



Connecticut Commission
on Culture & Tourism

Instructions for Completing *Intent to Apply* FY08 Local Arts Agency Program

FILING INSTRUCTIONS

The *Intent to Apply* package is supplied by CCT in a PDF format which can be completed electronically. The PDF forms are pre-formatted and will not allow layout or format changes. Additionally, the PDF document will not allow you to format type (bold, italics, etc.) or to create or cut and paste tables, charts, etc. Note that the PDF format will not allow you to save a digital copy with your entered data. You will be able to print copies of the completed form for submission and for your office files.

NOTE: Be sure to complete all required information as incomplete packages will not be evaluated and therefore will not be scheduled for a mandatory consulting session or invited to submit a concluding grant application.

APPLICATION COVER SHEET

Organization Name: Use the official name of your organization.

Authorized Signature: Your “original” Application Cover Sheet must supply an original signature (not a signature copy) at bottom of the form (See Page 5 of the Guidelines: Assembly). The application must be signed by an Authorized Official, e.g. executive director, board president, other program official.

ORGANIZATIONAL PROFILE

Be brief. Spaces allotted for information are limited.

Total Board members/Number of Officers: List the total number of board members or other governing body representatives that meet regularly to support your organization. Also provide the number of officers.

Summarize the Town or Towns/Region Served: Describe the town or region by providing population(s), demographic information, geography, etc. Be concise. Supply information that will support your proposal goals.

Total staff: Arrive at a Full Time Equivalent (FTE) number as follows: Add all paid staff hours worked in a one week period and divide by 40 (the number of hours in a full time work week) to arrive at the full time equivalent number (this can be a whole number or a fraction). Example:

Employee One	40 hours per week
Employee Two	24
Employee Three	30
Employee Four	<u>30</u>
Total Hours	124 ÷ 40 = 3.1 FTE (Full time equivalent workers on staff)

Describe staffing structure: List separate, paid staff positions. Briefly outline the job duties assigned to each position and list the number of hours per week allocated to that position. If your organization has more than ten paid employees (ten rows are provided), list key organization positions first and use the last space(s) to summarize remaining positions as possible.

For organizations with few or no staff, you may describe the work of paid and unpaid staff. For volunteer positions, use “**Unpaid Volunteer**” as the Position Title.

Budget History: A decimal tab is provided to format budget figures but figures will not automatically add or subtract. Use actual (audited or corrected) figures for prior years (FY 2005, FY 2006). Show current FY 2007 approved budget, and projected income and expenses for FY 2008.

List and Describe Key Programs: Use the supplied sections (pages 3 & 4) to list **up to 4** key programs of your LAA. If your organization has fewer than 4 key programs, write "N/A" in Key Program Title/Name space(s) and leave description section blank. You may describe service programs or presentation programs. Select key programs to describe by prioritizing your organization's activities.

List each **Key Program Title/Name** on the top line and use the supplied space below to convey information as explained and formatted below. Be concise. Use these sections to provide reviewers with an overview of your organization's existing and/or new programming.

Format Protocol: Organize each Key Program description section into the (five) bold face headings listed below. Start each heading section (Program Description; Program History; etc.) on a new line by re-typing each heading followed by your description/explanation. Work with the limited space to maintain ease of readability.

Program Description: Briefly describe the program (Collective Marketing; Workshop Series; Outdoor Festival; Membership; Advocacy; etc.). Why is this a key program of your agency? Outline the major activities that occur due to this program and in what timetable. Is this an annual effort?

Program History: Provide the program's start date, briefly list any important historical milestones, awards, achievements, partnerships, etc.

Program Audience: Provide approximate annual or single event attendance totals, approximate audience demographics (geographic residence, age, race, gender, etc.).

Program Funding: Name resources and funding strategies employed to implement this program. Add information regarding Admissions. Are programs free or fee-based? If fee-based, provide cost/person attendance, describe subsidized admission, if any, etc. Briefly describe fiscal concerns, if any.

Program Evaluation: Briefly explain how and when program is evaluated, how evaluation information is used, how program may have been revised/changed based on assessment activities.

Strategic Plan: Answer **Yes** if your organization has a formal plan document that was collectively conceived by staff, Board, volunteers, and/or other participants. Answer **In Process** if your organization is **currently** preparing or formalizing a collective strategic plan document as described above.

