



# 2015 - 2016 Arts Anchor Fund Guidelines

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## Tacoma Arts Commission

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David Boe, City Council Liaison  
Marty Campbell, City Council Liaison  
Alternate  
Amy McBride, Tacoma Arts Administrator  
Naomi Strom-Avila, Cultural Arts Specialist

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## About the Arts Anchor Fund

The Arts Anchor Fund supports a diversity of art forms by providing Contracts for Cultural Services to major not-for-profit arts organizations located in Tacoma. Applicants qualifying for the Arts Anchor Fund submit one application every two years to contract with the City of Tacoma to provide arts related services to the public.

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## What is an Arts Anchor?

An Arts Anchor is a community-based arts organization that significantly improves the quality of life for the citizens of Tacoma. These organizations "anchor" the cultural scene in Tacoma as a progressive, international city. They have a solid history of financial stability, offer artistic work of exceptionally high quality, draw artists to the community, and significantly strengthen the mix of artistic offerings available locally.

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## Dates to Note

**Deadline:** January 26, 2015, 5 pm (or postmark)

**Panel Review:** February 25, 2015

**Recommendations** presented for approval to the Tacoma Arts Commission:  
**March 9, 2015**

**Notification:** by **March 20, 2015**

**Funding** applies to programming taking place between the contract issue date and **December 31, 2016**

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## Eligibility

Organizations are eligible to apply if they meet **ALL** of the following criteria:

- Mission & Purpose
  - Has a mission that is primarily arts centered.
  - Shows evidence of leadership, contribution and advancement in its field.
- History & Stability
  - Has a record of at least five years of ongoing paid employment of professional administrative and artistic personnel.
  - Has an annual operating budget of at least \$250,000 per year.
  - Exhibits ongoing stability of management, staff, board, fiscal operations and community support.
- Location
  - Headquartered in Tacoma with major venues located within Tacoma city limits.
- Operational Requirements
  - Is a private, non-profit 501(c)(3) organization not receiving other support from the City for the same services.
  - Has a City of Tacoma Business License (available from the Tax and License Department—call 253-591-5252).
  - Has a business plan. New applicants, or if requested by the Tacoma Arts Administrator, must submit a current copy with this application.
- Matching Funds
  - Match the City's Arts Anchor Fund contract at least \$1: \$1 with other cash support.



If you need this information in an alternative format, please contact the Arts Program at (253) 591-5191 (voice). TTY or speech to speech users please dial (253) 591-5820 to connect to Washington Relay Services.

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## ***Non-Eligibility***

Organizations are not eligible to receive funding if **ANY** of the following apply:

- The applicant organization receives funding from the Tacoma Arts Commission via any other funding program. Organizations selected to receive funding through the Arts Anchor Fund are not eligible to apply for Arts Projects funding.
- The applicant organization is a school or school-based auxiliary organization (e.g., PTAs)
- The applicant organization's governance is themselves a taxing authority or their primary purpose is fundraising for such taxing authority
- The applicant organization's executive director and/or executive board members are current members of the Tacoma Arts Commission.

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## ***About the Money***

Contracts may range from \$10,000 to \$20,000 per year for two years based on a competitive application process. Total biennial contracts may range from \$20,000 to \$40,000. This funding applies to 2015 – 2016, from January to December. Contracts will have an end date of December 31, 2016.

Applicant does not request a specific funding amount; the panel will review applications and recommend funding levels based upon the availability of funds and review of each application as measured against the evaluation criteria detailed in these guidelines. No funding is guaranteed until official approval of the budget by Tacoma City Council. Application to or previous funding from the Arts Anchor Fund does not guarantee funding.

The Arts Anchor Fund does not support organizations or agencies that receive funding for the same services directly from the City of Tacoma via other processes. The Arts Anchor Funds cannot be applied to receptions; travel costs; fundraising events, even those for cultural services or those which include a public arts opportunity; debt service; endowment building; capital projects; or scholarships.

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## ***Legal Requirements***

### ***Access***

Funded programs must be open to the public and fully accessible to all audiences, including individuals with disabilities. A portion of the services resulting from the City's funding must provide access to all citizens, reflecting the diversity of Tacoma's citizenry and including people from many different socioeconomic groups and walks of life. Outreach to at-risk youth, senior citizens, and the differently-abled is encouraged.

