



COUNCIL ON CULTURE & ARTS | TALLAHASSEE/LEON COUNTY

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Cultural Grant Program FY18

Administered under contract with
the City of Tallahassee & Leon County



Grant Guidelines



The Council on Culture & Arts

COCA, the Council on Culture & Arts, is a non-profit organization that serves as the facilitator and voice for the arts and cultural industry in Florida's capital area. Our mission is COCA's mission is to serve and support the community by promoting and advocating for arts and culture in Florida's capital region. We play a dual role: providing resources and promoting the arts and culture to citizens and visitors.

Designated to serve as the local arts agency for Tallahassee and Leon County, COCA is the capital area's only umbrella agency for arts and culture, and works with and for those who produce, invest in, and enjoy the arts and culture in the area.

COCA is not a government entity, but works hand-in-hand with city, county, state, and local school districts as their cultural industry partner.

COCA designs and administers grant programs under contract with the City and County and in annual collaboration with a community task force and citizen review panel.

COCA staff is available to assist you at any stage of the application process. Please call 850-224-2500 or email Kevin Carr at kevin@tallahasseearts.org to discuss eligibility requirements, schedule a courtesy technical review, or ask questions about completing your application.

We're here to help!

Want to know more about COCA's many other programs that support our local cultural partners? Visit COCA online at www.tallahasseearts.org, and click on the COCA logo.

While you are exploring the COCA site, make sure you sign up for the COCA Classifieds email, which goes out on Thursdays to over 8,000 subscribers. Learn about funding sources, professional development, calls to artists of all disciplines, job opportunities, and more.

Grantees will also want to check out COCA's Marketing Resources and Media guide at coca.tallahasseearts.org/resources/media-guide.

Don't forget to post your events on www.tallahasseearts.org for inclusion in our Tallahassee Arts Guide "This Week" email of arts, culture, and heritage events that is sent to over 10,000 weekly recipients. We also produce a monthly arts in education e-newsletter. You can find more information and sign up for all of COCA's e-newsletters at coca.tallahasseearts.org/services/newsletters.



**TALLAHASSEE
ARTS GUIDE**

An Initiative of the COUNCIL ON CULTURE & ARTS

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FY18 COCA Cultural Grant Program Calendar

Applications Available: **May 1, 2017**
Available online at <http://www.coca.tallahasseearts.org/services/grant-programs> or at COCA offices.

Grant Workshops: **May 4 (10am-12pm)** – Special joint grant workshop featuring staff from COCA, Florida's Division of Cultural Affairs, CRA, Visit Tallahassee, Florida Division of Historical Resources, City of Tallahassee, and the Community Foundation of North Florida.

May 18, 25, and June 1 (12-1pm)
COCA will host three lunchtime grant workshops for anyone needing assistance during the grant writing process. Sessions will focus on the narrative, budget and administrative requirements of the Cultural Grant application.

Courtesy Consultations: **May 1, 2017 through July 1, 2017**
Make an appointment to meet with COCA staff for individual assistance. Even if this is not your first time applying for a grant, we urge you to take advantage of these consultations.

Panelist Nomination Deadline: **May 15, 2017**
We need your help to recruit qualified and objective reviewers. Nominations are accepted year-round for future grant cycles. A nomination form can be found at the end of this booklet (p. 42).

Courtesy Review Deadline: **Friday, June 30, 2017**

Application Deadline:	Friday, July 7, 2017 COCA Offices (816 S ML King Jr Blvd), 5 PM Late applications will not be accepted under any circumstances. If mailed, applications must be postmarked by 11:59 PM on 7/5/16.
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Panelist Orientation: **July 17, 2017**

Panel Review Meeting: **August 24, 2017**
COCA's Offices (816 S ML King Jr Blvd), 9 AM – 2 PM
Applicants are encouraged to send at least one representative who is familiar with your organization and its grant application. Grant awards should not be considered final until local government budgets are finalized.

City & County Budgets Finalized: **September 30, 2017**
No grants should be considered awarded until the City and County have finalized their budgets for the next fiscal year.

Disbursement of Grant Funds: **November 2017, February 2018 and May 2018**
Distribution of grants will be made in three payments. February payments will not be disbursed until the organization's interim grant report has been received and accepted by COCA. There will be no early distribution of funds.

Interim Report Due: **February 15, 2018***

Final Report Due: **November 1, 2018***

**Reports must be physically received in COCA's offices by 5:00 PM on the date indicated in order to avoid penalties on future applications. If you mail reports, we urge you to confirm receipt with COCA well in advance of the deadline.*

About COCA's Cultural Grant Program

Please review all of the following information carefully. Each year, COCA offers free grant workshops. We also offer one-on-one consultations as questions arise, and we provide courtesy technical reviews to help you check your final draft for any errors up until one week prior to the final deadline.

If any questions pop up at any point in the process, you can always **contact us for help**. You can email the Grant Programs Manager, Kevin Carr, at kevin@tallahasseearts.org or call 850-224-2500. Our staff is always happy to help you through the process. Also, these guidelines and the grant application forms are always available online at coca.tallahasseearts.org/services/grant-programs.

Please consult the Grant Program Calendar (p. 4) for a list of the grant workshops that are scheduled during this year's grant cycle. All workshops are held at the COCA offices, 816 South Martin Luther King, Jr. Blvd. If you have never participated in this grant program, we urge you to contact us immediately so that we can orient you to the process.

Where Do the Funds Come From?

Successful applicants will receive awards that will be funded by Leon County, The City of Tallahassee, or a combination of both.

Recipients of City funds—from general fund revenue – will have demonstrated dedication to creating broader public access, benefit and participation in arts and cultural activities in our community, enhancing both quality of life and our local economy.

Recipients of County funds—from tourist development tax revenue--will have demonstrated efforts to enhance Leon County's tourism impact.

Who Decides Who Gets Funded?

COCA staff members do not make recommendations for who gets funded.

Volunteer citizen panelists are recruited every year to review and score grants and make recommendations for funding. The panel meeting where those recommendations are announced is open to the public and you are encouraged to attend. The meeting is chaired by a COCA Board Member who does not score the grant proposals or make any recommendations for funding. Before the recommendations are submitted to the County, the COCA Board of Directors votes to adopt them and to ensure that all of the rules were followed.

Am I Eligible to Apply?

In order to be eligible for the COCA Cultural Grant, you must be able to answer “yes” to questions 1-11. (You must answer “yes” to **either** Question 1 or 1A below). If you are unsure, just call us at 850-224-2500.

1. Is your organization a not-for-profit Florida corporation with at least 60% of your operating cash budget originating from earned income and classified by the IRS as a 501(c) 3, sub-class “public charity”?*

Yes No

“Operating cash” refers to expenses related to day-to-day operations. It includes programs, overhead and administration, **but not** capital campaigns, endowment funds, cash reserves or contingency funds.

“Earned income” shall include admissions, contract services, corporate contributions, sponsorships, foundation grants, competitive government grants from federal, state, city or county governments, including TDC and CHSP grants. Earned income does not include operating cash from government sources such as government-paid staff and expenses, and government contracts.

If more than 40% of your operating cash comes from non-competitive government sources, you may still be eligible to apply under the special designation of State Partner (See 1A).

An organization whose primary purpose is to channel resources (financial, human, or other) to an affiliated organization is **not eligible** to apply if the affiliated organization submits its own application. This prohibition applies even if each organization has its own 501(c) 3 status. For example, the “Angels for The Theatre” may not apply if the “The Theatre” applies.

OR

1A. Is your organization a department, museum, or other organization working under the FEID number of a part of the State of Florida, Florida State University, Florida A&M University, or Tallahassee Community College?

Yes No

If you qualify under this provision, you must apply as a State Partner. Please see page 9 for more details.

Fundraising organizations affiliated with state supported cultural organizations, such as Friends of, Foundations, and Citizens Support Organizations, and K-12 schools themselves **are not eligible** to apply for this grant. Instead, the state supported cultural organization itself, including college or university schools, departments, or other officially recognized entities, may be eligible to apply for a grant under the special designation of State Partner (see above).

**COCA will confirm not-for-profit status with the IRS and/or the Florida Division of Corporations. If we cannot confirm your status, you will be asked to provide proof of current not-for-profit status.*

2. Does your organization have arts and/or history activity as its primary purpose?

Yes No

The broad range of activities funded by this grant includes: visual, performing & literary arts, arts education, historic destinations, media arts, and museums.*

***State of Florida, Division of Cultural Affairs**

Eligibility statement re: Museums To be an eligible museum, the organization must be open to the public for at least 180 days each year, own or utilize works of art, historical artifacts, or other tangible objects, whether animate or inanimate; care for these works of art, historical artifacts, or other tangible objects; exhibit these works of art, historical artifacts, or other tangible objects to the public on a regular schedule.

Even if an organization presents occasional arts or history programming, if its mission is not primarily arts and/or history, then funding should be sought elsewhere. This includes organizations with civic, educational, social service, environmental, health related, religious, political, journalistic, athletic, or multifaceted missions.

3. Has your organization been providing programming in your discipline for at least 3 complete fiscal years?

Yes No

“Programming” refers to public events and activities, not simply fundraising activities.

4. Do the majority of your activities take place in Tallahassee/Leon County?

Yes No

5. Do you have a professional staff?

Yes No

May be paid or volunteer, as long as staff members are qualified, competent and regularly available during normal business hours to administer a grant.

6. Do you have a governing Board of Directors that meets regularly and operates under a set of by-laws?

Yes No

7. Can you demonstrate the receipt of community support through subscriptions, memberships, earned income, foundation grants and/or other private fundraising (including in-kind support)?

Yes No

8. Can you show evidence of institutional/organizational planning (long range plans, visioning, etc.)

Yes No

9. Does your organization have multiple-event cultural programming that is regularly available to the public and is produced throughout the year?

Yes No

Note: An organization whose mission is to produce seasonal events or festivals does not qualify to apply for this grant.

10. Do you have documented statistics on attendance and participation for your programs and/or facility (paid or free) that represent a broad community impact?

Yes No

11. Is your organization committed to and does it have a plan in place to provide for accessibility for people with disabilities, including compliance with the ADA?

Yes No

If you answered YES to all of the questions above, your organization is eligible to submit an application for a grant. Still unsure? Call us at 850-224-2500.

How Much Funding Can I Apply For?

There is a maximum allowable request for every applicant. Organizations are encouraged to request an award amount appropriate for the scope of your proposal. In some cases, this may be less than your maximum allowable request. Use your best judgment to ensure that your request is competitive.

