



Connecticut Commission
on Culture & Tourism

Final Report Instructions

FY09 LOCAL ARTS AGENCY PROGRAM

FORMS

Submission of Forms: Submit only printed versions of narrative and financial forms (hard copies). Do not submit forms electronically (original signatures are required).

Final Report Form: Two page fill-able PDF document can be completed electronically except for the signature (certification section). Instructions can be found on Pages 7 & 8 regarding using the current version of Adobe Reader Enabled forms.

Narrative: Narrative section requires your attachment, maximum three pages (see below).

Financial Report / Income & Expense Budgets: Separate two page MS Excel attachment (with embedded formulae) can be completed electronically. See below for further instructions.

SUMMARY INFORMATION

Total Audience / Individuals Benefiting: Count the total number of individuals who were directly involved in the funded activity as artists, staff, non-artist project participants and audience members during the funding period. To the degree possible, include actual numbers based on constituents convened, paid/free admissions, etc. Avoid inflated numbers and do not double-count repeat participants/attendees. Organizations are not penalized for low numbers.

Artists participating: Count the total number of artists directly involved in providing art or arts services specific to the funded activity. Include living artists whose work is represented in an exhibition regardless of whether the work was provided by the artists or by an institution.

Children & Youth participating: Count the total number of children and youth (students, participants, and audience members under 18 years of age) who have directly benefitted from the funded activities. This figure should reflect a portion of the total number reported in the Individuals Benefiting field.

FINANCIAL SUMMARY

Figures should be reported for the funding period July 1, 2008 – June 30, 2009 which may or may not conform to your organization's fiscal year. In-kind contributions are goods and services that are donated to the organization by individuals or organizations. The dollar value of non-cash donations should be calculated at their verifiable fair-market value. See Final Report Income & Expense Budgets below to complete all financial reporting requirements.

NARRATIVE REPORT

Narrative accounts help the funder to communicate outcomes of the grant program to other state leaders and authorizers. Below, each narrative question is followed by clarifications and additional information intended to help you prepare thorough answers.

Submit a narrative attachment of no more than three (3) 8 1/2" x 11" pages. Please retype question numbers and a question summary before each answer and use a font size of at least 10 points. Use of charts, tables and other graphic techniques to clarify narrative information are strongly encouraged.

1. *How has your organization used FY09 LAA funds to increase or sustain its capacity to provide coordinating services and other cultural leadership activities during the period of the grant? In addition, describe any actions taken to develop and/or advance overall management and organizational health including any new or expanded staff positions or contracted personnel resulting from the FY09 LAA award.*

Capacity to provide coordinating services and other cultural leadership activities –

Provide examples of how your LAA has allocated FY09 grant funding to increase its ability to provide cultural leadership in your town or region.

- ✓ Measure increased or decreased capacity and/or activity in areas such as advocacy; coordinated marketing; workforce development; economic development; data collection; arts integration; convening; other coordinating functions; arts-in-education; support for regional initiatives; resource sharing; asset mapping; cultural planning; communication, collaboration or partnership with other LAAs; resource sharing with other LAAs; mentorship of other LAAs; professional development services; grant funding; public art programming; civic engagement/community participation; stabilization support services; fiscal agent services; publicity of CCT services/grants to constituents, and; other community arts development activities.

Develop and/or advance overall management and organizational health – enumerate changes initiated and/or established during the grant period.

- ✓ Measure improvements such as: planning & evaluation procedures; increased effectiveness in governance; expanded staff qualifications/professional development; diversification of income sources; advanced internal policies & procedures; etc.
- ✓ Measure the increase or decrease in Full Time Equivalent staff (*FTE - see below for calculation); describe any new position(s) or increase/decrease in hours of an existing position(s); quantify any grant-funded contracts that employed consultants, presenters, maintenance, management, educators, web site developers, etc.

* FTE (Full Time Equivalent): *the sum of all paid staff hours worked in a one week period divided by 40 (the number of full time hours in a week) to arrive at the full time equivalent number (this will be a whole number or a fraction). Example:*

Employee One	40 hours per week
Employee Two	26
Employee Three	<u>30</u>
Total Hours	96 ÷ 40 = 2.4 FTE

2. *How have you evaluated your FY09 LAA grant activities? Briefly describe successes and challenges experienced during implementation of grant funded activities and describe significant changes, if any, from your initial planning. What was learned in the evaluation process? How will what was learned in the evaluation process influence subsequent community development planning by your agency?*

How have you evaluated your grant activities – Explain the evaluation processes employed to assess relevant grant activities (surveys, meetings, assessment tools, etc.). Identify key staff and/or volunteers who were involved in the assessment process.

