



SACRAMENTO METROPOLITAN ARTS COMMISSION

A City County Agency

June 14, 2005

City Council
Sacramento, California

Honorable Members in Session

SUBJECT: Approval of 2005-2006 Arts Stabilization Program Planning Mini-Grant program and guidelines

LOCATION AND COUNCIL DISTRICT: Citywide, All Districts

RECOMMENDATION:

This report recommends approval of a new Arts Stabilization Program Planning Mini-Grant program and guidelines for 2005-06.

CONTACT PERSON: Ruth Rosenberg, Stabilization Consultant
Coordinator, 455-6383

Michelle Walker, Executive Director, 566-3990
Sacramento Metropolitan Arts Commission

FOR COUNCIL MEETING OF: June 28, 2005

SUMMARY:

The Stabilization Program's new Planning Mini-Grant Program recognizes the fact that many organizations do not have business plans and conduct inadequate financial planning. Grants will be available to arts organizations in order to engage qualified consultants to develop or update the documents that are the foundation of a strong and vital organization.

COMMITTEE/COMMISSION ACTION:

The Commission unanimously approved the Planning Mini-Grant guidelines and application for 2005-06 on May 18, 2005.

BACKGROUND INFORMATION:

This program is a direct result of the recommendations of the Business Plan of the Arts Commission adopted by Council in 2002. The plan stated that many arts organizations do not have business plans and conduct inadequate financial planning. Past Mini Grant programs approved by Council have addressed other findings of the Business Plan (Marketing and Video Support Materials). This grant focuses on business, financial and other planning. This grant also meets a Commission goal of enhancing organizational and financial stability of arts and cultural organizations. Its also responds to a self-identified need for planning assistance by the arts organizations surveyed by the Stabilization Program in the fall of 2004.

The Planning Mini-Grant is designed to help the non-profit arts and cultural organizations of Sacramento County to develop the plans they need to guide them. Grants are available to engage qualified consultants to develop or update the documents that are the foundation of a strong and vital organization. These documents may include:

- Business plan
- Communication plan
- Crisis Management plan
- Facility plan
- Financial plan
- Long Range plan
- Marketing plan
- Staffing/Infrastructure plan
- Strategic plan
- Technology plan

“Planning” as used in an organizational development context is a systematic method of evaluating and strengthening an organization. The key stakeholders of an organization (board members, key staff or volunteers) work together during the planning process and jointly agree on a plan’s key components. A typical planning process includes organizational analysis, identification of critical issues to the organization, agreement on strategic directions, development of plans of action for these directions, development of measurable objectives to implement plans, and a process for reviewing and revising the plan over time. The length of time spent creating a plan can vary depending on the size of an organization, the

resources available to devote to the planning process and the type of plan being created.

Grant guidelines availability will be announced to the media, posted on SMAC's website, and by direct mail. The applications will be reviewed by a panel of professionals in the arts and business fields. Guidelines and applications will be available August 1 and applications are due October 13. The grant period will be from February 2006 through December 2007.

FINANCIAL CONSIDERATIONS:

A maximum of \$5,000 can be requested by the applicant organization with no matching requirement. Funding for this program is identified in the Arts Stabilization Carryover for use in FY 2006. The value of the program is to be determined and brought back to Council for approval with the specific awards.

ENVIRONMENTAL CONSIDERATIONS:

Planning and Building Department, Environmental Planning Services staff have reviewed the staff report and have determined that this project is not a "project" under the California Environmental Quality Act (CEQA) Guidelines section 15378(2)(4). The proposed grant program is not a "project" as defined under CEQA because it is a creation of a government funding mechanism that does not involve a commitment to a specific project that may have a potentially significant impact on the environment.

POLICY CONSIDERATIONS:

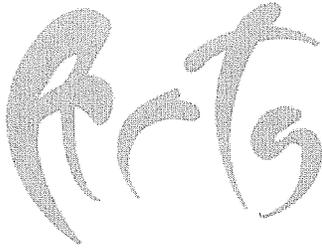
In support of the goals of the City of Sacramento, the Stabilization program strives to promote and support economic vitality. The Stabilization program serves the goal of the Commission's Cultural Business Plan to enhance organizational and financial stability of arts and cultural organizations.

