



# **Sustaining Impact Grant**

## **Grant Guidelines**

**2023-2024  
(FY24)**

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# Sustaining Impact Grant Guidelines

## PURPOSE

The purpose of Sustaining Impact Grants is to provide mission-based operating support to [Greater Louisville](#) nonprofit arts organizations in order to ensure the organization's ongoing capacity to drive [community impact](#). The Sustaining Impact Grant is guided by the mission, vision, and values of the Fund for the Arts as well as community-driven priorities within Imagine [Greater Louisville 2025](#).

At the Fund for the Arts, we believe that art is a right, not a privilege, because art is a fundamental expression of the human condition.

### Vision

We envision a healthy and vibrant community where everyone embraces the art that exists in our lives every day, everyone contributes to the well-being of our arts community, and it is understood that everyone belongs to the arts community.

### Mission

We contribute to the overall health and well-being of our community by generating resources for, investing in, and supporting our local arts, artists, and arts organizations.

### Values

Equity – Listen to, engage with, invest in, and support historically excluded individuals, groups, and communities

Belonging – Create a safe and welcoming environment for engagement where an invitation is not required

Accountability – Be who we say we are and do what we say we will do for each other and the community we support

Stewardship – Manage the resources that have been entrusted to us equitably and responsibly

Gratitude – Value one another and the community we support

Storytelling – Tell the stories of arts, artists, and arts organizations in our community however, whenever, and to whomever we can

Learning – Continue to be curious and seek opportunities to expand our knowledge and understanding

Fund for the Arts recognizes that arts organizations continue to operate under extreme uncertainties, with many unknown variables and ongoing effects of COVID-19. Additionally, Fund for the Arts recognizes the community's call for racial equity and is committed to building a more inclusive and equitable community for all. In the 2023-2024 Sustaining Impact Grant application, the scoring includes the applicant's plans to continue recovery from ongoing effects COVID-19 and commitment to build a thriving, inclusive, and equitable community for all.

To support nonprofit arts organizations in 2023-2024, Fund for the Arts will invest in arts organizations that:

- Are [essential](#) to [Greater Louisville](#), building a thriving community through the arts.
- Are equitable and inclusive, intentionally serving and telling the stories of [diverse](#) and historically underserved and underrepresented populations.



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- Demonstrate strong plans for maintaining sustainable operations in 2023-2024 and beyond, so that they may continue recovery from COVID-19 and build a thriving, inclusive, and equitable community for all.
- Are looking for opportunities for new collaborations, shared services, and strategic alliances that could result in cost savings and/or revenue generation across the sector.

**Please Note:** Terms bolded in **blue** are defined in the Sustaining Impact Grant Glossary, which is accessible on the [Sustaining Impact Grant](#) page of the Fund for the Arts website.

## FUNDING LEVELS

Sustaining Impact Grants have three **funding levels**:

- **Level 1:** Nonprofit arts organizations with **operating revenues** up to \$300,000, averaged over the previous three fiscal years.
- **Level 2:** Nonprofit arts organizations with **operating revenues** between \$300,001 and \$1 million, averaged over the previous three fiscal years.
- **Level 3:** Nonprofit arts organizations with **operating revenues** above \$1 million, averaged over the previous three fiscal years.

## WHO MAY APPLY

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

### Mission and Programs

- Have a primary mission that is arts-focused, as recognized by the National Endowment for the Arts (NEA). The NEA recognizes the following **artistic areas**: artist communities; arts education; dance; design; folk & traditional arts; literary arts; media arts; museums; music; musical theater; opera; presenting & multidisciplinary arts; theater; and visual arts.
- Offer programming that is accessible to all members of the public in **Greater Louisville**, at least nine months of the year for the last three consecutive years prior to the Sustaining Impact Grant application deadline.

### Governance

- Recognized as a 501(c)(3) for at least the last three consecutive years prior to the Sustaining Impact Grant application deadline with a primary place of business in **Greater Louisville**.
- Employ at least one **full-time equivalent** (FTE) staff or contract person to ensure consistent delivery of programs.

