



**2018-2019 Fund for the Arts
Sustaining Impact Grants**

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Sustaining Impact Grant Guidelines

PURPOSE

The purpose of Sustaining Impact Grants is to provide mission-based operating support to charitable arts organizations whose programming supports the priorities of Imagine Greater Louisville 2020 in order to ensure the organization's ongoing capacity to drive community impact.

Sustaining Impact Grants are designed to provide foundational operating support for established charitable arts organizations with a proven capacity to steward the financial investment of the Fund for the Arts and its nearly 20,000 donors. Sustaining Impact Grants are meant to provide the critical support charitable arts organizations need to deliver their mission and community impact. Sustaining Impact Grants are not intended to provide "risk capital".

Sustaining Impact Grants seek to fund a proportionate share of the revenue budget of qualifying charitable arts organizations which evidence significant levels of community support through earned and contributed revenue.

Emerging organizations, artists, and organizations that do not meet the eligibility criteria for Sustaining Impact Grants are encouraged to apply for other Fund for the Arts support opportunities, including project support or capacity building support. Visit the <https://fundforthearts.org/about/funding-a-vibrant-community/> on the Fund for the Arts website to view a full list of current and on-going funding and non-financial support opportunities.

FUNDING CATEGORIES

Sustaining Impact Grants have three funding categories:

- **Level 1:** Charitable arts organizations with operating revenues* of \$300,000 and below averaged over the previous three (3) fiscal years.
- **Level 2:** Charitable arts organizations with operating revenues* between \$300,000 and \$1 million, averaged over the previous three (3) fiscal years.
- **Level 3:** Charitable arts organizations with operating revenues* above \$1 million averaged over the previous three (3) fiscal years.

*Operating revenue is defined as total unrestricted revenue, less in-kind, realized and un-realized capital gains and losses, contributions utilized for capital purposes, and includes transfers from endowments for operating purposes.

WHO MAY APPLY

To be eligible for a Sustaining Impact Grant, charitable arts organizations must meet all of the following criteria:

Mission and Programs

- Have a primary mission that is arts-focused, as recognized by the National Endowment for the Arts (NEA)*.



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*The NEA recognizes the following artistic areas: artist communities; arts education; dance; design; folk and traditional arts; literature; media arts; museums; music; opera; presenting and multidisciplinary works; theatre and musical theatre; and visual arts.

- Offer programming that is accessible to all members of the public in Greater Louisville*, at least nine (9) months of the year for the last three (3) consecutive years prior to the Sustaining Impact Grant deadline.

*Greater Louisville is defined as: Bullitt, Jefferson, Oldham, Shelby, and Spencer Counties in Kentucky and Clark, Floyd, and Harrison Counties in Indiana.

Governance

- Recognized as a 501(c)(3) for at least the last three (3) consecutive years prior to the Sustaining Impact Grant application deadline with a primary place of business in Greater Louisville.
- Employ at least one (1) full time equivalent (FTE) staff or contract person (defined as 40 hours per week; for example, the organization could employ two (2) 20-hour per week individuals) to ensure consistent delivery of programs.

Financial and Organizational Health

- Have completed one of the following for at least the last three (3) consecutive years prior to the Sustaining Impact Grant application:
 - Level 1: 990 or 990EZ
 - Level 2: Independent audit
 - Level 3: Independent audit
- Have received a Fund for the Arts Project Grant (may include power2give, ArtsMatch, Imagine Greater Louisville 2020, West Louisville Arts Collaborative, Neighborhood Art Academy, Youth Training Scholarships, other) or a Sustaining Impact Grant in at least one (1) of the last three (3) years and met all reporting requirements.

Non-Eligible Organizations

The following entities will not be eligible for Sustaining Impact Grants:

- Institutions of higher education or individual departments of colleges and universities.
- Public broadcasting media, radio, and television stations.
- Religious or primarily faith-based programs or organizations receiving a significant portion of their funding from a religious organization.
- Governmental agencies or institutions.
- Public, private, independent, or parochial schools.

