and Traditional Arts	Caroline Savage	csavage@pa.gov	
	Literature	Caroline Savage	csavage@pa.gov	
	Theatre	Matthew Serio	mserio@pa.gov	
	PROGRAM	PROGRAM DIRECTOR	EMAIL	
GROUP B	Crafts	Caroline Savage	csavage@pa.gov	2016-2017 INTERIM
	Local Arts	Matthew Serio	mserio@pa.gov	
	Media Arts (formerly Film & Electronic Media)	Caroline Savage	csavage@pa.gov	2017-2018 INTERIM
	Music - All Disciplines	Amy Gabriele	agabriele@pa.gov	2018-2019 FULL
	Presenting	Matthew Serio	mserio@pa.gov	
	Visual Arts	Caroline Savage	csavage@pa.gov	

PANEL REVIEW

The PCA uses an advisory panel review process to make recommendations for the Council’s consideration in making final funding decisions. Membership on advisory panels changes annually so applicants should not assume that the panelists have any prior knowledge of the applicants or the process.

REVIEW CRITERIA

Quality and Quantity of Artistic Product, Process or Service - 35 Points

- The degree to which the activities of the applicant advance the mission of the applicant.
- Demonstrated artistic success as evidenced by the quality of artists, activities, programs, services and artistic leadership and staff, as well as the quality of the work sample and supplemental materials.
- Effectiveness/results are supported in the narrative by data from the PCA Financial and Statistical (F&S) Report, specifically Section 2, “Earned Income;” Section 3, “Program Expenses;” Section 4, “Program Activity;” and other information provided by the applicant.
- Effectiveness/results are supported by data from the PCA F&S Report, specifically Section 2, “Earned Income/Contributed Income/Individuals;” Section 3, “Expenses/Program/Advertising, Marketing and Outreach;” Section 4, “Attendance/Program Activity/Admission Prices;” and other information provided by the applicant.

Access to the Arts - 35 Points

- Demonstrated effectiveness/results in serving audience/customers/clients and the general community.
- Degree of success in reaching new and non-traditional audience/customers/clients.
- Effectiveness/results in marketing and promoting activities.
- Demonstrated results in reaching underserved community(s) as the applicant defines underserved and evidence of provision of services or accommodations for persons with disabilities.
- Evidence of effectiveness/results of educational activities (including pre-K through 12th grade, if the applicant provides services to pre-K through 12th grade students).

Management - 30 Points

- Effectiveness/results of the applicant’s organizational structure in supporting activities that address the applicant’s mission.
- Demonstrated success in the ability to plan and implement the plan.
- Demonstrated ability to evaluate and effectively address opportunities and challenges.
- Effective financial management as evidenced by data from the PCA F&S Report, specifically Section 2, “Revenue/Earned,” “Revenue Contributed,” with a healthy mix of revenue from all sources and not heavily dependent on one source of Unearned Income; Section 3, “Expenses,” with a balance between “Program,” “Fundraising,” and “General and Administrative;” Section 4, “Non-Financial” / “Number of Contributors,” “Attendance,” “Program Activity,” “Staff,” “Volunteers;” and other information provided by the applicant. Explain any year-to-year changes of 20% or more.

REQUIRED ATTACHMENTS FOR ALL APPLICANTS

1. Board of Directors with Professional Affiliations.
2. Most recent/current Treasurer's Report to the Board of Directors (This should be the Treasurer's Report from the most recent board meeting at the time of this application, showing your most up-to-date financial status.)
3. IRS Determination Letter confirming nonprofit 501(c)status.
4. Marketing and Promotional Materials.
5. Schedule of Activities.
- 6-9. Program Specific Attachments.
10. Cultural Data Project-Pennsylvania Council on the Arts F&S Report* **OR**
11. F&S Report, **if anything is preventing you from completing the CDP.**

PROGRAM-SPECIFIC REQUIREMENTS (must reflect past two years)

Below are specific requirements per program. Additional instructions and details are in the actual eGRANT.

ARTS EDUCATION ORGANIZATIONS

Video: One five-minute selection showing a sampling of programs.

Other: Sample curriculum/lesson plans. Educational assessment and/or evaluation tools.

ART MUSEUMS

Images: 20. Note: three images should show the physical site, i.e. the galleries, exterior of the exhibition space(s), etc.

Other: List of catalogues. Up to two catalogues (pdf) per year. Please note that at least one catalogue should also be submitted in hard copy.

ARTS SERVICE ORGANIZATIONS

Other: List of membership, dues, and benefits (if applicable).

CRAFTS

Images: 20. Note: three images should show the physical site, i.e. the galleries, exterior of the exhibition space(s), etc.

Other: List of catalogues/exhibition publications. Up to two publications (pdf) per year. Please note that at least one catalogue should also be submitted in hard copy.