### Financial and Organizational Health

- Have completed one of the following for at least the last three consecutive years prior to the Sustaining Impact Grant application deadline:



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- **Level 1:** Form 990 or Form 990-EZ
- **Level 2:** Independent audit
- **Level 3:** Independent audit

**Please Note:** Form 990-N or Form 990-PF are not eligible documentation.

- Have received a Fund for the Arts grant (may include ArtsMatch, Cultural Pass, etc.) or a Sustaining Impact Grant in at least one of the last three years and met all reporting requirements.
- Have demonstrated evidence of significant levels of community support through earned and contributed revenue.

### Non-Eligible Organizations

The following entities will not be eligible for 2023-2024 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.
- Nonprofit charitable arts organizations designated as private foundations by the Internal Revenue Service.
- Charitable organizations whose primary mission is culture- or heritage-based.

Applicants that do not meet the eligibility criteria for Sustaining Impact Grants are encouraged to apply for other Fund for the Arts opportunities. Visit the [Apply for Funding](#) page on the Fund for the Arts website to view a full list of current and ongoing opportunities.

## APPLICATION PROCESS

The following is an overview of the 2023-2024 Sustaining Impact Grant application process.

### Eligibility Determination

Current Sustaining Impact Grant recipients (as of January 1, 2023) and applicants determined to be eligible through the Pre-Application process are invited to submit a full application for their assigned **funding level**. Current Sustaining Impact Grant recipients are expected to meet the Sustaining Impact Grant eligibility criteria to remain eligible for future Sustaining Impact Grants. Eligibility for Sustaining Impact Grants must be confirmed on an annual basis.

**Please Note:** Should it be determined during review of an applicant's full application that the applicant does not meet the Sustaining Impact Grant eligibility criteria, the applicant will be notified accordingly.

### Application Components

The 2023-2024 Sustaining Impact Grant application has three sections, which are the principles that anchor the application process:



## Sustaining Impact Grant Guidelines

- **Essential (40% of application score)** – an organization that is **essential** to, and building a thriving community in, **Greater Louisville**.
- **Equity, Diversity, & Inclusion (30% of application score)** – an organization that is equitable and inclusive, intentionally serving and telling the stories of **diverse** and historically underrepresented and underserved populations.
- **Organizational Capacity & Sustainability (30% of application score)** – an organization that:
  - Demonstrates strong plans for maintaining sustainable operations in FY2024, and beyond, so that it may continue recovery from COVID-19 and build a thriving, inclusive, and equitable community for all.
  - Is looking for opportunities for new collaborations, shared services, and strategic alliances that could result in cost savings and/or revenue generation across the sector.

### Application Timeline

The timeline for the 2023-2024 Sustaining Impact Grants is as follows:

|  |   |
|--|---|
| Friday, April 14, 2023                     | Sustaining Impact Grant application opens in the Fund for the Arts online grant portal  |
| Friday, April 21, 9-10:30a                 | Applicant Information Session <ul style="list-style-type: none"><li>• Zoom Link: <a href="https://us06web.zoom.us/j/82550522321?pwd=NmpxSWpvbIFqdFQ3TU84QTczRWpFUT09">https://us06web.zoom.us/j/82550522321?pwd=NmpxSWpvbIFqdFQ3TU84QTczRWpFUT09</a></li><li>• Meeting ID: 825 5052 2321</li><li>• Passcode: 338722</li><li>• Call-In Number: +1 312 626 6799</li></ul>   |
| Fridays May 12, May 26, and June 2, 10-11a | Virtual Office Hours <ul style="list-style-type: none"><li>• Zoom Link: <a href="https://us06web.zoom.us/j/88444020127?pwd=dnB5WXZDNHN6K0JlejlTaE4xbEc2Zz09">https://us06web.zoom.us/j/88444020127?pwd=dnB5WXZDNHN6K0JlejlTaE4xbEc2Zz09</a></li><li>• Meeting ID: 884 4402 0127</li><li>• Passcode: 023487</li><li>• Call-In Number: +1 312 626 6799</li></ul> <p><i>Virtual Office Hours are available for anyone planning to apply for the 2023-2024 (FY24) Sustaining Impact Grant, to provide time for questions with FFTA staff. Additional resources include the Grant Guidelines and recorded Applicant Information Session. Attendance and RSVP not required.</i></p> |
| Friday, June 9, 2023, 11:59p EST           | Sustaining Impact Grant application due in the Fund for the Arts online grant portal  |
| August 2-4, 9a-5p                          | Applicant Interviews with Grant Review Panel<br><i>Each applicant meets with the Grant Review Panel for up to 30 minutes. Interview date and time will be emailed to applicants by July 1.</i>  |
| By August 31, 2023                         | Grant Award Notification sent to all applicants via email   |