Eligibility must be confirmed on an annual basis.

APPLICATION PROCESS

The following is an overview of the 2018-2019 Sustaining Impact Grant application process.

Pre-Application

New Applicants

New applicants are required to submit a Letter of Interest (LOI) and complete an Eligibility Checklist and are therefore encouraged to contact Fund for the Arts well in advance of the LOI and Eligibility Checklist deadline to discuss their eligibility to apply. For assistance, please contact: Kat Abner, Impact Officer, at (502) 582-0127 or kabner@fundforthearts.org.



All submitted LOIs and Eligibility Checklists will be reviewed by the Fund for the Arts staff and Grants Committee to determine if the organization meets all eligibility criteria and has programming which aligns with the priorities of Imagine Greater Louisville 2020. Charitable arts organizations who are determined eligible to apply for a Sustaining Impact Grant will receive an invitation to submit a full application package for their assigned funding category.

Current General Operating Support Grant Recipients

Current General Operating Support Grant recipients (as of January 1, 2018) are invited to submit a full application package for their assigned funding category. Current General Operating Support Grant recipients are expected to meet the Sustaining Impact Grant eligibility criteria to remain eligible for future Sustaining Impact Grants.

Application Submission

All application materials must be submitted via the Fund for the Arts online grantmaking system by the following dates and times:

Letters of Interest and Eligibility Checklists (for new applicants) by **11:59 pm EST on Monday, February 26, 2018**

Full application package (for organizations determined to be eligible to apply) by **11:59 pm EST on Monday, April 16, 2018.**

To submit an application, visit the Sustaining Impact Grant page on the Fund for the Arts website: <https://fundforthearts.org/call-for-letters-of-interest/>

Post-Application

Grant Criteria

Sustaining Impact Grant applications will be evaluated based on the following funding criteria, which are the principles that anchor the application process:

- **Community Impact** - an organization's ability to maximize its capacity to support the community priorities of Imagine Greater Louisville 2020 (**65% weighting**)
 - **Level 1:** Evidence of impact in at least one (1) of the Imagine Greater Louisville 2020 priority areas
 - **Level 2:** Evidence of impact in at least three (3) of the Imagine Greater Louisville 2020 priority areas
 - **Level 3:** Evidence of impact in all five (5) Imagine Greater Louisville 2020 priority areas
- **Artistic Excellence** - an organization's unique contribution to the vibrancy of the Greater Louisville arts sector (**10% weighting**)
- **Organizational Capacity** - an organization's ability to manage for today and plan for tomorrow in order to drive sustained impact in the community including an organization's support for the health of the Greater Louisville arts and culture sector and Fund for the Arts initiatives and community-wide campaign (**25% weighting**)

For additional details on the Grant Criteria, refer to "[Attachment A: Sustaining Impact Grant Criteria](#)".



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Application Review and Grant Recommendation Process

Sustaining Impact Grant applications are reviewed annually. Some Level 2 and Level 3 organizations may be eligible for multi-year grants, and therefore will have a customized application review schedule. Sustaining Impact Grant applications are reviewed, and award recommendations are made, utilizing the following process:

- **Financial Review Panel**, comprised of primarily local individuals with charitable and/or financial expertise, reviews and provides a score for the Financial Stewardship and Sustainability section of the Organizational Capacity criteria, including rating of pass, probationary, or caution.
- **Grant Review Panel** reviews and provides an initial score for each application based upon criteria for community impact, artistic excellence, and organizational capacity. The Grant Review Panel is comprised of:
 - At least three (3) independent panel members who are experts with knowledge in the areas under review, including an understanding of multiple arts disciplines as well as charitable organization operation best practices;
 - An equal number of Fund for the Arts Grants Committee members; and
 - At least one (1) at large member who represents the Greater Louisville community or is recognized as a community leader. This at large member may be a Fund for the Arts Board Member.
- Each applicant will give a **Presentation to the Grant Review Panel** during which the Grant Review Panel may discuss and ask clarifying questions about the application. After each applicant presentation, the Grant Review Panel members may update their initial scores and comments for the application before final scoring and comments are submitted to the Fund for the Arts Grants Committee.