### ***Audit***

Contractor shall manage all of its operations in accordance with a policy of keeping books and records open to the City. The City shall be and they are hereby authorized to, at such times as they may deem necessary and proper, perform periodic audits of and monitor Contractor's activities to ensure Contractor's compliance with the requirements of their agreement.

### ***Legality***

Programs must comply with the laws of the Federal Government, the State of Washington and the City of Tacoma.

### ***Non-Discrimination***

Contractor agrees to take all steps necessary to comply with all federal, state and City laws and policies regarding non-discrimination and equal employment opportunities. Contractor shall not discriminate in any employment action because of race, religion, color, national origin or ancestry, sex, gender identity, sexual orientation, age, marital status, familial status, honorably discharged veteran or military status, or disability. In the event of non-compliance by Contractor with any of the non-discrimination provisions of this agreement, the City shall be deemed to have cause to terminate this agreement in whole or in part.

### ***Public Benefit***

The City of Tacoma cannot use public funds in any way that may be construed as a gift to an individual or organization. Each Arts Anchor Fund contract will specify the public benefit the organization provides to the citizens of Tacoma with deliverables or milestones to be met to qualify for payment.

### ***Acknowledgment***

Arts Anchors must acknowledge the City's funding in all appropriate publications and media by using the City of Tacoma's Arts Commission logo. Logos will be provided electronically.

Appropriate sponsor recognition may include curtain speeches, programs, signage, websites, emails, advertisements, press releases, public service announcements, print previews or reviews, season brochures, flyers, postcards, newsletters, letters, posters and other publications and media. Refusal to fully acknowledge the City's funding may be grounds for termination of a contract.

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## ***Evaluation Criteria***

Funding is not guaranteed. The review process is competitive. Funds are allocated based on three factors (percentages indicate the weight of each factor in relation to the final score):

### ***Artistic Excellence (40%)***

Application components that inform the panel of artistic excellence:

- Work samples
- Artistic Excellence section of the Narrative
- Marketing samples

### ***Management Performance (35%)***

Application components that inform the panel of management performance:

- Overall quality of the application
- Management Performance section of the Narrative
- Operating deficit explanation sheet (only if applicable)
- Financial Information Form
- Current operating budget
- Final financial statement from most recently completed fiscal year
- Marketing samples
- Business plan (only if required)
- Board of Directors list and artistic & managerial staff bios
- Final report forms and/or site evaluations from previous years (these are already on file with the City of Tacoma)

### ***Audience Development & Community Impact (25%)***

Application components that inform the panel of audience development & community impact:

- Audience Development & Community Impact section of the Narrative
- Programming as indicated in Event Information Form and elsewhere
- Financial Information Form
- Current operating budget
- Marketing samples
- Business plan (only if required)
- Final report forms and/or site evaluations from previous years (these are already on file with the City of Tacoma)

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## ***Application Process***

### ***Step 1 – Pre-Application Meeting (optional)***

The Arts Commission is foregoing a pre-application workshop this year so you can spend your valuable time completing the application. Those who are new to the process or those who have questions should contact Amy McBride at 253-591-5192 for a one-on-one discussion.

### ***Step 2 – Submit Application***

Applications must be delivered to the Community & Economic Development Department by 5 p.m. on January 26, 2015, or postmarked by this date. Applications received in person after this date or including a postmark after January 26, 2015 will not be reviewed and will be deemed ineligible for funding regardless of the merit of the program. Faxed or emailed application packets will not be accepted. Some work samples can be submitted electronically, as outlined on pages 7 and 8.

### ***Step 3 - Staff Review***

Staff will review each application for completeness and legal compliance. Organizations may be asked to supply corrections, clarification and missing materials. Failure to respond by the deadline given will disqualify the application. Incomplete applications or applications with material deficiencies may be rejected at the discretion of staff or review panel.

### ***Step 4 – Panel Review and Funding Allocation***

Each application goes before a funding panel comprised of peers, Arts Commissioners and other qualified members. Panel members will review and discuss each application. An informed representative from each organization must be available in person or by conference call to clarify questions posed by the panel. The panel review is planned for February 25, 2015; staff will notify applicants of the time of each organization's application review schedule ahead of time. Panel recommendations will be forwarded to the Tacoma Arts Commission for approval at its March 9, 2015 meeting. Applicants will be notified in writing about their award by March 20, 2015. An award notification is not a contract. Funding is not guaranteed until the contract has been fully executed.