**Please Note:** While it is not required, applicants are strongly encouraged to attend Virtual Office Hours to receive assistance during the application period.



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## Application Submission

2023-2024 Sustaining Impact Grant applications must be submitted through the Fund for the Arts online grant portal. Links to start a new application or to access a saved application are on the [Sustaining Impact Grant](#) webpage. Please review the entire Grant Guidelines before beginning an application.

## Application Review and Grant Recommendation Process

Sustaining Impact Grant applications are reviewed annually upon submission. Sustaining Impact Grant applications are reviewed, and award recommendations are made, utilizing the following process:

- *Grant Review Panel* reviews and provides a preliminary score for each application based upon criteria for **Essential** and **Equity, Diversity, & Inclusion** application components. The *Grant Review Panel* is comprised of:
  - At least two independent panel members who are experts with knowledge in the areas under review, including an understanding of multiple arts disciplines as well as nonprofit organization operation best practices.
  - At least three members of the Community Investment Committee, a Committee of the Fund for the Arts Board of Directors.
- *Financial Review Panel*, comprised of primarily local individuals with nonprofit and/or financial expertise, reviews and provides a score for the **Organizational Capacity & Sustainability** application component. Fund for the Arts Board members may participate in the Financial Review Panel.
- Each applicant will participate in an *Interview* with the Grant Review Panel during which the Grant Review Panel may discuss and ask clarifying questions about the application. After each applicant's *Interview*, the Grant Review Panel members may update their preliminary scores and comments for the application before submitting final scores and comments. Fund for the Arts Board members may participate in the *Interview*.

**Please Note:** The 2023-2024 Interviews with the Grant Review Panel are tentatively scheduled for August 2-4, 2023, and will be virtual.

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

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

## Application Scoring

Grant Review and Financial Review Panelists will use the following criteria to evaluate and score Sustaining Impact Grant applications on a scale of 1 to 100. Applicants are scored against the criteria and not in comparison to other applicants. An applicant's commitment to each criterion should be apparent throughout the entire application. By demonstrating this commitment, applicants of any size and artistic discipline can achieve an overall rating of **"Exemplary"**.



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| Score     | Rating            | Definition   | Recommended % of Maximum  |
|-----------|-------------------|--|---------------------------|
| 90 to 100 | <b>Exemplary</b>  | The applicant has provided overwhelming evidence throughout the application demonstrating the organization has the capacity and the programming to drive impact. | 90 to 100%                |
| 80 to 89  | <b>Strong</b>     | The applicant has provided strong evidence throughout the application demonstrating the organization has the capacity and the programming to drive impact.       | 80 to 89%                 |
| 70 to 79  | <b>Good</b>       | The applicant has provided sufficient evidence throughout the application demonstrating the organization has the capacity and the programming to drive impact.   | 70 to 79%                 |
| 50 to 69  | <b>Needs Work</b> | The applicant has provided little evidence throughout the application demonstrating the organization has the capacity and the programming to drive impact.       | 50 to 69%                 |
| 1 to 49   | <b>Weak</b>       | The applicant has provided very limited evidence throughout the application demonstrating the organization has the capacity and the programming to drive impact. | Not eligible to be funded |

Applicants must meet a minimum score of 50 to receive a Sustaining Impact Grant. Scoring is significant; however, adjustments may be made due to funding available, the three-year Sustaining Impact Grant transition process, or community priorities.

