



# **RESIDENT INCUBATOR CLASS OF 2019**

## **APPLICATION GUIDELINES**

Houston Arts Alliance

3201 Allen Parkway, Suite 250 • Houston, TX 77019

Phone 713.527.9330 • Fax 713.630.5210 • Website: [www.houstonartalliance.com](http://www.houstonartalliance.com)

## HOUSTON ARTS ALLIANCE BOARD OF DIRECTORS

Marc Melcher, Chairman of the Board	Diedra Fontaine	Sharon Murphey*
Philamena Baird, Vice Chair	Regina Garcia	Gigi Myung*
Suresh Raghavan, Treasurer	Roland Garcia*	Judy Nyquist
Leigh Smith, Secretary	John Guess, Jr.	Randhir Sahni
Lauren Anderson*	Karen Hartnett	Richard Schechter
Nancy Allen	Scott Hill	Lynda Transier
Laura Bellows	David LaDuca*	J. Michael Trevino
Brad Bucher*	Craig Massey	Louise Upshaw-McClenny
Michael Cordua	Fatima Mawji	Mike Waterman
Jon Deal	Debbie McNulty	Fabene J. Welch, Emeritus
M. Kaye DeWalt	Adan Medrano	David Wuthrich
	Partner Liaisons	
Julie Farr, Houston Museum District	Cissy Segal Davis, Miller Outdoor Theatre	Kathryn McNeil, Houston Theater District
Dawn Ullrich, Houston First Corporation		<i>* denotes mayoral appointees</i>

## HOUSTON ARTS ALLIANCE STAFF

	Administration	
Jonathon Glus, President + CEO	Kathryn Lanning Herman, Executive Assistant to Jonathon Glus, President + CEO	Vicki Rosborough, Finance Manager
Dean McGee, Chief Operating Officer	Jenna Whyte, Administrative Coordinator	
June O'Neill, Special Projects Manager	Mary Shropshire, Staff Accountant	
	Advancement	
Kate Ostrow-Yadan, Director of Development	Karen Ross, Communications Manager	Catherine Gonzalez, Communications + Outreach Coordinator
Marie Jacinto, Director of Communications	Kenneth Franco, Advancement + Digital Marketing Manager	
	Civic Art + Design	
Sara Kellner, Director of Civic Art + Design	Jimmy Castillo, Civic Art + Design Collection/Project Manager	Mat Kubo, Civic Art + Design Project Manager
Alex Irrera, Civic Art + Design Assistant		
	Folklife + Traditional Arts	
Pat Jasper, Director of Folklife + Traditional Arts	Angel Quesada, Folklife + Traditional Arts Manager	
	Grants	
Richard Graber, Director of Grants, Programs + Service	Deidre Thomas, Grants Coordinator	Gulara Alakbarova, Grants Coordinator
Dominique Estevez, Grants, Programs + Service Coordinator		
	Programs + Services	
Richard Graber, Director of Grants, Programs + Service	Amy Gibbs, Capacity Building Initiatives Manager	Dominique Estevez, Grants, Programs + Service Coordinator

## Table of Contents

<b>ABOUT HOUSTON ARTS ALLIANCE</b> .....	5
GRANTS .....	5
PROGRAMS + SERVICES .....	5
CIVIC ART + DESIGN.....	5
FOLKLIFE + TRADITIONAL ARTS .....	5
<b>CAPACITY BUILDING INITIATIVES OVERVIEW</b> .....	6
CAPACITY BUILDING INITIATIVE GOALS .....	7
<b>RESIDENT INCUBATOR ELIGIBILITY SNAPSHOT</b> .....	8
<b>IMPORTANT DATES</b> .....	9
<b>RESIDENT INCUBATOR PROGRAM OVERVIEW</b> .....	10
PROGRAM PURPOSE AND STRUCTURE.....	10
INCUBATOR RESIDENCY .....	10
CAPACITY FUNDING .....	10
MANAGEMENT SERVICES .....	10
<b>Annual Diagnostics</b> .....	10
<b>Monthly Meetings</b> .....	11
<b>Organizational Capacity Plans</b> .....	11
<b>Incubator Speaker Series</b> .....	11
<b>HAA Workshops</b> .....	11
<b>Annual Conferences</b> .....	11
<b>RESIDENT INCUBATOR PARTICIPATION REQUIREMENTS</b> .....	12
ESTABLISH A LEADERSHIP TEAM .....	12
BEGINNING OF EACH YEAR .....	12
MONTHLY .....	12
QUARTERLY .....	13
MID-YEAR.....	13
ANNUALLY.....	13
ON-GOING.....	13
PARTICIPATION FEE.....	13
GRADUATION.....	13
MINIMUM PARTICIPATION REQUIREMENTS .....	14

EXIT PROCEDURES AND GUIDELINES .....	14
<b>DETAILED ELIGIBILITY</b> .....	15
<b>APPLICATION OVERVIEW</b> .....	16
HOW TO APPLY .....	16
REQUIRED SUPPORT MATERIALS .....	16
CULTURAL DATA PROFILE REQUIREMENTS .....	18
<b>Cultural Data Profile Instructions</b> .....	18
ARTISTIC SUPPORT MATERIALS .....	19
<b>REVIEW PROCESS</b> .....	20
REVIEW CRITERIA .....	20
<b>Staff Review</b> .....	21
<b>Peer Panel Review</b> .....	21
<b>AFTER RECEIVING THE GRANT</b> .....	23
SIGNING THE GRANT AGREEMENT .....	23
INSURANCE .....	23
CREDIT SUPPORT OF THE CITY OF HOUSTON AND HOUSTON ARTS ALLIANCE .....	23
GRANT PAYMENT .....	23
REPORTING REQUIREMENTS .....	24
<b>ADDITIONAL INFORMATION</b> .....	25
HELPFUL HINTS .....	25
APPLICATION ASSISTANCE .....	25

## ABOUT HOUSTON ARTS ALLIANCE

Houston Arts Alliance (HAA) is a 501(c)(3) nonprofit arts organization that exists to enhance the quality of life and tourism in the Houston region by supporting and promoting the arts through programs, initiatives and alliances. HAA distributes over \$3 million in grants to approximately 220 nonprofit arts organizations and individual artists. In addition, HAA manages the city's civic art collection of 450 artworks, as well as new acquisitions.

