



## LOCAL ARTS AGENCY PROGRAM GUIDELINES - FY 2008

The Connecticut Commission on Culture & Tourism (CCT) Local Arts Agency Program nurtures and supports local arts agencies (LAAs) as regional partners of the Commission. Eligible LAAs (See page 3) are invited to apply for one-year funded Partnership Agreements that enhance their ability to serve constituent needs, strengthen cultural resources in their communities, help build networks within and beyond the arts, and be an effective vehicle for change.

### APPLICATION DEADLINES

**RECEIVED (NOT POSTMARKED) OR HAND DELIVERED BY 5 P.M.**  
February 2, 2007

### PROGRAM INFORMATION

#### State and Local Partnerships

Through this partnership program, CCT is developing a network of committed LAA partners in the field who are helping to build a statewide arts infrastructure to more skillfully serve Connecticut's citizens. Program awards fund service activities that develop an LAA's ability to support constituents, such as regional cultural planning, professional development activities, coordinated marketing, cultural tourism support, advocacy, and much more. (See examples, page 1-2.) LAAs submit an Intent to Apply package, attend a mandatory consulting session and partnership discussion, and may be invited to submit a final grant application.

The objectives of the LAA Program align with the three main goals described in the Commission's long range strategic plan:

- Goal I: SERVICE  
Support local arts agencies so that they may provide services to the state's cultural institutions, artists and the creative work force, and the public
- Goal II: PROMOTION  
Support local arts agencies so that they may promote the arts and Connecticut's cultural life
- Goal III: NETWORK  
Support local arts agencies to: a) link with other LAAs, arts organizations, artists and the creative workforce, b) establish relationships with non-arts organizations and, c) create culture and tourism partnerships

### WHAT WE FUND

Following are examples of programs and services that would qualify for funding. These examples are provided solely to illustrate eligible services and are by no means a complete list of fundable activities.

#### Goal I: SERVICE

- Lead cultural planning, asset mapping, or a needs assessment
- Provide technical assistance, arts management training and other professional development activities, peer mentorship, assistance referrals, etc.
- Support or manage a public art program
- Provide support services for individual artists
- Create and manage an artist registry
- Provide support services for emerging organizations

Goal II: PROMOTION

- Organize constituents for local, regional, and state-wide advocacy activities
- Provide marketing and promotional services
- Coordinate a regional cultural calendar
- Provide cultural tourism support services such as member discount cards, events such as CCT's Ambassador Program, a clash calendar for constituent planning needs, etc.
- Develop and maintain a database of regional community assets and cultural attractions

Goal III: NETWORK

- Develop/support arts and non-arts partnerships/collaborations with tourism, chambers of commerce, health care agencies, senior centers, housing departments, social services, community foundations, schools and universities, municipalities, etc.
- Convene constituents in discipline- or industry-based round tables
- Identify regional and industry partners to support community goals and issues
- Support regional cooperation with other LAAs to better serve constituents and the public and to build a statewide culture and tourism infrastructure

**HOW WE FUND**

**Eligible Expenses**

- Materials and supplies, including printing
- Related operating costs such as telephone, postage and shipping, marketing, etc.
- Staff hours (increase existing staff, add new staff, hire first time staff) (Funds may be used to pay for employee salaries only, not employee benefits or bonuses)
- Outside professional services, including consulting assistance, workshop presenters, expansion or creation of a database or website, etc.
- Travel costs for staff/volunteers to attend relevant industry conferences, workshops, clinics, etc.
- Office technologies including hardware, software, professional installation, staff training, etc. (Funding may not be used for capital improvements such as non-technology hardware, i.e. desks, chairs, etc., or for electrical contracting, interior modifications or renovation, etc.)