ESBD CONSIDERATIONS:

As a panel-awarded grant program, the Stabilization Planning Mini-Grants are exempt from these requirements.

Respectfully submitted,


Ruth Rosenberg
Stabilization Consultant



SACRAMENTO METROPOLITAN ARTS COMMISSION

A City / County Agency



ARTS AND CULTURE
STABILIZATION

Stabilization Program Planning Mini-Grant Guidelines & Application

Applications must be received at the office of the Arts Commission by:
3:00pm on Thursday, October 13, 2005
Late applications or postmarks will not be accepted.

Purpose and Goals

In June 2002, the City Council, Board of Supervisors and SMAC approved its 2002-2007 Cultural Business Plan. A finding in the Business Plan was that most organizations do not have business plans and conduct inadequate financial planning. The Stabilization Program's Planning Mini-Grant Program is designed to address this weakness. This grant also meets a Commission goal of enhancing the organizational and financial stability of arts and cultural organizations in the Sacramento region.

The Planning Mini-Grant is designed to help the non-profit arts and cultural organizations of Sacramento County to develop the plans they need to guide them. The grant supports both ongoing and new projects that strengthen organizations by providing funds for the creation of a variety of essential planning documents, including business, communication, staffing, crisis management, financial, long range, marketing, strategic, and technology plans.

"Planning" as used in an organizational development context is a systematic method of evaluating and strengthening an organization. The key stakeholders of an organization (board members, key staff or volunteers) work together during the planning process and jointly agree on a plan's key components. A typical planning process includes organizational analysis, identification of critical issues to the organization, agreement on strategic directions, development of plans of action for these directions, development of measurable objectives to implement plans, and a process for reviewing and revising the plan over time. The length of time spent creating a plan can vary depending on the size of an

organization, the resources available to devote to the planning process and the type of plan being created.

What We Fund

Maximum request amount is \$5,000. There is no matching requirement. Requests should accurately reflect costs associated with the type of planning being proposed. Updating an existing plan or writing a communication or technology plan may not be as involved or costly as long range or strategic planning.

Grants are available to engage qualified consultants to develop or update the documents that are the foundation of a strong and vital organization. These documents may include:

- Business plan
- Communication plan
- Crisis Management plan
- Facility plan
- Financial plan
- Long Range plan
- Marketing plan
- Staffing/Infrastructure plan
- Strategic plan
- Technology plan

Organizations solely wishing to update their mission statements or organizational goals should seek assistance from the Commission's Arts Stabilization Program outside of this grant program.

Review Criteria

"Planning helps an organization identify whom it should serve with what programs; articulate what it may accomplish in the future, what needs it hopes to meet, and how it plans to do so; communicate the potential impact of its work to funders, potential funders, and audiences; and allocate scarce resources to accomplish goals." – from *Strategic Planning for Nonprofit Organizations: A Practical Guide and Workbook* by Michael Allison and Judy Kaye

An organization's willingness and ability to take on the planning process is a key component of successful planning. It is important to assess your organization's ability to devote the focus, time and people-power to the process. You should have stable board leadership during the timeline you propose for the planning process; all executive staff positions (if any) should be filled; and the entire organization should be willing to be involved. Planning is difficult if your organization is in the midst of a financial, organizational or artistic crisis. You must ensure that your board and staff will have the time and focus a planning process requires.

Funding will be awarded on the following criteria:

- Evidence that the planning process being proposed is appropriate to the development of the organization;
- Qualifications and experience of the consultant proposed to lead the planning process;
- Quality of the process that will result in the proposed plan;
- Evidence that the board of directors have agreed to undertake the proposed planning process;
- Evidence that the board of directors and staff can commit the time necessary to planning process;

- Sound and realistic timeline and budgets;
- Clarity of proposal.

