

FY22 General Operating Support I Grants (GOS I Grants) Narrative Template

This template is for your reference only. All applications, work samples, and supplemental materials must be submitted online through SurveyMonkey Apply (SM Apply). AHCMC cannot accept anything by mail or email.

***Please note that there may be formatting differences on the SM Apply grants portal, however the content of the questions will remain as seen on this template. ***

All required questions are marked with an asterisk (*). All text responses have a character count that includes spaces.

Submit this application no later than **Monday, March 15, 2021 at 11:59 p.m.**

Organization Overview

***Describe the vision, goals, and/or values of your organization.** If this application is on behalf of an arts or humanities division within a larger organization, describe the larger organization's mission and explain the relationship to the larger organization. (2,500 characters maximum with spaces)

***Provide an overview of significant organizational activities and achievements over the last 12 months.** Please highlight your organization's most impactful activities and achievements; a full list may be uploaded as Programming Support Materials in SM Apply. If your organization's activities and achievements were adversely impacted and/or significantly reduced due to the pandemic, provide an explanation below. (2,500 characters maximum with spaces)

***If your organization received an FY21 General Operating Support Grant, please explain how your organization has addressed the issues and concerns noted in the panel comments.** Please provide an explanation if your organization struggled to address panelists concerns due to the COVID-19 pandemic. If the organization did not receive a grant in FY21, please indicate N/A. (2,500 characters maximum with spaces)

Organizational Capacity (25 points)

- Sustains an organizational structure appropriate for the size and scope of the organization
- Retains qualified, experienced artistic/scholarly staff and managerial staff
- Has achieved or is making demonstrated, intentional progress towards recruiting staff that is diverse and reflective of the community
- Has an effective governing board that provides active and appropriate leadership, operates in accordance with acknowledged best practices in the non-profit sector, and has achieved or is making demonstrated, intentional progress towards board diversity reflective of the community
- Encourages the involvement of volunteers (non-board) who can help the organization achieve its mission
- Demonstrates evidence of both short- and long-term planning, with board and staff setting strategic goals for the organization and measuring progress against clearly established benchmarks

***Describe your organization's structure and the responsibilities of your organization's board, staff, and volunteers.** If your organization works with volunteers, how they are supervised? Address any significant changes in staffing or management that recently occurred or are planned over the next 12 months. (2,500 characters maximum with spaces)

***Describe diversity within the organization, including staff, volunteers, and board.** Be as specific as possible by including characteristics such as, but not limited to, age, race/ethnicity, gender, sexual orientation, geographic location, economic status, and/or disability. Please describe any efforts, goals, or planned future actions to increase internal diversity. (2,500 characters maximum with spaces)

***What is your organization's short-term planning process?** Identify specific, short-term organizational goals and provide a clear timeframe for implementation. Address any short-term goals that are in response to financial, personnel, Diversity, Equity, Inclusion and Access (DEIA), and/or programming challenges the organization has faced over the last 12 months and how progress will be measured. (2,500 characters maximum with spaces)

***What is your organization's approach to long-term planning?** If the organization has a Strategic Plan or Business Plan, explain how the organization uses the plan to set goals and measure progress against benchmarks, and how often the plan is re-evaluated. Identify specific, long-term organizational goals, provide a clear timeframe for implementation, and describe the role of Board, staff, and other stakeholders in this process. (2,500 characters maximum with spaces)

Programming Quality (15 points)

- Develops programs that are aligned with the organization's mission
- Demonstrates a commitment to quality and creativity, including a willingness to experiment and innovate within the stated mission, as well as a willingness to expand and diversify programming to build participation/audiences
- Conducts program evaluation involving all stakeholders to measure impact and demonstrates that feedback is utilized in planning
- Demonstrates success of prior programming (i.e., internal evaluation data and external community recognition)

***Provide a brief overview of anticipated FY22 programming.** Where possible, provide an estimated timeline, likely location(s), estimated audience/participants, and key change(s) from previous year(s), if any. Your response should focus on Montgomery County, even if your organization serves other jurisdictions. (2,500 characters maximum with spaces)