DANCE

Schedule of Activities: Include company repertoire.

Video: One complete piece, up to 20 minutes. One five-minute selection.

FOLK AND TRADITIONAL ARTS

Images/Audio/Video: Choose two of the following:
Images: Up to 20. Audio: 10 minutes maximum.
Video: One complete piece, up to 20 minutes.
One five-minute selection.

Other: Two to three letters of support documenting the appropriateness and significance of your work. Up to three event programs, if applicable.

LITERATURE

Schedule of Activities: Include a list of publications with production and distribution schedule in chronological order.

Other: Up to two publications (pdf) per year. Please note that at least one publication should also be submitted in hard copy. Up to three event programs, if applicable.

LOCAL ARTS

Images: 20, showing the variety and range of arts activities and public participation.

Video (optional): One five-to-20-minute selection giving an overview of the organization and its activities. One five-minute selection.

OR

Other (optional): PowerPoint in pdf form, if applicable.

MEDIA ARTS (formerly Film & Electronic Media)

Schedule of Activities: Include programming schedule.

Images: 20, showing the variety and range of arts activities and public participation.

Video/Audio: One five-to-20-minute selection showing the media arts production of the organization (not a trailer).

Other: Programs/publications.

MUSIC

Schedule of Activities: Include a list of performances, including the date, venue, repertoire, and guest artists.

Audio/Video: 20-minute selection. Should illustrate highlights that show diversity and a variety of repertoire. Do not limit samples to pieces that only highlight guest artists.

NOTE: If choral, please include at least one a cappella selection; if opera, a video is highly recommended.

Other: Up to three event programs.

PRESENTING

Schedule of Activities: Include the date, venue, and artist(s).

Other: Up to three event programs.

THEATRE

Images: 20, showing the variety and range of arts activities and public participation.

Video (if allowed):

One five-to-20-minute selection showing the production values of the organization.

One five-minute or less selection showing the production values of the organization.

Other: Up to three event programs.

VISUAL ARTS

Images: 20. Note: three images should show the physical site, i.e. the galleries, exterior of the exhibition space(s), etc.

Other: List of catalogues/exhibition publications. Up to two publications per year. Please note that at least one hard copy of one catalogue should also be submitted.

NARRATIVE QUESTIONS (NEW & REVISED)

Below are narrative questions to be answered in the AOAP application form in eGRANT.

Please Note: We don't expect these questions to apply to all applicants. We have tried to create questions that will assist you in capturing the data to tell your story in a complete and compelling way. We want to know about your success and challenges, your opportunities and obstacles, and how you addressed these. Surviving a crisis is as much an indicator of organizational strength as starting a new program.

A. Mission Statement

QUALITY OF ARTISTIC PRODUCT/PROCESS/SERVICE

Definition: We share your passion for the transformational power of the arts. Great arts experiences are possible everywhere in Pennsylvania. We believe the higher the quality of the arts experience the greater the impact the arts will have on our fellow Pennsylvanians. We seek to assess the quality of what you offer and know the quantity of programs and services you provided to your community. We need you to help us understand the circumstances that either enabled or constrained you in providing your programs and services. We recognize that quality is subjective. We instruct the panelists to determine quality in the context of your mission and circumstances.

B. Quality and quantity of primary programs and key program staff

- Summarize your principal programs, artistic activities and/or services you provided.
- How many activities and/or services did you provide?
- Assess and summarize the quality of your principal programs, artistic activities and/or services that you provided.
- Describe the qualifications and achievements of your primary program staff and how these qualifications and achievements contributed to your mission.

C. Evaluation of artistic quality and/or quality of services you provided

- Provide examples of your programmatic successes and challenges.
- Describe how you evaluated your successes and challenges.
- In response to your evaluation, what actions did you take or changes did you make?
- What were the outcomes of these actions or changes?
- Support your narrative with your own specific data and references to the F&S Report.

ACCESS TO THE ARTS

Definition: We see our grantees as essential partners in bringing arts to all of the people of Pennsylvania in all of its geography, circumstance, ability, age, and diversity. Access has both a qualitative and quantitative dimension.

D. Composition of your audience and community

- Describe your primary audience/customers/membership and/or the community you served.
- Support your narrative with your own specific data and references to the F&S Report community you served.

E. Access offered to your audience, community and general public

- Assess and summarize the experiences you provided to your audience and the quality of their experience (examples: affordability, as well as enhancements to your programs such as talk back sessions, open rehearsals, web-based experiences). How did you add value to what you provided such as audience comfort, a sense of welcoming and opportunities for higher levels of engagement)?

- Describe your market or audience research. What does your audience want from you?
- Describe your communications, advertising and outreach efforts.
- Support your narrative with your own specific data and references to the F&S Report.