### ***Step 5 - Contracting***

Staff will contact each award recipient to identify the contract deliverables including participation in Tacoma Arts Month. Contracts will be dated through December 31, 2016. There will be three payment milestones; requirements necessary to receive payment will be delineated in the contract materials.

### ***Step 6 – Site Evaluation***

An Arts Commissioner and/or staff member will perform at least one site visit for each Arts Anchor Fund recipient every year. The organization must provide the evaluator with complementary tickets, as arranged in advance, to perform this duty. The evaluator submits a written evaluation form to the Tacoma Arts Administrator, which may be reviewed at Arts Commission meetings and is added to the funded organization's file. Information gathered in the site evaluation will be used in evaluating subsequent applications to this funding program.

If an organization's programs do not reflect the content of the application or violate any of the above requirements, the City may withhold payment for the contract. The City of Tacoma's Community & Economic Development Department will not execute additional contracts with a non-compliant organization unless and until the contract disagreement is resolved or successfully appealed through the appeals process detailed below.

### ***Step 7 - Appeals***

To appeal a funding decision, an applicant must express concerns in writing to the Chair of the Tacoma Arts Commission within 30 days of the date the applicant is notified. The amount or conditions of the contract cannot be appealed unless the applicant can demonstrate a misinterpretation or misunderstanding of the information submitted. Applicants may not appeal aesthetic decisions or decisions based on incomplete or incorrect information submitted in the application. The Tacoma Arts Commission, in consultation with the appealing organization, funding panel and staff, will determine the outcome of the appeal. The applicant will be formally notified of the decision following the next regular meeting of the Tacoma Arts Commission.

### ***Step 8 - Quarterly Reporting***

Organizations must submit brief quarterly reports. A Quarterly Report form will be provided which requests the following information for all events and for Tacoma-based events only:

- Number of unduplicated events for the quarter
- Total number of times events ran during the quarter
- Total actual attendance for the quarter

### ***Step 9 - Evaluation***

Organizations must self-evaluate in the form of a Final Report in Phase II and Phase III of their contract. A Final Report form will be provided which requests the following information:

- Number of events and number of people served (volunteers, artists, students, seniors, Tacoma citizens, cultural tourists)
- Number of artists employed
- Accessibility and accommodation for people with disabilities
- Marketing and publicity materials
- Final budget report for last fiscal year
- One-page narrative evaluating the organization's successes and challenges

### ***Step 10 – Payment***

Payments will be made in three phases. The contract with the organization will delineate specific deliverables to be fulfilled before payment can be made for each phase.

Typically, payment is issued approximately four weeks after the deliverables and invoice are received for each phase. Organizations must be prepared to cover their expenses before requesting payment. The Community & Economic Development Dept. will issue payment only upon timely receipt of an invoice and Final Report.

# 2015 – 2016 Arts Anchor Fund Application

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## **Format**

To assist the processes of application preparation and evaluation, please:

- Type all application materials
- Use black ink and an 11 -point or larger font
- Do not reduce or condense type or line size
- Restrict responses to the spaces provided; don't add pages
- All margins must be at least 1" excluding page numbers
- Submit all material (excluding work/marketing samples) on 8-1/2" x 11" white paper
- Use line spacing of 1.5 for the Application Narrative
- When photocopying material, please make double sided copies
- Use only paper clips and rubber bands to fasten materials. Do not staple application copies or put in a binder or report cover. These items will be discarded before the panel sees them.
- Do not submit anything that is not on the checklist; it will not be reviewed

## **Submission**

Label and send application to:

Tacoma Arts Commission  
Arts Anchor Fund  
Community & Economic  
Development Dept.  
747 Market Street, Room 900  
Tacoma, WA 98402

## **Help**

For assistance, please call the Tacoma Arts Administrator, Amy McBride, 253.591.5192 or email [amcbride@cityoftacoma.org](mailto:amcbride@cityoftacoma.org).

## **Application Checklist**

The Master Packet is the complete packet that contains all the requested materials listed below. The Master Packet should be on top of the stack of applications. In total, there will be 8 packets: 1 Master Packet and 7 Panelist Packets.