For the purpose of calculating your allowable funding request, “allowable operating income” is operating cash earned during your **most recently completed fiscal year for which you have submitted a 990/990-N** and can include a maximum of 15% in-kind income.

For the purpose of determining how much you can request, it may help to first complete the budget page (pg. 27) of your application and check to be sure that your “allowable operating income” **is equal to column B, line 10** on the budget form in Section 4 of your application; it does not include cash received for capital or endowment campaigns, or debt incurred to resolve operating deficits. See Section 4 instructions (pgs. 27-28) for full details.

If your annual income is \$1.5 million or more	If your annual income is less than \$1.5 million
GROUP 1	GROUP 2 or GROUP 3
<p><i>To qualify in GROUP 1, you must be able to answer “yes” to the questions below.</i></p> <ol style="list-style-type: none"> Are you eligible to apply? (see pgs. 6-7 above) Yes <input type="checkbox"/> No <input type="checkbox"/> Is the allowable operating income for your most recently completed fiscal year for which you have submitted a 990/990-N \$1.5 million or more (per the instructions for Section 4, column B, line 10 on pg. 29)? Yes <input type="checkbox"/> No <input type="checkbox"/> Can you provide a copy of a full audit of your organization’s finances (for FY16) prepared by an independent accountant? Yes No <p>GROUP 1 applicants may request up to 18% of your cash operating budget with a cap of \$325,000 in grant funds.</p>	<p><i>To qualify in GROUP 2, you must be able to answer “yes” to the questions below.</i></p> <ol style="list-style-type: none"> Are you eligible to apply? (see pgs. 6-7 above) Yes <input type="checkbox"/> No <input type="checkbox"/> Is the allowable operating income for the most recently completed fiscal year for which you have submitted a 990/990-N less than \$1.5 million (per the instructions for Section 4, column B, line 10 on pg. 29)? Yes <input type="checkbox"/> No <input type="checkbox"/> Do you have a cash operating budget of \$500,000 or more? Yes <input type="checkbox"/> No <input type="checkbox"/> <p>GROUP 2 applicants may request up to 10% of that budget for the most recently completed fiscal year for which they have submitted a 990/990N. There is no cap for this group.</p> <p><i>To qualify in GROUP 3, you must be able to answer “yes” to the questions below.</i></p> <ol style="list-style-type: none"> Are you eligible to apply? (see pgs. 6-7 above) Yes <input type="checkbox"/> No <input type="checkbox"/> Is the allowable operating income for the most recent completed fiscal year for which you have submitted a 990/990-N less than 1.5 million (per the instructions for Section 4, column B, line 10 on pg. 29)? Yes <input type="checkbox"/> No <input type="checkbox"/> Do you have a cash operating budget of less than \$500,000? Yes <input type="checkbox"/> No <input type="checkbox"/> <p>GROUP 3 applicants may request up to 20% of the budget for the most recently completed fiscal year for which they have submitted a 990/990N with a cap of \$50,000.</p>

State Partners

If you answered “yes” to question 1A on page 6, you may be eligible to apply as a State Partner. There are two categories of State Partners: “General/ Educational” and “Destination.”

State Partner – General or Educational

General or Educational Partners can apply for projects which demonstrate efforts to enhance Leon County tourism or which create broader public access, benefit, and participation in arts and cultural events in our community. Educational projects will be designed for and presented to general public, K-12, or lifelong learning but not be primarily for university-enrolled students. **Applicants may request up to a maximum of \$15,000 in grant funding.**

State Partner -- Destination

A Destination is a permanent facility and/or site that is open to the public at least 180 days per year that has regular programming directed to the general public and tourists and has a documented impact on tourist visitation. If the applicant is eligible to apply as a State Partner Destination as defined above, and has less than 60% of its annual operating cash budget originating from earned income, applicants may request up to \$15,000. An eligible State Partner Destination that has more than 60% of its operating cash budget originating from earned income may qualify for the appropriate GROUP category level of funding at the total level of that private cash funding, not the total operating budget. For a definition of “earned income” and “operating cash”, see p. 6 (1).

For university affiliated applicants, the figures provided in Section 4: Operating Budget are related to the specific department, division, or program applying for the grant—not the entire school’s or foundation’s budget.

To qualify as a State Partner, you must be able to answer “yes” to the questions below.

If you answer “no” to any of these questions, your organization does not qualify as a State Partner. You may be qualified in another category (see pg. 8).

1. Are you eligible to apply? (See pgs. 6-7) Yes No

2. If applying as a State Partner -- Destination, can you provide evidence of outside review of your organization’s finances either through an accountant’s statement or independent audit that will verify the level of private funding? Yes No

Note: No more than 15% of the total funds for COCA’s Cultural Grant Program in a given year will be awarded to State Partner applicants. See page 15 for details on funding order.

How Do I Apply?

1. Determine if you are eligible.

If you can answer YES to all of the questions (1-11) on pages 6-7 (You must be able to answer "YES" to **either** question 1 or 1A), then you are eligible to apply. If you do not meet these requirements, please do not apply for a grant.

2. Determine which group you qualify for and how much funding you can apply for.

Refer to the specific guidelines on page 8 to determine which group you will apply in, and find out your allowable request amount.

3. Read instructions and tips for each section.

Before you begin your application, it is important to know:

- how much funding you can apply for
- how you can and can't spend grant funds
- when you can spend the grant funds
- what rules you are going to have to agree to
- how your application is going to be scored

4. Complete your grant application.

Each section has its own instructions; please read and follow these instructions carefully. There are tips in each section to assist you as well. Application forms can be found at www.coca.tallahasseearts.org/services/grant-programs.

5. Bring a complete draft of your application to COCA for a courtesy technical review (optional).

COCA offers optional, individual technical reviews to all applicants by appointment. These reviews help you identify and correct technical errors in the final draft of your application so you can earn a perfect technical score. If there are errors to correct after the first technical review, feel free to resubmit another complete draft(s) for additional review(s). The most effective technical review occurs when an organization submits a complete draft of the application in hard copy. When only some of the items are submitted, there may be other errors that are impossible to identify. You must bring a hard copy of your application to your technical review. We strongly recommend that you take advantage of this opportunity. Appointments may be scheduled **through June 30, 2017** (one week prior to application deadline).

6. Before submitting your application, review the checklist on page 38.

Go down the list and be sure you have everything and that it is in the order indicated. Technical points are deducted from your score for missing, incorrect or incomplete information. Please see pages 14-15 for an explanation of technical points.

7. Make 1 collated, paper copy of your entire application including copies of support materials.

You must submit the original application (must contain the original signature, and must be clearly labeled ORIGINAL on the front cover). **Please bind your application** securely and be sure to include copies of all print or multimedia support material. We strongly recommend and prefer that you submit your application in a binder with no larger than a one inch thickness. Also, we prefer that you write the name of your organization on the front and the spine of your binder.

8. Make 1 electronic copy of your entire application including support materials.

Please follow the instructions for creating and submitting the electronic copy of the application on p. 39.

9. Submit both your bound, paper copy of the application along with your electronic copy of the application to the Council on Culture & Arts (COCA) by 5pm on July 7, 2017.

Our address is 816 South ML King Jr Blvd, Tallahassee, FL 32301. Applications must be received in COCA's offices by Friday, July 7, 2017 by 5:00pm. **Late applications will not be accepted.** Applications submitted by mail must be postmarked no later than 11:59 pm on Tuesday, July 4, 2017. COCA does not accept paper copies of grant applications by fax or email.

Electronic copies may be submitted to COCA via a USB flash drive (or "thumb" drive) or emailed (via "Dropbox") to kevin@tallahasseearts.org. If submitting a USB drive, please include the name of the organization on the drive.

10. Submit the online Economic Impact Survey.

The online survey can be found at <https://cocaform.wufoo.com/forms/r4wthoc0pf49d9/>. The survey must be submitted by the grant application deadline, July 7, 2017 at 5pm in order for your application to be complete..

How Can Grant Funds Be Spent?

Grant Program Goals

- There may only be one request per year for funds to benefit any single organization.
- All funds must be spent within the grant activity period of October 1, 2017 through September 30, 2018. Funds that are not spent within this timeframe (or for the specific programs and expenses described in your application) are subject to repayment.
- Applicants will detail how grant funds, if awarded, will be used to support and/or promote up to two of the organization's programs, publications, events, or other public activities.
- Each program request will receive a unique score in the panel review process.
- All events and activities funded by this grant must be for the public and not be intended for an exclusive target group only. Any fees charged to participate should be reasonable and not so high as to effectively exclude a large group of people.

Please refer to the Sample Panelist Score Sheet on page 17 for more details on the criteria used to evaluate your grant proposal.

Please be certain that panelists have enough information in your application to evaluate your programs based on each of the scoring criteria.

Programs selected for funding should share at least one of the goals of this grant program:

- ***Produce arts, history and/or cultural programming with exemplary standards:*** Programs that enrich the community with attention to the highest standards within a cultural discipline.
- ***Provide educational opportunities in arts, culture, and history for young people or adults:*** Programs that feature learning opportunities for young and/or life-long learners.
- ***Provide a special population, meet a unique need, or fill a unique niche.*** Programs that offer a unique service in arts, culture and history not otherwise provided in the community; Programs that provide distinctive arts, history and cultural offerings; Programs that highlight cultural diversity and/or access for persons with disabilities; Programs that bring arts, cultural and historic exhibits or events to underserved areas
- ***Contribute to the tourism development of our area:*** Programs will be funded that have the potential to attract and retain tourists in Leon County. For the purpose of this grant program TOURIST means "a person who participates in trade or recreation activities outside the county of his or her permanent residence or rents or leases transient accommodations." (See page 40 for helpful resources in developing cultural tourism strategies; refer to Florida Statutes 125.0104 for more details about the use of tourist development tax).

Allowable Expenses & Non-Allowable Expenses

Examples of allowable expenses include:

- marketing and promotion
- royalties
- exhibit rentals
- guest artists, technicians or teachers
- a percentage of salaries as they directly relate to programs
- printing and graphic design
- exhibit costs
- sets and costumes
- lumber, supplies and equipment
- postage and freight
- a percentage of facility costs as they directly relate to programs
- any other expenses directly attributable to programs (except for non-allowables that follow)

Grant funds may not be used for capital

expenses. For the purposes of this grant, capital expenses include building projects, acquisitions, renovations, land acquisition, and other permanent improvements to physical plant (i.e. new roof, air conditioning systems, security fence, lighting grid). Capital expenses also include the purchase of equipment that is not directly related to the production of events or exhibits.