### PROGRAMS + SERVICES

The Houston Arts Alliance (HAA) provides voice and leadership through its support of arts organizations and individual artists with programs and services that help build and foster a vibrant and creative community - these programs and services help to sustain and ensure that the creative contribution by arts professionals remains a vital part of community life across Houston and the region. The Program & Services (P&S) department of HAA provides relevant programming that help arts organizations and individual artists be effective stewards of their resources.

### GRANTS

Houston Arts Alliance provides grants annually to over 220 arts and cultural organizations and artists through a competitive grant allocation process. As most of our funding comes from the City of Houston Hotel Occupancy Tax, grants are awarded for the encouragement, promotion, improvement and application of the arts to promote tourism and the convention and hotel industry.

The majority of our grants are specific to 501(c)(3) nonprofit arts and cultural organizations, although small grants are available to other nonprofits that present or produce arts programs or events in our service area consistent with the promotion and enhancement of Houston and Harris County as a cultural destination.

### CIVIC ART + DESIGN

Civic Art and design are two concepts employed in the inception, development and transformation of public space. In the 21st century, facilitating platforms for cultural engagement is more important than commissioning static works. Building public spaces for civic and cultural use requires a collaboration of designers, artists, architects, and community. Through these partnerships, both public and private, the Civic Art Team initiates, manages and maintains civic artworks throughout Houston.

HAA is contracted to provide professional services by the City of Houston's General Services Department, Houston Airport System and Convention & Entertainment Facilities Department through the city's percent-for-art ordinance. This municipal policy identifies 1.75 percent of eligible city capital improvement project funds to be set aside for the aesthetic enhancement of public facilities and civic space, and conservation and maintenance of existing works in the City of Houston Art Collection.

### FOLKLIFE + TRADITIONAL ARTS

The Folklife & Traditional Arts Program is focused on promoting and presenting the lively cultural traditions of the nation's fourth largest metropolitan area. The program works in the city's diverse neighborhoods and communities to explore and highlight the contemporary traditions that make Houston one of the most vibrant urban landscapes in the United States.

## CAPACITY BUILDING INITIATIVES OVERVIEW

**Our mission is to impact, inform, and invest in the administrative capacity of arts organization towards artistic excellence.**

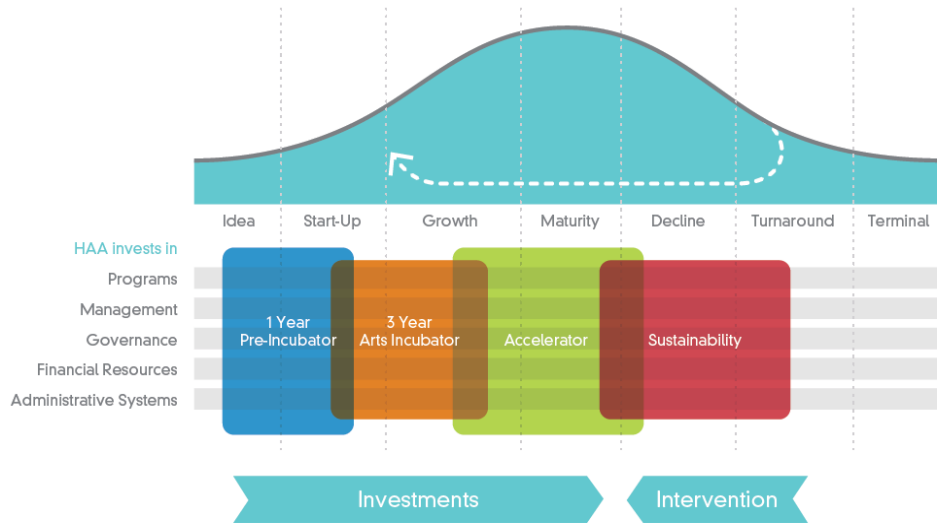


Figure: Susan Kenny Stevens. Nonprofit Lifecycle: Stage-based Wisdom for Nonprofit Capacity. Stagewise Enterprises, Inc. 2008.

### PROGRAM COMPARISON

Program	Pre-Incubator	Incubator	Accelerator	Sustainability
<b>Goal</b>	Develop orgs. from idea to start-up	Incubate orgs. from start-up to growth	Accelerate orgs. from growth to maturity	Sustain mature orgs. through decline & turnaround
<b>Partnership Term</b>	6 – 12 months	3 years	1 year	1 year
<b>Investment</b>	Up to \$7,500	\$15,000/year	Up to \$20,000	Up to \$20,000
<b>Services</b>	Management services & capacity funding	Client residency, management services, & capacity funding	Technical funding for multiyear strategic planning or implementation	Technical funding for multiyear strategic planning or implementation
<b>Org. Budget Size</b>	\$10K - \$75K	\$75K - \$250K	\$100K - \$750K	\$750K +
<b>Org. Staff Size</b>	0 - .5 FTE	0.5 – 3 FTE	2 – 5 FTE	Staff > 5 FTE
<b>Current Participants</b>	<u><b>Class of 2016</b></u> ECHOchestra Horse Head Theatre Co. Houston Blues Museum PrintMatters WriteSpace	<u><b>Class of 2016</b></u> Houston Boychoir Karen Stokes Dance Mildred’s Umbrella Theatre Company NobleMotion Dance Stark Naked Theatre Company	<u><b>Class of 2016</b></u> Ars Lyrica Houston ArtBridge Houston Chamber Choir Voices Breaking Boundaries	<u><b>Class of 2016</b></u> Art League Houston River Oaks Chamber Orchestra (ROCO)

## CAPACITY BUILDING INITIATIVE GOALS

- To facilitate delivery of effective assistance through coordination, collaboration and networking.
- To create a culture of learning by demystifying management tools, techniques and approaches so that they are understood, accepted, and appropriately and effectively integrated into operations of service recipients.
- To ensure long-term viability of arts organizations as channels for diverse cultural expression.

Since 1993, HAA's Capacity Building Initiative (formerly the Management Assistance & Development Enterprise Program) has received local and national acclaim for its documented ability to increase the organizational capacity of arts organizations. The Initiative was cited as one of eight capacity building programs across the country in the discussion draft, *"Rethinking Sustainability: Strengthening Arts Organizations during Times of Change," prepared by Strategic Grantmaker Services for The Ford Foundation.*<sup>1</sup>

**Through the CBI, HAA provides investments in organizational infrastructure through five (5) service areas:**

**General Services:** The Initiative collaborates with other area service providers to leverage community resources. The Initiative also develops its own projects to meet the needs of arts organizations and artists. General services include: capacity building workshops, networking meetings, onsite Resource Library, and online organizational learning database.

