

## CAPACITY BUILDING

### *Technical Support for Organizations to Improve Their Operations*

Healthy arts and cultural organizations help build vibrant creative communities throughout Ohio. Yet, at times, all groups need additional skills and resources to fulfill their role as vital partners in community life. The Capacity Building program supports established and emerging institutions to develop effective leadership, sound management practices, diverse financial resources and successful partnerships. Applicants are asked to identify appropriate, realistic strategies for developing individual and organizational skills as well as demonstrate readiness to undertake capacity building activities. A flexible application and staff review process ensures that Capacity Building projects enhance the overall artistic, educational and cultural value of organizations to their communities and help maintain a strong infrastructure for the arts throughout Ohio.

#### **APPLICATION DEADLINE**

Applications are due on the second Friday of each month (June through April). The grant activity may start no sooner than four weeks after the application deadline.

#### **WHAT THE PROGRAM SUPPORTS**

The Capacity Building program provides grants to Ohio arts and cultural organizations to strengthen operational capacity. This program supports activities that develop individual and organizational skills across operational areas such as internal governance and leadership, planning, professional development, financial and resource management, resource development, marketing and promotion, program development, evaluation and assessment, information technology and partnership development.

Organizations applying for Capacity Building are expected to engage in a needs assessment process to determine an appropriate course of action and to gain the support of board leadership and staff. Applicants are encouraged to make a long-term commitment to continuous improvement and to develop skills that result in benefits not only for the applicant but also for the larger community.

#### **Allowable Expenses**

OAC funds may be used for a wide variety of expenses incurred in conducting capacity building activities. Allowable expenses include such items as: consultant fees, travel, training, equipment costs up to \$500, and

workshop, conference or meeting costs. Please refer to the [Funding Restrictions](#) section of OAC *Guidelines* for a list of activities the OAC cannot fund.

### Grant Awards

Capacity Building applicants may request up to \$5,000. Actual grant award amounts are determined by the panel review process and will vary from year to year according to the availability of OAC funds.

All Capacity Building grants require a 1:1 match, at least half of which must be cash. Up to half of the match may be from allowable, appropriate in-kind donations. Applicants should discuss the source of their in-kind donations with their [regional program coordinator](#) prior to submitting their application to make sure the in-kind is appropriate and listed correctly.

### WHO MAY APPLY

Arts, cultural, community-based and social service organizations doing arts programming may apply to this program. All organizations applying to this program should have nonprofit status or nonprofit intent.

### Eligibility Requirements

Applicants may be:

- Nonprofit arts and cultural organizations in any discipline (community arts, literature, performing arts, traditional arts, visual arts, etc.);
- Other nonprofit organizations that provide arts programming (government entities, social service agencies, etc.);
- Educational organizations (colleges, universities, etc.) that demonstrate a commitment to arts programming in a larger community setting.

### HOW TO APPLY

Please refer to the [Grant Process for Organizations](#) on page 14 of the OAC *Guidelines* for a step-by-step guide on the entire process of applying for and managing an OAC grant for arts organizations.

### Applications

All applications to the Capacity Building program must be submitted via the OAC [OnLine Grant Application system](#) (OLGA). No paper applications are accepted.

Organizations applying for a Capacity Building grant are strongly encouraged to contact their [regional program coordinator](#) to discuss their application and the appropriateness of their proposed activity. This contact helps

the applicant develop a well-conceived and well-written proposal that increases the organization's chances of successfully competing with other applicants. The OAC also has a number of organizational self-assessment tools that may be of use to applicants and they are located on the OAC Web site.

Applications may be submitted any time during the year and funds are awarded on a rolling basis as long as funds are available beginning with the start of the OAC fiscal year (July 1).

### Support Materials

To complete their application for this program, all applicants must submit one set of support materials in hard copy to the OAC. Applications that do not include support materials will not be accepted.

Each OAC program has different support material requirements. To learn which materials are required for this program, as well as other materials that are optional but may strengthen your application, refer to [Appendix H: Support Materials Grid for Organizations](#).

A signature page and support materials must be received in the OAC office by 5 p.m. seven calendar days following the final application deadline date (regardless of postmarked date). If the signature page and support materials do not reach the OAC within this timeframe, the application will not be accepted. Your organization will be notified via e-mail (sent through OLGA to your organization's primary contact) when your support materials are received.

### Timeline

The timeline below presents a general outline of the grant process for Capacity Building. Please note that if a deadline falls on a Saturday, Sunday or state holiday, the deadline will be extended until the next business day.

Application available in OLGA	June 1
Application deadline	Second Friday of each month June through April
Support material deadline	7 calendar days following the application deadline
Panel meeting	Fourth Monday of each month June through April
Grant award announcement	Generally within two weeks of panel meeting
Signed grant agreement deadline	With 30 days following award notification
Grant period	Varies (between July 1-June 30)
Final report deadline	30 days after completion of grant activity

### Evaluation and Scoring

Applications will be reviewed by a panel of OAC staff members. These reviews are not open to the public; however, program coordinators will report any panel comments about the application to organizations. Following

the review, each application will be given a score based on how well the organization meets the review criteria. This score, along with a funding recommendation, will be presented to the OAC executive director and deputy director for their review and approval. The review process is competitive; not all applications are funded. Due to limited funding, small, emerging and mid-sized arts and cultural organizations may be given funding priority.

### **Review Criteria**

A competitive application will show that an organization addresses the criteria as it relates to both the soundness of the capacity building activity and the readiness of the organization to undertake this activity. Evidence should be demonstrated through the many components of the grant application, including responses to the questions in OLGA and support materials, the organization's Web site, and its' most recent final report, if applicable. Organizations will be evaluated according to how well they meet these criteria. Applicants will be given a numerical score and can receive a maximum of 100 points across four criteria categories: Artistic/Educational/Cultural Value, Community Participation and Accessibility, Planning, Evaluation and Documentation, and Organizational and Financial Management.

#### **Artistic/Educational/Cultural Value**

*The highest score for this category is 15 points.*

- Applicant provides artistic, educational and cultural value to the community;
- Proposed activity will strengthen the organization's capacity to advance its artistic, educational and cultural mission.

#### **Community Participation and Accessibility**

*The highest score for this category is 15 points.*

- Applicant understands and is responsive to the diverse needs and interests of the community;
- Applicant engages relevant board and community members in planning and implementing its capacity building activity;
- Proposed activity will strengthen the relationship between the community and the organization.

#### **Planning and Evaluation**

*The highest score for this category is 35 points.*

- Applicant employs appropriate planning and/or assessment strategies to establish goals for the capacity building activities;
- Applicant outlines a logical sequence of capacity building activities based on a needs assessment appropriate for the organization's current and long-term circumstances;

- Applicant details appropriate methods of documenting and evaluating its capacity building activities;
- Proposed activity will strengthen the organization's ability to engage in planning and evaluation.

**Organizational and Financial Management**

*The highest score for this category is 35 points.*

- Applicant demonstrates the ability to manage resources appropriately;
- Applicant's staff, board, volunteers and/or consultants are qualified and demonstrate the ability to complete the proposed activity;
- Applicant demonstrates how knowledge from the proposed activity will be shared throughout the organization;
- Applicant's proposed activity will increase the organization's capacity to effectively manage its operations and resources.