New Jersey State Council on the Arts
General Operating Support (GOS)
Fiscal Year 2020 Grant Program Guidelines

ABOUT THE NEW JERSEY STATE COUNCIL ON THE ARTS

The New Jersey State Council on the Arts is a division of the New Jersey Department of State, created in 1966 by Public Law Chapter 214 and consists of 17 Governor-appointed members, and three ex-officio members representing the New Jersey Secretary of State, the Senate, and the Assembly. The Council's volunteer members are supported by a professional staff who carry out the Council's programs and services from the State Capital in Trenton.

WHAT WE BELIEVE

We believe the arts are central to every element we value most in a modern society including: human understanding; cultural and civic pride; strong communities; excellent schools; lifelong learning; creative expression; and economic opportunity.

OUR MISSION: GIVEN TO US BY THE PEOPLE OF NEW JERSEY

In 1966, the Legislature passed, and the governor signed, a bill creating the New Jersey State Council on the Arts, and directing us to do all that is necessary and appropriate to: support, encourage, and foster public interest in the arts; enlarge public and private resources devoted to the arts; promote freedom of expression in the arts; and facilitate the inclusion of art in every public building in New Jersey.

HOW WE ARE FUNDED

Public support for the arts in New Jersey comes from a dedicated, renewable revenue source - the Hotel/Motel Occupancy Fee - established in 2003. Under this law, 22.68% of the fees collected are annually allocated to the State Arts Council with a minimum appropriation of $16 million. Additionally, the Council receives an annual, competitive grant from the National Endowment for the Arts.

As the largest funder of the arts in New Jersey, the Council is committed to providing annual and multi-year grants to New Jersey's nonprofit arts organizations, arts projects, and artists. Strategic, responsive, and responsible grantmaking is the Council's highest priority, ensuring programs and services are equitable, accessible, and have the greatest possible statewide impact.

FY20 GRANT CYCLE: GRANT PROGRAMS FOR ORGANIZATIONS

General Operating Support (GOS), a three year grant program
General Program Support (GPS), a three year grant program
Arts Project Support (APS), a one year grant program

The Grant Period for all grants under this program runs July 1 to June 30.

MULTIPLE APPLICATION ELIGIBILITY

New applicants may only apply for either General Operating Support (GOS), General Program Support (GPS) or Arts Program Support (APS) in one fiscal year. Current GOS and GPS grantees may also make an additional application in APS, but ONLY in the category of folk arts.

APPLICATION ASSISTANCE AVAILABLE

The following assistance is available to help you compose and submit your application.
1. Application workshops/webinars. Please check the Council's website for details and schedules.
2. Staff is available to help with questions specific to your application. Program Officers in each discipline are reachable by telephone and email, or you may schedule an appointment for in-depth application form questions.

WHAT IS A GENERAL OPERATING SUPPORT GRANT

General Operating Support (GOS) grants provide support for the overall operations of organizations with missions exclusively devoted to the arts, and which meet the Council's eligibility criteria. Review and consideration of GOS requests occur every three years. GOS grants are typically awarded with a three-year commitment, subject to contract stipulations and available funds. This grant is to be matched 3:1 ($3 earned or raised and spent per $1 received from the Council).

Applicants should consult the Frequently Asked Questions document for additional guidance and support.

INELIGIBLE USES OF COUNCIL GRANT FUNDS

1. Capital improvements and acquisitions
2. Hospitality costs
3. Deficits or replacements of funds normally budgeted for the activity
4. Fundraising events
5. Student publications or scholarship funds

HOW TO APPLY FOR A FY20 GOS GRANT

A Notice of Intent to Apply (NOI) is the first required step in the application process (exception: FY19 GOS grantees need not submit a NOI unless noted as a requirement in the organization's FY19 contract specifications). The Council will not accept an application that was not preceded by a NOI if one is required.

To file a NOI, an applicant must be registered in the SAGE system. The purpose of the NOI is to provide Council staff with the opportunity to assess potential applicants by previewing proposals and ensuring eligibility requirements are met. The NOI form is not binding.

Each organization that submits a NOI is required to meet with Program Staff via telephone to discuss their organization, program or project prior to submitting an application. The purpose of the meeting is to confirm eligibility and screen for potential issues before an application is submitted. Program Staff will reach out to schedule the meeting in December/early January.