For additional details on the Grant Criteria, refer to “Attachment A: Sustaining Impact Grant Criteria & Scoring Rubric”.

### Determination of Grant Award

Grant awards may fund up to a pre-determined percentage of an applicant’s **operating revenues**, up to a maximum amount, dependent upon the applicant’s **funding level**.

- **Level 1:**
  - Sustaining Impact Grant may fund up to 20% of the applicant’s **operating revenues** (averaged over the previous three fiscal years). The maximum possible grant award is \$60,000.
  - Applicants are eligible to receive a two-year grant, dependent upon funding available.
- **Level 2:**
  - Sustaining Impact Grant may fund up to 20% of the applicant’s **operating revenues** (averaged over the previous three fiscal years). The maximum possible grant award is \$200,000.
  - Applicants are eligible to receive a one-year grant, dependent upon funding available.
- **Level 3:**
  - Sustaining Impact Grant may fund up to 15% of the applicant’s **operating revenues** (averaged over the previous three fiscal years). The maximum possible grant award is \$900,000.
  - Applicants are eligible to receive a one-year grant, dependent upon funding available.

If funds are not available on an annual basis to meet all Sustaining Impact Grants at the maximum possible grant award levels, it is recommended that all Sustaining Impact Grant awards are decreased at the same percentage across the board. Ultimately, the Fund for the Arts Board of Directors makes final approval of all Sustaining Impact Grant awards.





## Sustaining Impact Grant Guidelines

### Grant Requirements

In order to receive funding from Fund for the Arts, a grantee must fulfill all grant requirements for the duration of the grant period, accurately represent its operations and its activities in all grant 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.

### QUESTIONS

Fund for the Arts encourages all interested applicants to attend the Applicant Information Session and Virtual Office Hours. If you have any additional questions, please contact the Fund for the Arts Community Investment & Support Team at [grants@fundforthearts.org](mailto:grants@fundforthearts.org).

**Please Note:** Any questions, throughout the 2023-2024 Sustaining Impact Grant process should be directed to the Fund for the Arts staff. Sustaining Impact Grant applicants are not permitted to contact members of the Fund for the Arts Community Investment Committee, the Grant Review Panel, or the Financial Review Panel.

# ATTACHMENT A: SUSTAINING IMPACT GRANT CRITERIA & SCORING RUBRIC

**Essential** (40% of application score)

An organization that is **essential** to, and building a thriving community in, **Greater Louisville**.