**Ineligible Expenses**

- Capital costs, facility construction, large equipment purchases
- Hospitality expenses such as food and beverages
- Scholarships
- Interest expenses paid on loans or payments to reduce or eliminate deficits
- Direct costs related to fund raising events or programs
- Re-granting

**FUNDING INFORMATION**

All LAA Program awards must be matched with applicant cash. Matching sources cannot consist of in-kind services or state or federal funds. The table below outlines graduated matching brackets determined by the applicant's last completed fiscal year.

Organizations's last completed FY Annual Operating Expenses	Required Minimum Match of CCT grant amount requested by Applicant
\$0 to \$40,000	No less than 25%
\$40,001 to \$100,000	No less than 50%
\$100,001 to \$250,000	No less than 75%
\$250,001 and over	No less than 100%

These match percentages represent the minimum dollar amount the applicant must have available to support their LAA Program grant request. Calculating graduated match percentages is covered in the LAA Program Instructions.

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**ELIGIBILITY**

Applying local arts organizations must comply with the following:

**Eligible applicants must:**

- Be an arts council, arts commission, etc., functioning as a local arts agency for a minimum of two full years, incorporated in Connecticut as a private, nonprofit corporation with tax exempt status under Section 501(c)(3) of the Internal Revenue Code \*
- \* Exceptions may be made for an association, industry cluster, or other consortium without 501(c)(3) status, operating through a fiscal agent and functioning as a regional local arts agency
- Be a town cultural commission, department of cultural affairs, etc., operating as an agency of municipal government for a minimum of two full years and organized via a Municipal Ordinance/Statute
- Be governed by a board of directors or a formal body that meets regularly to set policy
- Be developing or expanding LAA service programs, preferably regionally, comparable to national LAA trends and service programming examples provided in these guidelines and elsewhere

**Ineligible applicants include:**

- Agencies that are not currently exempt under 501(c)(3) of the Internal Revenue Code or that are not an official agency of a municipal government organized via Municipal Ordinance/Statute. Exceptions may be made for associations, industry clusters, or other consortia
- Units of government not organized as a local arts agency, such as a Department of Parks & Recreation, Library, etc.
- Committees or subdivisions of school systems
- Entities whose primary place of business is not in Connecticut
- Organizations that have applied in the same funding period to the Commission's Organizational Support Program or who have an incomplete final report due for any CCT funded grant program

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**HOW TO APPLY**

Interested LAAs should contact the Program Manager to review the applicant's eligibility, qualifications and proposed ideas. The LAA Program Manager, John Cusano (Community Development Coordinator) may be reached at (860) 256-2723 or via e-mail at john.cusano@ct.gov.

**Intent to Apply**

Must be received at CCT *no later than* FRIDAY, FEBRUARY 2, 2007, at 5:00 PM (this is a Delivery, not a Postmark, deadline)

Send/Deliver completed applications to:

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

- Submissions will NOT be accepted after this date and time
- Submissions will NOT be accepted via Electronic and/or fax submission
- Incomplete submissions will NOT be considered
- LAAs MAY NOT SUBMIT to the CCT Organizational Support Program in the same year

**TIMETABLE**

Following is a timetable of important LAA Program dates: (see page 5 for review & evaluation info.)

Important Dates	Program Activity
July 1, 2007 through June 30, 2008	Grant Program Funding Period
<b>Friday, February 2</b>	<i>Intent to Apply</i> DUE
<b>March 15 &amp; 16 March 28 &amp; 29</b>	<b>Mandatory Consulting Sessions</b> (with 2 Consultants and CCT Staff)
March 30 through April 27	CCT grant application support for invitees
<b>Friday, April 27</b>	<i>Formal Grant Application</i> DUE
June	Recommendations made for CCT Board approval
June/July 2007	Notifications of Award
August 31, 2008	<i>FY08 Final Report</i> DUE

**SUBMISSION PACKAGE**

Intent to Apply materials will describe services that accomplish one or more of the three LAA Program goals. An LAA may choose to submit a collaborative proposal with another local arts agency.