SAGE System: The System for Administering Grants Electronically (SAGE) is the State of New Jersey's grant management system. This system requires authorization for access. If you do not have a username and password please click the New User link to request access to the site. Please contact Patricia Hamilton-Ross at patricia.hamilton-ross@sos.nj.gov or 609/633-1273 for technical assistance in SAGE.

DEADLINES AND SCHEDULE FOR THE FY20 GOS GRANT APPLICATION PROCESS

- The Notice of Intent must be efiled in SAGE by **Tuesday, December 4, 2018** at 11:59 p.m.
  All potential applicants **must** submit a Notice of Intent, if required. Requests for extensions to the deadline will not be permitted.

- The FY20 GOS application will open in SAGE in January 2019 to current grantees and to organizations that submitted a successful NOI. Organizations will receive a SAGE email notification announcing the availability of the application.

- The FY20 GOS application must be efiled in SAGE by **Wednesday, February 13, 2019** at 11:59 p.m. Requests for extensions to the deadline will not be permitted.

- Peer Panel Deliberation and Review April/May 2019

- Council Grants Committee Review June 2019

- Council Votes on Award Recommendations Annual Meeting July 2019

Please Note: Applicants awarded just one year of GOS may re-apply for this support in FY21. Applicants denied funding for GOS may re-apply for this support in FY21.

NEW FOR FY20

1. Any materials submitted after the application due date will not be accepted.
2. Current GOS grantees are required to upload their FY17 ARF Report in SAGE with their application. This is to ensure the review panel has complete information.
3. Citations of Excellence will be awarded to organizations that receive the highest evaluation by the grant review panels, meet all reporting requirements and deadlines, and demonstrate exemplary investment of the Council's grant award through the reporting process. Designations will be conferred annually at the Annual Meeting beginning July 2019.
4. The Council will no longer designate "Major" organizations.

GOS ELIGIBILITY REQUIREMENTS

To be eligible to receive a GOS grant, an applicant must be:

1. incorporated in the State of New Jersey as a non-profit corporation or be a unit of government, college or university;
2. tax-exempt by determination of the Internal Revenue Service in accordance with Sections 501(c)3 or (c)4; and,
3. registered annually with the NJ Charities Registration Bureau and Division of Revenue
4. in compliance with all pertinent state and federal regulations including but not limited to: Fair Labor Standards, the Civil Rights Act of 1964; Section 504 of the Rehabilitation Act of 1973, as amended; Title IX of the Education Amendments of 1972; the Age Discrimination Act of 1975; the Americans with Disabilities Act of 1990; the Drug-Free Workplace Act of 1988; and Section 1913 of 18 U.S.C. and Section 319 of P.L. 101-121. Apart from all other provisions of law, particularly the requirements of the Americans with Disabilities Act, which bear upon all Council grantees, those grantees whose Council grant is composed all or in part of funds derived from the National Endowment for the Arts will be required to be in compliance with Section 504 of the Rehabilitation Act of 1973 at the time of and as a condition of receipt of the grant under penalty of rescission and any others set forth under law.

In addition, the applicant must demonstrate that it has a(n):
1. artistic mission and focus for the organization seeking support;
2. board of directors responsible for the governance and administration of the organization, its programs, and finances;
3. been in existence and providing public programs or services for at least two years prior to the application;
4. expense budget of at least $100,000 (new requirement);
5. one half-time administrative staff person on payroll, at minimum (new requirement);
6. current regional or statewide public impact through the organization's programs or projects. Regional impact is defined as serving audiences across a three or more county region of New Jersey. If less than 30% of the audience currently served is from outside the county, the organization is classified as having "local impact."

Those organizations that have "local impact" or cannot meet all the Council's eligibility requirements are encouraged to apply for Council support through their respective County Arts Agency, which receives a Local Arts Program grant for this purpose. If you would like more information regarding this opportunity, please contact Mary Eileen Fouratt at MaryEileen.Fouratt@sos.nj.gov or 609/984-6815.