| Question | Review Criteria   | Rating            | Definition   | Point Range |
|----------|---|-------------------|--|-------------|
| 1        | <p>Describe how your organization is <b>essential</b> to, and building a thriving community in, <b>Greater Louisville</b>. Include in your response qualitative and quantitative evidence of your organization's <b>community impact</b> (examples could include number of <b>locations</b>, zip codes, neighborhoods, <b>participants</b> served; <b>academic achievement</b> and <b>21st Century skills</b> development; economic activity generated; number of <b>creators</b> and <b>collaborators</b> employed; etc.).</p> <p>Examples: attach up to three examples of how your organization is <b>essential</b> and building a thriving community.</p>  | <b>Exemplary</b>  | Applicant provides overwhelming evidence that it is <b>essential</b> . | 14-16 pts   |
|          |   | <b>Strong</b>     | Applicant provides strong evidence that it is <b>essential</b> .       | 11-13 pts   |
|          |   | <b>Good</b>       | Application provides sufficient evidence that it is <b>essential</b> . | 8-10 pts    |
|          |   | <b>Needs Work</b> | Applicant provides little evidence that is <b>essential</b> .          | 4-7 pts     |
|          |   | <b>Weak</b>       | Applicant provides very limited evidence that it is <b>essential</b> . | 0-3 pts     |
| 2        | <ul style="list-style-type: none"><li>Clearly described the organization, what they do, and who they impact.</li><li><b>Offerings</b>, and the <b>locations</b> where they are provided, are intentionally accessible to all people.</li><li>Considers affordability in <b>offerings</b> (free and/or reduced-price admission, scholarship, etc.).</li><li>Information about <b>offerings</b> is easily accessible and available to the public.</li><li>Education-focused organizations have <b>offerings</b> that: connect to core curriculum, support teaching objectives, support student <b>academic achievement</b>, promote <b>21st Century skill</b> development, provide equitable <b>access</b> for children from <b>diverse</b> and <b>special populations</b>, and engage families to experience the arts together.</li><li>Employs/attracts <b>local</b> and/or national-level <b>creators</b> and <b>collaborators</b>.</li><li><b>Trains creators</b> and <b>collaborators</b>.</li></ul> | <b>Exemplary</b>  | Applicant provides overwhelming evidence that it is <b>essential</b> . | 11-12 pts   |
|          |   | <b>Strong</b>     | Applicant provides strong evidence that it is <b>essential</b> .       | 8-10 pts    |
|          |   | <b>Good</b>       | Application provides sufficient evidence that it is <b>essential</b> . | 5-7 pts     |
|          |   | <b>Needs Work</b> | Applicant provides little evidence that is <b>essential</b> .          | 3-4 pts     |
|          |   | <b>Weak</b>       | Applicant provides very limited evidence that it is <b>essential</b> . | 0-2 pts     |
| 3        | <ul style="list-style-type: none"><li>Plans will drive <b>outcomes</b> across the community.</li><li>Plans are realistic.</li><li>Has leadership and financial capacity to implement the plans.</li></ul>   | <b>Exemplary</b>  | Applicant provides overwhelming evidence that it is <b>essential</b> . | 11-12 pts   |
|          |   | <b>Strong</b>     | Applicant provides strong evidence that it is <b>essential</b> .       | 8-10 pts    |
|          |   | <b>Good</b>       | Application provides sufficient evidence that it is <b>essential</b> . | 5-7 pts     |



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|--|--|--|-------------------|--|---------|
|  | conditions, and any contingency plans/scenarios. |  | <b>Needs Work</b> | Applicant provides little evidence that is <b>essential</b> .          | 3-4 pts |
|  |  |  | <b>Weak</b>       | Applicant provides very limited evidence that it is <b>essential</b> . | 0-2 pts |

### Equity, Diversity, & Inclusion (30% of application score)

An organization that is equitable and inclusive, intentionally serving and telling the stories of **diverse** and historically underrepresented and underserved populations.

| Question |  | Review Criteria   | Rating            | Definition   | Point Range |
|----------|--|---|-------------------|--|-------------|
| 4        | Describe how your organization is equitable, <b>diverse</b> , and inclusive. Include in your response a description of your <b>participants</b> , staff, and board, and how you intentionally serve and tell the stories of <b>diverse</b> and historically underserved and underrepresented populations.<br><br>Attach your Equity, Diversity & Inclusion Matrix. | <ul style="list-style-type: none"> <li>Presents <b>offerings</b> created by and with <b>diverse creators</b> and <b>collaborators</b> belonging to <b>special populations</b>.</li> <li>Creates and presents <b>offerings</b> telling the stories of <b>diverse</b> and <b>special populations</b>.</li> <li>Intentionally and strategically recruits <b>diverse collaborators</b> (volunteers, staff, board, donors, participants, etc.) and <b>creators</b>.</li> <li>Develops meaningful partnerships and collaborations with <b>diverse</b> neighborhoods and communities to provide equitable opportunity to create and participate.</li> <li>Demonstrates growth in staff, board, patron, participant, volunteer, etc. diversity over the last 12 months.</li> <li>Has at least 25% <b>BIPOC</b> representation in staff and board and/or <b>BIPOC</b> representation reflects the community that the organization serves.</li> </ul> | <b>Exemplary</b>  | Applicant provides overwhelming evidence that it is equitable, diverse, and inclusive. | 9-10 pts    |
|          |  |   | <b>Strong</b>     | Applicant provides strong evidence that it is equitable, diverse, and inclusive.       | 7-8 pts     |
|          |  |   | <b>Good</b>       | Application provides sufficient evidence that it is equitable, diverse, and inclusive. | 5-6 pts     |
|          |  |   | <b>Needs Work</b> | Applicant provides little evidence that it is equitable, diverse, and inclusive.       | 3-4 pts     |
|          |  |   | <b>Weak</b>       | Applicant provides very limited evidence that it is equitable, diverse, and inclusive. | 0-2 pts     |
| 5        | Describe how your organization has internally (i.e., training, creation and implementation of policies and procedures, etc.) and externally (i.e., participation in community initiatives, marketing and communications, etc.)   | <ul style="list-style-type: none"> <li>Developed and implemented innovative approaches to begin and/or continue serving <b>diverse</b> and historically underrepresented and underserved populations.</li> </ul>  | <b>Exemplary</b>  | Applicant provides overwhelming evidence that it is equitable, diverse, and inclusive. | 9-10 pts    |
|          |  |   | <b>Strong</b>     | Applicant provides strong evidence that it is equitable, diverse, and inclusive.       | 7-8 pts     |