F. Outreach to underserved communities

- Summarize any outreach you provided to underserved communities, new or non-traditional audiences/customers/membership.
- Describe your successes and challenges in reaching new or non-traditional audiences, customers or members.
- Describe and quantify your services or accommodations for people with disabilities and older Pennsylvanians.

- Support your narrative with your own specific data and references to the F&S Report.

G. Education programs for pre-Kindergarten to 12th grade

- If you provide pre-K to 12th grade educational programs, arts in education and arts education activities, please describe and summarize the impact of these activities.
- Support your narrative with your own specific data and references to the F&S Report.
- If you do not offer pre-K to 12 activities, insert "N/A."

MANAGEMENT

Definition: As a state agency it is paramount for the PCA to be good stewards of public funds. We know that good planning, evaluation, management and leadership are critical to safeguarding the investment of public funds in the work of our grantees. We also know that these attributes are essential to the long-term sustainability of the cultural sector.

I. Organizational structure, management, governance, planning process

- Describe your:
 - Management structure and managerial functions
 - Board structure and relations
 - Program management
 - Staffing and personnel
 - Market research
 - Fundraising
 - Public relations
 - Facilities management
- Summarize your organization's planning:
 - How you plan - method and process
 - Include community involvement
 - Major goals and objectives
 - Progress
- What data did you collect and what information did you use? How did you use the data to develop options for your final plan?
- Support your narrative with your own specific data and references to the F&S Report.

J. Your Institutional, Organizational or Program's successes and challenges

- List and describe examples of your institution's, organization's, or program's strengths and weaknesses, successes and challenges.
- What actions did you take or changes did you make based on the above?

H. Outcomes of efforts in providing access

- Provide examples of your successes and challenges in providing access to your programs and services.
- How did you evaluate your successes and challenges?
- In response to your evaluation, what actions did you take or changes did you make?
- What were the outcomes of these actions or changes?
- Support your narrative with your own specific data and references to the F&S report.

- What were the results of these actions or changes?

K. Changes in Financial Position

- Describe the changes in your financial position and evaluate your financial position at the end of the most recent completed fiscal year. If you had an operating surplus or deficit, what was it and how did you address it?
- What, if any, other actions did you take in response to changes in your financial position?
- How has your financial position affected your programming, organizational structure, staff complement, management, governance, and fiscal management?
- Support your narrative with your own specific data and references to the F&S Report.

L. Cash Flow

- Over the last two years, what steps have you taken to manage your cash flow?
- What was the impact on your overall financial performance?
- Support your narrative with your own specific data and references to the F&S Report.

M. Current Situation and Plans

- How do the last two years affect your current situation and your plans? You may briefly describe activities before or after the last two years. Information about those activities will not be considered in the panel's determination of points in their criteria review, but may be included to provide clarity about the past two years.

Remember: Use the questions as a guide to tell your organization's or program's arts/cultural story.

HOW TO APPLY

STEP 1. READ THE NEW AOAP GUIDELINES (PAGES 1-6)

If you have questions about completing the application form and submitting required support materials, contact your Program Director. What is your Program? Are you in Group A or Group B? This is necessary to know in order to determine whether you should submit a Full or Interim application.

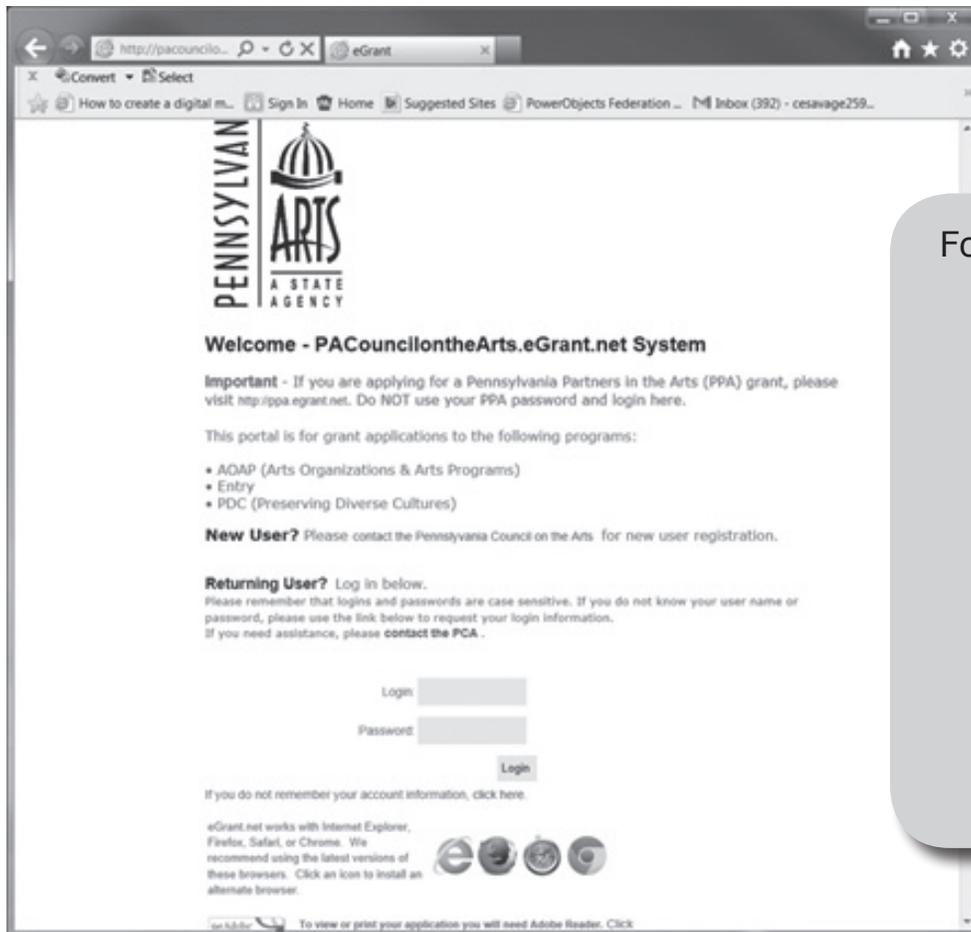
Note: Group A submits a Full application. Group B submits an Interim application.