What We Do Not Fund

- Arts programming;
- Projects being funded by other Arts Commission grants;
- General Operations;
- Purchase of equipment, land, building or construction; and
- Capital campaigns or endowments;
- Previously completed plans (unless requesting updating)

Eligibility

Nonprofit 501(c)(3) organizations must meet the following requirements at the time the proposal is submitted:

1. Applicants, including arts service organizations, must have substantial arts programming history for at least two years prior to making an application.
2. Applicants must maintain their business office in the City or County of Sacramento. Organizations in counties contiguous with Sacramento County are also eligible ONLY if they can provide evidence (such as programs/schedules and marketing materials or other adequate documentation) of a history of at least five years of producing not less than 90% of their arts programs in Sacramento County.

Organizations must not discriminate on the basis of race, color, national origin, sex, age or disability. They must comply with Title VI of the Civil Rights Act of 1964, provide for accessibility in accordance with the Americans with Disabilities Act of 1991, and comply with Section 504 of the Rehabilitation Act of 1973, as amended, and the Age Discrimination Act of 1975.

Conflict of Interest Guidelines

No consultant engaged by an organization with Planning Mini-Grant funds may be a current Board of Directors member or related to a current Board member, nor a current paid staff member.

Grant Review Process

A panel of arts and non-profit professionals will review applications. The panel will make funding recommendations by evaluating and ranking each proposal. The Arts Commission has final approval of the panel recommendations. All decisions are final and not subject to appeals.

Grant Period

The grant period for the Planning Mini-Grant is February 1, 2006 – December 31, 2007.

Payments

Payments will be made in two segments: an initial payment of fifty percent of the grant amount will be paid upon approval of the contract and a single final payment after completion of grant-funded activities. The final payment will be made after an invoice with receipts for all expenditures is submitted along

with a brief evaluation and a copy of the plan created with grant funding. Commission staff reviews requests for payments, and verifies reimbursements and receipts. Payments are made by mail and may take up to four weeks from the receipt and verification of an invoice.

Grant Acknowledgement

The Arts Commission's logo and the following statement must appear in all printed materials funded by the Planning Mini-Grant: "Funded in part by the Stabilization Planning Mini-Grant Program of the Sacramento Metropolitan Arts Commission with support from the City and County of Sacramento". Hard copy and electronic versions of the Arts Commission's camera-ready and Web-ready logo are available.

Timeline

MAY 16, 2005	Guidelines to Commission
JUNE 21, 2005	Guidelines to City Council
AUGUST 1, 2005	Planning Mini-Grant guidelines and application available
AUGUST, 2005	Planning Mini-Grant Workshop
OCTOBER 13, 2005	3:00 PM APPLICATION DEADLINE
NOVEMBER, 2005	Panel convenes
DECEMBER, 2005	Commission approval of awards
JANUARY, 2006	City Council approval of awards
JANUARY, 2006	Notification of awards
FEBRUARY, 2006	Contracts signed
DECEMBER 31, 2007	Grant cycle ends

Application Requirements

Applicants must submit the following items. Incomplete and late applications will not be considered. There are no exceptions.

Six (6) sets of the following are required (arranged in the order shown below) One set should have the original signature.

- __1 A completed Planning Mini-Grant application
- __2. Organizational budgets for 2004-2005, 2005-2006, 2006-2007
Current SMAC Cultural Arts Awards grantees may use their CAA 2006 Mid-Cycle report's Statement of Income and Expense. Be sure to include any budget notes.
- __ 3.Copies of existing planning documents
- __4. Copy of current By Laws
- __5. Copy of Conflict of Interest policy, if any
- __5. Bio or short resume of planning consultant proposed to lead the planning process
- __6. Statement of agreement, signed by board president and key staff members (or volunteers)
- __7. Two copies only of the organization's CURRENT 501(c)(3) tax exempt ruling. Please attach both to set with original signature.