For example, a projector for closed captioning, stage lights, film projector, artwork for a permanent collection, or interpretive items for an exhibit are allowable. A copy machine or a delivery van is not.

Grant funds may not be used for general overhead that is unrelated to programming and/or promotion

(i.e. financial audit, board retreats, decorating the facility, etc.) Keep in mind that some grant funds may be used on a portion of administrative costs that directly relate to programming and/or promotion (payroll, insurance, rent, office supplies, postage, etc.).

Grant funds may also not be used for:

- private or exclusive entertainment (i.e. parties, receptions or benefits that are not open and accessible to the general public)
- bad debts, contingencies, fines and penalties, interest, and other financial costs
- re-granting
- contributions and donations
- religious projects
- operation of privately owned facilities (i.e. studios, homes)
- third-party grant administration (indirect costs)
- lobbying or attempting to influence federal, state or local legislation
- or any other expenditure not authorized by Chapter 112 of the Florida Statutes.

Leon County discourages line item requests if you are eligible to apply to this grant fund or others.

If your program is receiving a grant from Visit Tallahassee or CHSP (Community Human Services Partnership), that same program **WILL NOT** be eligible to receive County support through COCA's Cultural Grant Program during the same grant year..

How Are Applications Reviewed?

Technical Review Process:

Your applications will first be reviewed by COCA staff to confirm eligibility. If eligible, the application must also meet certain technical standards. (See “scoring” section on pgs. 14-15).

To avoid technical errors, applicants are urged to take advantage of COCA’s Courtesy Review Process. Make an appointment to bring a hard copy draft of your application to COCA for a complimentary technical review on or before June 30, 2017. If you request a second or third review, we don’t mind a bit. Our goal is to help you to write the most competitive grant possible.

Panel Review Process:

COCA uses a citizen review panel process, similar to both the State and NEA grant programs, to make recommendations for funding. Panels are composed of non-profit business people, tourism professionals, community leaders, artists, educators, experts in cultural disciplines and others as deemed appropriate for review criteria. Nominations for panelists are welcomed year-round by COCA. A panelist nomination form is included on page 42.

In appointing panel members, COCA gives consideration to geographic representation, minority representation, professional acumen, objectivity, and diverse aesthetic, institutional, and cultural viewpoints. All panelists must comply with the Standards of Conduct for Public Officers and Employees of Agencies as set forth in F.S. Section 286.012. Panelists are instructed to recuse themselves from the discussion and scoring of any application from an organization in which they:

- serve as a board or staff member
- serve as a key volunteer
- serve as a paid consultant
- have any other formal association or other experience which will give the appearance of a conflict

Applicants attending panel meetings will be available to answer questions asked by panel members but not be allowed to elaborate on their grant beyond those questions. All panel proceedings are open to the public.

A member of the COCA Board of Directors will chair each panel meeting but doesn’t review or score the applications. Members of COCA’s staff will be present to provide technical assistance.

The panel’s recommendations will be reported to the COCA Board of Directors which approves all recommendations before forwarding to the City and County.

The COCA Board is authorized to amend such recommendations based on new information not made available to the panel. Examples of new information are: a panelist’s conflict of interest not disclosed at the panel meeting; misinformation presented at the panel meeting by someone other than a designated applicant representative; COCA staff error discovered after the panel meeting; bankruptcy or other fiscal concerns; or changes in the applicant’s staff or operations that would impair implementation of the proposed grant activity.

Applicants will be notified of the final outcome of the grants review. **No award is final, however, until the City and County Commissions approve their annual budgets.**

Scoring: Technical and Quality Points

Your entire application will receive a single **technical** score. Each of your separate program requests will receive its own **quality** score.

Technical and quality scores will be combined for a final total score for each program request (maximum of 100 points).

Technical Scoring

Applicants can earn a maximum of 50 technical points. Technical points will count towards 40% of your final scores. These points are objective and unrelated to the quality of the information presented.

For example, if you do not submit a required attachment, the technical reviewer will automatically deduct 5 technical points.

If you do submit the required attachment, no points will be deducted. The technical reviewer does not judge or evaluate your attachment in any way. The merits of materials will be evaluated by the panelists and reflected in your quality score.

Technical deductions and their point values are as follows:

- Reports were submitted late during the cycle in which funding was last awarded (5 points).
- Organization failed to acknowledge COCA funding in grant-funded programming and promotional materials. (See page 18 “Funding Recognition” for requirements). Grantees will be required to provide proof of acknowledgement in the Final Report of the previous fiscal year (5 points).
- Items on forms are left blank (1 point each)

- Responses to narrative questions are omitted (5 points each).
- Required items, forms, or attachments are omitted (5 points each).
- Technical points (1 point each) will be deducted for line item category totals which do not add up correctly and for mathematical, typographical, or other errors.
- Your budgets must balance. If not, ten technical points will automatically be deducted from your technical score.
- Make sure the full grant amount you are requesting in this application appears on pg. 29, line 7f, Column D. If not, one technical point will be deducted.
- Don't forget to include the starting and ending dates of your fiscal year. Two technical points will automatically be deducted if either is left blank.
- Make sure all of your numbers are rounded to the nearest dollar. One technical point will be deducted if you fail to round.
- Be sure your total in-kind is no more than 15% of your total operating expenses for any single fiscal year. One technical point will be deducted for each instance of in-kind exceeding 15%.

Applications earning fewer than 20 technical points will not be considered for funding.

Technical tips are provided throughout the application to help you earn a maximum technical score. We will gladly help you identify and resolve any technical errors before you submit your final draft.

Quality Scoring

Each program for which you are seeking funding will receive an individual quality score. Panelists will review your application and award up to 50 quality points per program request.

See the *Sample Panelist Score Sheet* on page 17 for information on specific evaluation criteria.

The high and low quality scores for each program request will be dropped, and the remaining scores averaged.

Those averages (out of 50 points) will count towards 60% of the final grant scores for each program request.

Calculation of Final Score(s):

Quality points count more towards your final score (60%) than technical points (40%).

This means that a program request with a technical score of 44 and a quality score of 49 will earn a higher total score than a program request with a technical score of 49 and a quality score of 44.

Example #1: Higher Quality Score

Technical Score: The technical reviewer deducts a total of 6 points for a technical score of 44.

Quality Score: The panelists award your program request an average score of 49.

*Total Score:
44/50 (technical) x 40%= 35.20
Plus
49/50 (avg. quality) x 60%=58.80
Equals
94.00 (total score)*

Example #2: Higher Technical Score

Technical Score: The technical reviewer deducts a total of 1 point for a technical score of 49.

Quality Score: The panelists award your program request an average score of 44.

*Total Score:
49/50 (technical) x 40%= 39.20
Plus
44/50 (avg. quality) x 60%=52.80
Equals
92.00 (total score)*

Funding Formula

Below are examples of the funding formulas used to determine the recommended maximum funding for requests. Keep in mind, these formulas are guidelines, not guarantees. They may require adjustment at the discretion of COCA's Board of Directors in response to changes such as local government funding of the grant program.

<i>Total Score</i>	<i>Maximum Funding</i>
95 – 100	100% of request
90 – 94.9	90% of request
85 – 89.9	80% of request
80 – 84.9	70% of request

For one exception to this formula, please see #1 under "Funding Order" below.

Applications scoring less than 80 will not be funded.

When determining the final scores for funding purposes, numbers will be rounded to one decimal place only and not to the whole number. For example, 91.9 will not be rounded to 92.

Funding Order

Once all program requests have been scored, funding will be recommended as follows:

1. Program requests from organizations requesting a total grant award of \$7,000 or less that score 92 or higher will be recommended first for funding.
2. Next, funding will begin with the highest scoring program request, and continue down until it is no longer possible to fund the next highest-scoring program request at the formula level due to exhaustion of funds.

3. The remaining funds will be allocated to the next highest scoring program request. (If this amount is insufficient to carry out the proposal, the applicant may decline the funding, and the remaining funds will be given to the next applicant).

In case of a tied score, the organization with the higher quality score will be ranked higher. In the case of a continuing tie, the remaining funds will be pro-rated between all tied applicants based on their amount requested.

No more than 15% of the grant program's total funds in a given year will be awarded to State Partner applicants. Their programs will be ranked with all applicants in the process described above, but only the top scoring State Partner programs will receive funding if the 15% threshold is reached before the total grant funds are exhausted.

Because each program request is scored and ranked individually, it is possible that a single organization may have some of their requests recommended for funding while others may fall below the funding threshold.

Appeals

Any applicant wishing to appeal the outcome of a funding recommendation (technical score, panel review, or final funding allocation) must contact the COCA Board in writing within 72 hours of the grant panel meeting.

In addition, suggestions regarding the grant program's policies and guidelines are welcomed year-round. The grant program is reviewed annually with the collaboration of a public task force and all applicants are encouraged to participate in the process.

Sample Panelist Score Sheet

After reviewing your application, panelists will use the following tool to assign a quality score of 1-50 for each of your program requests. Written comments will also be provided.

Organization Name:		
Program Goals Section		
This grant, if awarded, will fulfill one or more of the following goals (check all that apply for each project):		
(Check all that apply for each project, no numbers entered here)	Project A	Project B
This project contributes to the appeal of Leon County as a visitor destination by offering popular, ongoing, and/or unique activities or events as described in the Statutes.		
This project provides educational opportunities to young people or adults.		
This project produces arts and/or history programming.		
This project serves a special population or meets a unique need.		

Note: If any project has no check marks, cease scoring for that project and enter a zero for its total score.

Scoring Section		
A. Organizational Capacity as expressed in Application	Please circle your score	
Scoring Criteria: 5=excellent 4=very good 3=good 2=fair 1=poor		
The applicant has demonstrated support for the organization through other sources of funding, volunteer efforts, program partnerships and documented participation data.	1 2 3 4 5	
The organization's planning shows realistic and appropriate future programming plans.	1 2 3 4 5	
This organization's artistic, education, and/or administrative personnel (paid or volunteer) have the ability to carry out its programs effectively.	1 2 3 4 5	
The applicant exhibits sound fiscal management and administration as evidenced by the grant's narrative and the organization's past and current operating budgets.	1 2 3 4 5	
B. Project scores -please enter the appropriate score for EACH project	Project A	Project B
This project reflects the mission of the organization.		
This project serves an appropriate number of people for the amount requested (<i>taking into account any special needs of the population it targets or distinctive niche the organization fills</i>).		
The scope of this project is feasible to implement in timeline provided and resources allocated (<i>facilities, staff/volunteers, funding, etc.</i>).		
There is a clearly articulated and useful method of evaluating and documenting the success of this project (<i>that extends beyond attendance figures</i>).		
The marketing plan described for this project is sound and feasible. For the project to be eligible for Tourism funding as an activity or event it's promotional plan should demonstrate tourism marketing. See definition of Tourism Marketing in the Tourism Resources (pg. 39).		
Whether serving a large constituency or a unique niche, this project's impact on and/or service to the community is a good use of public funding.		
Total score for each project (out of 50): (will be the sum of Section A total added to the Section B individual Project total)		
Panelists will also provide comments on separate page		

Important Information for All Applicants

Grant Period: All grant funds must be spent between 10/1/16 and 9/30/17. There can be only one application per grant period for funds to benefit any single organization.