**Pre-Incubator Program** develops start-up and emerging organizations **by establishing critical infrastructure (i.e. management, governance, financial resources, and administrative systems).**

**Residency Incubator Program strengthens the capacity of start-up organizations towards growth** (total revenues of \$50,000 to \$200,000) through management services, co-workspace, and capacity funding (up to \$15,000 per year). For thirty six (36) months, participating organizations will receive in depth training, diagnostics, and resources to address critical competencies.

**Accelerator Program strategically advances organizations from growth to maturity** by investing in critical infrastructure. Specifically, the Initiative invests between \$10,000 - \$20,000 in growth organizations (total revenues of \$100,000 to \$750,000) through the creation of board adopted strategic plans and funding for strategic plan implementation.

**Sustainability Program strategically reinforces mature organizations through decline and turnaround** by investing in critical infrastructure. Specifically, the Initiative invests up to \$20,000 in mature organizations (total revenues over \$750,000) through the creation of board adopted strategic plans and funding for strategic plan implementation.

---

<sup>1</sup>Thomas Wolf, ed., *Rethinking Sustainability Strengthening Arts Organizations during Times of Change*, Strategic Grantmaker Services, May, 1995.

## RESIDENT INCUBATOR ELIGIBILITY SNAPSHOT

Grant categories are open to specific types of organizations. Not all grant programs are open to all types of organizations. The information below are the specific requirements for the Resident Incubator program and is not applicable to other grants offered by HAA.

All organizations applying for Houston Arts Alliance Resident Incubator program must be 501(c)(3) non-profit, public charity organizations (or the equivalent) in good standing with the Internal Revenue Service and received their IRS recognition at least one year prior to application date.

*Please see page 15 for more detailed information regarding eligibility.*

Type of Organization	Eligibility Details
<b>Arts and Cultural Organizations</b> <b>Multicultural Arts Organizations</b>	<ul style="list-style-type: none"> <li>Applicant must be a 501(c)(3) nonprofit organization and held this status for a minimum of 2 years prior to submitting application</li> <li>Applicant must have successfully managed a minimum of one grant from Houston Arts Alliance and have been an eligible grantee since at least the FY 16 Grant Cycle</li> <li>Applicant’s annual cash revenues are between \$50,000 and \$200,000</li> <li>The applicant must employ at least one (1) part-time employee that acts as the chief executive officer, executive director, or the equivalent for the organization</li> </ul>
<b>University/Education Agencies, Departments, &amp; Organizations</b>	Ineligible to apply
<b>Other non-arts or culture related organizations</b>	Ineligible to apply
<b>Other notes</b>	Organizations currently receiving City of Houston Hotel Occupancy Tax funding directly from the Museum or Theatre District are ineligible to apply to this program.



## IMPORTANT DATES

### Resident Incubator Grant Terms

- Year 1: October 1, 2016 – September 30, 2017
- Year 2: October 1, 2017 – September 30, 2018
- Year 3: October 1, 2018 – September 30, 2019

### Application Workshops & Peer Learning Sessions at Houston Arts Alliance Gallery, 3201 Allen Parkway

- Tuesday, March 22, 2016 4:00pm – 6:00pm
- Thursday, March 31, 2016 9:30am – 12:00pm

**Application Open (available online): Monday, April 4, 2016\***

**Applications Due: 5:00pm, Wednesday, May 11, 2016\***

**Resident Incubator Review Panel: Tuesday, June 14 and/or Wednesday, June 15\***

Applicants are encouraged to become familiar with the program requirements and criteria before beginning the application process. To speak to or make an appointment with Amy Gibbs, Capacity Building Initiatives Manager, please call 713.581.6122 or email [amy@haatx.com](mailto:amy@haatx.com)

Resident Incubator Program Calendar	
<b>March 2016</b>	Guidelines published on HAA website
<b>March 22, 2016 4:00pm</b>	Peer Learning Session & Application Workshop
<b>March 31, 2016 9:30am</b>	Peer Learning Session & Application Workshop
<b>April 4, 2016*</b>	Online application portal opens
<b>May 11, 2016*</b>	<b>Application materials due by 5:00pm</b>
<b>June 14 and/or 15, 2016</b>	Resident Incubator Panel Review
<b>August, 2016</b>	Board Approval & Award Notifications
<b>September, 2016</b>	Program Orientation
<b>September, 2016</b>	Resident Incubator Class of 2016 Graduation and Class of 2019 Welcome Reception
<b>October 1, 2016</b>	Resident Incubator program begins & organizations move into offices

*\*Application open and due dates are subject to change. The open or due date will **not** be any earlier than the dates listed here. Please check the HAA website frequently for updates.*

## RESIDENT INCUBATOR PROGRAM OVERVIEW

### PROGRAM PURPOSE AND STRUCTURE

A healthy, vibrant nonprofit arts sector is vital to positioning Houston as a cultural tourism destination. Towards that end, the Houston Arts Alliance, through its Capacity Building Initiative (CBI), provides specialized investments at pivotal stages of organizations' lifecycles. These investments are focused on critical infrastructural support, with an aim towards facilitating stability, growth, and viability.

The Resident Incubator Program is a three-year program that builds organizational capacity for up to five emerging organizations with budgets between \$50,000 and \$200,000. Working with Houston Arts Alliance staff and specialized arts consultants, leadership teams from each organization will engage in a process to develop integrated strategies that enhance the organization's infrastructure and address critical competencies including: clarity of mission, effective leadership, financial viability and achievable goals. Each organization also receives capacity funding of up to \$15,000 per year and a private office at Houston Arts Alliance. The end goal is to strengthen the nonprofit arts sector's ability to present and produce exciting and innovative programs for residents and visitors of Houston.

Resident Incubator Program participants receive the following benefits:

### INCUBATOR RESIDENCY

A private office provided by the Houston Arts Alliance Arts Incubator space. You will also have access to business equipment including a copier, fax machine, and scanner. In addition, you will have access to a conference room for board or staff meetings. We hope that sharing space with other resident arts organizations that can lead to peer-to-peer collaborations and learning opportunities.