The **Master Packet** should include in this order:

- ☐ One copy of this Application Checklist
- ☐ One General Information Form with original signatures (provided)
- ☐ One Financial Information Form – 3 pages (provided)
- ☐ One Event Information Form – 2 pages (provided)
- ☐ Application Narrative
- ☐ Operating Deficit Explanation Sheet (if applicable)
- ☐ Current Board of Directors list including email addresses for each member. Please make a note of any board members who are City of Tacoma employees.
- ☐ Resumes/bios of key artistic and managerial staff
- ☐ Current operating budget
- ☐ Final financial statement (audited, if possible) for most recently completed fiscal year
- ☐ One copy of the organization's 501 (c)(3) determination
- ☐ One copy of the organization's City of Tacoma Business License
- ☐ Current business plan (for all new applicants or if requested by the Tacoma Arts Administrator)
- ☐ Marketing samples (originals or copies) - 3 pieces maximum
- ☐ Artistic Work Sample(s)
- ☐ One copy of the Work Sample Description Sheet

Seven **Panelist Packets** of application materials in this order:

- ☐ Copy of the General Information Form (provided)
- ☐ Financial Information Form – 3 pages (provided)
- ☐ Event Information Form – 2 pages (provided)
- ☐ Application Narrative
- ☐ Operating Deficit Explanation Sheet (if applicable)
- ☐ Current Board of Directors list including email addresses for each member. Please make a note of any board members who are City of Tacoma employees.
- ☐ Resumes/ bios of key artistic and managerial staff
- ☐ Current operating budget
- ☐ Final financial statement for most recently completed fiscal year
- ☐ Current business plan (for all new applicants or if requested by the Tacoma Arts Administrator)
- ☐ Marketing samples (originals or copies) - 3 pieces maximum
- ☐ Copy of manuscript (if submitting literary samples)



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## Application Narrative

Please attach a five-page narrative (at 1.5 line spacing) addressing the following three evaluation criteria, using them as section headings. Listed below are possible questions to consider when addressing the three evaluation criteria. You do not need to answer every question as listed, as long as you are fully addressing the criteria. The panel cannot make assumptions about how the applicant organization meets these criteria; applicant must be very explicit about how the organization addresses the evaluation criteria.

### **Mission Statement**

What is the organization's mission statement?

**Artistic Excellence** (counts for 40% of score)

Artistic Excellence is the Commission's most important criterion in reviewing each application. Only organizations that produce work of exceptionally high quality will be recognized as Arts Anchors. Artistic excellence is illustrated by the artistic mission of the organization and excellent programming that enhances public knowledge, understanding and appreciation for art forms, specific art works or artists. It is also seen in how the applicant strengthens the mix of artistic offerings available locally, elevates quality, and makes advancements and takes leadership in the field.

Questions to consider when addressing the Artistic Excellence portion of the narrative:

- What programs and services does the organization provide to the citizens of Tacoma and how do these strengthen the mix of artistic offerings in the community?
- How does the organization ensure artistic quality?
- How does the organization enhance public knowledge, understanding and appreciation for the art form(s) they present?
- What were the organization's artistic successes and challenges in the last fiscal year? How is the organization addressing the challenges and building on the successes?

**Management Performance** (counts for 35% of score)

Management Performance is illustrated through best practices in organizational stability, fiscal responsibility, a clear and balanced budget, qualifications of key participants, a participatory board, and a marketing plan that includes a well-defined target audience and an accurate means of evaluating key performance measures.

The strongest applications will document a diverse mix of funding sources, including confirmed donations from individuals, foundations, corporations and other jurisdictions.

Final report forms from the previous year may be considered to evaluate management performance. These are on file with the City and do not need to be submitted with this application.

Questions to consider when addressing the Management Performance portion of the narrative:

- How is the organization meeting the demands of a changing market?
- What adjustments have been made in the past two years? What adjustments does the organization foresee making in the next two years to maintain viability?
- How is the board involved in overseeing the overall direction and function of the organization?
- What are the organization's strategies to generate contributed income? What has proven successful in fund development, and what has not?
- What steps has the board taken to ensure stewardship of contributions and that they are put to best use?