***How does your organization's programming demonstrate a commitment to quality and creativity, including a willingness to experiment and innovate within the stated mission?** Describe efforts to expand or diversify programming to build audience participation. (2,500 characters maximum with spaces)

***Describe the organization's internal and external program evaluation process, including types of data collected, who participates in the evaluation process, and how feedback is utilized.** Describe results, including testimonials and any media or peer reviews, along with quantitative data (i.e., survey results, box office data, etc.) collected within the last 12 months. Additional information, testimonials, media, and/or peer reviews may be uploaded as Programming Support Materials in SM Apply. (2,500 characters maximum with spaces)

Community Impact (35 points)

- Uses data and demographics to clearly define audience and demonstrates an understanding of the community to be served
- Conducts outreach to engage diverse communities, including underserved and marginalized populations
- Includes the community in program planning and evaluation and is responsive to community feedback
- Collaborates and forms meaningful partnerships with other stakeholders to achieve the organization's mission
- Ensures that programs, services, facilities, and online media are accessible to the public by identifying and removing barriers to participation
- Achieves results indicating that programs are relevant and inspiring to the people, organizations, and communities for whom they are intended

***Identify and describe your organization's intended audience.** Be as specific as possible by including characteristics such as, but not limited to, age, race/ethnicity, gender, sexual orientation, geographic location, economic status, disability, and whether community is underserved and/or a special interest group. Are there differences between your organization's current audience and your organization's intended audience? (4,000 characters maximum with spaces)

***Describe specific outreach efforts to engage diverse individuals and/or communities who may be underrepresented within your organization's audience.** How are these initiatives evaluated? What has been the outcome? (4,000 characters maximum with spaces)

***How does your organization include, or plan to include, the intended audience in the creative process, program planning, and evaluation of activities?** (4,000 characters maximum with spaces)

***Describe the nature of collaborations with community groups and/or other stakeholders and how they advance your organization's mission.** Collaborations may include ongoing partnerships or partnerships around specific events or other activities. (2,500 characters maximum with spaces)

***How does your organization ensure that programs, services, facilities, and online media are accessible to the public and are ADA compliant?** Include any barriers to participation your organization has identified and has addressed or plans to address. (2,500 characters maximum with spaces)

Financial Stability (25 points)

- Utilizes sound financial controls and reporting procedures
- Has a clear plan for addressing any deficits or other financial challenges and operates with transparency
- Maintains diversity of funding sources, including earned and contributed income
- Employs fundraising strategies appropriate for the size of the organization and the community served to ensure sustainability
- Operates with ratio of current assets to current liabilities and liquid net assets appropriate for achieving organizational goals

***Describe your organization's financial management structure and how oversight is provided.** Include any recent changes to your financial controls/policies and the impact of those changes. (2,500 characters maximum with spaces)

***Describe your organization's overall financial health and any activities undertaken to fund an endowment, build a cash reserve, overcome a deficit, and/or repay debt.** If your organization experienced any financial challenges in the most recently completed fiscal year, how were those challenges addressed and how will your organization address those challenges in the future? (2,500 characters maximum with spaces)

***Explain any significant changes to this year's operating budget as compared to last year's operating budget, including any significant increases or decreases anticipated in income and/or expenses.** (2,500 characters maximum with spaces)

***Describe your organization's fundraising goals, including whether your organization was able to meet fundraising goals for the most recently completed fiscal year and whether your organization is on track to accomplish the current fiscal year's fundraising goals.** List specific benchmarks against which progress is being measured and describe any fundraising plans in place for FY22. (2,500 characters maximum with spaces)

***How will your organization meet the match requirement?** (1,500 character maximum with spaces)

Work Sample(s) Description

This is a separate task from the application narrative.

***Explain what the work sample(s) is (i.e., a performance from 2019) and why the work sample(s) was selected.** Address how the sample(s) relates to the proposed project and your work as an organization. (1,000 character maximum without spaces)

Uploads

All documents except for work samples must be submitted as PDFs. Contact AHCMC grants staff for assistance in converting documents to PDFs.

