

# CREATING HARMONY THE ALIGNMENT WAY

NASAA Grants and Fiscal Officer  
Peer Session

Saturday, September 13, 2008

# CHANGE IS GOOD! (BEGINNING)

- 2004: Ohio Arts Council (OAC) decides to implement an online grants application system.
- 2005: Teams of staff members are formed to create new programs and new structure of agency.
  - 24 based programs (mostly disciplined based) to 10 programs
  - Three year strategic plan is also developed

## Beginning cont.

- Teams are charged with the development of guidelines for applying, application and final report forms
- Support materials are revised
- New panel process scoring developed
- Strategic is completed and first year of online applications finishes.
- OLGA goes live in FY2006 and begins to accept applications online

# REMEMBER: CHANGE IS GOOD!!!

- At the end of FY2007
  - two years of accepting applications online and funding grants in new program areas
  - revisions of **narrative questions** in some program areas due to:
    - conducting panel meetings
    - policy discussions
    - grants season postmortem
    - feedback from constituents

# “OKAY, WE CAN DO THIS” (MIDDLE)

**January, 2008:** We only had eight months to do this entire process so that our changes could be sent to WESTAF, guidelines put on web, notification made to the field and all changes ready for the first set of deadlines (Jan. 15, 2009) What started as just finding discrepancies in our guidelines became a real live professional development opportunity for our whole staff. To make the process successful we had to embrace the idea that alignment was truly more than just finding and fixing the inconsistencies of the guidelines

To begin the process of revisions to Guidelines and forms, the OAC does the only thing it knew to do!

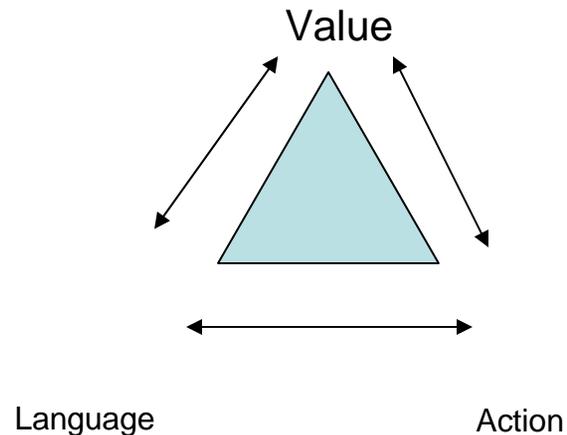
**CALL KELLY**

**AT**

**NASAA!!!**

# “MEASURING WHAT MATTERS”

- February, 2008, Kelly Barsdate came to Ohio and trained the OAC staff on alignment
- Value equals language equals action
- Language is what is in your publications and visible commitment
- Action being what money, operations and time we commit



# Alignment Process Summary as taught by Kelly!

- Grant program alignment
- Statement of purpose
- Adjudication criteria
- Language
- Questions

# BUT WHAT COMES FIRST?

- Guideline revisions
  - Committee formed that included at least one staff person from every department
  - Met bi-weekly for two months; weekly for 7 months
  - Found discrepancies within current guidelines and code by matter of importance or “easy fixes”

- Committees formed to revise:
  - Sustainability program
  - Boiler plate language
  - Public value
  - Re-outline committee
  - Audio-visual and support materials
  - Cultural participation
  - Accessibility

# Let the Meetings Begin!

- Sustainability committee meets to develop purpose statement, revisions to all sections of program guidelines and making sure that questions are aligned with evaluation/scoring and criteria.
- Committee met 8 times in two months. Sustainability was the guinea pig for the other program areas.
- Other committees formed to align each program area in terms of guidelines, application narrative questions, evaluation/scoring and criteria

- Conference calls held with Kelly to go over changes/alignment
- July, 2008: Kelly visits Ohio for a staff retreat:
  - Different groups formed to review other program areas.
  - A team of four staff members review, edit new guidelines and create overarching purpose statements
  - Changes sent to WESTAF on August 30, 2008

**Narrative:****Why OAC Support**

Nonprofit organizations across America, including arts are financed in part through contributions from individuals, foundations, corporations and government entities. Every nonprofit organization makes a conscious decision to seek funding from one or more of these sources. The Ohio Arts Council, a government entity, is a steward of state and federal tax dollars paid by all Ohio citizens.

With this in mind...

organizations, Why does your organization merit public funds from the OAC?

**Organizational Operating Capacity**

All nonprofit organizations exist to offer programs and services in a given community. Opportunities to participate directly with your organization must be relevant and valuable to people. Organizations must have a vision of their future that is supported by core values and a mission statement that provides direction and purpose for the organization. An organization's operating capacity encompasses human and financial resources along with partnerships necessary to produce meaningful arts experiences.

With this in mind...

