Houston Arts Alliance Capacity Building Initiative
Accelerator & Sustainability Program
Application Workshop

Art League Houston
Sustainability Phase I Participant
Class of 2014
Objectives

1. Program Overview
2. Application Overview
3. Selection Process
4. Managing Your Grant
5. Questions & Answers
Capacity Building Initiatives

Mission

To inform, impact, and invest in the administrative capacity of arts organizations toward artistic excellence.
HAA invests in critical stages of an arts organization’s lifecycle.
<table>
<thead>
<tr>
<th>PROGRAM:</th>
<th>Pre-Incubator</th>
<th>Incubator</th>
<th>Accelerator</th>
<th>Sustainability</th>
</tr>
</thead>
<tbody>
<tr>
<td>Goal</td>
<td>Develop orgs from idea to start-up</td>
<td>Incubate orgs from start-up to growth</td>
<td>Accelerate orgs from growth to maturity</td>
<td>Sustain mature orgs through decline &amp; turnaround</td>
</tr>
<tr>
<td>Partnership Term</td>
<td>12 months</td>
<td>36 months</td>
<td>12 months</td>
<td>12 months</td>
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<tr>
<td>Investment</td>
<td>Limited awards of $5,000 - $7,500</td>
<td>$15,000/year for three years</td>
<td>Up to $10,000 - $20,000</td>
<td>Up to $20,000</td>
</tr>
<tr>
<td>Services</td>
<td>Management services &amp; capacity funding</td>
<td>Client residency, management services, &amp; capacity funding</td>
<td>Technical funding for multiyear strategic planning or implementation</td>
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</tr>
<tr>
<td>Client budget size</td>
<td>10K - 75K</td>
<td>75K - 200K</td>
<td>100K - 750K</td>
<td>750K+</td>
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<tr>
<td>Client staff size (Full Time Equivalent)</td>
<td>0 – .5 FTE</td>
<td>0.5 – 2 FTE</td>
<td>2 – 4 FTE</td>
<td>Staff &gt; 3 FTE</td>
</tr>
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</table>

Class of 2015
- 14 Pews
- Cypress Symphony
- Magpies & Peacocks
- Public Poetry
- Silambam Houston
- The Landing Theatre Company
- The Piping Rock Singers
- Wordsymth Theater Company

Class of 2016
- Karen Stokes Dance
- Houston Boychoir
- Mildred’s Umbrella Theater Company
- NobleMotion Dance
- Stark Naked Theatre Company

Class of 2015
- Brazilian Arts Foundation
- Musiqa Inc.
- Southwest Alternate Media Project

Class of 2015
- Asia Society Texas Center
- Diverse Works Artspace
- Houston Center for Contemporary Craft
- Main Street Theater
- Mercury Baroque Ensemble
- Writers in the Schools

22 Current Participants
Strategy:
To provide specialized investments in an organization’s infrastructure.

Phase I:
Creation of a multi-year strategic plan

Phase II:
Implementation funds to advance infrastructure goal(s) within the strategic plan.

Funding does not directly support creation of artistic work.
Recent Investments

- Development staff & consultant hire
- Campaign feasibility studies
- Staffing to support expanded programming

Money (Revenue / Expenses)

- Multiyear strategic planning
- Full Time Executive Director hire
- Board training consultant hire
- Succession planning

Management (Board & Staff)

- Engaging marketing & PR consultants
- Website redesign & maintenance
- Marketing/PR staff hire

Systems (admin / facilities)

- Upgrade existing or acquire new databases
- IT consultancy & systems install
- Facilities consulting

Marketing/PR
Application Overview
## Important Dates

<table>
<thead>
<tr>
<th>Date</th>
<th>Milestone</th>
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<tbody>
<tr>
<td>April 2015</td>
<td>Grant Portal Opens</td>
</tr>
<tr>
<td>May 12, 2015</td>
<td>Application Deadline</td>
</tr>
<tr>
<td>June 2015</td>
<td>Panel Review</td>
</tr>
<tr>
<td>September 2015</td>
<td>Award Notification &amp; Program Orientation</td>
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<tr>
<td>October 2015</td>
<td>Grant Cycle Begins</td>
</tr>
<tr>
<td>September 2016</td>
<td>Grant Cycle Ends</td>
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Schedule is subject to change. The deadline for applications will not be any earlier than Tuesday, May 12th. Please check the HAA website frequently for updates regarding the online application opening and closing.
Eligibility

- Must be a HAA grantee anytime since FY11 Grant cycle (i.e. 07/2010 to current).

- **Accelerator**: Growing and maturing organizations with annual cash revenues between $100,000 and $750,000

- **Sustainability**: Mature organizations facing turn around or decline with annual cash revenues above $750,000.

- At least 1 full-time employee that acts as the Executive Director equivalent.

- Residency Incubator Participants are eligible to apply.
Eligibility

As of September 1, 2010, all applicants are eligible to receive within the lifetime of the organization up to:

- **5** Accelerator grants
  - 2 Phase I and 3 Phase II
- **2** Sustainability grants
  - Any combination of Phase I and Phase II

**Phase I Applicants:**
- Applicant must wait a minimum of 2 grant Fiscal Years before submitting another Phase I application.