**Audience Development & Community Impact** (counts for 25% of score)

Audience Development is more than just selling more tickets. Audience Development & Community Impact is measured in a number of ways: through an organization's efforts to grow and deepen its audience from both local patrons and visitors; by its success participating in the community beyond the walls of the institution; through the provision of opportunities for artists to experience, learn, and work; in economic impacts; in efforts to reach and serve a diverse group of people from youth to seniors; through

engagement in arts education; and in exhibition of board diversity.

Questions to consider when addressing the Audience Development & Community Impact portion of the narrative:

- Who are the organization's primary target audiences? How does the organization reach those key markets?
- What does the organization do to reach new audiences (i.e. underserved communities, communities who don't yet visit the institution, cultural tourists)?
- How does the organization participate with the community and other organizations, both within the 'walls' of the institution and beyond it?
- How do you encourage diversity within your organization?
- What percentage of audience is expected to come from outside the city limits? From where?
- What positive economic impacts does the organization have on the city? How has the organization's economic impact been measured?

### **Operating Deficit Explanation Sheet**

If the organization is carrying an operating deficit, please explain in 500 words or less on an additional sheet of paper what steps the organization has taken to eliminate it, how the deficit will be retired, and what the timeline is. Operating deficits may have a negative impact on the competitiveness of an application.

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## Definition of Work Samples

### Marketing sample

Materials that represent the organization's ability to connect with the public and any target audiences, including acknowledgment of past funding from the Tacoma Arts Commission (if applicable). If web marketing is used, please print out examples of the web pages.

### Artistic Work Sample

Work Samples are important elements to demonstrate artistic excellence. Please take the time to select samples that communicate effectively the range and quality of the organization's services. Panelists generally spend no more than two to three minutes reviewing the work sample(s) of each applicant. Organize and cue submissions accordingly. Please be aware that the entire sample (not just the selected segment) is considered a part of the application package and may be reviewed. Please follow the instructions for the specific artistic work sample format being submitted.

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## Artistic Work Sample and Work Sample Description Sheet

### VISUAL ARTS

Maximum of 20 images of artwork or art related activities may be submitted by email or through DropBox.com to [nstrom-avila@cityoftacoma.org](mailto:nstrom-avila@cityoftacoma.org), or on a CD-R. If submitting images by email, include "AnchorFund\_" followed by the name of the applicant organization in the subject line. If your email is over 10 MB in size, send attachments in several batches; do not email .ZIP files. If submitting images by DropBox, it is fine to send .ZIP files. If submitting images by CD-R, label the disc with the applicant's name and number of images submitted.

- **File Format**  
Submit only "High" quality JPEG files (do not use GIF, TIFF, or other formats.)
- **Image Size**  
Images must be at least 72 ppi resolution. Images smaller than 600 pixels per side are not recommended.
- **File Size**  
Files must be less than 5 MB each
- **File Labeling**  
Files must be titled with a number indicating the viewing order, followed by the applicant's name. The numbers must correspond to the accompanying Work Sample Description Sheet. Use a "0" in front of single digit numbers and use only letters, numbers, and underscores. For example: 01\_ArtsOrganization; 02\_ArtsOrganization. If using Mac OS 8 or later, include a ".jpg" extension at the end of each image title.
- Do not embed the images into PowerPoint or submit moving image or audio files.

### Work Sample Description Sheet

One copy of a Work Sample Description Sheet (one page or less) including:

- Organization's name (upper right corner)
- Numbered order in which the images are to be viewed
- Title of each image represented and the event it is associated with. List artists' names if applicable
- Media, dimensions (H x W x D"), if applicable, or description of activity

### PERFORMANCE OR NEW MEDIA

If it is legally viable, please submit either a DVD or URL for a video sample of work. For a DVD, submit the portion of the work that you want the panel to view or indicate what time into the start of the DVD the panel should begin review. If the DVD contains several pieces, please indicate which 'chapter' you want to be viewed. Or, email the URL for the work sample to [nstrom-avila@cityoftacoma.org](mailto:nstrom-avila@cityoftacoma.org) and include "AnchorFund\_" followed by the name of the applicant organization in the subject line. If you only want a portion of the online work sample to be viewed, in the body of the email, indicate what time into the start of the sample the panel should begin review.

The panel will view a minimum of 1 minute and a maximum of 8 minutes of the work sample.

If it is not legally feasible to submit a video sample, please submit any combination of the following support documents:

- Up to 10 digital still images from previous performances (see the Visual Arts section for formatting instructions)
- Photocopies of up to 3 critical reviews of previous performances
- Photocopies of up to 10 audience surveys from previous performances.