### CAPACITY FUNDING

Participants will also receive additional funding from the Houston Arts Alliance for increased staffing and technical assistance. Specifically, each participant will be awarded \$15,000 per year for three years to support:

- Payment of salary and/or benefits to an additional part-time or full-time employee in support the Executive Director or CEO (\$10,000 allocation per year).
  - Equal disbursements will be made on a quarterly basis.
- Technical assistance for organization and/or staff including (but not limited to) technology/equipment upgrades, professional development, conferences expenses, consultant fees, etc. (\$5,000 allocation per year).
  - Equal disbursements will be made on a quarterly basis unless a specific Participant request is granted by Manager of Capacity Building Initiatives. Participants must provide a proposed budget on how technical assistance will be spent.

### MANAGEMENT SERVICES

#### Annual Diagnostics

During the first quarter of each year, HAA staff will conduct an annual review of Diagnostics including:

- *Organizational Self-Assessment* focusing on refining the six (6) core competencies.
- *Financial Profile Assessment* charting annual growth changes in both revenue and expense by source.

## Monthly Meetings

P&S Staff will facilitate monthly Resident Incubator Meetings focusing on topics regarding the following core competencies:

- Financial management
- Governance
- Staffing and administration
- Fundraising and development
- Marketing and public relations
- Programs and mission
- Goal setting and strategic planning

## Organizational Capacity Plans

P&S Staff will also monitor the completion of internal milestones by implementing annual organizational capacity plans to address specific issues and tailored individually to each Incubator organization. Each annual plan will focus on the immediate and long term needs of each organization. As part of the on-going tracking of the Capacity Plans, organizations may be asked to complete specific action items that must be submitted to the CBI Manager.

## Incubator Speaker Series

Participants are required to attend the Incubator Speaker Series. This series invites local non-profit consultants to share best practices & lessons learned in the areas of governance, management, financial management, fundraising, administrative systems, and strategy.

## HAA Workshops

To fulfill the quarterly workshop requirement, participant staff and/or board member may attend capacity building workshops organized by HAA **at no cost**. Participants will be provided with a promo code in advance of each workshop to receive complementary admission. Participants may fulfill the quarterly workshop requirement by attending professional development workshops offered by our nonprofit service partners such as, Executive Services Corps of Houston (ESCH), Fresh Arts, and United Way Greater Houston.

## Annual Conferences

Participants have the opportunity to send at least two representatives to five (5) local capacity building conferences **at no cost** through the support of the Houston Arts Alliance. Local conferences focus on capacity building, marketing & public relations, fundraising, board development, and leadership. All participants are required to attend at least two (2) conferences as assigned by P&S Staff. The five conferences include:

Required Conferences	Year 1	Year 2	Year 3
<i>PowerTools for Non-Profits</i> by UH School of Continuing Education	YES		YES
<i>Best Boards</i> by the Glasscock School of Continuing Studies at Rice University	YES		
<i>Ask The Experts Fund Raising Conference</i> by Association of Fundraising Professionals – Houston		YES	
<i>Non Profit Leadership Collaborative Forum</i>		YES	

## RESIDENT INCUBATOR PARTICIPATION REQUIREMENTS

Houston Arts Alliance will monitor Incubator participants on a regular basis through individual meetings with the grantees and review reports. Houston Arts Alliance designated staff and the organization's Leadership Team will meet at least bi-annually to assess the Participant's progress.

As a participant of the Resident Incubator program, the leadership of the organization must fulfill the following requirements:

### ESTABLISH A LEADERSHIP TEAM

Participating organizations will need to engage a team of dedicated individuals who will help guide and support the organization through the Resident Incubator Program. The Leadership Team should consist of *a minimum of 3 and a maximum of 6* people who currently serve on the organization's Board of Directors or as staff members (paid or unpaid).

At minimum, the Leadership Team should include the organization's:

- Executive leadership (Executive Director, Artistic Director, CEO, etc.)
- Board President
- Board Treasurer or the person in the organization who is primarily responsible for managing the organization's finances.

If one person in the organization is serves in more than one of the roles aforementioned (i.e. the Executive/Artistic Director is also the Board President) then the organization should select additional individuals who have already demonstrated commitment and leadership to the organization in order to fulfil the three-person minimum requirement.

Participating organizations will be asked to review and make necessary changes to the Leadership Team at the beginning of each program year. However, additions or changes to the team may be made at any time as needed due to staff or board transitions.

To avoid a conflict of interest, Leadership Team members may not concurrently serve on the Houston Arts Alliance's Board of Directors or its Committees (i.e. Grants or Capacity Building Initiatives). Any changes in Leadership Team members must meet with the approval of Houston Arts Alliance.

### BEGINNING OF EACH YEAR

- Submit the signed Master Relationship, Capacity Funding, Participation, and Non-Disclosure Agreements, as well as the Management Services & Conflict of Interest Policies to the Manager of Capacity Building Initiatives.
- Revise and Submit Leadership Team Contact List.

### MONTHLY

- Participate in mandatory individual advising sessions with the CBI Manager
  - *Please note, the entire Leadership Team is not required to attend every monthly advising session but at least one person is required to meet with the CBI Manager each month*
- Submit requested action items to CBI Manager (when applicable)
- Participate in mandatory monthly Resident Incubator meetings (with the organization representative, consultants and HAA staff).
- Staff the Incubator office for at least 20 hours a week during regular business hours.
- Pay the monthly participation fee over the term of the agreement.
- Submit weekly timesheets along with participation fee.

## QUARTERLY

- Participate with Leadership Team member in at least one (1) organizational development workshop offered by HAA and/or collaborative partners including (but not limited to) United Way Greater Houston, Executive Services Corps of Houston, Fresh Arts, among others. Participants must complete 4 workshops each grant year.
- Post scheduled board meeting dates & times onto Basecamp Water Cooler at least one week prior to scheduled meeting. Post board meeting agenda, minutes, and treasurer reports onto your respective Basecamp Participant File no later than four (4) weeks after each scheduled board meeting.

## MID-YEAR

- Complete and Submit Mid-Year Report.
- Leadership Team meets with CBI manager.

## ANNUALLY

- Maintain & implement annual Capacity Plan objectives for organizational growth. Provide report demonstrating measurable outcomes.
- Submit professionally-prepared financial statements (i.e. not prepared by participant staff) within five (5) months after the Participant's fiscal year end.
- Submit projected annual organizational budget as approved by the Participant's Board of Directors.
- Attend mandatory two (2) out of five (5) annual capacity building conferences per year as advised by the Programs & Services Manager.