Please note that Fund for the Arts Board Members will be invited to attend the panel presentations but will not participate in the scoring. The panel presentations are a great way for Fund for the Arts Board Members to learn about the Sustaining Impact Grant applicants and deepen their understanding of and connection to Fund for the Arts investments in the community.

- The **Fund for the Arts Grants Committee**, comprised of Fund for the Arts Board Members, oversees the Sustaining Impact Grants process, and makes award recommendations to the Fund for the Arts Board of Directors for final approval based upon the scores and comments provided by the Financial Review Panel and the Grant Review Panel. Scoring is significant, but adjustments may be made due to funding available, the three-year Sustaining Impact Grant transition process, or community priorities.
- The **Fund for the Arts Board of Directors** makes final approval of Sustaining Impact Grants.

Fund for the Arts staff select the Financial Review Panel and Grant Review Panel members. All Financial Review Panel and Grant Review Panel members will be screened for any conflicts of interest. It is anticipated that all Grant Review Panel members will complete a training prior to participating in the Sustaining Impact Grant review process.

Fund for the Arts staff will provide a training session to organizations applying for a Sustaining Impact Grant. Any questions, throughout the Sustaining Impact Grant process should be directed to the Fund for the Arts staff. Sustaining Impact Grant applicants are not permitted to

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contact members of the Financial Review Panel or the Grant Review Panel. All questions and comments provided to Fund for the Arts staff will be shared with the Financial Review Panel, Grant Review Panel, and the Fund for the Arts Grants Committee for consideration and discussion.

Application Scoring

Panelists will use the following criteria to evaluate and score Sustaining Impact Grant applications on a scale of 1 to 100. An organization’s commitment to each criteria should be apparent throughout the entire application. By demonstrating this commitment, organizations of any size and discipline can achieve an overall rating of “Exemplary”.

Score	Rating	Definition	Recommended % of Maximum
90 to 100	Exemplary	The applicant has provided overwhelming evidence throughout the application demonstrating the organization has the capacity and the programming to drive impact in support of Imagine Greater Louisville 2020.	90 to 100%
80 to 90	Strong	The applicant has provided strong evidence throughout the application demonstrating the organization has the capacity and the programming to drive impact in support of Imagine Greater Louisville 2020.	80 to 90%
70 to 80	Good	The applicant has provided sufficient evidence throughout the application demonstrating the organization has the capacity and the programming to drive impact in support of Imagine Greater Louisville 2020.	70 to 80%
50 to 70	Needs Work	The applicant has provided little evidence throughout the application demonstrating the organization has the capacity and the programming to drive impact in support of Imagine Greater Louisville 2020.	50 to 70%
1 to 50	Weak	The applicant has provided very limited evidence throughout the application demonstrating the organization has the capacity and the programming to drive impact in support of Imagine Greater Louisville 2020.	Not eligible to be funded

Applicants must meet a minimum score of 50 to receive a Sustaining Impact Grant.

For additional details on the Sustaining Impact Grant scoring, reference “[Attachment B: Sustaining Impact Grant Scoring Rubric](#)”.

Determination of Grant Award

Grant awards may fund up to a pre-determined percentage of an organization’s prior average three (3) year operating revenues, up to a maximum amount, dependent upon the organization’s funding category.

Over the course of the next three (3) years (2018-2019 through 2021-2022), long-time Fund for the Arts Cultural Partners and new Sustaining Impact Grant recipients will be evaluated and



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funded differently, with the goal to re-evaluate the process and the funding available in year 2022-2023 and move to a standard process for both. This transition window will ensure the transition promotes the greatest stability among long-time Sustaining Impact Grant recipients and promotes growing partnerships with new organizations.

