

Guidelines For
The Arts/Culture Organizational Development Program
of The Tompkins County Tourism Program
(Modified September 2015)

Rev. F

Intent of Grant Program

Tompkins County's vibrant arts and cultural community makes it stand out as special place in Upstate New York. Its reputation as a tourist destination in the Finger Lakes region relies upon on the strength of our major arts and culture organizations.

Since its inception in 2003, this Tompkins County Tourism Program has sought to secure the financial and operational stability of the county's major arts and culture organizations. Through the funding of strategic planning and subsequent implementation of organizational development strategies, the program intends to ensure the vitality and viability of our arts and cultural assets as important players in the county's successful tourism industry, as well as our local economy. This recognizes the importance of tourism as a generator of jobs, taxes and income, while enriching the quality of life for Tompkins County residents.

As these arts and cultural organizations approach organizational stability the program will continue to provide funding to encourage capacity building, be it in terms of audience development, enhanced programmatic quality, or any other method of increasing either earned or unearned income. As the County's tourism industry and room capacity grows, so too must the capabilities and level of quality of our arts and cultural organizations.

Recipients of funding through this program will follow a path that includes:

1. Initial single year grant for planning, strategy development, and/or implementation
2. Multi-year grant support for continuing organizational stabilization, planning, or development

As part of the Tompkins County Tourism Program the Tompkins County hotel room occupancy tax is the source of funding for these grants. They are awarded by the Tompkins County Legislature, upon recommendation by the Strategic Tourism Planning Board (STPB).

Program Description and Distribution Timeline

This program, administered by the Community Arts Partnership (CAP) since 2003, requires guidelines to allow both for growing levels of stability in current recipients and for the inclusion of new recipients. The County, through the Strategic Tourism Planning Board, has appointed CAP to continue to manage the program.

I. Prequalification

Prior to review, all interested organizations (new and returning) must submit a prequalification letter, the purpose of which is to determine an organization's qualification to apply before that organization puts the time and effort into generating a full application for funding. (See

Attachment A) Interested organizations are encouraged to contact the ACOD program's administrator, John Spence, at 607-273-5072 Ext 19 or director@artspartner.org with questions.

II. Application Review

A panel staffed by the CAP Executive Director, and consisting of the members of the Strategic Tourism Planning Board who occupy the designated Arts and Culture seats, at least one community member, and at least one member of the Tompkins County legislature will review applications for the program annually. This panel will make grant recommendations to the Strategic Tourism Planning Board for approval.

The maximum annual award is \$30,000. No applicant is guaranteed funding at any level prior to the grant awards being made.

For the purposes of the application review, each panel member will complete a worksheet based on his or her evaluation of each application submitted for funding. The resulting score will help facilitate conversations at the panel meeting and direct the panel's decisions regarding the amount of funding awarded to each applicant. Evaluation categories include the following:

- Clarity of program/organizational mission
- Evidence of long-term planning
- Contribution of requested funds toward organization's long-term goals
- Demonstrated successful historical use of ACOD funds (Organizations previously funded)
- Demonstrated financial need
- Value of program/organization to tourism industry (i.e. Return on investment/Value of investment)
- Value of program/organization to the community

III. New Candidates

After qualification to apply has been established, CAP will work with eligible arts and culture organizations to articulate the organization's challenges. Successful applicants are encouraged to work with consultants contracted to address these respective challenges. First year funding will be directed towards one or more of the following:

- Organizational assessment
- Program analysis and planning
- Creating a strategic plan
- Strategy implementation

IV. Organizational Development - Multi-year Grants

After the successful completion of a first-year funding cycle, organizations will be eligible to apply for two-year funding grants to support organizational stabilization, planning, and/or development.

V. Organizational Mergers / Shared Services - Multi-year Grants

In the event that two applicant programs engage in a merger or other significant shared services project, those organizations will be eligible to apply as one for multi-year funding to support organizational stabilization, planning, and/or development up to an amount that is twice the individual funding cap. Requested funds may be allotted to either organizational budget in an effort to support the joint long term goals of the respective programs. Grants will be awarded for the shorter of either a 2-year cycle or the length of time to fully establish the shared or merged programming.

For all funded organizations during these multi-year cycles, year-to-year funding will be contingent on availability of funds within the Tompkins County Tourism Program as well as submission by grantees of annual year-end reports, demonstrated progress on implementing identified strategies and an annual review of an organization's adherence to the eligibility requirements listed below.

VI. Eligibility

ACOD Funding can only be made available to 501(c)3, non-university and college affiliated, performing and visual arts organizations and museums (See Attachment B) whose programs are demonstrably geared to visitors and the general public.

As the program continues to evolve, eligibility criteria will be examined and changed as appropriate to the program goals.

The checklist in Attachment A shows specific eligibility requirements.

*The following requirements apply to all applicants, both **Performing Arts and Non-Performance** organizations.*

1. 501(c) 3 arts organizations the primary mission of which is to present arts and cultural programs to the general public.
2. Maintain professional standards of operation and management including
 - a. Paid, full- or part-time professional executive/managing staff
 - b. Sound governance, administrative and financial practices (Refer to Attachment A)
 - c. Long-range program planning or intent.
 - d. A commitment to collaborative cultural tourism efforts and initiatives.
3. Be a large, visitor-oriented Organization (Refer to Attachment A)

Appealing for Exclusion from Eligibility Requirements

A prequalification letter may include a written appeal for exclusion from any of the eligibility requirements listed above. The review panel will then make recommendations to the Strategic Tourism Planning Board.