In addition, organizations are encouraged to critically examine its capacity in order to successfully manage a GOS grant. Is the organization prepared and able to:
1. develop and manage a board-approved, three-year strategic long-range plan;
2. develop and manage a three-year ADA plan for compliance with the Americans with Disabilities Act. First-time applicants must complete the Cultural Access Network's "Self-Assessment Survey and Planning Tool" to establish a baseline by December 31, 2019. For more information regarding this requirement, please contact Mary Eileen Fouratt at MaryEileen.Fouratt@sos.nj.gov or 609/984-6815;
3. submit an audit/financial review annually within three months of your organization's fiscal year end;
4. provide documentation of compliance with the NJ Charities Registration Bureau;
5. provide documentation of compliance with Division of Revenue; and,
6. work in SAGE to submit a Contract, Interim Report and Final Report by the respective deadlines each year of the three-year grants cycle?

PANEL CATEGORIES FOR GENERAL OPERATING SUPPORT
All applicants must identify one of the panel categories that best applies to their organization. Consult the Glossary for definitions.

Dance	Media
Music	Literature
Opera/Musical Theatre	Folk Arts
Theatre	Multidisciplinary
Visual Arts	Arts Basic to Education
Crafts	Performing Arts Presenters

GOS APPLICATION COMPONENTS
Organizational Profile Form: This form provides the essential information about the organization.

Application Form: This form provides the essential information about the request for funding.

Purpose of Funding: This statement is limited to approximately 50 words or 300 characters. It is used in press releases and for other public inquiries. It should contain the basic "who, what, where, and when" information.

> Sample Statement: "This grant will help support the Sample Theatre Company's main stage season of four productions serving an estimated audience of 13,000 northern NJ residents; a six-play summer reading series for an invited audience of 3,000; a Youth Conservatory serving 75 young people and a Saturday Children's Series."

Narrative: This statement is limited to 8 pages or approximately 32,800 characters. It should clearly and concisely communicate your organization's story to the panel and provide context for the other materials in the application. The narrative should directly address the Evaluation Criteria through the "Narrative Topics."

Board Chart: This chart identifies who serves on the organization's current board. If you are a returning grantee, please check for accuracy if the chart is already completed in SAGE.

Staff Chart: This chart identifies the organization's current staff, which must include, at a minimum, one part-time employee.

Finance Charts: Provide Organizational Income and Expense Charts detailing three years of financial information. Use the notes feature to describe or explain your finance charts. The panel expects accompanying budget notes to provide clear information about the organization's complete financial picture.

In-Kind Contributions Chart (Optional): This chart documents any in-kind goods or services received/to be received by the organization. Remember, in-kind goods and services may not be counted toward the match. Detailing in-kind contributions is helpful for panelists to understand those costs not detailed in the Project Expense Charts. Contributions must be documented based on fair market value.

Audits/Financial Statements: Organizations must upload FY17 and FY18 audits or reviews of financial statements. The reports provided should be at minimum an independent corroboration and review of finances and internal controls conducted by a CPA (or by a Public Accountant certified before 12/31/70). Colleges, Universities and units of government are exempt from this audit requirement. In all cases in which a management letter is referenced in the audits, a copy should be submitted. An applicant's response to any audit findings may also be included and submitted with the report.

If the audit/financial review for an organization's 2018 fiscal year is not completed by the application due date, but will be available by March 31, 2019, the applicant should substitute a memo noting this fact and then must submit the FY2018 report to the Council by March 31st. Failure to provide the audit may result in disqualification from the panel review process.

Charities Registration and Division of Revenue: Organizations must be in accordance with both Charities Registration Bureau requirements and Division of Revenue requirements, including any other state and federal requirements. Failure to provide proof may result in disqualification from the panel review process.

Required and Optional Support Materials: Support material requirements vary according to discipline. Detailed information is found in the Support Material section.

EVALUATION CRITERIA

Review and reference the Evaluation Criteria in preparation for the narrative. Successful narratives are clear and convincing and are supported by budgets and links to support materials. Panelists look for evidence of solid program planning and implementation in accordance with the following criteria:

1. **High artistic quality** throughout the organization's programs in pursuit of organizational goals that provide/create public benefit and value.

2. Significant public benefit and **broad accessibility** based on a sound understanding of who is/will be served by the organization that is clear, measured, and documented.

3. Adequate and **appropriate strategic planning**, including governance, management and human resources as they relate to the organization.