- ✓ Convey any specific successes and challenges experienced during implementation of your grant funded community arts development work.
- ✓ Describe any strategic changes that were applied, if any, in order to manage obstacles or resolve difficulties and how those lessons learned will be applied in the future.

3. *During the period of the grant, how has your agency confirmed the relevancy of services and/or programming provided by your organization? Describe any assessments of community need undertaken or in process by your agency including any research, asset mapping, data collection, evaluations, surveys, convenings, etc. Highlight any notable impacts, lessons learned and any underserved groups or individuals that benefited.*

How has your agency confirmed the relevancy of services and/or programming provided by your organization – Explain the ways in which your agency has sustained or advanced investments to continuously assess community needs in order to:

- revise existing services and programs;
 - and/or design new services and programs;
 - and/or to confirm the relevancy of current services and programs.
- ✓ Measure staff time and/or investment of capital and other resources and describe any formal or informal assessments or research conducted (surveys, convenings, focus groups, data collection, asset mapping, etc.).
 - ✓ Reference any evaluations of internal or external programs and services. Describe any internal analysis of research completed and conclusions drawn from the assessment(s).
 - ✓ Identify any specific changes, updates, notable impacts and any underserved groups or individuals that benefitted from your agency's continuous assessment of need.

4. *One of the main goals of the grant program is to support local arts agencies' capacity to create and maintain a network of strategic relationships: with other LAAs, arts organizations, artists and the creative workforce and non-arts organizations. Briefly convey notable successes & challenges with respect to sustaining and/or developing key relationships during the grant period. Describe new relationships that have helped to advance strategic objectives, enhanced or expanded existing relationships and any relationships that were terminated or came to an end. Describe relationships by means of quantity (number increased or decreased); identity (constituents, members, arts, heritage, other LAAs, business, education, healthcare, etc.); your organization's role (representative, convener, facilitator, collaborator, partner, mentor, etc.), and any significant outcomes to date.*

Convey notable successes & challenges with respect to sustaining and/or developing key relationships – Explain how your agency has maintained or increased strategic relationships that interconnect cultural enterprise across sectors and perceived barriers.

- ✓ Measure the number of new relationships, expanded or enhanced existing relationships, and relationships diminished or terminated. Identify and describe strategic relationships within and outside of the cultural sector:
 - Examples of relationships within the cultural sector – members/membership (organizations & individuals); arts organizations; heritage organizations; other cultural organizations; artists & other individuals in the creative workforce (architects, designers, custom framers, gamers, and so forth); other Connecticut LAAs; etc.
 - Examples of relationships with entities outside of the cultural sector – municipal; business/commerce; education; social service; tourism; healthcare; environmental; social justice; children/youth; nongovernmental organizations; etc.
- ✓ Measure/describe your organization’s role in the relationships identified (the intensity and/or depth of initiated and/or expanded relationships). Relationship roles might include: initiator; professional association/membership; representative; convener; facilitator; collaborator (low, med, high responsibility); partner (low, med, high responsibility, plus length of time invested); mentor/advisor (time spent); etc.
- ✓ Give evidence of any significant outcomes (positive and negative) that have resulted from initiating, maintaining, enhancing or terminating strategic relationships during the period of the grant. Outcomes might include increased activity within the statewide LAA network (communications, collaborations/partnerships, shared resources, mentorship, etc.); the protection of and/or increase in cultural/heritage diversity within your town or region (professional development support services, champion regional policies, support positive relations, etc.); and any other notable results or accomplishments.

CREDIT & PUBLICITY

Please refer to the CCT publication which you may download from the CCT website at: http://www.cultureandtourism.org/cct/lib/cct/arts/cct_credit_and_publicity_kit.pdf

CERTIFICATION

The final report must be signed by an Authorized Official of the organization, e.g. executive director, board president or other program official.

FINAL REPORT INCOME & EXPENSE BUDGETS

The FY09 LAA Final Report Income & Expense budgets are a separate MS Excel two page document (Page 1/Operating Income; Page 2/Expenses & Grant Allocations). Numbers preceding the Chart of Account Definitions (listed below) correspond to the numbered lines on the actual form. Do not confuse the Chart of Account numbers with the Excel spreadsheet numbers seen on the electronic screen.

Complete the Page 2, Expenses & Grant Allocations budget, as follows:

LEFT-SIDE BUDGET COLUMN: Enter actual total operating expenses incurred by your LAA during the FY09 grant period (July 1, 2008 through June 30, 2009). Embedded formulae will automatically add all totals and subtotals.