Non-Discrimination: By submitting this application, applicants agree they do not discriminate:

- On the grounds of race, color, or national origin (including limited English proficiency), in accordance with Title VI of the Civil Rights Act of 1964, as amended (42 U.S.C. 2000d et seq.).
- On the grounds of disability, in accordance with Section 504 of the Rehabilitation Act of 1973 (29 U.S.C. 794) and the Americans with Disabilities Act of 1990 (“ADA”) (42 U.S.C. 12101-12213).
- On the basis of age, in accordance with the Age Discrimination Act of 1975 (42 U.S.C. 6101 et seq.).
- On the basis of sex, in any education program or activity, in accordance with Title IX of the Education Amendments of 1972 (20 U.S.C. 1681 et seq.).
- On the basis of sexual orientation or gender identity in accordance with the City of Tallahassee’s Anti-Discrimination and Anti-Harassment Policies and Procedures.

Should there be a discrimination concern regarding a grantee, a copy of COCA’s Civil Rights Complaint Policy is available upon request.

For further information and copies of the nondiscrimination regulations identified above, contact the National Endowment for the Arts’ Office of Civil Rights at 202/682-5454 or 202/682-5695 Voice/T.T., or link to them through their web site at www.arts.gov. COCA will also gladly provide assistance with accessibility

planning. Call us at 850-224-2500 to arrange a consultation.

Intellectual Property Rights: It is the responsibility of applicants to hold the rights for any intellectual property (scripts, images, music, etc.) used in programs funded by this grant.

Funding Recognition:

COCA Grantees are required to include the COCA logo, the combined Leon County/Visit Tallahassee logo, and the City of Tallahassee logo on grant-related visual marketing materials (online, print, and media) developed for the funded project.

Whenever you include online funding recognition (on your organization's website and email marketing for example), the combined Leon County/Visit Tallahassee logo should be linked to www.VisitTallahassee.com and the COCA logo should be linked to www.TallahasseeArts.org whenever possible. Grant-related marketing materials should be submitted to Kevin Carr at kevin@tallahasseearts.org, who will obtain approval from Leon County administration prior to the publication, dissemination, or release of marketing materials.

Grantees are encouraged to submit their marketing materials before a new fiscal year begins, as they may be able to get annual approval for certain types of collateral (such as posters or emails), as long as the subsequent logo use is identical. Please note: Grantees which have been funded for the current fiscal year and anticipate funding for the subsequent fiscal year are encouraged to continue following the recognition policy described above when promoting their upcoming season or programs for a new fiscal year. Inclusion of logos is necessary when recognizing support of sponsors and should appear on most, if not all marketing materials. This is not required where space is limited and there is no reasonable space to provide recognition for sponsors.

Wherever other sponsors for your grant program are included, COCA, Leon County/Visit Tallahassee, and City of Tallahassee logos should also be included. For ease of use, a "combination logo" of City/County/Visit Tallahassee and COCA may be used on all print media (see below). However, the combination logo may not be used for online funding recognition, as online funding recognition must include individual logos with hyperlinks to the appropriate agency.

Grantees which fail to properly acknowledge COCA, the City of Tallahassee, and Leon County/Visit Tallahassee in their marketing materials during the grant cycle will have 5 technical points deducted from the next grant application which the organization submits to COCA. Our government partners are dedicated to supporting worthwhile local events through grant programs and other promotional opportunities, but reserve the right to reduce or eliminate grant funding for organizations that do not comply with grant recognition policies. Grantees will be required to submit copies of proof of grant acknowledgement at the time of the final report.

Changes to Projects: Grant funds may be used only for those programs or purposes specified in the application and approved by the grant review panel. Any significant changes in the organization or its programs (i.e. budget, schedule, scope, personnel, etc.) must be

submitted as an amendment at the time the changes take place, and approved in advance in writing by COCA.

Grant Reports: Each grantee will submit an interim report (in April) and final report (in October) of all funds disbursed to their organization using forms provided by COCA. See *page 4 for specific deadlines. Forms are available for download at <http://www.cocanet.org/grant-program>.*

An applicant must demonstrate that they:

- implemented the program(s) for which they received funding
- spent the grant funds on allowable expenses and as indicated in their application
- spent all grant funds within the grant activity period

Failure to do so, or failure to do so in a timely manner, will require the applicant to fully repay any funds received and become ineligible for future funding.

Late, incomplete or inaccurate reports will result in a loss of technical points on the organization's next funding application.

Penalties will be assessed at the rate of five points in the first week following a deadline, and one point for every additional week the report is late or incomplete. In extreme/unusual circumstances, an organization may request an extension from the COCA Board of Directors.

The Application

A. Basic Information Form

Instructions and Technical Tips:

- Please use the form provided on page 21. Current, electronic copies of all forms are also available on COCA's website at <http://www.coca.tallahasseearts.org/services/grant-programs>.
- Each item on this form is required - **do not leave any blanks**. Technical points will be automatically deducted from your technical score for each unanswered question or for incorrect information. See pg. 14 for Technical scoring guidelines. If a field doesn't apply to you, mark it "not applicable" or use the checkbox provided.
- Double check your grant request figure. Applicants sometimes revise budget forms but forget to update the number on the final draft of the basic information form.
- Be sure you correctly calculate, and are eligible for, the total grant amount requested. Two technical points will be deducted for errors.

Definitions:

Applicant Name: Use your organization's legal name and address (*the ones that match your IRS determination letter of tax-exempt status*). If you use a popular name that is different, you may note it in parenthesis after the legal name. *Example: A.B.Coleman Resources, Inc. (ABC Gallery)*

Contact Information: Enter a name, title, and contact information for the person with full authority and responsibility for providing information and documentation on all activities, services and expenditures associated with this grant request. *If this information changes during the grant period, please update COCA immediately.*

Federal ID#: Also known as "Employer Identification Number." Enter the 9-digit number that was assigned by the IRS.

Proposal Summary:

Briefly describe each of the programs for which you are requesting funding. Remember, applicants may have up to two programs. State Partners and applicants requesting a total of \$7,000 or less may describe a single program. Examples:

- *Tallahassee Puppet Theatre will engage residents and tourists in the art of puppetry through its Marionette Series (5 full-length plays), Geppetto's Workshops (year-round educational opportunities), and by hosting the 5th Annual Puppetpalooza Regional Conference in Tallahassee.*
- *Haiku-By-You will publish, promote and distribute its 18th annual international juried compilation of Haiku poetry. In addition, Haiku-By-You will coordinate with local K-12 teachers to create a series of lesson plans featuring Haiku and culminating with a downloadable chapbook of student work.*

- *Crescendo! will bring a music education consultant to Tallahassee for a faculty intensive and a master class for our area's professional string musicians. Crescendo! will also contract with a webmaster to complete a long overdue update of its online promotional presence and electronic resource kits.*
- *Thompson Valley Museum will design and distribute promotional materials to tour operators within a 200-mile radius; fabricate and debut a new exhibit featuring the role of Native Americans in the evolution of Thompson Valley; and implement interpretive tools to enhance the experiences of its hearing and visually impaired visitors.*

Grant Category: Use pages 8-9 to determine your grant category and be certain you qualify in that category. COCA staff will not re-categorize your grant. **If you are not qualified in the category you select, your application will not be accepted.** *Please contact COCA if you need help determining the correct category for your organization.*

Amount of Grant Request:

This amount must be within the maximum grant request amount for a grant category. This number (in almost all cases) will match the grant request shown on pg. 29, Column D, line 7(f) of your operating budget (Section 4) and must match the sum of grant requests shown in section 6 of your application. *If a grant request exceeds the maximum allowable amount for a grant category, COCA will modify your request amount.*

Facility: The facility or facilities where the majority of events/activities funded by a grant will take place. If more than one, write "Multiple" and include them in your proposal narrative.

Basic Information Form - continued

Read the instructions before filling out this form. **Do not leave any blanks.**

Applicant Name (official IRS name):	
Mailing Address: <i>(Applicant must be based in Tallahassee/Leon County)</i>	Street Address: <i>(Applicant must be based in Tallahassee/Leon County)</i>
<input type="checkbox"/> If checks or correspondence must be routed through a foundation or other support organization, please check and attach instructions.	
Organization website: no website <input type="checkbox"/>	
Contact (check one): Mr. <input type="checkbox"/> Ms. <input type="checkbox"/> Dr. <input type="checkbox"/> Name: Title:	Daytime phone: Fax: no fax <input type="checkbox"/> E-Mail: no e-mail <input type="checkbox"/>
Incorporation/Founding Date:	Federal ID#:
Proposal Summary (50 words or less):	
Grant Category (check one): GROUP 1 <input type="checkbox"/> GROUP 2 <input type="checkbox"/> GROUP 3 <input type="checkbox"/> STATE PARTNER GENERAL/EDUCATION <input type="checkbox"/> STATE PARTNER DESTINATION <input type="checkbox"/>	
Number of years doing business in Tallahassee as a cultural organization:	Amount of Total Grant Request:
Facility where grant-funded events/activities will take place (if request is approved):	

A. Statement of Certification & Compliance

Instructions and Technical Tips:

- This page must be completed, signed and dated, or your grant application will not be accepted.
- Include this form with an original signature (in ink) in the paper copy of your application which you submit to COCA.
- Current, electronic copies of all forms are available on COCA's website at <http://www.coca.tallahasseearts.org/services/grant-programs>.