VII. Evaluation/Determination of Organizational Stability

The on-going evaluation of the program and the progress of its recipients will include:

- Organizational participation by a least one member of the funded organization's board of directors and one member of its staff in two mandatory one-hour meetings per year to review program goals and share ideas, concerns, and best practices
- Annual site visits by CAP Executive Director with staff or board representatives of recipients
- Annual written reports submitted to grant panel by recipients in the multi-year grant cycles
- Final written reports submitted to the grant panel at the completion of any 1 or 2 year grant
- Year-end progress report to Strategic Tourism Planning Board by CAP Executive Director detailing the impact of these funds on arts and cultural organizations and the ongoing development of cultural tourism
- Any outside review to support organizational development needs of the organization, as deemed necessary or appropriate by the program administrator

VIII. How to Apply for Arts & Culture Organizational Development Funding

- Carefully read through the Guidelines and the funding eligibility requirements outlined in Attachment A.
- Submit a prequalification letter following all of the instructions provided in Attachment A including the required organizational information, a description of the proposed use of ACOD funds, and the completed checklist to the program administrator John Spence at director@artspartner.org by 5:00 PM Friday, November 20th 2015.
- Organizations will be informed of their eligibility status by 5:00 PM Friday, December 11th 2015.
- Organizations meeting the ACOD eligibility criteria will be invited to complete a full application for ACOD funding. That application must be submitted to the program administrator John Spence at director@artspartner.org by 5:00 PM Friday, January 15th 2016. *Organizations that received funding in the previous grant cycle must submit their final program report to the program administrator by 5:00 PM Friday, January 15th 2016.*
- Announcement of funding awards will be made by 5:00 PM Friday, March 25th 2016.

Attachment A

Organizations wishing to apply for ACOD funds must establish their eligibility prior to submitting a full application by submitting a letter of interest accompanied by the check list below to director@artspartner.org. The page limit for letters is two pages. **Please include:**

- Organization’s Name
- Federal Employer Identification Number (EIN)
- Contact Person’s Name / email address / phone number
- A brief (200 word maximum) description of the proposed use of ACOD funding.
- **A completed copy of the checklist provided below.**
- **Any additional information needed to corroborate the answers provided in the eligibility.**

Eligibility Checklist

An organization claiming to be eligible to apply for ACOD funding **should be able to check yes to each** of the eligibility thresholds below.

YES

Organization Type

- 501c3 not for profit organization certified, and in good standing, by the State of New York
- Arts and Culture Organization
- (Circle one) Performing and/or Visual Arts Organization OR Museum (Chartered by NYS)

YES

Established Organization

- Have paid staff
- Have sound governance, as demonstrated by being able to answer “yes” to at least five of the following seven questions:
 1. A Board-approved Mission Statement
 2. Board meetings, a minimum 4 times a year, documented with minutes
 3. Current strategic plan and evidence of long-range planning
 4. An annual audit/financial review conducted by an independent auditor
 5. A Board-approved annual operating budget
 6. Standing committees. For example; Executive, Finance, Development & Nominating Committee
- Have met all of the other threshold criteria listed on this page for three years or more.

YES

Large, Visitor-Orientated Organization

- Activities are significantly supportive of tourism, as demonstrated by being able to answer “yes” to the following two questions:
 1. Is the total annual public audience 5,000 or more people?
 2. Do days in a year in which public programming is actively presented meet or exceed 20 days?

Name (print) _____ Position _____ Date _____

Signature _____

Requirements to be a museum or historical society in NYS

Information from:

<https://www.nysm.nysed.gov/services/charter/society.html>

<https://www.nysm.nysed.gov/services/charter/museum.html>

“Museums originate for the purpose of collecting, preserving and interpreting collections of objects... The focus of a historical society is usually on history, while that of a museum may be on art, science, history or any combination of the three.”

An organization seeking to become a museum or historical society must have a statement of purpose, constitution and bylaws.

Best practice is to incorporate with the Board of Regents in NYS in order to become a legal entity. This allows the organization to hold title to its collection (thus preventing the collection from falling into the hands of an individual if the organization should dissolve), and become eligible to apply for non-profit, tax-exempt 501(c)(3) status with the IRS.

Incorporation is a two-step process.

1. After the applicant is reviewed by the Office of Counsel and NY State Museum, the Board of Regents votes to issue a provisional charter.
2. After the NY State Museum again reviews the applicant in a process termed registration (in which the stability of the organization is evaluated), the Board of Regents issues an absolute charter.

Accreditation is an optional process that occurs several years later. It offers a peer-based validation of the applicant’s operations and impact by evaluating the applicant’s adherence to core standards. It is governed by the American Alliance of Museums, and includes children’s museums, historical societies, arts centers, science centers, preservation societies, art museums, history museums, natural history museums, anthropology museums, ecology museums, historic houses/villages, botanical gardens, college art galleries, and more.

In Ithaca the Sciencenter and the Johnson Museum of Art are accredited.

Other national associations include the National Association for Science and Technology Associations, the American Association for State and Local History, the Association of Children’s Museums, Association of Zoos and Aquariums (has its own accreditation program), American Public Gardens Association, etc.