STRENGTHS, WEAKNESSES, OPPORTUNITIES & THREATS

The SWOT Table on Page 5 of the *Intent to Apply* is pre-formatted.

Format Protocol: In each of the four boxes, **type each entry on a separate line** as if using a bulleted listing.

A **SWOT analysis** represents:

Strengths: *internal* attributes of your organization that are helpful to achieving the stated objective or project.

Weaknesses: *internal* attributes of your organization that may be harmful to achieving the objective or project.

Opportunities: *external* conditions that will be helpful to achieving the objective or project.

Threats: *external* conditions that may be harmful to achieving the objective or project.

A SWOT analysis is most effective when used to help define a desired, clearly identified objective. Generate possible strategies toward your Projected Workplan, by reflecting on the following questions:

1. How can we use and/or emphasize each Strength?
2. How can we minimize each Weakness?
3. How can we exploit current Opportunities?
4. How can we defend against identified Threats?

Internal & External Factors: 'Strengths' and 'Weaknesses' are internal to your organization. 'Opportunities' and 'Threats' are presented by the external environment. Internal factors may be viewed as strengths or weaknesses depending upon their impact on the organization's specified objective. They may represent strengths with respect to one objective and be a weakness for another objective. The external factors may include macroeconomic matters, technological change, legislation, and socio-cultural changes, as well as changes in the marketplace or competitive position. Use the list below to help initiate your SWOT analysis.

Strengths and Weaknesses

Resources: financial, intellectual, location
 Strong relationships with key stakeholders
 Customer service
 Organizational structure
 Stage of organizational development
 Quality of programming
 Key staff & Volunteers
 Management
 Marketing reach
 Price & Competitive advantages
 Costs of business
 Capacity to achieve stated goals
 Culture, attitude of the organization
 Philosophy & Values
 Operational efficiency
 Experience, knowledge, data
 Innovative aspects
 Accreditations, qualifications
 Processes, systems, IT
 Reputation
 Cash flow
 Continuity
 Reliability

Opportunities and Threats

Political/Legal/Regulatory environments
 Economic conditions
 Expectations of stakeholders
 Technology development
 Public expectations
 Competitors and competitive actions
 Market developments
 Industry trends
 Partners & Collaborators
 Social changes
 Customers & constituents
 Global influences
 New markets, niche markets
 Program/product development
 Information & research
 Market demand
 Vital contracts
 Obstacles faced
 Internal capacities
 Insurmountable weaknesses
 Loss of key staff
 Sustainable finances
 Seasonalities

SITUATIONAL ANALYSIS

The Situational Analysis on Page 6 of the *Intent to Apply* is pre-formatted and limited to **one page**. Clarify and simplify your narrative.

What are the major factors that have shaped the design of your proposal? Provide details regarding the opportunities, challenges, or needs that are most relevant to the achievement of your organization's and the LAA Program's goals. Describe your organization's top management challenges, organizational capacity matters, evaluations of existing programming, strategic planning considerations, constituents, major stakeholders, and so forth.

PROJECTED WORKPLAN SUMMARY

The Workplan Summary is a pre-formatted **maximum two-page** section. **How does your LAA intend to achieve its goals and the goals of the LAA Program?**

Format Protocol: Organize your summary into one or more main sections, each of which will describe discrete and/or grouped activities that are under consideration by your organization for the period of the LAA Program grant (July 2007 through June 2008). Each main section will provide information as itemized on Page 4, below (a. through d.). Be concise and clear. Create a simple format to present information for each main section.

NOTE: CCT will review your projected workplan ideas to prepare its initial LAA partnership agreement objectives. Consultants will review your *Intent to Apply* materials in conjunction with CCT's initial partnership objectives in preparation for discussion at the mandatory consulting session.