If funds are not available on an annual basis to meet all Sustaining Impact Grants at the recommended levels, it is recommended that all Sustaining Impact Grants are decreased at the same percent across the board. Ultimately, the Fund for the Arts Board makes final approval.

The Fund for the Arts will confirm or revise three (3) year grants after its Annual Meeting each year. For budgeting purposes, it is advised that organizations budget conservatively and plan for a possible 10% decrease in three-year grant cycles.

New Applicants

- Level 1:
 - Sustaining Impact Grants may fund up to 15% of the organization's operating revenues, based upon the average of the three (3) most recently completed fiscal years.
 - Applicants are eligible to receive one (1) year grants, dependent upon funding available.
- Level 2:
 - Sustaining Impact Grants may fund up to 10% of the organization's operating revenues, based upon the average of the three (3) most recently completed fiscal years.
 - The Fund for the Arts Grants Committee may recommend three-year grants, contingent upon funding available and the organization's satisfactorily meeting annual impact and financial reporting, as well as other grant requirements.
- Level 3:
 - Fund for the Arts will draft a Sustaining Impact Grant funding plan phased over a period of time due to the organization's size and scale.

Current General Operating Support Grant Recipients

- Level 1:
 - Sustaining Impact Grants may fund up to 20% of the organization's operating revenues, based upon the average of the three (3) most recently completed fiscal years.
 - Applicants are eligible to receive one (1) year grants, dependent upon funding available.
- Level 2:
 - Sustaining Impact Grants may fund up to 20% of the organization's operating revenues, based upon the average of the three (3) most recently completed fiscal years, or a maximum of \$150,000 each year.
 - The Fund for the Arts Grants Committee may recommend three-year grants, contingent upon funding available and the organization's satisfactorily meeting annual impact and financial reporting, as well as other grant requirements.
- Level 3:
 - Sustaining Impact Grants may fund up to 15% of the organization's operating revenues based upon the average of the three (3) most recently completed fiscal years, or a maximum of \$900,000 each year.



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- The Fund for the Arts Grants' Committee may recommend three-year grants, contingent upon funding available and the organization's satisfactorily meeting annual impact and financial reporting, as well as other grant requirements.

For organizations that are currently funded above the maximum recommended for their Level, it is recommended that their Sustaining Impact Grant will be decreased by a recommended additional 10% each year based on the actual 2017 grant, regardless of scoring, contingent upon funding available. (i.e., 2018 would be 90% of 2017 grant; 2019 would be 80% of 2017 grant; 2020 would be 70% of 2017 grant).

For organizations that are currently funded below the maximum recommended for their Level, it is recommended that their Sustaining Impact Grant be increased by no more than 30% of the difference between the 2017 grant and the maximum possible grant amount each year over three years, dependent upon scoring and contingent upon funds available.

Grant Requirements

In order to receive funding from the Fund for the Arts, an organization must fulfill all grant requirements for the duration of the grant period, accurately represent its organization and its activities in all documents submitted to Fund for the Arts, and continue to meet the minimum Sustaining Impact Grant eligibility criteria. In all cases, continued funding is contingent upon the funds available each year as approved by the Fund for the Arts Board of Directors.



ATTACHMENT A: Sustaining Impact Grant Criteria

Community Impact - 65%

An organization's ability to maximize its capacity to support the community priorities of Imagine Greater Louisville 2020.

I. Access

Arts, culture and creativity are fully integrated into daily life and accessible to everyone in every neighborhood. More art for more people in more places.

- Programming is intentionally accessible to underserved populations and participants.
- Programming venues are accessible to all people, including special needs populations.
- Organization considers affordability in program offerings, including free and/or reduced price admission, scholarships, or sliding scale payment options.
- Programming is offered in various, diverse neighborhoods throughout the year.
- Organization makes information about arts experiences, programs, and events easily accessible and available, including but not limited to, Louisville Arts Link.