RIGHT-SIDE BUDGET COLUMN: Enter your actual/allocated expenses from the FY09 LAA grant. Use the Chart of Accounts to indicate where grant funds were spent between July 1, 2008 through June 30, 2009. Embedded formulae will automatically calculate subtotals, the grant total, percentage of CCT funds spent in the areas of Salaries, Professional Services, and Other expenses, and show an FY09 Surplus or Loss. The total of the right side column, "Total FY09 LAA Grant Award," is the sum of right-side column lines numbered 2, 4 & 13 and should match your organization's total FY09 award.

Following are definitions for each line of the chart of accounts on the budget forms:

CONTRIBUTED INCOME

1. Government:

- a. **Federal:** Cash support derived from grants or appropriations by agencies of the federal government (e.g. National Endowment for the Arts).
- b. **State:** Cash support derived from grants or appropriations from agencies of the state (includes Directed Local Fund amounts).
- c. **Regional:** Cash support derived from multi-state consortia of state agencies (e.g. New England Foundation for the Arts) applied to the project.
- d. **Municipal:** Cash support derived from grants or other appropriations by city, county, in-state regional and other local government agencies.

2. **Individual:** Cash support from contributions by individuals.

3. **Foundation:** Cash support derived from donations by private foundations.

4. **Corporate:** Cash support derived from contributions by businesses, corporations and corporate foundations.

5. **Special Events:** Cash support derived from special events or fundraisers.

6. **Endowment Transfer:** Funds transferred from an organization's endowment during the grant period.

7. Subtotal (Contributed Income)

EARNED INCOME (Page 2A)

8. Program Income

- a. **Admissions:** Income derived from the sale of admissions, tickets, publications, subscriptions, etc.
- b. **Classes/Workshops:** Income derived from classes, workshops, seminars, etc.
- c. **School Programs/Tours:** Income derived from contracts with public and/or private schools for on- and/or off-site programming such as school group events, in-school residencies and other school-based programming.

9. **Membership Dues:** Income derived from dues or fees paid by members.
 10. **Contracted Services:** Income derived from fees earned through contracts for specific services outside of core organizational programming.
 11. **Other:** List other income such as catalog and gift shop sales, concessions, parking, investments, rental, transfers from parent organization, etc. Describe/categorize other earned income by typing on the lines provided.
 12. Subtotal (Earned Income)
- Total Cash Income:** Total of contributed and earned income (lines 7 and 12)

EXPENSES (Page 2B)

1. Salaries

- a. **Administrative:** Employee salaries, wages and benefits for administrative staff. Include executive directors, finance, marketing, fundraising, human resources, etc.
- b. **Programmatic:** Employee salaries, wages and benefits for programming staff. Include artistic directors, program managers, curators, choreographers, composers, musicians, etc.
- c. **Technical:** Employee salaries, wages and benefits for technical management and staff. Include technical directors; wardrobe, lighting and sound crew; stage managers; stagehands; video technicians, exhibit installers, etc.
- d. **Other:** List salaries and wages for any other staff not included above. Describe/categorize other salaries by typing on the lines provided.

2. Subtotal Salaries

3. Professional Services

- a. **Programmatic & Technical:** Cash payments to individuals that are not employees. This may include artistic directors, conductors, curators, composers, choreographers, designers, video artists, filmmakers, literary/visual/performing artists, stage managers, exhibit installers, etc.
- b. **Instructors:** Cash payments to individual teachers who are not organization employees.
- c. **Legal/Accounting/Admin:** Payments to firms or persons who provide legal, accounting, or other administrative expertise on contract.
- d. **Other:** List cash payment for any other contracted services not included above. Describe/categorize other services by typing on the lines provided.

4. Subtotal Professional Services

5. Supplies

- a. **Administrative:** Cash payments for office supplies and other non-program supply expenses.
- b. **Program:** Cash payments for production materials, tents, royalties, raw materials and any other program-related items.

6. **Telephone:** Cash payments for telephone usage.