Briefly describe the most critical resources which enable your organization to provide valuable programming. Which of the following areas are the greatest assets which allow your organization to provide value to the community: funding, existing organizations, potential partners, staff, volunteers and board members, time, facilities, equipment, supplies, other assets?

Which of the following are critical risk factors your organization must address as it implements its mission and goals and why: attitudes of people in the community or the organization, lack of resources, policies, laws, regulations, geography, other factors?

**Artistic/Educational/Cultural Value The highest score for this category is 25 points**

- Proposed activities demonstrate artistic, cultural and/or educational value for the community being served.
- Proposed activities advance the organization's artistic vision.
- Qualified persons, including board, staff, and community members, are involved in the design and implementation of proposed activities.
- If applicable, K-12 in-school educational programming meets the Ohio Arts Academic Content Standards.
- Organization has done long-range planning that addresses economic, educational and cultural goals, with clearly defined strategies for achieving those goals.
- Programming continues to evolve and demonstrate creativity.
- Artistic programming contributes to community culture.

**Evidence Can support any of the above criteria**

- Grant application
- OAC Final Report (OAC staff will supply)
- Artists' biographies
- Audio visual materials

**Community Participation & Accessibility The highest score for this category is 25 points**

- Applicant addresses the educational, economic and/or social needs of the community.
- Applicant understands and is responsive to the diverse interests and needs of the community.
- Applicant's programming and facilities meet or exceed federal ADA requirements.
- Applicant has taken appropriate steps to broaden, deepen and diversify participation in its programs/activities.
- Applicant has identified and minimized barriers to cultural participation, e.g. practical, experiential and perceptual.
- Applicant acts as an advocate for the public value of the arts in the community.
- Applicant has forged public and private partnerships with a variety of organizations.

**Evidence Can support any of the above criteria**

- Grant application
- OAC Final Report (OAC staff will supply)
- Board and committees lists
- Publicity materials that detail range of admission prices, operating hours or performance times and accessibility logos
- Educational materials
- Letters of commitment
- Letters of support

# Second version of application narrative questions

- **What Will You Do?**
  1. What does your organization plan to do during the grant period? Provide a brief overview of who will be involved, what will happen, and when and where activities/programs will take place. Please note any new or expanded artistic activities since your last application.
  2. Why did your organization decide to offer these programs/activities to your community? Explain the planning process leading to this decision and how your community was involved.
- **How Will You Do It?**
  3. Briefly describe the internal and external strengths/assets that give your organization the capacity to provide these programs and services

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# After the Alignment Process

## NARRATIVE QUESTIONS

1. What does your organization plan to do during the grant period? Provide a brief overview of who will be involved, what will happen, and when and where activities/programs will take place.

## **Artistic/Educational/Cultural Value**

2. How does your organization define artistic success and how will you continue to evolve creatively to achieve that success? Please note any new or expanded activities since your last application.

Building on your response to the first narrative question, how does your organization define educational and cultural success and how will you continue to achieve that success?

## **Community Participation & Accessibility**

3. What is your organization doing to increase [cultural participation](#) in your programs/activities? Please provide specific examples of your organization's efforts to build participation and/or to minimize barriers to participation.
4. What impact does your organization have on individuals in your community, on your community as a whole or on the state, national or international level? Please use actual stories or first-hand accounts of your organization's [public value](#) in your response.

## Artistic/Educational/Cultural Value The highest score for this category is 25 points

- Applicant's activities demonstrate artistic, educational and cultural value for the community being served.
- Applicant's artistic, educational and cultural activities advance the organization's mission.
- Applicant's artistic, educational and cultural activities are strengthened by qualified personnel.
- Applicant's artistic, educational and cultural programming satisfies a unique need in the community.
- Applicant's artistic programming continues to evolve creatively.
- Applicant's educational and cultural programming meets or exceeds the organization's vision of success in those areas.
- Applicant's K-12 in-school educational programming must address the [Ohio Fine Arts Academic Content Standards](#).

## Community Participation & Accessibility The highest score for this category is 25 points

- Applicant understands and is responsive to the diverse needs and interests of the community.
- Applicant has clearly described steps to increase [cultural participation](#) in its programs/activities.
- Applicant has identified and minimized barriers to [cultural participation](#), including but not limited to barriers which prevent participation by people with disabilities
- Applicant's is recognized for the [public value](#) of its work and for the contributions it makes to the economic, educational and/or cultural well-being of the community.
- Applicant's working relationships within the community strengthen the organization's ability to fulfill its mission.
- Applicant effectively publicizes and promotes its activities to the community at large and the target audience.

# Next steps

- Final reports to revise for alignment
- Council meeting approval and process
- Communication to field
- Other programs need revision (IC, initiatives)
- Website updated, guidelines go live
- WESTAF changes reviewed and approved
- First deadline for FY2010: January 15, 2009

# FUTURE

We hope that these changes will take us through FY2015.

Until then...remember..

**CHANGE IS GOOD!**