I, _____, the presiding officer of _____,

hereby attest to all the information in this application being factual, including all attachments and supporting materials. I also attest that my organization meets the eligibility criteria and will abide by all legal, financial, and reporting requirements, such as interim and final reports, for all grants received from COCA on behalf of the City of Tallahassee and/or Leon County. *(See pages ... for details on non-discrimination, intellectual property rights, funding recognition, changes to programs, and grant reporting.)*

By applying for a COCA Cultural Grant, my organization consents to the examination and audit of our financial records by the City of Tallahassee, Leon County and/or COCA. My organization understands and agrees to the payment schedule for grant awards. *(See the calendar on page ... of the application guidelines for details.)*

To the best of my knowledge, I certify that my organization's facilities and programs are accessible to persons with disabilities as required by all applicable sections of the ADA. *(See page ... of the application guidelines for details.)*

False statements shall be punishable in accordance with the applicable provisions of Florida Statute 837.

Signature of Presiding Officer:
(or Agency Head, Division Director, Dean, Department Chair or University Supervising Official)

(please sign original in blue ink)

Printed Name:

Title:

Date:

Grant application prepared by:

Title:

B. Narrative Questions

Instructions and Technical Tips:

- Do not skip any of the required items. Each skipped narrative item will result in an **automatic deduction of five (5)** technical points from your score. If an item doesn't apply to your organization, write "not applicable" or briefly explain why.
- Do not reduce font size below 10 points. For the greatest impact, use an easy to read font and plenty of white space on the page (e.g. one-inch margins, bulleted information, spaces between paragraphs).
- NOT ALL QUESTIONS REQUIRE LENGTHY ANSWERS. You may use a **maximum of twelve pages** to answer all narrative items (a-j). Panelists welcome succinct answers. Do not feel obligated to fill all twelve pages. Panelists often prefer bulleted information to long, flowery prose. If you exceed the page limit, panelists will not be given the additional pages. Keep your language fun and engaging. You want to make readers as excited about your programs as you are.
- Your institutional/organizational planning document (long range plans, visioning, etc. is required, but is not included in the page limit identified above. A missing document will result in an **automatic deduction of five (5)** technical points.
- Contingent items (see page 25) only apply to certain applicants. If they do not apply, you may disregard. If they do apply, any missing items will reduce your technical score by **five (5) points** for each item.
- COCA recommends that you include optional materials to document the quality of your organization to the panelists, but there will be no automatic point deductions if material is not included. **Please focus on quality and not quantity of materials.**
- Make sure all material is positive and easy to read. Don't include negative reviews, muddied photocopies, or tiny print. If materials are in a language other than English, include a translation.

a) State the mission and/or purpose of your organization. Briefly state the guiding purpose for your organization's existence. (*Example: The mission of Puppetry Tallahassee is to produce high-quality puppet theatre*).

b) Provide a brief overview of all your organization's current and upcoming programs, activities and services. Include core programming, workshops and classes, internship programs, outreach initiatives, special events and fundraisers, etc. Include attendance and participation figures for each program. Think of this like an overview/introduction "brochure" to your organization. The projects you are requesting funds for will be described in more detail in section (J).

c) List your organization's board of directors and summarize their relationship to your organization. Is your Board a policy Board or a day to day management Board? How often does the board meet (i.e. weekly, monthly, etc.)? What types of responsibilities do Board members have (i.e. fundraising, policy, etc.)? Include professional affiliations of each board member and any requirements your By-Laws may stipulate for those affiliations.

d) Identify and provide brief bios for your organization's key personnel (paid or volunteer). Include titles and briefly describe the responsibilities for each position. (*Examples: Artistic Director, Marketing*

Director, Visitor Services Director, Education Director, Executive Director, artists (staff or guest), directors, designers, conductor, curator, actors, writers, workshop presenters. If you want to include select resumes, you may do so as a part of your optional supplementary materials.)

The purpose here is to give the panelists an idea of the caliber of your personnel, not to document your entire staff. *(If you have many participating artists, please provide a sampling of bios rather than all of them.)*

e) Describe the sources, types and levels of community support received by your organization.

Describe efforts to sustain or increase this support.

(Examples: membership drives, annual fund drives, capital or endowment campaigns, corporate sponsors, partnerships, season ticket packages, volunteerism, donations, etc.)

f) Explain any special fiscal circumstances that may exist for your organization at this time. Explain any significant change in annual operations (more than 25% growth or decline from year to year), reasons for any deficits, and plans to resolve them. If there are no special circumstances at this time, write “not applicable.”

g) Explain your organization’s efforts to serve culturally diverse or special constituencies, and explain how your facilities, programs and events are accessible to persons with disabilities.

Suggested information to include in your answer:

- the current demographic composition of your board, staff, volunteer pool, and audience;
- any past and planned efforts to broaden outreach and increase involvement across ethnicity, ability, age, economic status and gender;
- explain how these efforts relate to your particular artistic/cultural discipline.

Involvement includes audience members, program participants (artists, performers, educators, etc.), and program planners (board or advisory board members, staff, etc.).

Access for people with disabilities includes (but is not limited to) physical access such as ramps, elevators, wheelchair seating, and accessible restroom and parking facilities, as well as communications access such as sign language interpreters, audio description, and Braille labels or programs.

h) Provide any additional information about your organization that you feel is relevant to panelist review. *(Examples: Status of accreditation, plans to acquire a new location, recent achievements, significant awards, community partnerships, exciting near-future initiatives, branding campaigns or recent awareness/perception surveys, etc.)* If there is no additional information to share, write “not applicable.”

i) Further describe the projects for which you are requesting funding from this grant. *These are the projects you will be completing budget pages for in section 6. Remember to identify up to two projects included in your overview more briefly (narrative question B). (State Partners and applicants requesting a total of \$7,000 or less may identify a single program.)*

For each project, include:

- Activities and timelines
- Goals and anticipated outcomes *(what do you hope to accomplish not just do)*
- Relevance to the organization’s mission
- Number of events and expected participation and/or attendance
- Fees charged to participants

- Marketing plans (*if certain elements apply to all of your programs, feel free to describe them once and make it clear they are applied globally. Don't forget if this project is related to tourism please focus your description on tourism marketing*)
- How you will measure success (*i.e. specific milestones for attendance/participation, enrollment or sales figures; independent third party review; audience/member surveys or focus groups; pre and post tests; etc.*). (For advice on measurement tools, see "Program Evaluation Resources" under "Advice for Grantwriters" at www.cocanet.org/grant-program).
- Other information you believe is important for the panelists to use in evaluating your programs.

Note: Panelists will depend heavily on this information when evaluating your application and determining your quality score.

j) If your project has a tourism focus, how does your organization attract tourists and/or lengthen tourist stays in Leon County? Some organizations are more relevant to tourism than others.

- Include cooperative relationships with other organizations (*cultural, travel, hospitality, retail, media, convention services, tour booking, visitor bureaus, etc.*). Describe promotional efforts designed specifically to impact tourism. *Do you piggyback on other events in order to lengthen the stay of visitors? Do you plan events in a traditionally "off season"?*
- How do you measure and document tourist participation and attendance including but not limited to the number of tourists served, tour groups hosted, the number of hotel/motel nights generated as a result of your programs, etc. Provide data for your most recently completed year, if available. (*See page 37 for a definition of hotel/motel bed nights*).
- Impact on tourism (*for those programs with tourism impact, include strategies, outcomes, and data on the program's past and projected impact on tourism*)

C. Organizational Plan, Contingent Items and Support Letters

ORGANIZATIONAL PLAN:

a) **Provide your organization's institutional planning or "visioning"**. This plan should cover at least 3-5 years into the future, and include program as well as financial considerations. This should indicate sustainability not necessarily growth.

CONTINGENT ITEMS

a) **Partnership acknowledgement (if applicable)**. Required only if your funding proposal is contingent on the participation of a key partner(s). Commitment can be documented through letters, emails, or signed contracts. (For example, Puppetry Tallahassee will team with ABC Gallery to host nationally-known artist Julie Taymor for a local exhibit and performance. Without a commitment from ABC Gallery and confirmed interest from Julie Taymor's agent, the proposal is not viable.)

b) **Letter of support from the Agency Head, Division Director, Dean, Department Chair or University Supervising Official of the applicant**. Required of State Partner applicants only.

c) **Recent support letters**. Correspondence from people who benefit directly from programs related to your proposal (participants, students, audience members, tourists, tourism partners, etc.) and/or letters of support from collaborating organizations or individuals show evidence of support. **Limited to four pages**. Please note: Letters from public officials are not generally useful unless the officials are personally familiar with your organization.

In order to avoid the appearance of a conflict of interest, no support correspondence should be included that is written by COCA staff or board members (see <http://coca.tallahasseearts.org/about-coca/coca-staff> for a current list). If so, those letters will be removed from your application prior to panel review.

d) **List of productions, exhibitions, concerts and/or publications your organization has recently produced / presented**. Consider including the total attendance/participation figures for each event (audience, artists, and volunteers). *To calculate these numbers, you may use "instances of participation" – each visit to your facility by a single person (i.e. multiple visits count as multiple instances of participation.)*

D. Operating Budget

Instructions:

Budgets provided on this form are based on your organization's fiscal year.

Figures in the “completed” columns A & B are subject to verification by COCA and/or Leon County.

Lines 1-23 of this budget are intended to show your organization's fiscal activities as they relate to day-to-day operations.

Include information relating to programs, overhead, and administration.

Do not include activity related to capital campaigns or capital expenses (such as purchasing, building or renovating a facility), endowment funds, or any other funds restricted from general operating use. Report these fund balances on p. 30, lines 26-28 instead and, if you think it would be helpful for the panelists, attach a brief description of each fund.

Do not include activity related to depreciation of fixed assets.

Technical Tips:

- Use the forms provided in this application. Current, electronic copies of all forms are available on COCA's website at <http://www.coca.tallahasseearts.org/services/grant-programs>. These forms have built-in formulas and have been locked for your protection. **If you choose to unlock and alter the form please be very careful.**
- Double check your work. **One technical point will be deducted for line item category totals that do not add up correctly and for mathematical, typographical, or other errors.**
- Your budgets must balance. **If not, ten technical points will automatically be deducted from your technical score.**
- Make sure the full grant amount you are requesting in this application appears in line 7f. If not, **one technical point will be deducted.**
- Don't forget to include the starting and ending dates of your fiscal year. **Two technical points** will automatically be deducted if either is left blank.
- Make sure all of your numbers are rounded to the nearest dollar. **One technical point will be deducted if you fail to round.**
- Be sure your total in-kind is no more than 15% of your total operating expenses for any single fiscal year. **One technical point** will be deducted for each instance of in-kind exceeding 15%.
- It's a good idea to anticipate any questions panelists may have about your budgets. You can provide answers in section 3, question (f) of your application, and/or attach additional information in section 5.
- Do not enter cents into the form. While the spreadsheet will automatically round to the nearest dollar, the cents will still be recognized in the background and may cause your budget to be out of balance.