7. **Postage & Shipping:** Cash payments for postage, trucking, shipping, hauling, etc.
 8. **Occupancy:** Payments for office, theater, hall, gallery or other spaces, as well as costs for maintenance, security, property insurance, utilities, janitorial services and related supplies. Do not include capital expenses.
 9. **Marketing/Publicity/Advertising:** Cash payments for marketing materials, ad space, etc.
 10. **Outside Printing/Publication:** Payments for all outside printing and publications.
 11. **Travel:** Airfare, mileage, car rental, lodging, and meals.
 12. **Other:** List other expenses that do not fit the above categories. Describe/categorize other costs by typing on the lines provided.
 13. Subtotal lines 5 - 12.
- Total Cash Expenses:** Total of all cash expenses (lines 2, 4, and 13)

SUBMISSION

Organize your Final Report package as follows:

- 📄 **Final Report** (two page PDF form)
- 📄 **Narrative Section** (attachment - maximum three pages)
- 📄 **Financial Report Income & Expense budgets** (two page MS Excel form)
- 📄 **Other Attachments** (printed items confirming CCT acknowledgment, legislative letters, etc.)

Please mail (1) one completed Final Report package to:

Attention: John Cusano
Connecticut Commission on Culture & Tourism
One Constitution Plaza
Second Floor
Hartford, CT 06103

ELECTRONIC FORMS

How to use CCT Adobe Reader Enabled Forms

Even if you have digitally completed a PDF form for a prior CCT Grant, PLEASE READ THESE INSTRUCTIONS AS NEW FEATURES HAVE BEEN ADDED.

New Adobe Reader Enabled forms will allow the user to save typed information. This will allow you to work on forms over several sessions and have an electronic copy of the final application or form for your records.

NOTE: If you do not have Adobe Reader, or if you have a version older than Adobe Reader 5.0, please visit the Adobe web site for the free software download. You WILL NOT be able to use the

Reader Enabled forms without the latest software. Free downloads are available at:
<http://www.adobe.com/products/acrobat/readstep2.html>

1. If you have an updated version of Adobe Reader, when you click on a form link from CCT's website, the chosen form will launch Reader automatically and appear on your screen. From the top toolbar menu, choose **File**. Scroll down and select **Save As**. This will open a dialogue box asking you choose a destination on your computer to save this file. Choose a place that you will remember later. Once you have selected the desired location, click the **Save** button.
- 1a. If you DO NOT have an updated version of Adobe Reader, you may be asked to **Save or Open** the file when you click on the form link from CCT's website. Save the file in a location you will remember later, and visit the Adobe web site to download an updated version of the software before continuing.
2. Launch Adobe Reader from either your desktop (if you have an icon) or the Start Menu (for PC's). Select **File** from the top toolbar and then choose **Open**. A dialogue box will appear in which you can browse your computer to find where you saved the CCT form.
3. Carefully read over any guidelines or instructions which may be included with the CCT form. Each program is different and may require different information.
4. In the upper right corner of the Adobe form window, note the button labeled **Highlight Fields**. This button will shade all fields in the form which you will need to complete. All applicable fields are required to be filled in accurately for your application to be considered complete. **Incomplete applications will not be reviewed.** **Note:** Signature Fields will NOT be highlighted, as ORIGINAL signatures are required. You cannot digitally sign any CCT Form.
5. While you cannot bold, italic, bullet, or otherwise apply **Rich Text Formatting** to information you type directly into the PDF form, you have the ability to **Copy/Paste** previously created narrative that will retain most Rich Text (formatting such as bold, italics, bullets, etc.). You can only Copy/Paste Rich Text into the form's narrative section boxes, as applicable.
6. Reader Enabled Forms allow you to save a digital copy of the document with your digitally typed information in tact. When you have completed the form, choose File from the top toolbar, and select **Save a Copy**. You can now revisit the document later to complete or revise your submission, print more copies, or simply archive the forms.
7. When you are ready to submit the form to CCT, print out a copy and be sure to sign any Signature Fields on the form. You must sign applications with black, or preferably, blue pen. APPLICATIONS ARE REQUIRED TO HAVE ORIGINAL SIGNATURES TO BE CONSIDERED COMPLETE. Incomplete applications will not be reviewed. You can now mail or hand deliver your form to CCT. ELECTRONIC OR FAX SUBMISSIONS WILL NOT BE ACCEPTED.

Troubleshooting and FAQ's:

- The most common problems with fill-in forms occur because of inadequate user software. Visit the Adobe web site to download the most recent version of the Adobe Reader software before contacting CCT staff or Adobe Help Desk.
- Program managers are available to answer questions concerning program applications and forms. Please be sure you have read all instructions and guidelines associated with the application or form before you call. If you still need assistance, program manager's contact information can be found on the Program Guidelines or on the CCT website.
- If you have a problem downloading software, launching Adobe Reader, opening, filling out, or saving forms, it is likely a software problem. Contact Adobe for assistance with the software.