### Work Sample Description Sheet

One copy of a Work Sample Description Sheet (one page or less) including:

- Organization's name (upper right corner)
- Titles of pieces
- Description of the sample

## MUSIC

Please submit a CD of the portion of the work that you want the panel to listen to or indicate what time into the start of the CD the panel should begin review. If the CD contains several pieces, please indicate which one you want the panel to review.

Or, email the URL for the audio sample to [nstrom-avila@cityoftacoma.org](mailto:nstrom-avila@cityoftacoma.org) and include "AnchorFund\_" followed by the name of the applicant organization in the subject line. If you only want a portion of the online audio sample to be reviewed, in the body of the email, indicate what time into the start of the sample the panel should begin review.

The panel will review a minimum of 1 minute and a maximum of 8 minutes of the work sample.

### ***Work Sample Description Sheet***

One copy of a Work Sample Description Sheet (one page or less) including:

- Organization's name (upper right corner)
- Numbered order in which audio samples should be heard
- Titles identifying the performance and the performers

## LITERARY ARTS

### ***Manuscript***

A manuscript format is suggested for literary arts, playwriting, screenwriting and poetry. Provide eight copies of a manuscript bound with binder clips, staples or paper clips (no folders please). They should be double sided, with the organization's name on the upper right corner of each page. All manuscripts must be typed with an 11 point font size or larger. Submit a maximum of 5 double-sided pages (10 pages total) for poetry and fiction and a maximum of 13 double-sided pages (26 pages total) for plays, film scripts, and teleplays.

### ***Work Sample Description Sheet***

Each manuscript must have a cover page that includes:

- Organization's name (upper right corner)
- For poetry: the titles of poems included in the work sample
- For manuscripts: description/synopsis of the included work

## INTERDISCIPLINARY ART

Applicants using this format must demonstrate the use of two or more disciplines in their work samples. Review the above formats to see which best demonstrates the applicant's interdisciplinary work and select one or two formats to submit work samples in. Follow the instructions for each format chosen.



# 2015-2016 Arts Anchor Fund Application

## GENERAL INFORMATION FORM

### Information about the Organization

Name of Organization: \_\_\_\_\_

Executive Director's Name: \_\_\_\_\_

Executive Director's Phone: \_\_\_\_\_

Executive Director's E-Mail: \_\_\_\_\_

Address Line 1: \_\_\_\_\_

Address Line 2: \_\_\_\_\_

City: \_\_\_\_\_ State: \_\_\_\_\_ Zip: \_\_\_\_\_

Administrative Contact: \_\_\_\_\_ Administrative Contact's Phone: \_\_\_\_\_

Administrative Contact's E-Mail: \_\_\_\_\_

City Council District of Office Location: \_\_\_\_\_ City Council Districts that Programs Reach: \_\_\_\_\_

### Information about the Board President

Name: \_\_\_\_\_

Phone: \_\_\_\_\_ E-Mail: \_\_\_\_\_

### Locations of Primary Activities (Venues for Events)

Activity 1: \_\_\_\_\_

Address: \_\_\_\_\_ City Council District: \_\_\_\_\_

Activity 2: \_\_\_\_\_

Address: \_\_\_\_\_ City Council District: \_\_\_\_\_

Activity 3: \_\_\_\_\_

Address: \_\_\_\_\_ City Council District: \_\_\_\_\_

### Total Operating Expenses

2012 - Dates of Fiscal Year: \_\_\_\_\_ Total Operating Expenses: \_\_\_\_\_

2013 - Dates of Fiscal Year: \_\_\_\_\_ Total Operating Expenses: \_\_\_\_\_

2014 - Dates of Fiscal Year: \_\_\_\_\_ Total Operating Expenses: \_\_\_\_\_

### Non-Profit Status

Year of Incorporation: \_\_\_\_\_ Federal Employer Identification Number (EIN): \_\_\_\_\_

Unified Business Identifier Number (UBI): \_\_\_\_\_

City of Tacoma Business License Number: \_\_\_\_\_

### Signatures

Executive Director: \_\_\_\_\_ Date: \_\_\_\_\_

Board President: \_\_\_\_\_ Date: \_\_\_\_\_