Itemize the following information for EACH main section of the Projected Workplan Summary:

- a) **Constituents served** – *Who are the primary recipients of the planned services? How has your organization confirmed that the projected service(s) is/are important to these constituents? Is this supported in your Situational Analysis or your SWOT analysis?*
- b) **Justification & Outcomes** – *Why is this activity (or activities) being considered as a primary objective for the period of the grant? For the activities described in this main section, explain the synergies between your LAA's current capacity needs, mission-based goals, constituent needs, etc., and the Commission's LAA Program goals. What outcomes does the organization expect as a result of this activity?*
- c) **Personnel** – *Who will be responsible to manage the work projected in this section (current or new staff, volunteers, contracted professionals, etc.)? Explain any partnerships or collaborations and their roles and responsibilities.*
- d) **Budget** – Provide rudimentary anticipated expenses for each main section. You may project budget expenses as a range, but do not present a greater than 20% range from the low to high estimates (example: \$1,000 – \$1,200 = within 20%). Use the same format for each main section to present your budget information. Provide a basic accounting breakdown, i.e.: Administrative Costs and Program Costs. Additionally, provide the graduated matching bracket that you project will be your required matching percentage (25%, 50%, 75%, 100%) and project or confirm required matching fund sources. **Note:** while organizations that are invited to submit a formal LAA Program grant will not be strictly held to estimated budgets provided in the Intent to Apply package, it is very important to estimate as accurately as possible at this stage of the process. Organizations may be asked to provide additional budget detail information during the consulting session and typical CCT grant budget information will be required of LAAs invited to submit a formal grant proposal.

Required Matching Percentages – Invited grant applicant's will be required to submit their previous year's corrected and/or audited operating expenses to verify their allowable matching percentage bracket. Use the following guidelines to estimate your required matching amount:

- A. Operating Budgets of \$0 to \$40,000 = Match of No less than 25%**
Figure your total LAA grant project expenses and multiply by .80 to estimate maximum grant allowable from CCT.
Example: Total grant request = \$12,500 x .80 = \$10,000
\$10,000 is the maximum CCT grant request / \$2,500 is minimum match
- B. Operating Budgets of \$40,001 to \$100,000 = Match of No less than 50%**
Figure your total LAA grant project expenses and multiply by .666666 to estimate maximum grant allowable from CCT.
Example: Total grant request = \$12,500 x .666666 = \$8,333
\$8,333 is the maximum CCT grant request / \$4,167 is minimum match
- C. Operating Budgets of \$100,001 to \$250,000 = Match of No less than 75%**
Figure your total LAA grant project expenses and multiply by .571440 to estimate maximum grant allowable from CCT.
Example: Total grant request = \$12,500 x .571440 = \$7,143
\$7,143 is the maximum CCT grant request / \$5,357 is minimum match

ADDITIONAL MATERIALS

No additional materials are needed to submit an Intent to Apply. Additional materials will be required of those organizations invited to submit a formal LAA Program Partnership Agreement grant. Additional materials needed at that time will include:

- a) **Board List** – maximum two page document providing a current list of your board of directors. On the first page also note: **a)** the maximum number of board members as stated in your bylaws, and **b)** the current total number of board members. Use the following format for each member entry:
 - Name:
 - City, State:
 - Employer:
 - Title:
 - Board Position/Committee Assignments:
 - Years on Board:
- b) **Copy of IRS Tax Exempt Determination Letter or Municipal Ordinance/Statute** – private nonprofits must provide a copy of their IRS Tax Exempt Determination letter. An agency of a municipal government must supply a copy of the municipal ordinance or statute that created the agency. Include the most recent copy of your documentation reflecting current status and name.
- c) **Last Completed Year's Financial Statement** – supply an audited or endorsed copy of your last completed fiscal year income and expense figures. In lieu of an audited statement, an organization may prepare a corrected fiscal year document endorsed by a Board Treasurer or other suitable person who can rightfully provide formal approval. This statement will be used to verify the graduated cash match requirement.

ASSEMBLY

Submit **one (1) original and three (3) copies of the Intent to Apply package.** Place a post-it note marked "ORIGINAL" on the application containing the Cover Sheet with original signature.

Total of **FOUR** complete packages, each assembled in the following order:

- Intent to Apply* Cover sheet (*One with original signature*)
- Organizational Profile
- Situational Analysis (with SWOT)
- Projected Workplan Summary

SUBMISSION

Applications must be received (not postmarked) at the commission
BY 5:00 PM ON FRIDAY, FEBRUARY 2, 2007

Facsimile or electronic applications will not be accepted.

Send Intent to Apply packages to:

John Cusano,
LAA Program Manager
Connecticut Commission on Culture and Tourism
755 Main Street
One Financial Plaza
Hartford, CT 06103

Questions and Discussion, contact:

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