II. Cultivation

Greater Louisville is a magnet for artists and creative professionals, where arts and culture organizations and creative industries, both institutional and emerging, are thriving.

- Organization employs local talent
- Organization attracts national talent (applicable to Level 2 and Level 3 organizations).
- Organization trains artists or leaders.
- Organization actively supports the health of the arts and culture sector through leadership, membership, and committee participation.
- Organization collaborates regularly with other organizations, both arts-related and non-arts related, i.e., shared services, artistic collaborations, and/or community partnerships.

III. Education

Every child in our community has the opportunity to experience and participate in arts and culture through experiences in their schools, out-of-school programs and with their families.

- Organization provides high-quality programs for students that engage and inspire by
 - Connecting to core curriculum and supporting teaching objectives (primarily, in-school opportunities) and/or
 - Supporting student social development and academic achievement (primarily, out-of-school opportunities).
- Organization delivers programs that promote 21st Century skills development.
- Organization provides equitable access to programs and training for children from underserved communities.
- Organization provides meaningful opportunities for families to experience the arts together, especially those from underserved communities; examples include the Cultural Pass.

IV. Equity, Diversity & Inclusivity

Cultural equity is leading the way to a more equitable, diverse* and inclusive community, improving the social equity and cultural vitality of our region.

- Organization presents works of art created by and with diverse* artists.
- Organization creates or presents art telling the stories of diverse* populations,



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- Organization strategically includes and recruits diverse* patrons, participants, staff and volunteers.
- Organization develops meaningful partnerships and collaborations with culturally specific organizations and/or neighborhoods to provide equitable opportunity to create and participate.

*Diverse is defined as: race/ethnicity, age, disability, sexual orientation, gender, gender identity, socioeconomic status, geography, citizenship status, religion, etc.

V. Promotion

Greater Louisville is recognized nationally and internationally as a leading city of arts and culture attracting talent to live and work here and tourists to stay and play.

- Organization creates and shares content for multiple media that builds Louisville's brand as a leading city of arts and culture.
- Organization participates in community initiatives designed to attract businesses and talent to Greater Louisville.
- Organization promotes programs and strategies to build volunteer support, engage employees, and encourage attachment to the community.
- Organization participates in community initiatives designed to attract visitors and increase cultural tourism.
- Organization contributes to Louisville's Brand as a leading city of arts and culture; for example earning significant national or regional press, industry recognition, etc.

Artistic Excellence - 10%

An organization's unique contribution to the vibrancy of the Greater Louisville arts sector.

- Organization creates, fosters, and evaluates innovative, distinctive, and stimulating programs.
- Organization demonstrates evidence of artistic and programmatic best practices.
- Organization creates mission-driven work that inspires, challenges, and connects the community.

Organizational Capacity - 25%

An organization's ability to manage for today and plan for tomorrow in order to be able to drive sustained impact in the community.

I. Organizational Governance/Leadership Staff and Planning

- Staff, executives and board reflect the diversity of Greater Louisville.
- Board has adopted a Cultural Equity, Diversity and Inclusion Statement, and has/is developing policies and plans to support the statement.
- Board is actively engaged in planning and oversight as evidence by active participation in Board and Committee meetings.
- Board is 100% financially supportive of organization and is involved in advocacy and fundraising.
- Organization provides results of completed, or plan to complete, BBB Charitable Standard (applicable to Level 2 and Level 3 organizations).
- Organization has a current long-term strategic plan (3-5 years) and a process for ongoing review and updates.