**Phase II Applicants:**
- Phase II applicants must submit their current multi-year strategic plan adopted by its board of directors that is no more than 3 years old at the time of application deadline.
- Applicant must wait a minimum 1 grant Fiscal Year before submitting another Phase II application.
Application: Phase I & Phase II

- **Leadership Team**
  - Identify 3 – 6 members of staff and board to guide the project
  - Leadership Team will meet periodically with HAA Staff to monitor progress during grant term

- **Financial Reporting**
  - End of year financial data for Fiscal Years 2012, 2013, and 2014
  - Budget projections for Fiscal Years 2015 and 2016
  - Cultural Data Project required for Fiscal Year 2013 (2014 is strongly recommended)

- **Narrative Sections**
  - Be thoughtful of your responses
  - Be as precise and concise as possible
  - Plan your answers in advance
  - Identify clear goals and objectives
  - Do not assume the panel is familiar with the organization
Application: Phase I

• Be honest about where your organization is and where it needs to go

• Questions will focus on current state of:
  • Mission and goals
  • Administrative capacity
  • Board of Directors and governance
  • Financial management, growth, and challenges
  • Executive leadership and staffing
  • Marketing and fundraising efforts
Application: Phase II

- Questions will focus on current state of:
  - Mission and goals
  - Current administrative capacity
  - Objectives of existing strategic plan

Logic Model

A commonly-used tool to clarify and depict a project, serving as a foundation for planning and evaluation
Logic Model

Problem Statement
Current situation or challenge

Goal
What are you trying to accomplish?

Resources
- Program investments
- Funding
- Tools
- People

Activities
- Actions required to implement
- Strategies
- Methods
- Action steps

Outputs
- Measurable, tangible, and direct results of activities
- Deliverables
- Products

Short Term Outcomes
- Changes that occur or the difference that is made

Long Term Outcomes
Changes that affect the organization for years to come

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Logic Model Workbook; Innovation Network, Inc.
Required Documents

1. Signed Assurances Page
   - Download from HAA Website/Portal
2. Organizational Assessment Survey
   - Access link from HAA
   - https://www.surveymonkey.com/r/FY15CY16ACCSUS
3. Board Composition Matrix
   - Download from HAA Website/Portal
4. Cultural Data Project Funder Report/Data Profile
   - FY2013 Required, FY2014 Recommended
5. History of the Organization
6. Executive Director Resume & Job Description
7. Organizational Chart
8. Organizational Bylaws
9. Board Agendas & Minutes
   - 3 most recent meetings
10. Current Season
11. Prior Year Statement of Activities
12. Current Year to Date Statement of Activities
13. Prior Year Balance Sheet
14. Current Year to Date Balance Sheet
15. IRS Form 990
   - Only if not on Guidestar
16. Current Year Operating Budget
17. Current Strategic Plan
   - Phase II Applicants ONLY
Cultural Data Project

Requirements
• Required to submit a Cultural Data Project (CDP) Funder Report for FY 2013
  • *FY 2014 data is strongly recommended*

Instructions
1. Create an account at [www.txculturaldata.org](http://www.txculturaldata.org)
2. Complete, at minimum, one Data Profile using data from FY 2013
   – Each Data Profile collects information for one fiscal year
3. From the TX Cultural Data Project Website generate a Funder Report
4. Upload the Funder Report with the Required Documents
Selection Process
## Selection Criteria

<table>
<thead>
<tr>
<th>Core Competency</th>
<th>Phase I</th>
<th>Phase II</th>
</tr>
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<tbody>
<tr>
<td>Mission (i.e. artistic merit)</td>
<td>250 points</td>
<td>0 points</td>
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<tr>
<td>Money (i.e. finances &amp; fundraising)</td>
<td>200 points</td>
<td>200 points</td>
</tr>
<tr>
<td>Management: Board</td>
<td>200 points</td>
<td>200 points</td>
</tr>
<tr>
<td>Management: Staff</td>
<td>150 points</td>
<td>100 points</td>
</tr>
<tr>
<td>Realistic &amp; Achievable Goals</td>
<td>100 points</td>
<td>250 points</td>
</tr>
<tr>
<td>Existing Strategic Plan Document (Phase II only)</td>
<td>0 points</td>
<td>250 points</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>1000 points</strong></td>
<td><strong>1000 points</strong></td>
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Panel Review

- HAA Staff Review
  - Staff will first review applications for eligibility, completeness, and clarity

- Peer Panel Review
  - Panel consists of diverse professionals in arts management, foundation, and business management.
  - Evaluate application based on the selection criteria and guidelines
  - Representatives from the Leadership Team are required to attend the Panel to address questions
  - Panel will make recommendations for funding to the HAA Board of Directors

- HAA Board of Directors
  - HAA Grants Committee will first review the recommendations from the Panel
  - Grants Committee will forward recommendations to the HAA Board of Directors for final approval
Managing Your Grant
Managing the Grant

Grant Term: October 1, 2015 – September 30, 2016

- Orientation at the start of the grant term
  - Leadership Team required to attend
- Grant payments will be made quarterly
- Quarterly reports will be required
  - Phase I: Status updates with milestones achieved
  - Phase II: Progress on Activities and Outcomes detailed in the Logic Model
- Periodic meetings and status checks
  - Leadership Teams are encouraged to meet with HAA Staff for support and advice throughout the grant term
- Final Report
  - Comprehensive report on activities completed, outcomes achieved, and use of funds
- Final Presentation
  - Required to make a presentation in Spring 2017 highlighting the achievements of your participation in the program