Regarding Narrative Questions: For longer sections of text, we recommend that you compose the text in a separate word processing document and cut & paste it into the application text box. This will help prevent accidental loss of unsaved work. eGrant text boxes only allow plain text – no bold, italics, underline, bullets or font variations are supported. Use paragraph breaks to separate text sections.

Wherever applicable, you **MUST** provide specific references to your data in the F&S Report and include any observations or conclusions drawn from that data or other pertinent data or you may be penalized in your final score.

STEP 2. APPLY THROUGH ONLINE EGRANT

www.arts.pa.gov - Click on **eGRANT**



For Technical and Login questions, contact Seth Poppy, **717-787-6883** spoppy@pa.gov.

For Narrative and **ATTACHMENT** questions, contact your program director.

STEP 3. DATA COLLECTION – PCA FINANCIAL AND STATISTICAL (F&S) REPORT

The F&S Report collects your financial and selected non-financial information for the past two years. This form must be completed with most recent fiscal year's activity, be uploaded as an **ATTACHMENT** and be printed to be mailed with your printed **eGRANT** application.

STEP 4. SUBMIT ONLINE AND MAIL COPIES TO PCA

The completed application must be submitted online, printed, signed by the appropriate members of your organization and combined with the printed F&S Report for mailing. Mail the application to the PCA postmarked on or before January 15, 2016.

COMPOSING A SUCCESSFUL APPLICATION - HINTS & TIPS

The information the panel will use to evaluate your application **is curated by you**. You collect and present the data. You provide context. You have the opportunity to present your information in a clear and compelling way.

We want to know what happened during the previous two years and what this means. To help tell your story, consider these questions: What distinguishes your organization? What are your greatest successes and greatest challenges? How did your organization respond? What was the result? What is it about what your organization does that is particularly exciting, compelling, successful, and/or dramatic?

Think about how your organization's story can be told through the questions asked in the application. Back up the story you tell with data and analysis. This can be done by brainstorming with a group of staff, board, customers, stakeholders, etc. Consider looking online for brainstorming techniques and try one or two that seem appropriate.

The PCA exists to provide access to the arts for all Pennsylvanians. We strive to achieve this by supporting you and your colleagues in delivering your services to your audience, community, customers, and constituents. The quality of what you do is weighted equally with the access you provide. Assessing the **quality and quantity of your services, access you provide to your services, and caliber and rigor of your management** is the goal of the panel review.

Keep the funding criteria in front of you as you write your application.

We provide an explanation of the criteria and how the panel will apply the criteria to your application.

Remember:

- Your first sentence and paragraph is the window to the entire application. Make it clear and strong. State who you are and what you do. Be proud. Be passionate. Be honest.
- Work on the application one section at a time. Start with something you know you can easily do and do well. Give yourself time.
- Don't waste time preaching to the choir. The panel believes in the arts. You don't need to sell them.
- Keep your sentences short. Use small words. Get to the point, then expand.
- Make your application readable. Don't make the panelists struggle.
- Use abbreviations but introduce them first (e.g. Pennsylvania Council on the Arts (PCA)).

Last, but not least, have someone else read your proposal. When they are done, ask whether they understood it. Have them explain it back to you. What do they remember?

If necessary, hire a writer. Also, the appropriate PCA program director will review your application in advance if you allow sufficient time prior to the deadline.



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