II. Financial Stewardship and Stability

This section is scored by the Financial Review Panel



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- Organization has an active Finance Committee which includes individuals with financial expertise.
- Organization has 1) a complete 990EZ or 990 with no significant issues noted by the Financial Review Panel or 2) clean audit results as evidenced by auditor's opinion and input regarding internal controls and material weaknesses dependent upon the organization's funding category.
- Organization has current ratio of more than 1.5 as of the end of the most recent fiscal year.
- Organization's revenue and expense trends are moving in alignment and appear sustainable.
- Organization has a diverse portfolio of earned and contributed revenue including a growing base of individual donors.
- Organization has balanced budget or surplus (net unrestricted operating revenues) on a cumulative basis for the prior three (3) years. Financial Review Panel provides a rating:
 - **Pass:** Organization maintained a balanced budget averaged over three (3) years.
 - **Probationary:** Organization has a deficit within 10% averaged over three (3) years.
 - **Caution:** Organization has a deficit of more than 10% averaged over three (3) years or within 10% for more than three years.
 - Organizations in Caution status must present a financial plan to improve its deficit position or may not be considered for future grants.

III. Support of the arts and culture sector and the Fund for the Arts

- Participates in advocacy efforts for the entire arts and culture sector including collective impact and aggregated data collection.
- Supports the community-wide arts campaign by:
 - Encouraging high level of employee and board unrestricted support;
 - Supporting Fund for the Arts campaign with performers, speakers, engagement activities, and ticket or event vouchers for use as door prizes and incentives;
 - Providing exclusive discounts or opportunities for Fund for the Arts donors to encourage arts participation and ongoing support;
 - Participating in, supporting, and promoting Fund for the Arts events and initiatives such as Showcase & Kickoff, Opening Night, Awards in the Arts, etc.
- Adheres to Fund for the Arts marketing and communications guidelines.
- Meets all grant requirements on a timely basis.



ATTACHMENT B: Sustaining Impact Grant Scoring Rubric

Community Impact

Total Points Possible: 65 (Scored by Grant Review Panel)

Level 3 Organizations: Grant Review Panel will score for five (5) Imagine Greater Louisville 2020 priority areas.

- *Exemplary* - Organization provides overwhelming evidence of its ability to deliver community impact in all five (5) priority areas as outlined in Imagine 2020. (score of 51-65 points)
- *Strong* - Organization provides strong evidence of its ability to deliver community impact in all five (5) priority areas as outlined in Imagine 2020. (score of 34-50 points)
- *Good* - Organization provides some evidence of its ability to deliver community impact in all five (5) priority areas as outlined in Imagine 2020. (score of 17-33 points)
- *Needs Work* - Organization provides little evidence of its ability to deliver community impact in all five (5) priority areas as outlined in Imagine 2020. (score of 0-16 points)

Level 2 Organizations: Grant Review Panel will score for three (3) Imagine Greater Louisville 2020 priority areas. Information for additional priority areas may be shared by the applicant and considered by the Grant Review Panel.

- *Exemplary* - Organization provides overwhelming evidence of its ability to deliver community impact in three (3) of the five (5) priority areas as outlined in Imagine 2020. (score of 51-65 points)
- *Strong* - Organization provides strong evidence of its ability to deliver community impact in three (3) of the five (5) priority areas as outlined in Imagine 2020. (score of 34-50 points)
- *Good* - Organization provides some evidence of its ability to deliver community impact in three (3) of the five (5) priority areas as outlined in Imagine 2020. (score of 17-33 points)
- *Needs Work* - Organization provides little evidence of its ability to deliver community impact in three (3) of the five (5) priority areas as outlined in Imagine 2020. (score of 0-16 points)

Level 1 Organizations: Grant Review Panel will score for one (1) Imagine Greater Louisville 2020 priority area. Information for additional priority areas may be shared by the applicant and considered by the Grant Review Panel.