4. An appropriate **organizational budget** that includes sufficient resources and appropriate compensation to artists.

5. Commitment to **arts education** and to providing opportunities for meaningful arts learning.

6. Commitment to raising **public awareness**, appreciation, support and advocacy for the arts, artists and arts education through diversity, equity, inclusion and access**.**

NARRATIVE TOPICS

The Narrative Topics are the framework for writing the narrative. Compose a narrative that will provide a panelist, who does not know your organization, the ability to understand it in relation to the Council's criteria. If you have unusual or unique circumstances that are not specifically queried, present them in the appropriate section. Use the required and optional support materials to reinforce specific narrative topics.

It is a good idea to craft the narrative in a Word document and copy and paste it into the SAGE narrative screen. Topic headings help panelists follow the narrative, which should also specifically reference any uploaded or linked support materials. Please also refrain from the excessive use of acronyms.

Section 1: Artistic Quality and Public Benefit

Mission/History/Artistry/Programming
State the organization's mission and briefly articulate its goals as adopted by the board and detailed in the long-range strategic plan. Provide a brief history of the organization, particularly as context for understanding current activities and future plans.
- State the philosophy or vision that drives the artistic decision making process.
- Describe the process by which artistic decisions are made.
- Include information on the artistic decision-makers, the organization's connection to the audience or the community served by the artistic work, and how the organization measures artistic quality. Please Note: "artistic quality" is relative to the organization's stated mission and goals.

Describe current major programs in sufficient detail to express their purpose, quality and scope.
- Discuss how programming will grow or change over the next three years.
- Include any special achievements or recognition for the artistic work of your organization.

Participation and Engagement
Describe in geographic and demographic detail the audiences currently served by the organization.
- Provide numbers, and explain how the organization identifies, measures and documents its public benefit.
- State the organization's established goals for broadening, deepening and/or diversifying that participation and reach.
- Describe how the diversity of the organization's Board, staff, and volunteers supports its participation and engagement efforts.
- Describe the methods the organization employs to market its programs and services and communicate with potential participants, as well as the outcome of those efforts.

Special Note: For performing arts organizations, it is important for the panel to know the number of seats filled by ticket buyers versus those occupied as a result of complimentary tickets or ticket giveaways. It is important to describe clearly the basis for the audience attendance figures the organization has achieved and/or projects.

Diversity, Equity, Access, and Inclusion (DEAI)
The Council is dedicated to making the arts accessible and engaging for people of all ages, abilities and backgrounds. DEAI policies and practices in the nonprofit arts sector vary from organization to organization based on influences from audiences, members, staff or specialty. It is important to articulate how your organization works to identify and address issues related to DEAI in your work.
- Describe any efforts to identify segments of the population underserved by your organization.
- Explain efforts undertaken to understand and eliminate barriers to participation, and to increase access for underserved communities, including but not limited to persons with disabilities.
- What other barriers to participation (economic, geographic, cultural, linguistic, perceptual, etc.) have been identified, and what strategies are in place to overcome them?
- How does the organization work to integrate the arts into community life?
- Does the organization have a policy that addresses issues of DEAI? If yes, upload the policy as one of the organization's optional support materials.
- If yes, how did the organization develop the policy? How does the organization assess its implementation?

Section 2: Governance, Management, Planning, and Finances

Governance/Management and Operations/Strategic Planning
Amplify the information provided in the Board Chart and detail how the organization's Board operates.
- How does the Board handle governance, fundraising, development, and advocacy – among other Board responsibilities?
- Are there term limits and what is the average tenure of Board members?
- Are there advisory boards or other types of volunteer groups to help the Board carry out the work of the organization? If so, describe that work in detail.
- Cite the goals for board growth and/or development with respect to diversification.

Amplify the information provided in the Staff Chart and detail how the organization's staff operates.
- Provide the panel with a solid understanding of the organization's staff structure.
- Who does what, and why?
- What positions are paid and what positions do volunteers hold? How are volunteers adequately trained?

- Do Board members hold staff positions? Do staff members sit on the Board? What are their roles and responsibilities?
- If staff positions are currently vacant, explain the organization's process and timeline for filling those positions.