## ON-GOING

- Adhere to the usage rules for the Houston Center for the Arts facilities.
- Maintain an organized business space and adhere to the usage rules for the Houston Center for the Arts facilities.
- Participants shall provide Manager of Capacity Building Initiatives with written or electronic notice of all regular and/or special meetings of its board of directors and shall allow a HAA staff to attend such meetings.
- Provide board meeting agenda, minutes, and financial reports for each Participant's Board of Directors' meeting.

## PARTICIPATION FEE

Resident organizations pay a monthly 'participation fee.' The monthly participation fee is \$150 in the first year of residency; \$200 for the second; and \$250 for the third year. The monthly 'participation fee' is designed to help the organization plan financially for leaving the Incubator and prepare to pay market rates for business space upon graduation.

## GRADUATION

Resident Incubators are expected to "graduate" within three years of joining the Incubator program. Criteria for graduation will be determined as a case by case basis per participant. No single criterion is used to make the decision; rather, these criteria are used as guidelines to evaluate the success of the participant's capacity to sustain growth after the Incubator program:

- Increase in staff size
- Increase in budget size (revenues/expenses)

- Revenues: increased % in earned income; increased % in individual giving
- Expenses: increased % in programming relative to revenue growth; increased % to administration relative to revenue growth
- Increase in board size and governance
- Implement all three annual Capacity Building Plans

In addition to the success criteria above, a participant may be asked to leave the CBI'S Resident Incubator Program for violating terms of the lease or this handbook.

#### MINIMUM PARTICIPATION REQUIREMENTS

Participants **MUST** complete the following five (5) participation requirements by the end of Year 3:

1. Attend 9 of 12 monthly meetings each year
2. Attend 4 workshops and submit workshop reports each year
3. Attend required conferences
4. Submit weekly timesheets
5. Submit all board meeting agendas, minutes, and treasurer reports.

#### EXIT PROCEDURES AND GUIDELINES

Ideally, participants are expected to be in the Resident Incubator program for a maximum of three years. Periodically, P&S Staff will review the participants residing at HAA's facility in order to analyze the organizations in terms of the following characteristics:

- Adequacy of the space and utilities to meet the participants' changing needs.
- The participant's needs for and use of Incubator services.
- Participants' capacity to meet developmental objectives as described in their capacity plans.
- The participants' synergy and relationship with other Participants in the Resident Incubator program.

When a participant notifies P&S Staff, or alternately is notified by P&S Staff of a pending departure from the program, P&S Staff will provide assistance to the participant to help ensure a smooth and orderly departure.

## DETAILED ELIGIBILITY

The following are general eligibility requirements to apply for the Resident Incubator Program:

1. The organization's **primary mission**, as described in its mission statement and approved by its board of directors, **is the production or presentation of a regular season of arts and cultural programming through the year.**
2. The arts organization is at least 2 years old (the age of the organization to be determined from the date it received the IRS 501(c)(3) letter of determination or preliminary ruling letter.)
  - The organization has current tax-exempt status under Section 501(c)(3) of the Internal Revenue Service as a public charity. Organizations with lapsed IRS 501(c)(3) status are not eligible to apply.
3. The applicant organization's annual cash revenues are between \$50,000.00 and \$200,000.00.
4. The applicant must be an eligible HAA grantee organization since at least the FY16 Grant cycle (July 1, 2015 to current) and has successfully managed at least one grant from HAA.
  - HAA funding includes General Operating Support, General Operating Support Expansion, Arts Project, Touring & Neighborhood Arts Project, City's Initiative (Mayor's) Grant Program, Arts Marketing Grant, Pre-Incubator, and Program Support & Expansion.
5. The applicant must currently employ at least one (1) part-time paid employee that acts as the Chief Executive Officer / Executive Director or equivalent.
6. The organization has produced or presented throughout the year, a season of arts or cultural programming open to the general public for at least one year prior to the grant application deadline.
7. The organization is physically based within the incorporated limits of the City of Houston.
8. The applicant organization's board of directors has at least three independent board members who meet at least quarterly to conduct the business of the organization.
9. The majority of the organization's programs and events are advertised and open to the general public.
10. The majority of the organization's programs and events attract visitors and tourists to Houston.
11. The organization does not have any outstanding Final Reports due to Houston Arts Alliance including General Operating Support, General Operating Support Expansion, Arts Project, Touring & Neighborhood Arts Project, City's Initiative (Mayor's) Grant Program, Arts Marketing Grant, Pre-Incubator, and Program Support & Expansion and any pre-FY16 grant programs.

*Please note:* Organizations that do not meet the Residency Incubator criteria but who are interested in technical assistance for organizational development should contact HAA Programs & Services staff to discuss other options that may be available, like the Business Volunteer for the Arts and Pre-Incubator Programs.

The general policies of the Houston Arts Alliance's Fiscal Year 2017 Grants for Organizations Program apply, including the 50% Rule.

## APPLICATION OVERVIEW

### HOW TO APPLY

**All grant applications to Houston Arts Alliance grants programs must be completed through the Online Grants Application Portal.**

The application portal will open April 4, 2016 and will close at 5:00 P.M. on the deadline date, May 11, 2016. ***\* Applications that are not complete or submitted by the cutoff time on the deadline day will not be considered for further review.***

Application Workshops will be offered on March 22 and March 31. A Learning Session will be held directly before the application workshops to share best practices and lessons learned from recent Participants. *Please see the calendar on page 9 for more detailed information about these workshops.*

We encourage you to review the instructions for using the online application portal before beginning the application process. If you have any questions regarding the portal, please feel free to contact a grants staff member by emailing [grants@haatx.com](mailto:grants@haatx.com) or calling 713.527.9330.