- *Exemplary* - Organization provides overwhelming evidence of its ability to deliver community impact in one (1) of the five (5) priority areas as outlined in Imagine 2020. (score of 51-65 points)
- *Strong* - Organization provides strong evidence of its ability to deliver community impact in one (1) of the five (5) priority areas as outlined in Imagine 2020. (score of 34-50 points)



- *Good* – Organization provides some evidence of its ability to deliver community impact in one (1) of the five (5) priority areas as outlined in Imagine 2020. (score of 17-33 points)
- *Needs Work* – Organization provides little evidence of its ability to deliver community impact in one (1) of the five (5) priority areas as outlined in Imagine 2020. (score of 0-16 points)

Artistic Excellence

Total Points Possible: 10 (Scored by Grant Review Panel)

- *Exemplary* – Organization provides overwhelming evidence of its unique contribution to the vibrancy of the arts and culture sector in Greater Louisville. (score of 9-10 points)
- *Strong* – Organization provides strong evidence of its unique contribution to the vibrancy of the arts and culture sector in Greater Louisville. (score of 7-8 points)
- *Good* – Organization provides some evidence of its unique contribution to the vibrancy of the arts and culture sector in Greater Louisville. (score of 5-6 points)
- *Needs Work* – Organization provides little evidence of its unique contribution to the vibrancy of the arts and culture sector in Greater Louisville. (score of 0-4 points)

Organizational Capacity

Total Points Possible: 25

I. Organizational Governance/Leadership Staff and Planning – 10 points possible (Scored by Grant Review Panel)

- *Exemplary* – Organization provides overwhelming evidence of its organizational capacity to manage for today and plan for tomorrow in order to drive sustained impact in the community. (score of 9-10 points)
- *Strong* – Organization provides strong evidence of its organizational capacity to manage for today and plan for tomorrow in order to drive sustained impact in the community. (score of 7-8 points)
- *Good* – Organization provides some evidence of its organizational capacity to manage for today and plan for tomorrow in order to drive sustained impact in the community. (score of 5-6 points)
- *Needs Work* – Organization provides little evidence of its organizational capacity to manage for today and plan for tomorrow in order to drive sustained impact in the community. (score of 0-4 points)

II. Financial Stewardship – 10 points possible (Scored by Financial Review Panel)

- Organization has an active Finance Committee that includes individuals with financial expertise. (1 point)
- Organization has 1) a complete 990EZ or 990 with no significant issues noted by the Financial Review Panel or 2) clean audit results as evidenced by Auditor's Opinion and



input regarding Internal Controls and Material weaknesses dependent upon the organization's funding category. (2 points)

- Organization has current ratio of more than 1.5 as of end of most recent fiscal year. (1 point)
- Revenue and Expense trends are moving in alignment and appear sustainable. (2 points)
- Organization has a diverse portfolio of earned and contributed revenue including a growing base of individual donors. (2 points)
- Organization has balanced budget or surplus (net unrestricted operating revenues) on a cumulative basis for the prior three years. Financial Review Panel provides a rating:
 - **Pass:** Organization maintained a balanced budget averaged over three years. (2 points)
 - **Probationary:** Organization has a deficit within 10% averaged over three years. (1 point)
 - **Caution:** Organization has a deficit more than 10% averaged over three years or within 10% for more than three years. (0 points)
 - Organizations in Caution status must present a financial plan to improve its deficit position or may not be considered for future grants.

III. Support of the Arts and Culture Sector and the Fund for the Arts_ - 5 points possible (Scored by Grant Review Panel)

- *Exemplary* - Organization provides overwhelming evidence of its support for the health of the arts and culture sector and the Fund for the Arts community initiatives and community-wide campaign. (score of 5 points)
- *Strong* - Organization provides strong evidence of its support for the health of the arts and culture sector and the Fund for the Arts community initiatives and community-wide campaign. (score of 4 points)
- *Good* - Organization provides some evidence of its support for the health of the arts and culture sector and the Fund for the Arts community initiatives and community-wide campaign. (score of 3 points)
- *Needs Work* - Organization provides little evidence of its support for the health of the arts and culture sector and the Fund for the Arts community initiatives and community-wide campaign. (score of 0-2 points)