



New Jersey State Council on the Arts General Operating Support (GOS) Fiscal Year 2018 Grant Program Guidelines

General Operating Support (GOS) grants provide support for the overall operations of organizations whose missions are exclusively devoted to the arts and 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.

Applicants should consult the [Frequently Asked Questions](#) document for additional guidance and support.

This grant category is limited to unsuccessful applicants that applied in FY2017 ONLY.

Deadlines and Schedule for FY18 Grant Application Process

Applicant Submits Notice of Intent (NOI)*	Monday, December 12, 2016 must be e-filed by 11:59 PM
<i>*All potential applicants must submit a Notice of Intent. The Council will not accept an application that is not preceded by a Notice of Intent.</i>	
Applicant Responds to NOI issues, if needed	First week of January 2017
Applicant Submits FY18 Application	Tuesday, February 7, 2017 must be e-filed by 11:59 PM
Peer Panel Deliberation and Review	April/May 2017
Council Grants Committee Review	June 2017
Council Votes on Award Recommendations	Annual Meeting July 2017

Requests for extensions to the deadlines will be permitted only in extreme circumstances. To request an extension, complete the [Extension Request Form](#).

Eligibility Criteria

To be eligible to receive a grant under this program, 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
3. registered with the NJ Charities Registration Bureau
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
5. current regional or statewide public impact through the organization's programs or projects

Please note: "Regional impact" is defined as serving audiences across a two or more county region of New Jersey. If less than 25% of the audience currently served is from outside the county, the organization is classified as "local impact." An organization located near a county border that serves audiences in an adjacent county or counties is also classified as "local impact" due to the limited number of communities within those counties.

Local Impact Support: Those organizations that are "local impact" should apply for Council support through their respective County Arts Agency, which receives a Local Arts Program grant for this purpose. If you have questions regarding this opportunity, please contact [Paula Stephens](#).

Reminder: In the Notice of Intent to Apply the applicant must demonstrate that the organization currently serves a regional audience.

Panel Categories for General Operating Support

All applicants must identify one of the panel categories that best applies to the 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

Application Components

The GOS application is submitted through the SAGE eGrant system. SAGE (System for Administering Grants Electronically) is the State of New Jersey's on-line grant management system.

New Changes to the Application Process:

1. Organizations currently receiving funds from their County Arts Agency are permitted to apply for GOS support from the Council.
Please note: Successful applicants will receive an adjustment to the GOS award. The adjustment will be equal to its Local Arts Program Award.
2. SAGE now accepts electronic signatures. Do NOT mail in the signature form.
3. All support materials must be up-loaded or linked to SAGE. Do NOT mail in any materials.

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 354 characters. It will be used in press releases and for other public inquiries. It should contain the basic "who, what, where, and when" information.

For example: "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 is on the organization's current board and advisory board. Current grantees, check for accuracy if the chart is already completed in SAGE.

Staff Chart: This chart identifies the organization's current staff.

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 the most recently completed 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) and be in accordance with Charities Registration Bureau requirements and any other state and federal requirements.

Colleges, Universities and units of government are exempt from this audit requirement.

***Please Note:** 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 2016 fiscal year is not completed by the application due date, but will be available by March 1, 2017, the applicant should substitute a memo noting this fact and then must submit the FY2017 report to the Council by March 1st.*

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 of the narrative. Successful narratives are clear and convincing and are supported by budgets and links to support materials. Panels 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 the 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.

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.

Reminder: It is a good idea to craft the narrative in a Word document and copy and paste it into the SAGE narrative screen. Applicants must use a 12 point type font or larger. Topic headings help panelists follow the narrative, which should also specifically reference any uploaded or linked support materials.

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 clearly describe the basis for the audience attendance figures the organization has achieved and/or projects.

Access

Describe any efforts to 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.) has been identified, and what strategies are in place to overcome them?
- How does the organization work toward making the arts an integral part of community life?

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 organization goals for board growth and/or development.

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?
- If key 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.

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 with 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 procedure 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, or has an accumulated deficit or on-going loan/credit payment, provide sober, 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?
- When is the deficit projected to be eliminated?

Please Note: 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 greater public value for the arts.

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.

All support materials are uploaded or linked in SAGE. Mailed-in print materials will not be accepted. Should you have questions regarding this format, please contact [Council staff](#).

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.

Required Support Materials

1. Brief Bios of Key Personnel/Artists Credentials

The qualifications of persons 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. 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.
- showcase the work of the organization's ensemble and not solely that of guest artists.

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, excluding "The Nutcracker," 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. Please contact [Council staff](#) to discuss the submission of publications.

Folk Arts Applicants

[Special guidance](#) is provided. Please contact [Kim Nguyen](#) 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 [Danielle Bursk](#) 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 Submission and Deadline

All parts of the application is submitted through SAGE. The application deadline is **Tuesday, February 7, 2017**.

***Please note:** You will receive an e-mail confirmation from SAGE when your application is successfully submitted.*