Operating Budget – continued

Definitions:

Completed Years – Your organization's two most recently completed fiscal years. Column A and B will include actual numbers as documented in your accounting records for the full 12-month periods. Round to the nearest dollar, but do not estimate. *Figures in these columns are subject to verification by audit.*

Current Year – The budget your organization is using to guide its current fiscal year. *Column C will include budgeted estimates for the full 12-month period.*

Next Year – The budget your organization will use to guide its next fiscal year. *Column D will include budget estimates for the full 12-month period. In most cases, this is the fiscal year in which you would receive this grant.*

Contracted Services Revenue – Revenue earned through sale of services. *Include workshops, tuition, government contracts for specific services, performance or residency fees, booking fees for tours, etc.*

Government Support – Include grants (requested or received) from COCA's City or County Cultural Grant programs on line 7(f) only. Include the full amount of this grant request in column D, line 7(f) as projected income.* Include past awards received from the City of Tallahassee or Leon County's cultural grant programs through COCA in columns A-C. **If grant disbursements fall across dual fiscal years, report them accordingly. Note: Since this budget should not include capital expenses, any grants for capital projects will not be included here.*

Cash From Savings – If your total operating expenses are greater than your total operating income, you will have a deficit for the year. Enter the portion of that deficit that was covered from your savings account, restricted funds, advances on grants or contracts, and/or other internal sources of cash.

Cash Borrowed – If your total operating expenses are greater than your total operating income, you will have a deficit for the year. Enter the portion of that deficit that was covered by a bank loan, second mortgage, and/or other sources of cash borrowed from a third-party.

In-Kind – Materials, services, discounts, pro bono consulting and volunteer time donated by individuals or organizations. The value of non-cash donations, including volunteer time, should be calculated at verifiable fair-market value. In-kind may not exceed 15% of the total operating budget. Please note: In-kind totals must be listed in both the income and expense sections of the budget.

Donations given to other entities by your organization are not generally included in your operating budget (scholarships, materials, ticket giveaways, etc.). Only the donations your organization RECEIVES are to be included here.

Personnel – Payment for salaries, wages, fees, and benefits to people considered permanent employees of your organization (full or part-time). Include payroll taxes, benefits and other related expenses here. *You may prorate an individual's personnel expenses over multiple line items if he/she performs multiple roles. Personnel responsible for history programming should be included under "Personnel-Artistic/Curatorial."* (Note: These are generally individuals who receive a W-2 at year-end.)

Outside Fees & Services – Payment to firms or individuals that are not normally considered permanent employees of your organization (i.e. per show staff, freelance artists, accountant, lawyer, consultants, etc.). (Note: These are generally firms you contract with or individuals who receive a 1099 at year-end.)

Exhibit/Production/Event Expenses & Educational Programs & Materials – Report all personnel, outside fees & services, facilities, travel, and promotion/marketing under those corresponding line items. Report any **remaining** expenses directly related to your programs here.

Remaining Expenses – Report expenses here that don't correspond to other line items and are not directly related to your exhibits, productions, events or educational programs.

Remaining Cash/Transfer to Other Fund – If your total operating income is greater than your total operating expenses, you will have a surplus for the year. Enter that difference here to show remaining cash, or to indicate deposit of cash to a savings account, capital or endowment account, additional (unscheduled) debt repayment, etc.

Working Cash Reserves – Savings accounts, cash reserves or investments available to spend on general operations or programs. Report the ending balance for each year. *Do not include reserves that are restricted from general use such as endowment, capital or other restricted funds. Report those on lines 26-28 instead.*

Accumulated Organization Debt – Amount due at the end of year on lines of credit including bank loans, mortgages, etc.

Operating Budget – continued

(Page 1 of 2)

Please read instructions thoroughly before completing this form. Operating budget attachments are required – see Section 5 for details.

Our fiscal year is (month/day) to (month/day)

	A. Completed Year (FY15 Actual)	B. Completed Year (FY16 Actual)	C. Current Year (FY17 Budget)	D. Next Year (FY18 Budget)
1. Admissions				
a. Paid Individual Admissions (walk-in)	0	0	0	0
b. Paid Memberships	0	0	0	0
<i>Total Paid Admissions</i>	0	0	0	0
2. Contracted Services				
a. Workshops/Classes/Summer Camp	0	0	0	0
b. Government/School Board Contracts	0	0	0	0
c. Other Contracted Services	0	0	0	0
<i>Total Contracted Services</i>	0	0	0	0
3. Other Revenue				
a. Gift Shop Sales/Concessions	0	0	0	0
b. Fundraising/Special Events	0	0	0	0
c. Interest Earned	0	0	0	0
d. Interest from Endowment	0	0	0	0
e. Space Rental	0	0	0	0
f. Miscellaneous Earned Revenue	0	0	0	0
<i>Total Other Revenue</i>	0	0	0	0
4. Corporate Contributions/Sponsorships	0	0	0	0
5. Foundation Grants	0	0	0	0
6. Other Private Contributions (Cash)				
a. Individuals	0	0	0	0
b. Affiliated Organizations (guild, angels, etc.)	0	0	0	0
<i>Total Other Private Contributions</i>	0	0	0	0
7. Government Support				
a. Federal/Regional	0	0	0	0
b. State of Florida				
i. Division of Cultural Affairs	0	0	0	0
ii. Division of Historical Resources	0	0	0	0
iii. Department of Education	0	0	0	0
iv. Legislative Appropriation	0	0	0	0
v. Other State Sources	0	0	0	0
c. Leon County				
i. County Commission (excluding this grant)	0	0	0	0
ii. Tourist Development Council	0	0	0	0
iii. Leon County School Board	0	0	0	0
iv. Other County Sources	0	0	0	0
d. City of Tallahassee				
i. City Commission (excluding this grant)	0	0	0	0
ii. Other City Sources	0	0	0	0
e. CHSP/CDBG	0	0	0	0
f. COCA Grant (this grant; City/County combined)	0	0	0	0
<i>Total Government Support</i>	0	0	0	0
8. In-Kind (max. 15% of line 12)	0	0	0	0
9. Cash from Savings	0	0	0	0
10. Subtotal (Allowable Operating Income)	0	0	0	0
11. Cash Borrowed	0	0	0	0
12. Total Operating Income (must match line 23)	0	0	0	0

Operating Budget - continued

(Page 2 of 2)

Please read instructions thoroughly before completing this form. Operating budget attachments are required – see p. 31 for details.

Expenses	A. Completed Year (FY15 Actual)	B. Completed Year (FY16 Actual)	C. Current Year (FY17 Budget)	D. Next Year (FY18 Budget)
13. Personnel (include salary, taxes & benefits)				
a. Administrative	0	0	0	0
b. Artistic/Curatorial	0	0	0	0
c. Education	0	0	0	0
d. Technical	0	0	0	0
<i>Total Personnel</i>	0	0	0	0
14. Outside Fees & Services				
a. Artistic	0	0	0	0
b. Other	0	0	0	0
<i>Total Outside Fees & Services</i>	0	0	0	0
15. Exhibit/Production/Event Expenses				
a. Exhibit Rental/Royalties	0	0	0	0
b. Printing and Graphic Design	0	0	0	0
c. Other Exhibit/Production Expenses (acquisitions, supplies/materials, freight, etc.)	0	0	0	0
<i>Total Exhibit/Production Expenses</i>	0	0	0	0
16. Educational Programs & Materials (classes, workshops, camp, etc.- excluding staff)	0	0	0	0
17. Facilities				
a. Rent or Mortgage	0	0	0	0
b. Repair and Maintenance	0	0	0	0
c. Utilities	0	0	0	0
d. Other Facility Costs	0	0	0	0
<i>Total Facility Expenses</i>	0	0	0	0
18. Travel	0	0	0	0
19. Promotion/Marketing (excluding staff)	0	0	0	0
20. Remaining Expenses				
a. Fundraising (excluding staff)	0	0	0	0
b. Postage	0	0	0	0
c. Equipment Rentals/Purchase	0	0	0	0
d. Supplies/Materials	0	0	0	0
e. Insurance	0	0	0	0
f. Gift Shop/Concessions (excluding staff)	0	0	0	0
g. Scheduled debt repayment	0	0	0	0
h. Other	0	0	0	0
<i>Total Remaining Expenses</i>	0	0	0	0
21. Remaining Cash/Transfer to Other Fund	0	0	0	0
22. In-Kind (must match line 8)	0	0	0	0
23. Total Operating Expenses (must match line 12)	0	0	0	0
24. Working Cash Reserves (list accumulated year-end balance of all organization funds excluding endowment, capital or other restricted funds; if none, write 0)	0	0	0	0
25. Accumulated Organization Debt (list accumulated year-end balance; if none, write 0)	0	0	0	0
26. Endowment Balance (list accumulated year-end balance; if none, write 0)	0	0	0	0
27. Capital Fund Balance (list accumulated year-end balance; if none, write 0)	0	0	0	0
28. Other Restricted Funds Balance (list accumulated year-end balance of any remaining restricted funds; if none, write 0)	0	0	0	0

D. Operating Budget Attachments

- Instructions and Technical Tips:**
- Up to five technical points will be deducted for each missing or incomplete required attachment.
 - Make sure all of your numbers are rounded to the nearest dollar. One technical point will be deducted if you fail to round.
 - Double check that all your columns and totals add up correctly. Errors are subject to technical point deductions (1-2 points).
 - Discrepancies between budget forms and attachments will be considered errors subject to technical point deductions (1 point each). Please double check your figures.
 - Some applicants find it helpful to attach optional information such as a detail of in-kind donations (especially those in excess of the 15% allowed on the operating budget form).

Required attachments:

a) Revenue and Expense Detail – List income sources and include amounts that total the number for each of the following line items in your operating budget’s column B (for your organization’s most recently completed fiscal year):

- Line 2.b – Government/School Board Contracts
- Line 2.c – Other Contracted Services
- Line 3.f – Miscellaneous Earned Revenue
- Line 4 – Corporate Contributions/Sponsorships
- Line 5 – Foundation Grants
- Line 7.a – Federal/Regional
- Line 7.b.v – Other State Sources
- Line 7.c.iv – Other County Sources
- Line 7.d.ii – Other City Sources

Example:

Government Support – Federal/Regional	
South Arts	10,000
<u>Institute of Museums and Library Services</u>	
<u>15,000</u>	
TOTAL	25,000

Also, list expense types and include amounts that total the number for each of the following line items in your operating budget’s column B only

- Line 14.a – Outside Artistic Fees & Services
- Line 14.b – Outside Other Fees & Services
- Line 15.c – Other Exhibit/Production Expenses
- Line 17.d – Other Facility Costs
- Line 20.h – Remaining Expenses (Other)

Example:

Outside Other Fees and Services	
Accounting Fees	10,000
Legal Fees	6,000
<u>Strategic Planning Consultant</u>	<u>3,000</u>
TOTAL	19,000

For your convenience, a starter spreadsheet is included in the forms available for download on the grant program homepage. Feel free to use it and simply delete any line items that do not require explanation. You may also build your own document, if you prefer.

b) Financial Verification –

If your operating budget is under \$500,000

(Group 3): Attach a copy of your most recent 990 or a 990 NE postcard. There is no need for it to be prepared by a CPA or for these applicants to provide a certification letter from a CPA.