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|   |   |   |                   |  |          |
|---|---|---|-------------------|--|----------|
|   | worked to create a <b>diverse</b> and inclusive organization and community.   | <ul style="list-style-type: none"> <li>Creation and implementation of training, policies, procedures, marketing and communications materials to create a diverse and inclusive organization and community.</li> <li>Participated in and adopted strategies and recommendations from community initiatives.</li> <li>Returning applicants must demonstrate progress from the last Sustaining Impact Grant submission.</li> <li>New applicants must provide details on their involvement in community initiatives as well as any professional development completed by staff and Board members</li> </ul> | <b>Good</b>       | Application provides sufficient evidence that it is equitable, diverse, and inclusive. | 5-6 pts  |
|   |   |   | <b>Needs Work</b> | Applicant provides little evidence that it is equitable, diverse, and inclusive.       | 3-4 pts  |
|   |   |   | <b>Weak</b>       | Applicant provides very limited evidence that it is equitable, diverse, and inclusive. | 0-2 pts  |
| 6 | Describe your organization's plans for serving and engaging <b>diverse</b> and historically underserved and underrepresented populations to help heal and build an inclusive and equitable community for all over the next 12 months. | <ul style="list-style-type: none"> <li>Plans will drive cultural equity, serving <b>diverse</b> and historically underserved and underrepresented populations.</li> <li>Plans are realistic.</li> <li>Has leadership and financial capacity to implement the plans.</li> </ul>  | <b>Exemplary</b>  | Applicant provides overwhelming evidence that it is equitable, diverse, and inclusive. | 9-10 pts |
|   |   |   | <b>Strong</b>     | Applicant provides strong evidence that it is equitable, diverse, and inclusive.       | 7-8 pts  |
|   |   |   | <b>Good</b>       | Application provides sufficient evidence that it is equitable, diverse, and inclusive. | 5-6 pts  |
|   |   |   | <b>Needs Work</b> | Applicant provides little evidence that it is equitable, diverse, and inclusive.       | 3-4 pts  |
|   |   |   | <b>Weak</b>       | Applicant provides very limited evidence that it is equitable, diverse, and inclusive. | 0-2 pts  |

### Organizational Capacity & Sustainability (30% of application score)

An organization that:

- Demonstrates strong plans for maintaining sustainable operations in grant year 2023-2024, and beyond, so that it may continue recovery from COVID-19 and build a thriving, inclusive, and equitable community for all.
- Is looking for opportunities for new collaborations, shared services, and strategic alliances that could result in cost savings and/or revenue generation across the sector.