**Each Intent to Apply must include the following four components:**

- *NOTE: Incomplete packages will not be evaluated and therefore will not be scheduled for a mandatory consulting session or invited to submit a final grant application.*

**1. COVER SHEET**

Complete one Application Cover Sheet with all required grantee information. The Cover Sheet must be signed and dated (original signature).

**2. LAA ORGANIZATION PROFILE**

Complete one Profile with all required organizational information.

**3. SITUATIONAL ANALYSIS**

In addition to a Strengths, Weaknesses, Opportunities, and Threats (SWOT) assessment, the Situational Analysis is a one-page narrative that may utilize bulleted information, charts, tables, etc., to substantiate narrative.

- SWOT Analysis** (one page) – What is the present environment? Chart the organization's Strengths, Weaknesses, Opportunities, and Threats. Form provided.
- Situational Analysis** (one page) – What are the major factors that have shaped the design of your projected workplan? Describe management challenges, organizational capacity matters, evaluations of existing programming, constituents and major stakeholders, strategic planning considerations, etc. Give details regarding the opportunities and challenges that are most relevant to the achievement of your organization's and the LAA Program's goals.

**4. PROJECTED WORKPLAN SUMMARY**

For the period of the grant program (July 2007 through June 2008), describe your organization's projected activities to achieve the goals of the LAA Program. Maximum two-page summary. (See Instructions.) For each activity, itemize the following information using a simple chart/table:

- Constituents served** – Who are the primary recipients of the planned services?
- Justification & Outcomes** – Why is this activity a primary goal for your organization? How does this activity align with the Commission's LAA Program goals? What outcomes are expected as a result of this activity?
- Personnel** – Who will be responsible to oversee this activity (current or new staff, volunteers, contracted professionals, etc.)?
- Budget** – Provide anticipated expenses. List your projected graduated matching bracket required percentage. Project or confirm required matching fund sources.

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**REVIEW AND  
EVALUATION PRO-  
CESS**

This grant program forms a unique partnership between the grantee and the state. The review process is as follows:

1. Commission staff review Intent to Apply materials
2. Nationally recognized consultants review Intent to Apply packages
3. Consultants lead mandatory consulting sessions with individual LAA representatives and CCT staff
4. Successful LAAs are invited to submit a formal LAA Program grant application
5. LAAs submit grant applications no later than Friday, April 27, 2007
6. Final grant applications are reviewed by Commission staff with consultant input
7. Funding recommendations are submitted for CCT Board approval
8. LAA Program grants are announced before the end of June 2007, for activities scheduled to take place between July 1, 2007, and June 30, 2008

**Evaluation**

Intent to Apply materials and invited grant applications will be evaluated based upon the following review criteria.

**A. Extent to which projected activities advance one or more of the LAA Program's three goals (Service, Promotion, Network). Do the proposed activities provide constituent services that will:**

- a) Expand or build upon the LAA's services
- b) Expand or build upon the LAA's promotional activities
- c) Allow the LAA to enter into new partnerships or build upon existing partnerships

**B. Impact of the projected activities on the community (local, regional, statewide). Do the proposed activities:**

- a) Provide enhanced capability to broaden, deepen and diversify local arts and cultural participation
- b) Foster meaningful ties within the community (with arts and non-arts)
- c) Generate a positive economic return through job creation and/or tourism

**C. Ability to carry out the projected activities**

- a) Feasibility of the proposal's success based upon the LAA's organizational stage of development, situational dynamics, planning, matching fund sources, etc.
- b) Appropriateness of the projected expense budget and income estimates
- c) Applicant's capacity to implement the projected activities, demonstrated track record and organizational success

**Partnership Declaration**

Each LAA Program grantee must submit a formal Partnership Declaration in addition to the legal grant contract. A signed Partnership Declaration requires the grantee to commit to attend key LAA Program meetings during the grant year, assist with the development of a statewide LAA infrastructure, and help CCT evaluate LAA program activities.

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**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.

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**CHECKLIST**

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