If your operating budget is between \$500,000

and \$1.5 million (Group 2): attach a copy of your most recent 990 (prepared by a CPA, submitted with a certification letter). The intent of this requirement is to show the panelists that an independent agency reviews your finances.

If your operating budget is \$1.5 million or

more (Group 1): attach a copy of your most recent independent audit. It may not be necessary to include all the pages of your audit; the intent of this requirement is to show the panelists that an independent agency reviews your finances. Please use your judgment.

State Partners may be required to provide evidence of outside review of your organizations finances.

E. Grant Request Detail

Technical Tips:

- Use the forms provided in this application. Current, electronic copies of all forms are available on COCA's website at <http://www.tallahasseearts.org/services/grant-programs>.
- Remember, you may only request funding for up to two projects. Applications not following this guideline will not be accepted. (State Partners and applicants requesting a total of \$7,000 or less may request funding for a single program).
- Make sure all of your numbers are rounded to the nearest dollar. **One technical point will be deducted** if you fail to round.
- Be sure to describe each line item that has grant dollars attributed to it. **One technical point will be deducted for each missing description.**
- Double check that all your totals add up correctly. **Two technical points will be deducted for errors.**
- It's a good idea to anticipate any questions panelists may have about your budgets. You can provide answers here as an attachment rather than wait for inevitable questions at the panel meeting.

Instructions:

- Applicants must show how grant funds, if awarded, will be applied to the (up to two) projects identified in section 3, question (j). *Exception: State Partners and applicants requesting a total of \$7,000 or less may apply grant funds to a single program.*
- Complete a separate form for each project to be funded with this grant and identify the project at the top of each form.
- Budget figures for your Grant Request Detail are based on the grant program's fiscal year (October 1, 2016 through September 30, 2017).
- Identify the total estimated cost of the program (grant funds plus applicant cash). Optionally, you may include the total estimated program budget. Do not include in-kind. *If your expected in-kind contributions significantly change the percentage of the program to be funded with grant funds, feel free to add a footnote and explain.*
- Identify the amount of grant funds being requested to apply to the total cost of this program.
- Detail the expected use of grant funds by line item and include brief descriptions of specific expenditures.
- All figures should be limited to costs and staffing directly associated with your proposal. *You may include percentages of your staff time and overhead only to the extent that they apply specifically to your proposal.*
- Except in rare circumstances, no line items on these Grant Report Details should total higher than the corresponding line item in the column (D) of your operating budget.
- See the operating budget instructions (pg. 28) for definitions of specific line items.

Grant Request Detail -continued

Please read instructions thoroughly before completing this form. No more than two forms may be submitted per application. (Note: State Partners and applicants requesting a total of \$7,000 or less may submit a single form.)

Section 6: Grant Request Detail

Program Name:

	Total Program Budget (Optional)	Allocation of Grant Funds	Description of Expense(s) (for grant requested funds only)
Personnel (include salary, taxes & benefits)		(required)	(required)
a. Administrative	<input style="width: 100%; height: 15px;" type="text"/>	<input style="width: 100%; height: 15px;" type="text"/>	<input style="width: 100%; height: 15px;" type="text"/>
b. Artistic/Curatorial	<input style="width: 100%; height: 15px;" type="text"/>	<input style="width: 100%; height: 15px;" type="text"/>	<input style="width: 100%; height: 15px;" type="text"/>
c. Education	<input style="width: 100%; height: 15px;" type="text"/>	<input style="width: 100%; height: 15px;" type="text"/>	<input style="width: 100%; height: 15px;" type="text"/>
d. Technical	<input style="width: 100%; height: 15px;" type="text"/>	<input style="width: 100%; height: 15px;" type="text"/>	<input style="width: 100%; height: 15px;" type="text"/>
Outside Fees & Services			
a. Artistic	<input style="width: 100%; height: 15px;" type="text"/>	<input style="width: 100%; height: 15px;" type="text"/>	<input style="width: 100%; height: 15px;" type="text"/>
b. Other	<input style="width: 100%; height: 15px;" type="text"/>	<input style="width: 100%; height: 15px;" type="text"/>	<input style="width: 100%; height: 15px;" type="text"/>
Exhibit/Production/Event Expenses			
a. Exhibit Rental/Royalties	<input style="width: 100%; height: 15px;" type="text"/>	<input style="width: 100%; height: 15px;" type="text"/>	<input style="width: 100%; height: 15px;" type="text"/>
b. Printing and Graphic Design	<input style="width: 100%; height: 15px;" type="text"/>	<input style="width: 100%; height: 15px;" type="text"/>	<input style="width: 100%; height: 15px;" type="text"/>
c. Other Exhibit/Production Expenses (acquisitions, supplies/materials, freight, etc.)	<input style="width: 100%; height: 15px;" type="text"/>	<input style="width: 100%; height: 15px;" type="text"/>	<input style="width: 100%; height: 15px;" type="text"/>
Educational Programs & Materials (classes, workshops, camp, etc.- excluding staff)	<input style="width: 100%; height: 15px;" type="text"/>	<input style="width: 100%; height: 15px;" type="text"/>	<input style="width: 100%; height: 15px;" type="text"/>
Facilities			
a. Rent or Mortgage	<input style="width: 100%; height: 15px;" type="text"/>	<input style="width: 100%; height: 15px;" type="text"/>	<input style="width: 100%; height: 15px;" type="text"/>
b. Repair and Maintenance	<input style="width: 100%; height: 15px;" type="text"/>	<input style="width: 100%; height: 15px;" type="text"/>	<input style="width: 100%; height: 15px;" type="text"/>
c. Utilities	<input style="width: 100%; height: 15px;" type="text"/>	<input style="width: 100%; height: 15px;" type="text"/>	<input style="width: 100%; height: 15px;" type="text"/>
d. Other Facility Costs	<input style="width: 100%; height: 15px;" type="text"/>	<input style="width: 100%; height: 15px;" type="text"/>	<input style="width: 100%; height: 15px;" type="text"/>
Travel	<input style="width: 100%; height: 15px;" type="text"/>	<input style="width: 100%; height: 15px;" type="text"/>	<input style="width: 100%; height: 15px;" type="text"/>
Promotion/Marketing	<input style="width: 100%; height: 15px;" type="text"/>	<input style="width: 100%; height: 15px;" type="text"/>	<input style="width: 100%; height: 15px;" type="text"/>
Remaining Expenses			
a. Fundraising (excluding staff)	<input style="width: 100%; height: 15px;" type="text"/>	<input style="width: 100%; height: 15px;" type="text"/>	<input style="width: 100%; height: 15px;" type="text"/>
b. Postage	<input style="width: 100%; height: 15px;" type="text"/>	<input style="width: 100%; height: 15px;" type="text"/>	<input style="width: 100%; height: 15px;" type="text"/>
c. Equipment Rentals/Purchase	<input style="width: 100%; height: 15px;" type="text"/>	<input style="width: 100%; height: 15px;" type="text"/>	<input style="width: 100%; height: 15px;" type="text"/>
d. Supplies/Materials	<input style="width: 100%; height: 15px;" type="text"/>	<input style="width: 100%; height: 15px;" type="text"/>	<input style="width: 100%; height: 15px;" type="text"/>
e. Insurance	<input style="width: 100%; height: 15px;" type="text"/>	<input style="width: 100%; height: 15px;" type="text"/>	<input style="width: 100%; height: 15px;" type="text"/>
f. Gift Shop/Concessions (excluding staff)	<input style="width: 100%; height: 15px;" type="text"/>	<input style="width: 100%; height: 15px;" type="text"/>	<input style="width: 100%; height: 15px;" type="text"/>
g. Other	<input style="width: 100%; height: 15px;" type="text"/>	<input style="width: 100%; height: 15px;" type="text"/>	<input style="width: 100%; height: 15px;" type="text"/>
Grant Funds Requested for this Program (required):		\$ -	
Total Program Cost (including grant funds) (required)	\$ -		

F. Supplemental Materials (Optional)

You may include any supplemental material that you feel will be helpful to panelists in evaluating the overall quality and impact of your organization. Please focus on quality and material that helps to tell your story particularly as related to the projects for which you are requesting funding. You may submit up to 6 items of supplemental materials. The intent of limiting the number of support materials is to help the grant panelist review an appropriate amount of materials, with a consistent number provided from each applicant.

Supplemental material might include programs, catalogues, publicity material, press coverage, photographs, audio-visual material, organizational chart, brief history of the organization, etc. Panelists will not be able to review audio-visual materials at the panel meeting.

Applicants must submit a hard copy and an electronic copy of all supplemental materials. For instructions on submitting an electronic copy of supplemental materials, please see page 39.

Local Economic Impact Survey

Required of all applicants this year.

The Local Economic Impact Survey is designed to capture information on the local economic impact of arts and cultural organizations. This survey is required as part of your application for funding and you will be reporting on data from your most recently completed fiscal year. All numbers indicated in the survey reflect dollars spent in Tallahassee/ Leon County only. The survey captures attendance, volunteerism, and tourism figures. Please visit <https://cocaform.wufoo.com/forms/r4wthoc0pf49d9/> to complete the survey. The online survey must be completed prior to the grant application deadline in order for your grant application to be considered complete.

The information in these surveys is combined with that of other applicants and used for research purposes only. It is not shared with grant review panelists and does not impact an applicant's quality score. Our goal is to help promote the arts within and outside of our community with this information. Feel free to incorporate local economic impact figures into your narrative as you state your organization's case for funding.

Definition of Hotel/Motel Bed Nights

If reporting hotel/motel bed nights generated from your activities, keep in mind that one person spending three nights in a hotel is equal to three bed-nights. Two people spending three nights each in a hotel is equal to six bed-nights.