The Council views the strategic planning process as a key indicator of the organization's present situation and potential future. Evidence of solid planning to guide operations and development for the next three years is critical to obtain a three-year funding commitment.
- Detail the organization's strategic planning process.
- Describe how the Board undertakes the important work of strategic planning.
- Are the goals clear and responsive to broad input from all constituencies?
- Are the desired outcomes measurable and achievable?
- How does the organization measure success? How well is the organization accomplishing those objectives?
- If the organization is developing a new strategic plan, describe the process in the context of the existing plan.
- Does the organization have a Leadership Succession Plan in place to manage transition intentionally?
- Does the organization have an Emergency Preparedness Plan that includes provisions for patrons with disabilities?

Fiscal Soundness/Financial Resources
Amplify the information provided in the Finance Charts and detail the current financial picture of the organization. Provide support information that gives the panel an honest assessment of the organization's current financial picture.
- Describe how the organization develops and monitors its budget. What are the organization's policies and procedures for ensuring sound fiscal controls?
- Discuss the sources of income and strategies to develop its potential.
- Explain projected increases or decreases.
- Explain how in-kind goods and services impact the organization
- Detail any assets and/or financial instruments that contribute to fiscal soundness (endowment, property, cash reserve, investments, or line of credit, et. al.)

If the organization is projecting an operating deficit, has an accumulated deficit, or on-going loan/credit payments, provide specific and realistic information about it.
- What caused the deficit and how does the organization plan to erase it?
- Is there a board approved deficit reduction plan? If yes, upload the policy as one of the organization's optional support materials.
- When is the deficit projected to be eliminated?

IMPORTANT: Fully utilize the Notes Section in the Finance Charts to provide information about the organization's complete financial picture.

Section 3: Arts Education, Advocacy, and Leadership
Arts Education/Arts Learning
How is arts education a part of the organization mission, goals, programs, and operations? Describe any specific arts education programs or activities.

- For school-based, school-time arts learning activities that support school core curriculum led by teaching artists, provide details on the schools or school districts, students and teachers served. Is teacher/teaching artist training part of this program, and if so, how is it accomplished? How are outcomes measured?
- For arts education programs such as classes and workshops held in community settings or on-site led by artists that provide sequential, hands on, participatory activities for any age that support high quality lifelong learning in the arts, describe how the organization is an educational resource for its community.
- For enrichment learning activities, such as lectures/demonstrations, docent tours, pre- or post-performance discussions, and gallery talks, describe how these activities deepen the artistic experience for participants.

Public Understanding/Advocacy
How does the organization advocate for support of the arts in New Jersey?
- Describe the specific ways that the organization communicates to public officials, educators, business and community leaders, and others about the public value of its work and of the arts in general.
- Describe any programs or services offered that contribute to better public understanding of the value of the arts.
- Describe any partnerships or collaborations with non-arts organizations that contribute to advancing understanding of the value of the arts to all sectors.

What is the role of the board in advocacy efforts for the organization as well as in promoting the value of the arts in general?
- Describe specific strategies or plans for increasing public understanding and appreciation of the arts.
- If you receive support from the Council, describe how you make the public aware of that fact.

SUPPORT MATERIALS
Required and optional support materials play a significant part in the evaluation process by reinforcing what is presented in the narrative. The support materials are important tools that provide the panel with a complete picture and basis for evaluation.

Applicants are required to submit specific support materials and have the option of submitting up to five additional pieces of support material that are from the past 18 months. Provide a link to your organization's website.

Artistic quality demonstrated through support materials is important. The links and/or uploaded files submitted should present samples of the organization's and associated artists' best work; panelists will assume what you show are the best possible samples.

Support Material Formats: The maximum file size you can upload is 13 MB. There is no size restriction for linked work samples. Do not submit links to password protected sites or pages.
All support materials are uploaded or linked in SAGE. Mailed-in materials will not be accepted. Should you have questions regarding this format, please contact Council Staff.

Required Support Materials

1. Brief Bios of Key Personnel/Artists Credentials
The qualifications of individuals playing key artistic, administrative, or educational roles (paid staff, board members or volunteers) must be provided. Provide artistic and education credentials for artists who are providing instruction or educational services. Identify the individual serving as the ADA Coordinator and provide a biographical summary if not included in key personnel.
- Provide biographical summaries with credentials related to individuals' functions. Do not include resumes.
- Provide credential summaries (brief biographical sketch) of artists engaged or a sample summary when there are a large number of artists engaged.