*\*Application open and due dates are subject to change. The open or due date will **not** be any earlier than the dates listed here. Please check the HAA website frequently for updates.*

### REQUIRED SUPPORT MATERIALS

The online application will include required support materials that must be uploaded to the Grants Application Portal. Any support materials that are unable to be uploaded **MUST** be communicated to Amy Gibbs, Capacity Building Initiatives Manager by phone at 713.581.6122 or by email at [amy@haatx.com](mailto:amy@haatx.com) and arrangements should be made for materials to be received at Houston Arts Alliance’s office no later than 5:00 P.M. on May 11, 2015. ***Your application will not be complete unless you submit the required documents through the portal.***

Required Support Materials for Upload			
Doc. #	Document Name	Instructions	Doc. Format
<b>General Organization Information</b>			
1.	<b>Signed Assurances Page</b>	Obtain the template through the Application Portal	<b>PDF</b>
2.	<b>Organizational Assessment Survey</b>	Must be completed by full Leadership Team. You may access the survey here: <a href="https://www.surveymonkey.com/r/RICY2019APP">https://www.surveymonkey.com/r/RICY2019APP</a> . You will not need to upload anything into the application portal, but all members of the Leadership Team must complete the survey.	<b>Online</b>
3.	<b>Board Composition Matrix</b>	Obtain the template through the Application Portal	<b>Excel</b>
4.	<b>History of the Organization</b>	1-2 pages, including its board & staff management history.	<b>PDF</b>
5.	<b>Executive Director Resume &amp; Job Description</b>	Up-to-date resume and current job description for the organization’s Executive Director (or equivalent)	<b>PDF</b>
6.	<b>Organizational Chart</b>	Includes hierarchy and reporting structure for positions of staff and board (officers, committee chair) designations	<b>PDF</b>
7.	<b>Organization Bylaws</b>	Complete copy of most recent version of board approved bylaws	<b>PDF</b>
8.	<b>Board Agendas &amp; Minutes</b>	Include agenda and approved minutes from the 3 most recent Board meetings	<b>PDF</b>

*Table continued on next page*



Required Support Materials for Upload Continued			
Doc. #	Document Name	Instructions	Doc. Format
<b>Financial</b>			
9.	<b>Cultural Data Project Funder Report</b>	Complete a Cultural Data Profile for the 2015 Fiscal Year and download the Funder Report from the Data Arts (formerly Cultural Data Project) website. Please see the section below for more details.	<b>PDF</b>
10.	<b>Prior Year Statement of Activities (Profit &amp; Loss)</b>	A Statement of Activities (or Profit & Loss) for the most recently completed fiscal year	<b>PDF</b>
11.	<b>Year to Date Statement of Activities (Profit &amp; Loss)</b>	A Statement of Activities (or Profit & Loss) for the current fiscal year to date	<b>PDF</b>
12.	<b>Prior Year Statement of Financial Position (Balance Sheet)</b>	A Statement of Financial Position (or Balance Sheet) for the most recently completed fiscal year	<b>PDF</b>
13.	<b>Year to Date Statement of Financial Position (Balance Sheet)</b>	A Statement of Financial Position (or Balance Sheet) for the current fiscal year to date	<b>PDF</b>
14.	<b>IRS Form 990</b>	If not posted on Guidestar, include the IRS Form 990 or 990EZ for the most recently completed fiscal year. <i>If all recent 990s are Guidestar upload a blank document with the corresponding title using the naming conventions below.</i>	<b>PDF</b>
15.	<b>Current Year Operating Budget</b>	Complete revenue & expense budget for the current fiscal year including all planned programs and operations	<b>PDF</b>
<b>Programmatic</b>			
16.	<b>Current Season</b>	An outline of your current programmatic season, artistic product, or artistic support materials (2016, 2015- 2016, or 2016 – 2017 season)	<b>PDF</b>
17.	<b>Next Season</b>	An outline of your upcoming programmatic season, artistic product, or artistic support materials (2017, 2016-2017, or 2017 – 2018 season)	<b>PDF</b>
18.	<b>Artistic Support Materials</b>	4 – 6 samples or representations of the organization’s artistic product and mission based work. Please see the section below for more details.	<b>Varies</b>

***All attachments MUST be titled with the following naming convention***

Doc #\_Document\_Title\_Organization Name (For example: 1\_Signed Assurances Page\_ABCDNonprofit)

## CULTURAL DATA PROFILE REQUIREMENTS

Applicants are **required** to submit a Cultural Data Project Funder Report for the fiscal year ending in 2015 (FY 2015). Applicants are *strongly recommended* to submit a Funder Report for the 2014 Fiscal Year (FY 2014) as well.

### Cultural Data Profile Instructions

1. If you have not done so already, register the organization and create an account with the Texas Cultural Data Project at [www.culturaldata.org](http://www.culturaldata.org)
  - a. You will create one account, login, and password for the organization. If more than one person is responsible for entering data this login and password will be shared among all users.
2. Complete, *at minimum*, one Data Profile for FY 2015
  - a. After you have finished entering in all in to a Data Profile you will submit the Data Profile to the CDP by clicking on the 'Check & Submit' button. This will take you through an automated error check. Once you have corrected all errors you will be able submit the Data Profile to the CDP. (At this time the Data Profile will be closed for editing, but if a change needs to be made to any of the data the CDP Support Center will be able to re-open it.)
    - i. NOTE: Clicking on the submit button **DOES NOT** submit anything directly to HAA, this only submits the Data Profile to the CDP system. HAA is not able to access your data until you choose to share it with us.
3. Once you have submitted the Data Profile on the 'My CDP' page click on the button on the left-hand side of the screen that reads 'Funder Reports.' This will take you to a new page. In the middle of the page you will see a drop-down menu to select the Fiscal year-end for which you want to include in the Funder Report.
  - a. If you are only submitting data for FY 2015, select the date that corresponds with the end of your organization's fiscal year end for 2015.
  - b. If you are submitting data for FY 2015 **and** FY 2014, select the date that corresponds with the end of your organization's fiscal year end for 2015, *this will automatically pull data from both the FY 2015 and FY 2014 Data Profiles into the same report.*
    - i. NOTE: Regardless of how many years of data you are submitting you only need to submit **ONE** (1) Funder Report.
  - c. Under the list of Funders click on Houston Arts Alliance's name and it will display the report options. Click on the 'View Report' button. This will open the report as a PDF document, save this document to your computer.
    - i. If you have not submitted the Data Profile into the CDP system as instructed above (2.a) the Funders Report will have a 'DRAFT' watermark. Funders Reports in draft format will **NOT** be accepted.
4. Include a copy of the Funder Report as part of the Required Support Materials

For more help or any question regarding the CDP please contact the Support Center at 877.707.DATA (877.707.3282) or [help@culturaldata.org](mailto:help@culturaldata.org). You can find helpful tips to get you started here: <http://cdp.culturaldata.org/private/gettingstarted.aspx>.