*Organizational Support Materials

- Bios of key staff indicating paid full-time staff, paid part-time staff, and unpaid volunteers;
- Current Strategic Plan, if available; and
- Organizational Chart, if available.

*Financial Support Materials

- FY20 990, or if the FY20 990 is not yet available, the letter of extension;
 - **If the FY20 990 is not received by June 1, 2021, the organization will be disqualified.**
- FY20 audit and/or financial review, or if not yet available, the letter of extension, if applicable;
 - **If the FY20 audit and/or review is not submitted by June 1, 2021, the organization will be disqualified.** Refer to page 6 of the FY22 GOS I Grant guidelines for more information about the audit/financial review requirements.
- Profit & Loss for the most recently completed fiscal year;
- Balance Sheet for the most recently completed fiscal year;
- Current fiscal year operating budget with actuals year-to-date; and
- Projected FY22 operating budget, if available.

*Programming Support Materials

- Include materials that will assist the panel in evaluating the applicant's programming, presenting, and/or producing activities (i.e., newspaper clippings, program booklet, photos, brochures, or flyers).
- **One PDF no more than 10 pages.**

*Work Sample(s)

- Upload work sample(s) that demonstrate the applicant's abilities and achievements.
 - Applicants should submit their strongest work samples – quality work samples are critical to the evaluation of an application.
- Submit work sample(s) in the format specified below:
 - Images: Maximum 10 images, up to 4 MB per file, which can be uploaded individually or formatted as one PDF.
 - Video: Maximum 2 videos, up to 100 MB per file, no more than five minutes combined.
 - Audio: Maximum 2 files, up to 10 MB per file, no more than five minutes combined.
 - Live video or audio hyperlinks can also be placed within PDF (i.e., a live hyperlink to YouTube within a PDF).
 - If the submitted video and/or audio is more than five minutes combined, include instructions for which segments the panel should pay attention to. (Ex: Please click on the YouTube hyperlink to watch the video from 0:47 to 4:10.)
 - Written Work:
 - For prose or research, submit no more than 10 pages, double-spaced, at least 11-point font, with 1-inch margins.
 - For poetry, script, or screenplay, submit no more than 10 pages, double-spaced, at least 11-point font, with 1-inch margins.
 - If the work submitted is a portion of a larger work, include a synopsis of the chapters and an outline of the complete work. Clearly explain how and where the

piece submitted fits into the whole.

- Applicants are encouraged to submit samples reflecting recently completed work. Samples must adhere to the following guidelines for the discipline of the work in which the applicant is engaged:
 - For Presenting and/or Multidisciplinary: Applicants must submit work sample(s) that convey more than one arts and/or humanities discipline.
 - For Performing Arts: **Applicants are highly encouraged to submit video or audio work samples, instead of stills or photos.** If the applicant's work includes audience interaction, a live performance recording is helpful.
 - For History or Social Sciences, Historical, Critical, or Theoretical Approaches to the Arts, Linguistics, Literary Analysis, Philosophy, Writing, Ethics or Comparative Religion: Follow the format for written work.
 - For Media, Design, and Visual Arts: Follow the format for video and image files.

AHCMC Reporting Data

Please fill out the charts below. **These charts are for our own reporting purposes. This information will not be factored into the application evaluation or be seen by panelists.** If any of the line items are not applicable, write "0" and please explain why in the comment box below.

Use the links below to answer the following questions about your organization's/group's districts:

- <https://maryland.maps.arcgis.com/apps/webappviewer/index.html?id=177afa87a67746a4ac5496b2d0897fb7>
- <https://www2.montgomerycountymd.gov/mccouncildistrict/>

***Federal House District:**

***State Senate District:**

***State Delegate District:**

***County Council District:**

The numbers below should reflect your organization's allowable revenue and expenses for Montgomery County, MD.