2. Strategic Plan
The Strategic Plan must provide the long-range (three or more years) goals and objectives of the organization. The Plan must:
- provide action steps for the realization of articulated goals;
- provide clear benchmarks to measure success;
- place the action steps on a realistic, detailed timeline;
- provide a budget to realize the goals within the timeline; and,
- provide an update that briefly notes what goals or objectives have been attained to date.

Those organizations between strategic plans should describe in the narrative the process for the development of a plan, including how the process will be conducted, who will be involved, a timeline, and a budget to realize the work.

3. Board-approved Nondiscrimination Policy

4. Board-approved Grievance Procedure for patrons

5. FY17 & F18 Audits

6. FY17 Audit Review Finance Sheet (ARF), if applicable

7. Audio/Visual Support Materials and Other Discipline-Based Special Information

Performing Arts Applicants (regardless of discipline)
Applicants should provide images that indicate the venue(s) in which work is produced or presented. In addition, applicants should provide materials that detail the organization's past and current public activities. Promotional videos are not permitted.

List the selections in the order you wish them to be accessed. The panel will view/listen to several selections but likely no more than 10 minutes total. It is important for the applicant to submit samples which:
- provide documentation of artistic quality;
- exhibit a variety of tempos and styles in performance; and,
- showcase the work of the organization's ensemble and not solely that of guest artists.

It is recommended that an applicant submit brief descriptions of the selections as an optional support material document to provide context for the panelists.

Music and Opera Applicants
List links or upload work performed within the past 18 months that are representative of the applicant's repertoire.

A list of repertoire is recommended as optional support material. Applicants in Opera may also upload images to demonstrate production values.

Theatre and Musical Theatre Applicants
Applicants are not required to submit a work sample in deference to the rules governing Actors' Equity Association. However, if a work sample is available and its submission is not a violation, the applicant is encouraged to submit it.

A list of repertoire from the past 18 month is recommended as optional support material. Applicants should upload images to demonstrate production values.

Dance Applicants
List links of work performed within the past 18 months that are representative of the applicant's repertoire.

Visual Arts and Crafts Applicants (and all Museums regardless of discipline)
Applicants may upload up to 20 images, including up to four images of the space and/or installation of an exhibit(s). The remaining images should detail exhibited and proposed-to-be-exhibited works by artists who have committed to participation or are under consideration. Floor plans of exhibition spaces are helpful. For exhibitions of contemporary artists' work, samples should be of recent works, unless the exhibition is a retrospective or has an historical perspective.

Media Arts Applicants
List links of work(s) produced or presented within the past 18 months.

Literature Applicants
Submit sufficient support material to document artistic quality, particularly of any guest writers, workshop leaders, etc. who are engaged for programs.

Folk Arts Applicants
Special guidance is provided. Please contact Kim Nguyen at kim.nguyen@sos.nj.gov or 609/292-4495 for additional support.

Multidisciplinary Applicants
While no specific materials are required, Multidisciplinary applicants must provide links or upload work based on the different disciplines involved in the program. Consult the Performing Arts and/or Visual Arts and Crafts Applicants sections for submission selections and instructions.

Arts Basic to Education Applicants
Special guidance is provided. Please contact Porché Hardy at porche.hardy@sos.nj.gov or 609/633-1049 for additional support.

Performing Arts Presenters
While no specific materials are required, Performing Arts Presenters applicants must provide links or upload work based on the different disciplines involved in the program. If other types of programs or services, such as producing events or artists' services, are provided, applicants should provide documentation. Consult the Performing Arts and/or Visual Arts and Crafts Applicants sections for submission selections and instructions.

Optional Support Materials
In addition to the required support materials, applicants may provide **up to five additional items of support material**. Each item is counted as one piece of support material. For example, a multi-page program is considered one piece; each planning document or article is considered one piece, as is each photo, brochure, letter of support, etc. Up to ten (10) social media posts listed on one document counts as one piece.

APPLICATION DEADLINE
The application deadline is **Wednesday, February 13, 2019** at 11:59 p.m. You will receive an e-mail confirmation from SAGE when your application is successfully submitted.