Application Deadline

Applications are due by 3:00 PM, Thursday, October 13, 2005

Mail or deliver application and supporting materials to:

Sacramento Metropolitan Arts Commission

2030 Del Paso Blvd

Sacramento, CA 95815

Applications must be received by 3:00 PM on the deadline date. **Postmarks and late applications will not be accepted.**

Inquiries

Questions about the application can be directed to Ruth Rosenberg, Arts Stabilization Consultant at (916) 566-3992 or ruosenberg@yahoo.com.

An electronic version of these Guidelines and Application are available at SMAC's website:
www.sacculture.com.

2006-07 PLANNING GRANT APPLICATION

Answer all questions that apply to you as completely as possible.
Questions not answered will indicate an incomplete application (unless the question does not apply to your organization).
Incomplete applications may not be considered by the panel for funding.

Legal name of Organization: _____

Popular name(s) of Organization: _____

Street address of organization (no PO Box): _____

City _____ State _____ Zip _____

Mailing Address of organization (if different) _____

Phone (day): _____ (evening): _____ fax: _____

E-mail: _____ Website address: _____

Artistic/Music Director: _____ phone: _____ email: _____

Executive/Managing Director: _____ phone: _____ email: _____

Board President: _____ phone: _____ email: _____

Grant contact person: _____ phone: _____ email: _____

Lead project contact: _____ phone: _____ email: _____

Board and/or Council District in which your organization is based (use main office address):

County Board of Supervisors District # _____ City Council District # _____

Did applicant attend the grant orientation workshop? ___ Yes ___ No

Primary arts discipline/activity: (circle only one):

Dance Literary Music Theatre Multi or Interdisciplinary

Visual Arts Service Community Media Presenter

Date incorporated _____ Number of years in operation _____

Last completed FY operating budget: \$ _____ Grant request amount: \$ _____

Number of Board members allowed by your by-laws: _____ Number of Board members currently on board: _____

Which of the following planning documents do you have at this time?

___ Business Plan ___ Facility Plan ___ Marketing Plan
___ Long Range Plan ___ Strategic Plan ___ Technology Plan ___ Other _____

I certify that the information contained in this application is true and correct to the best of our knowledge.

Board of Directors: Signature of President or Chair _____

Using no more than two pages total, please answer ALL of the following questions in order and separately (do not combine answers to questions).

Answers must be typewritten, in 10-point type or larger, using only standard fonts. Margins must be one-half inch on each side. Use only black ink on white paper.

- 1) Provide a profile of your organization including its mission and history. (Please remember that some of the panelists will not be familiar with your organization.)
- 2) Describe the planning you wish to undertake.
- 3) Explain how this proposal relates to your organization's goals as identified in your current long-range plan, or why you are embarking on a new planning process at this time. State your intended goals and outcomes for this planning process.
- 4) Describe how your proposed planning process will be implemented. Be specific. Include:
 - Name of key staff or board members involved in the process
 - Name and qualifications of proposed consultant proposed to lead the planning process
 - Timeline, including all phases
- 5) How will you measure the success of the development of the proposed plan? Include specific information on what will be achieved during the planning process.

STATEMENT OF INCOME & EXPENSE

(Figures should not include any in-kind or non-cash assets)

Complete three years of budget information for your organization. Non-arts organizations show arts budget only. Explain any budget fluctuations (+ or - 20%), changes in revenue or expense, ongoing deficits, loans, etc. on separate piece of paper. **Indicate calendar year (CY) or fiscal year (FY) with beginning month:** _____.