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| Question |   | Review Criteria   | Rating            | Definition   | Point Range |
|----------|---|---|-------------------|--|-------------|
| 7        | Describe the strategic operational decisions your organization has made in the last 12 months to remain solvent. Include as much detail as possible. When discussing reductions or increases, you are encouraged to use percentages to demonstrate changes. If your organization has completed the BBB Standards for Charity Accountability, share how many of the 20 standards your organization currently meets.  | <ul style="list-style-type: none"><li>• Made strategic changes to personnel.</li><li>• Made strategic changes to expenses.</li><li>• Made strategic changes to <b>offerings</b>.</li></ul>  | <b>Exemplary</b>  | Applicant provides overwhelming evidence that it made strategic decisions to remain solvent. | 9-10 pts    |
|          |   |   | <b>Strong</b>     | Applicant provides strong evidence that it made strategic decisions to remain solvent.       | 7-8 pts     |
|          |   |   | <b>Good</b>       | Applicant provides sufficient evidence that it made strategic decisions to remain solvent.   | 5-6 pts     |
|          |   |   | <b>Needs Work</b> | Applicant provides little evidence that it made strategic decisions to remain solvent.       | 3-4 pts     |
|          |   |   | <b>Weak</b>       | Applicant provides very limited evidence that it made strategic decisions to remain solvent. | 0-2 pts     |
| 8        | Attach your completed Financial Workbook.<br><br>For Level 1 applicants, attach your Form 990 or Form 990-EZ for the most recently completed fiscal year.<br>For Level 2 and Level 3 applicants, attach your Independent Audit for the most recently completed fiscal year.<br><br>For Level 1 applicants only, attach your financial statements used to complete the Form 990 or Form 990-EZ for the last completed fiscal year.<br><br>Attach your staff list.<br><br>Attach your board list. | <ul style="list-style-type: none"><li>• Has a planned balanced budget or surplus of operating revenues over operating expenses for FY2024.</li><li>• Level 1: Has a complete Form 990 or Form 990-EZ for the last completed fiscal year with no significant issues.</li><li>• Level 2 and Level 3: Has clean audit results as evidenced by auditor's opinion and input regarding internal controls and material weaknesses in their last completed fiscal year.</li><li>• Has an active finance committee, which includes individuals with financial expertise.</li></ul> | <b>Exemplary</b>  | Applicant provides overwhelming evidence that it will be sustainable for FY2024.             | 9-10 pts    |
|          |   |   | <b>Strong</b>     | Applicant provides strong evidence that it will be sustainable for FY2024.                   | 7-8 pts     |
|          |   |   | <b>Good</b>       | Application provides sufficient evidence that it will be sustainable for FY2024.             | 5-6 pts     |
|          |   |   | <b>Needs Work</b> | Applicant provides little evidence that it will be sustainable for FY2024.                   | 3-4 pts     |
|          |   |   | <b>Weak</b>       | Applicant provides very limited evidence that it will be sustainable for FY2024.             | 0-2 pts     |
| 9        | Describe your organization's plan for sustainability for 2023-2024. Include   |   | <b>Exemplary</b>  | Applicant provides overwhelming evidence that it has an innovative                           | 9-10 pts    |



## Sustaining Impact Grant Guidelines

|  |  |   |                   |   |         |
|--|--|---|-------------------|---|---------|
|  | in your response any innovative approaches to operating (such as strategic alliances, shared services, new collaborations, etc.) going forward that your organization has made or is considering. Your response should correspond with your 2023-2024 budget and information included in the Financial Workbook. | <ul style="list-style-type: none"><li>• Plan aligns with information provided in FY2024 budget and the Financial Workbook.</li><li>• Demonstrates plan or desire to implement innovative approaches to operating.</li><li>• Has a realistic and strategic plan for sustainability for FY2024.</li></ul> |                   | approach to operating going forward.  |         |
|  |  |   | <b>Strong</b>     | Applicant provides strong evidence that it has an innovative approach to operating going forward.       | 7-8 pts |
|  |  |   | <b>Good</b>       | Application provides sufficient evidence that it has an innovative approach to operating going forward. | 5-6 pts |
|  |  |   | <b>Needs Work</b> | Applicant provides little evidence that it has an innovative approach to operating going forward.       | 3-4 pts |
|  |  |   | <b>Weak</b>       | Applicant provides very limited evidence that it has an innovative approach to operating going forward. | 0-2 pts |