Non-allowable cash operating expenses include, but are not limited to:

- Investment Fees
- Interest Expenses
- Re-granting¹
- Capital improvements expenses/other related costs²
- Depreciation
- Loan principal payments
- In-kind donations
- Bad debt

Non-allowable cash operating revenue includes, but is not limited to:

- Unrealized gains or losses
- Investment revenues (interest and dividends)
- In-kind donations
- Revenue raised for capital
- Funds intended for re-granting

¹ Scholarships, awards, and tuition assistance are considered forms of re-granting.

² Costs related to improving or expanding the organization's physical structure must be counted as capital improvement expenses, not as operating expenses.

Revenue & Contributions	Most Recently Completed Fiscal Year	Previous Fiscal Year	Three Fiscal Years Prior
City Revenue/Contributions			
County Revenue/Contributions			
State Revenue/Contributions			
Federal Revenue/Contributions			
Foundation Revenue/Contributions			
Corporate Revenue/Contributions			
Individual (non-Board) Giving Revenue/Contributions			
Board Giving Revenue/Contributions			
Other Contributed Revenue			
In-Kind Revenue			
Earned Revenue			
Investment Revenue			
Total Revenue	Auto-Calculated	Auto-Calculated	Auto-Calculated

Expenses	Most Recently Completed Fiscal Year	Previous Fiscal Year	Three Fiscal Years Prior
In-Kind Expenses			
Depreciation			
Expenses (all other expenses)			
Total Expenses	Auto-Calculated	Auto-Calculated	Auto-Calculated

*FTE is based on hours worked rather than number of employees. To calculate FTE, divide the number of total hours worked by the total hours for a full-time work week. For example, if an employer has a 40-hour workweek, employees who are scheduled to work 40 hours per week are 1.0 FTEs. Employees scheduled to work 20 hours per week are 0.5 FTEs. An employer with a 35-hour workweek would divide the employee's scheduled hours by 35 to determine the FTE.

Staff and Volunteers	Most Recently Completed Fiscal Year	Previous Fiscal Year	Three Fiscal Years Prior
Employee Salaries and Fringe Benefits (Full-time staff)			
Employee Salaries and Fringe Benefits (Part-time staff)			
Employee Salaries and Fringe Benefits (Contracted staff)			
Number of Full-Time Equivalent (FTE) Employees (Includes full-time, part-time, and contracted staff) *			
Volunteer Hours (Youth under 18)			
Volunteer Hours (Over 18)			

Activity Attendance	Most Recently Completed Fiscal Year	Previous Fiscal Year	Three Fiscal Years Prior
Event & Program Attendance (Youth under 18)			
Event & Program Attendance (Over 18)			
Paid Event & Program Attendance			
Free Event & Program Attendance			

Please explain if any of the line items above do not apply. (1,500 characters maximum with spaces)

Demographic Information

This information is being collected for reporting purposes only, will only be shared in the aggregate, and is for our own reporting purposes. This information will not be factored into the application evaluation or be seen by panelists.

The Organization's/Group's Executive Director, CEO, Managing Director, or comparable position

***Please indicate what race/ethnicity the Executive Director, CEO, Managing Director, or comparable position publicly self-identifies as.**

- Asian/Asian American/Pacific Islander
- Arab/Middle Eastern
- Black/African America/African
- Hispanic/Latino/Latina/Latinx
- Native American/American Indian/Indigenous
- White/Caucasian/European
- Multi-Racial or Multi-Ethnic (2 or more races or ethnicities)
- Decline to state

Please indicate which gender the Executive Director, CEO, Managing Director, or comparable position publicly self-identifies with. *Two drop-down lists.

- Female
- Male
- Non-binary
- Two-Spirit
- Decline to state
- Transgender
- Non-transgender (cisgender)
- Decline to state

***Please indicate what sexual orientation the Executive Director, CEO, Managing Director, or comparable position publicly self-identifies with.**

- Gay, Lesbian, Bisexual
- Heterosexual or Straight
- Asexual
- Decline to state

***Please indicate whether the Executive Director, CEO, Managing Director, or comparable position publicly self-identifies as a person with a disability.**

- Yes
- No
- Decline to state

The Organization's Board

*Unknown indicates the number of people for whom you have no demographic information.