Helpful Hints

When Preparing Your Application...

- Give yourself plenty of time to study the instructions and prepare and proofread your application.
- Make absolutely certain your budgets balance. Check and double-check all arithmetic. Use asterisks and footnotes to clarify anything the panelists might find confusing or questionable.
- Have someone else read your grant application for content and clarity, as well as for proofreading purposes.
- Pretend you are panelist and complete the sample panelist score sheet (pg. 17). Are you able to justify a high score for your application?
- Avoid unnecessary verbiage. A short, clear paragraph is better than a full page of flowery description.
- Be sure to discuss and document your previous successes. Remember, the grant panelists may not be familiar with your organization.
- Submit your grant application in the order specified in the checklist at the end of this document. Panelists may miss vital information and you may lose technical points if pages or answers are out of order.
- Schedule a courtesy technical review.
- Submit your grant application securely bound or in 3-ring, one-inch binders. Pages are easily lost from applications in folders or fastened with binder clips, envelopes, or staples. Include copies of all support materials (print or multimedia) in each copy of the application. Make sure to include the name of your organization on the front cover and the spine of your application binders.

Common Mistakes to Avoid...

- Leaving items blank. If a question does not pertain to you, write "not applicable."
- In-kind amount too high. (*Limited to 15% of operating budgets.*)
- Incorrect grant request total on Basic Information Form. (*Remember, if you revise your budget forms,*

you must also revise your Basic Information Form.)

- Mathematical errors in budgets AND in budget details. (*Points will be deducted for errors in budget details as well as in budget forms.*)

At the Panel Meeting...

- All applicants are encouraged to send representatives to this meeting. Representative(s) should be able to answer questions about any portion of the grant application.
- Applications are addressed in numerical order, but there is no way to predict the pace of the discussions or determine what time your application will be reviewed. If your representative arrives after your application has been reviewed, the panelists will not be able to re-address it.
- When your application number is called, come to the podium and introduce yourself. Bring a copy of your grant application in case you need to refer to it.
- You may only speak to answer questions asked by the panelists. You may not give a presentation, update, or otherwise comment during the discussion of your application. Time is set aside for general public comment at the end of the day.
- Try to answer questions as briefly and directly as possible. The panelists will ask you to elaborate if they need more information.
- While a panel meeting can feel intimidating to newcomers, try not to be defensive when answering questions. Panelists may ask about your programs or application, but those questions do not necessarily indicate that they dislike your programs – they are merely asking for clarification. Remember, everyone in the room has the same goal – to distribute the limited funding as fairly as possible.
- If possible, stay for all the reviews, not just your own. Listening to the panelists' comments (positive and negative) about other applications is often the most valuable way to improve your own grant writing.
- Panelist score sheets are public record. You may request copies of your score sheets from COCA beginning the day after the panel meeting.

Please take advantage of the COCA courtesy review process, which will check your application for technical errors before you submit it. Technical errors can cost valuable points that translate into grant dollars lost. E-mail kevin@tallahasseeartist.org or call 850-224-2500 to make an appointment before June 30, 2017.

Cultural Tourism Resources

Definition of Tourism Marketing as provided by Visit Tallahassee:

Efforts in advertising, research, public relations, direct sales, digital and social media to promote an attraction, venue, event or activity designed to attract tourists as they are defined in Chapter 125.0104, (2), (b), (2), Florida Statutes.

The following resources may be helpful in your cultural tourism development efforts. If you know of other resources, please pass them along for COCA to share with your colleagues. Email us at kevin@tallahasseearts.org.

Visit Tallahassee (Leon County's Tourist Development Department) enhances the local economy and quality of life through benefits associated with a strong visitor industry: maximizing the number, length of stay, and economic impact of visitors to Leon County.

Visit Tallahassee provides a variety of services for visitors including a full service visitor center, free brochures from attractions, detailed maps and suggested itineraries and walking tours of Tallahassee, plus a souvenir/gift shop. Visit Tallahassee also offers complimentary planning assistance to groups such as conventions, reunions, weddings, motor coach and cultural and sporting events. For more information, call 850-606-2300 or go to www.visittallahassee.com.

COCA can help your efforts in promoting your destination and events via radio, television, newspapers, information bureaus, magazines, or on-line with our media guide and other resources. Our Media Guide is regularly updated and expanded to reflect the ever-changing media climate, expose new publicity trends, identify regional resources, and assist you with your marketing efforts. Included in this section are marketing handouts from COCA and Visit Tallahassee that can be used to help promote your events. Visit <http://coca.tallahasseearts.org/resources/media-guide> to view the media guide and other COCA marketing resources.

Suggested ideas to promote tourism include:

- Use COCA's Media Guide (linked above) to include regional media when submitted press releases
- Use event calendars in Tallahassee and Leon County, as well as those in surrounding counties
- Use social media platforms that can extend your reach outside of our local area
- Include logos and links to COCA's Tallahassee Arts Guide (www.tallahasseearts.org) on your website(s).
- Include the Visit Tallahassee website (www.visittallahassee.com) in your organization's website, so visitors can look for hotel and dining ideas
- Use trade publications where appropriate to promote and market your local activities
- Update your listings in local visitor's guides
- Provide promotional materials to Visit Tallahassee (Visitor's Bureau) and COCA.

COCA will provide individual consultations on marketing, organizational, programming and tourism strategies. Call COCA anytime at 850-224-2500 to set up an appointment.

Grant Checklist

You must include the following items in your application packet as appropriate to your grant category. Please see instructions for individual sections (or contact COCA) if you are unclear about any item on this checklist. Please consult the Instructions for Electronic Submission (p. 39) for instructions regarding this year's electronic submission process. We recommend that you number all pages for the narrative section.

A. Basic Information

- Basic Information Form
- Statement of Certification & Compliance

B. Narrative:

- Narrative Items a – j (*not to exceed twelve (12) pages*)

C. Organizational Plan and Support

- Institutional Planning documents
- Partnership Acknowledgement (*only if relevant*)
- Correspondence examples of Support (*limited to four pages*)
- Letter of support from the Agency Head, Division Director, Dean, Department Chair or University Supervising Official (State Partners ONLY)
- List of recent activity/production/exhibit History

D. Operating Budget and Attachments

- Revenues
- Expenses
- FY14 Revenue and Expense Detail
- Financial Verification GROUP 1- copy of independent audit.
GROUP 2 and GROUP 3- a copy of 990 or 990 NE postcard.

E. Grant Request Detail

- Project 1
- Project 2

F. Supplementary

- Supplementary Materials (*optional – not to exceed six (6) items*)

Also required this year

Local Economic Impact Survey (online)

Instructions for Electronic Submission

This year, COCA will again require applicants to submit one (1) complete copy of their grant application electronically (along with a complete, bound hard copy as well). The following guidelines will be helpful in preparing to submit your application electronically. If you have any questions about the electronic submission process, please don't hesitate to contact Kevin at 850-224-2500 or via email at kevin@tallahasseearts.org.

1. Download and complete the required application forms from the COCA website (www.coca.tallahasseearts.org/services/grant-programs).
2. Save your other application materials as .pdf documents (narrative, organizational plan, etc.)
3. Once your application forms and materials are completed, you should save the following six sections as separate PDF documents. (Please see the checklist on page 38 for a complete list of all items that should be submitted in each section.) Please be sure to label all electronic files as indicated and highlighted below.

A. Basic Information:

Basic Information Form and Statement of Certification and Compliance

B. Narrative:

Narrative (items a-j)

C. Org Plan and Support:

Organizational Planning/Contingent Items/Support Letters

D. Budget:

Operating Budget and Attachments

E. Grant Details:

Grant Request Detail(s)

Supplementary:

Supplementary Materials Folder (Optional)

Do not exceed a maximum of **6 supplemental items**.

Please include a complete list (and brief description, if applicable) of your six items (label as "Table of Contents").

Please save and attach each supplemental item separately. (You may save all six supplemental items in a folder marked "Supplementary.") Please label each item separately as Supplementary1, Supplementary 2, Supplementary 3.etc.. You may also include pdf's, sound, or video files as supplemental materials. Please try to

limit your supplemental materials to 250MB.

Please label and submit each of the above sections according to the following file format:

(Letter)SectionTitle_GrantYear_NameofOrganization

i.e. A. BasicInformation_2016_TallahasseeMuseum


*Include the letter of the section FIRST for each file.

Please do not abbreviate the name of the section, or the name of your organization in any file name.

4. Once you have completed and saved the documents, please submit the following files to COCA via a USB drive ("thumb" drive), or you can email your files to Kevin@tallahasseearts.org via "Dropbox." The electronic copy of your application (along with a single bound copy of your application) must be received by COCA no later than 5pm on Friday, July 7th, 2017.

Sample Electronic Submission


Electronic Submission must be labeled and organized as follows. Applicants who fail to properly label or organize their electronic application in the following manner will have 1 technical deducted for each mistake in format.

 Supplementary

 A- BasicInformation_2017_YoungActorsTheatre.pdf

 B- Narrative_2017_YoungActorsTheatre.pdf

 C- OrgPlanandSupport_2017_YoungActorsTheatre.pdf

 D- Budget_2017_YoungActorsTheatre final.pdf

 E- GrantDetails_2017_YoungActorsTheatre.pdf

Grant Panelist Nomination Form

Please use the form provided here. Current, electronic copies of all forms are available on COCA's website at <http://www.coca.tallahasseearts.org/services/grant-programs>.

COCA's ability to recruit qualified and objective reviewers depends on your recommendations. Nominations are accepted year-round for consideration during the appointment process. Send them to:

Council on Culture & Arts
816 S ML King Jr Blvd
Tallahassee, FL 32301
Fax: (850) 224-2515
kevin@tallahasseearts.org

Your Name:

Your Organization:

Phone: E-Mail:

Please provide the following information and a brief resume or bio (if available) for each individual nominated to serve. Please try to nominate individuals who will not have to recuse themselves from reviewing more than one grant due to close affiliation with applicant organizations.

ABOUT THE PERSON YOU WISH TO NOMINATE:

Name: Mr. Ms. Dr.

Address:

Phone: E-Mail:

Occupation/Professional Affiliation:

Please describe what qualifies this nominee to serve as a grant panelist:

Is this nominee: Asian Black or African American Hispanic or Latino
 White Native American Other

I have have not already discussed panel service with this nominee.

Rev. 5.1.17

Prepared by



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**COCA is sponsored in part by the City of Tallahassee; Leon County; State of Florida,
Department of State, Division of Cultural Affairs; Florida Council on Arts and Culture.**