## ARTISTIC SUPPORT MATERIALS

Applicants should submit a variety of documents or samples that demonstrate the organization’s artistic and mission based programming. All artistic samples should be high quality and represent the organization and its work in the best possible way. Examples of the types of materials that should be shared and in what format include but are not limited to:

Artistic Support Material	Format
<p><b>Film/Video Recordings</b></p>	<ul style="list-style-type: none"> <li>• No more than 3 videos</li> <li>• Each one should be shorter than 5 minutes long</li> <li>• Any unnecessary narrative that does not depict artistic merit should not be included, as the panelist will have limited time to review your material</li> <li>• Upload videos on to a viewing platform such as Vimeo or YouTube and submit a document that has links to and short descriptions of the video</li> <li>• DO NOT upload a video file directly into the Application Portal as the file may be too large or the panelists may not be able to view it correctly on their computers</li> </ul>
<p><b>Public Broadcasting, Marketing Music Clips, or Sound Recordings</b></p>	<ul style="list-style-type: none"> <li>• No more than 3 sound recordings</li> <li>• Each one should be shorter than 5 minutes long</li> <li>• Any unnecessary narrative that does not depict artistic merit should not be included, as the panelist will have limited time to review your material</li> <li>• Preferable: Upload sound recordings on to a listening platform such as Soundcloud and submit a document that has links to and short descriptions of the recording.</li> <li>• Alternative: Upload MP3/MP4 file directly into the Application Portal</li> </ul>
<p><b>Visual Aids</b></p>	<ul style="list-style-type: none"> <li>• High quality photographs from productions, exhibits, or mission related events (no more than 5 images)</li> <li>• Brochures, fliers, posters, postcards, or other marketing materials (no more than 3)</li> <li>• Press clippings (no more than 4)</li> </ul>

## REVIEW PROCESS

Organizations chosen to participate in the Residency Incubator Program will be selected through a competitive panel review process. The panel consists of a diverse group of professionals in arts management, nonprofit and business management. The panel will review and evaluate the applications and make a recommendation to the Houston Arts Alliance Board of Directors.

### REVIEW CRITERIA

The panel's evaluation will be based on "core competencies" to participate in a capacity building program as demonstrated using the following criteria weighted on a rating scale:

Competency	Maximum Score
Mission/Artistic Merit	250 points
Fundraising and Financial Management	200 points
Board Governance & Oversight	200 points
Staff Management & Operations	150 points
Realistic & Achievable Goals	200 points
<b>TOTAL</b>	<b>1000 points</b>

Applicants should address specific criteria when answering the narrative questions in the grant application. The criteria are the grant review panelists' guide in rating the grant applications. The criteria, which have been developed over a period of time and with input from Houston Arts Alliance constituents, represent the qualities that are considered important for a well-run arts/cultural organization.

The criteria are intended to set standards; therefore, not every applicant will meet the criteria in exactly the same way. The size, mission and other characteristics of an organization are relevant to an organization's evaluation.

As they review your organization's application, panelists will consider the following:

1. Organization has a clear mission and artistic goals that correlate with objectives of the Hotel Occupancy Tax.
2. Organization displays understanding of their need for change & the role CBI programs can play to assist them.
3. The organization's programs provide evidence of artistic merit and commitment to advancing the specific art form or cultural expression. When evaluating the artistic merit, the panel will consider the following factors:
  - Activities that are of high artistic quality or exemplary of the organization's discipline;
  - Quality of the artists or experts involved in performances, works, and/or activities;
  - Involvement of artists or experts that are knowledgeable of their discipline;
  - Innovative and creative programming and artist selection;
  - Artistic or curatorial staff that shows vision and leadership; and,
  - Effective use of artistic resources of the community.
4. Evidence of the organization's ability to benefit from a capacity building program as demonstrated by board & staff commitment.
5. Evidence of an active board of directors.
6. Realistic and achievable artistic and organizational goals as identified in the application.
7. Evidence of administrative capability to manage a growing arts/cultural organization.

8. Impact of program participation for long-term growth and stability of the organization and the Houston nonprofit arts industry. Organizations accepted into the program should demonstrate viable organizational capacity and characteristics for success.

### Staff Review

Upon receipt of the applications, staff reviews applications for completeness, eligibility and verification of the 501(c)(3) status. When necessary, applicants may be asked to revise proposals or supply additional information. Incomplete applications or those that do not meet eligibility requirements cannot be considered. Applicants that do not submit all of the required support materials by the appropriate deadlines will not be eligible for consideration. Please note that Houston Arts Alliance grants are funded from public tax dollars and, as such, grant records may be subject to the Texas Open Records Act. Applications submitted to Houston Arts Alliance become the property of Houston Arts Alliance and are subject to review by members of the public upon request.

### Peer Panel Review

Peer panels - consisting of objective and knowledgeable arts professionals, artists, community and corporate volunteers and others with arts expertise - evaluate each application using the published funding criteria. Panelists meet to discuss and score each eligible application; their scores are totaled and averaged for each application following the panel meetings.

- Panel meetings are open to the public for observation only. Members of the public that are interested in attending a panel meeting and need special accommodations are asked to notify Houston Arts Alliance grants staff one week prior to the panel meeting when possible.
- Addressing the Panel: An interview with key staff and board of the organization is a vital part of this application process. All grant applicants are given an equal and set time to respond to questions from the panel or to clarify any comments made by the panel during the review process. **All applicants are required to have a minimum of two (2) and maximum of four (4) informed representatives attend their review time. If representatives cannot be present, they must make arrangements with HAA at least 24 hours in advance to be available by phone during the panel meeting.** The representative(s) must be able to answer questions about the organization's operations and programs, budget and finances, and the specifics of the application. HAA strongly encourages the Executive Director or equivalent to be the designated representative. No new materials may be distributed to the panel at this time.
  - *It is highly recommended that you bring printed copies of all materials submitted with your application that you can review should a panelist have a specific question about a certain statement or document.*
- An organization's application should stand on its own. Site visits are not a part of the review process. Any previous grant file documentation, such as quarterly and/or final reports, may be reviewed at the panel's request. It is the primary responsibility of the applicant to inform the panel about its activities and programs through a high quality submission of the online application and support materials.
- Houston Arts Alliance has a Conflict of Interest Policy for panelists. Panelists must declare their conflicts of interest regarding the organizations being reviewed by their specific panel. Panelists may neither review nor score applicants with whom they have a fiduciary, personal or adversarial relationship currently, in the past twelve months or in the projected grant term. Panelists who have a conflict of interest with an applicant must leave the panel meeting during the discussion of that application.