***Enter the total number of Board members:**

***How many Board members publicly self-identify as:**

- Asian/Asian American/Pacific Islander
- Arab/Middle Eastern
- Black/African America/African
- Hispanic/Latino/Latina/Latinx
- Native American/American Indian/Indigenous
- White/Caucasian/European
- Multi-Racial or Multi-Ethnic (2 or more races or ethnicities)
- Decline to state
- Unknown*

*** How many Board members publicly self-identify as (two separate responses):**

<input type="checkbox"/> Female	<input type="checkbox"/> Transgender
<input type="checkbox"/> Male	<input type="checkbox"/> Non-transgender (cisgender)
<input type="checkbox"/> Non-binary	<input type="checkbox"/> Decline to state
<input type="checkbox"/> Two-Spirit	<input type="checkbox"/> Unknown*
<input type="checkbox"/> Decline to state	
<input type="checkbox"/> Unknown*	

***How many Board members publicly self-identify as:**

- Gay, Lesbian, Bisexual
- Heterosexual or Straight
- Asexual
- Decline to state
- Unknown*

***How many Board members publicly self-identify as a:**

- Person with a disability
- Person without a disability
- Decline to state
- Unknown*

The Organization's/Group's Paid Staff

*Unknown indicates the number of people for whom you have no demographic information.

***Enter the total number of paid staff:**

***How many paid staff publicly self-identify as:**

- Asian/Asian American/Pacific Islander
- Arab/Middle Eastern
- Black/African America/African
- Hispanic/Latino/Latina/Latinx
- Native American/American Indian/Indigenous
- White/Caucasian/European
- Multi-Racial or Multi-Ethnic (2 or more races or ethnicities)
- Decline to state
- Unknown*

*** How many paid staff publicly self-identify as (two separate responses):**

<input type="checkbox"/> Female	<input type="checkbox"/> Transgender
<input type="checkbox"/> Male	<input type="checkbox"/> Non-transgender (cisgender)
<input type="checkbox"/> Non-binary	<input type="checkbox"/> Decline to state
<input type="checkbox"/> Two-Spirit	<input type="checkbox"/> Unknown*
<input type="checkbox"/> Decline to state	
<input type="checkbox"/> Unknown*	

***How many paid staff publicly self-identify as:**

- Gay, Lesbian, Bisexual
- Heterosexual or Straight
- Asexual
- Decline to state
- Unknown*

***How many paid staff publicly self-identify as:**

- Person with a disability
- Person without a disability
- Decline to state
- Unknown*

The Organization's/Group's Volunteers

*Unknown indicates the number of people for whom you have no demographic information.

*If the applicant has no volunteers please select "Not applicable" for all the following questions.

***Enter the total number of volunteers:**

***How many volunteers publicly self-identify as:**

- Asian/Asian American/Pacific Islander
- Arab/Middle Eastern
- Black/African America/African
- Hispanic/Latino/Latina/Latinx
- Native American/American Indian/Indigenous
- White/Caucasian/European
- Multi-Racial or Multi-Ethnic (2 or more races or ethnicities)
- Decline to state
- Unknown*
- Not applicable*

*** How many volunteers publicly self-identify as (two separate responses):**

<input type="checkbox"/> Female	
<input type="checkbox"/> Male	<input type="checkbox"/> Transgender
<input type="checkbox"/> Non-binary	<input type="checkbox"/> Non-transgender (cisgender)
<input type="checkbox"/> Two-Spirit	<input type="checkbox"/> Decline to state
<input type="checkbox"/> Decline to state	<input type="checkbox"/> Unknown*
<input type="checkbox"/> Unknown*	<input type="checkbox"/> Not applicable*
<input type="checkbox"/> Not applicable*	

***How many volunteers publicly self-identify as:**

- Gay, Lesbian, Bisexual
- Heterosexual or Straight
- Asexual
- Decline to state
- Unknown*
- Not applicable*

***How many volunteers publicly self-identify as:**

- Person with a disability
- Person without a disability
- Decline to state
- Unknown*
- Not applicable*