	CY2005 FY04-05	%of actual	CY2006 FY05-06	%of budget	CY2007 FY06-07	%of budget
INCOME						
A. Contributed¹						
Federal Government	\$ _____	_____	\$ _____	_____	\$ _____	_____
State Government	_____	_____	_____	_____	_____	_____
SMAC Grants	_____	_____	_____	_____	_____	_____
Other City/County ²	_____	_____	_____	_____	_____	_____
Individual Contributions	_____	_____	_____	_____	_____	_____
Business Contributions	_____	_____	_____	_____	_____	_____
Foundations	_____	_____	_____	_____	_____	_____
Memberships	_____	_____	_____	_____	_____	_____
Fundraising Events	_____	_____	_____	_____	_____	_____
Other _____	_____	_____	_____	_____	_____	_____
B. Earned						
Admissions	\$ _____	_____	\$ _____	_____	\$ _____	_____
Touring	_____	_____	_____	_____	_____	_____
Contracted Services	_____	_____	_____	_____	_____	_____
Tuition/Workshops	_____	_____	_____	_____	_____	_____
Product Sales	_____	_____	_____	_____	_____	_____
Investment Income	_____	_____	_____	_____	_____	_____
Other _____	_____	_____	_____	_____	_____	_____
TOTAL INCOME	_____	_____	_____	_____	_____	_____
EXPENSE						
A. Salaries and Fees						
Artistic Personnel	\$ _____	_____	\$ _____	_____	\$ _____	_____
Administrative Personnel	_____	_____	_____	_____	_____	_____
Tech./Prod. Personnel	_____	_____	_____	_____	_____	_____
Outside Fees & Services	_____	_____	_____	_____	_____	_____
B. Operating Expenses						
Production	\$ _____	_____	\$ _____	_____	\$ _____	_____
Office rent	_____	_____	_____	_____	_____	_____
Facility rent	_____	_____	_____	_____	_____	_____
Supplies	_____	_____	_____	_____	_____	_____
Printing	_____	_____	_____	_____	_____	_____
Postage	_____	_____	_____	_____	_____	_____
Telephone/Utilities	_____	_____	_____	_____	_____	_____
Equip. rental/purchase	_____	_____	_____	_____	_____	_____
Travel expense	_____	_____	_____	_____	_____	_____
Maintenance & repairs	_____	_____	_____	_____	_____	_____
Advertising & promotion	_____	_____	_____	_____	_____	_____
Insurance	_____	_____	_____	_____	_____	_____
Photography	_____	_____	_____	_____	_____	_____
Other (if > 10% explain)	_____	_____	_____	_____	_____	_____
TOTAL EXPENSE	\$ _____	_____	\$ _____	_____	\$ _____	_____
OPERATING SURPLUS OR DEFICIT at year end: (Income minus expense)	\$ _____	_____	\$ _____	_____	\$ _____	_____

¹Indicate source of government grants on separate piece of paper. ²Not including grants from Sacramento Metropolitan Arts Commission. * Completed = Actual figures for closed year *Current = should include all 12 months (even if some are projected.)

Grant Request Budget

SALARIES & FEES

Consultant \$ _____

Sub-total Salaries & Fees \$ _____

OPERATING EXPENSES

Facility Rental \$ _____

Office supplies \$ _____

Printing \$ _____

Refreshments \$ _____

Other _____ \$ _____

_____ \$ _____

_____ \$ _____

Sub-total Expenses \$ _____

GRAND TOTAL BUDGET \$ _____

Statement of Agreement

We the undersigned, as representatives of _____(organization name), understand that the planning process we propose undertaking will take board and staff time. We agree to devote the time necessary to the proposed planning process and will ensure that all members of the board of directors participate to the fullest extent possible.

Signed,

Board President

Executive/Artistic/Managing Director

Other key staff or board member

RESOLUTION NO.

ADOPTED BY THE SACRAMENTO CITY COUNCIL

ON DATE OF _____

**RESOLUTION APPROVING 2005-2006 STABILIZATION PROGRAM
PLANNING MINI-GRANT PROGRAM**

BE IT RESOLVED BY THE COUNCIL OF THE CITY OF SACRAMENTO:

The Arts Stabilization Program's new Planning Mini-Grant Program and its guidelines and application are approved. Funding for the program is identified in the Arts Stabilization Carryover, the value of individual awards is to be determined and brought back to Council for approval. (Fund 101, Agency 750, Org 7116)

MAYOR

ATTEST:

CITY CLERK

FOR CITY CLERK USE ONLY

RESOLUTION NO.: _____

DATE ADOPTED: _____