**Board Review**

Grant recommendations from panels are forwarded to the Houston Arts Alliance Grants Committee for review. The committee, in turn, forwards its recommendations to Houston Arts Alliance Board of Directors for final approval. These recommendations are subject to organizations meeting all requirements prior to issuing a grant agreement. Organizations that are not funded might be asked to attend HAA workshops or other training for further assistance.

## AFTER RECEIVING THE GRANT

Organizations awarded a CBI grant by Houston Arts Alliance are required to attend an Orientation Meeting as scheduled by Manager of Capacity Building Initiatives. The grantee will enter into a grant agreement that clearly states the scope of services and outlines the requirements of the grant. All grant funds are to be used for the stated activities as a requirement of the grant agreement.

### SIGNING THE GRANT AGREEMENT

Houston Arts Alliance requires two authorized officials from the awarded organization sign the agreement. One of these officials must be the CEO, executive director, president or board chair of the organization. If the CEO and board president or chairman is the same person, then another non-relative officer must sign as second signature. The grant agreement will outline the terms of the grant, scope of services, reporting requirements and legal issues applicable to the funding. Houston Arts Alliance reserves the right to make changes to the grant program policies, schedule or guidelines. If any changes are made, grantees will be notified in writing within 30 days of the change.

### INSURANCE

Grantees that are awarded over \$30,000 in funding from the City of Houston from its various grant programs must provide Houston Arts Alliance with proof of the following types of insurance (see below).

1. Worker's Compensation (statutory amounts);
2. Employer's Liability (\$500,000, \$500,000, \$500,000);
3. Commercial General Liability including Contractual Liability to cover Houston Arts Alliance and the City of Houston for the Indemnification (\$500,000/\$1,000,000);
4. Automobile Liability, where appropriate (\$500,000/\$1,000,000); and
5. Copyright Protection (\$500,000/\$1,000,000)—where appropriate.

All insurance must be on an occurrence basis. All grantees must include Houston Arts Alliance and the City of Houston as additional insured's and provides Houston Arts Alliance with certificates of insurance. It is the responsibility of the grantee to provide updated insurance to HAA throughout the grant term should it lapse. Grantees receiving less than \$30,000 are required to maintain the necessary insurance to conduct their business but do not have to provide proof of insurance to Houston Arts Alliance.

### CREDIT SUPPORT OF THE CITY OF HOUSTON AND HOUSTON ARTS ALLIANCE

Grantees are required to acknowledge the support of the City of Houston and Houston Arts Alliance through the use of logos and credit lines on all marketing and promotional materials. Houston Arts Alliance and City of Houston logos can be found on the Houston Arts Alliance website ([www.houstonartsalliance.com/news/haa-logo-usage-guidelines/](http://www.houstonartsalliance.com/news/haa-logo-usage-guidelines/)), the credit line is: "[Organization Name] is a Participant of the Capacity Building Initiative by grants from the City of Houston through Houston Arts Alliance."

### GRANT PAYMENT

Grant payments are made in quarterly installments, following the distribution of Hotel Occupancy Tax funds to Houston Arts Alliance from the City of Houston. The initial payment will be made after execution of the grant agreement. Subsequent payments will be made at the beginning of each quarter, following a review of the previous quarters requirements have been met (attendance at meetings, workshops, and timesheets submitted). The final payment is dispersed after submission and approval of the final report. (Please see the reporting requirements section below.) Grantees with outstanding reports from previous years are not eligible to receive any payments until the previous grants are closed out. Grantees are ineligible for any future grants if they are in default of a previous grant.

## REPORTING REQUIREMENTS

### **Mid-Year Report**

CBI Participants receiving funding from Resident Incubator program are required to submit, via email, a Mid-year report to be submitted at the end of the 2<sup>nd</sup> quarter of each grant year. Grantees are asked to immediately notify Houston Arts Alliance of changes to the activities proposed in the application. If changes have been made after receipt of an award and occurs prior to submission of the mid-year report, please request to update the changes immediately with the P&S staff.

### **Final Report**

A Final Report is required after the completion of the scope of services and activities specified within the grant agreement. The final report includes information and documentation on completed activities, outcomes achieved, as well as income and expenses for the grant. Documentation for how grant funds were used **must** include copies of every invoice/receipt and checks written for grant expenses paid for with Houston Arts Alliance funds. Every check copy and receipt/ invoice copy provided Houston Arts Alliance should be dated during the grant term



## ADDITIONAL INFORMATION

### HELPFUL HINTS

- Read the guidelines, criteria and grant application instructions before beginning the application process.
- Plan your narrative following the questions and funding criteria. Plan your answers carefully to avoid repetition.
- Write to the funding criteria. Keep the funding criteria in front of you when preparing your proposal. Remember all applications are reviewed and scored based on how well the applicant meets the funding criteria.
- Don't assume. The panelists who review your proposal may have no knowledge of your organization or its programming. Make sure you describe existing and proposed programs in detail. The application should stand on its own merits. You will be notified of panel review date and required to send a qualified representative(s) who can discuss the budget and program proposed.
- Avoid generalizations. Rather than stating, "We have operated a successful series of concerts for the last four years," use numbers to prove your case. For example, "We have produced six plays with 10-performance runs for the last four years to audiences ranging from 75 to 100 for each performance."
- Proofread. Before submitting your application, have at least one person in addition to yourself proofread your application. If the reader has questions, it is likely the panel will as well. You are advised to create your narrative in Microsoft Word, or comparable software program, utilizing the spell-check, grammar check, and word count features, and then to cut and paste it into the online application. Applications that contain frequent typographical errors, poor grammar or misspelled words do not give a positive impression of the organization and rarely score well. If your narrative doesn't fit into the allowed word limit, it is your responsibility to edit it to fit.
- Budget projections should be reasonable but do not necessarily need to balance to zero. Realistic, moderate surpluses are acceptable and encouraged. Any planned deficits should be noted and explained.
- Review the Learning Sessions posted on HAA website ([www.houstonartsalliance.com](http://www.houstonartsalliance.com)). Read the best practices and lessons learned from previous Participant's use of funds through the Capacity Building Initiative.

### APPLICATION ASSISTANCE

Applicants are encouraged to become familiar with the program requirements and criteria before beginning the application process. To speak to or make an appointment with Amy Gibbs, Capacity Building Initiatives Manager, please call 713.581.6122 or email [amy@haatx.com](mailto:amy@haatx.com)