
GUIDELINES FOR 2024 COMPETITIVE GRANTS

About Houston Arts Alliance (HAA)

Houston Arts Alliance (HAA) is a local arts and culture organization whose principal work is to implement the City of Houston's vision, values, and goals for its arts grantmaking and civic art investments. HAA's work is conducted through contracts with the Mayor's Office of Cultural Affairs (MOCA). HAA also executes privately funded special projects to meet the needs of the arts community, such as disaster preparation, research on the state of the arts in Houston, and temporary public art projects that vitalize neighborhoods. Several initiatives help HAA realize its purpose to support the arts landscape in Houston.

The City of Houston provides all funds for HAA's competitive Grant Programs. Funds are sourced from the Hotel Occupancy Tax (HOT), which supports arts and cultural programming that is accessible to the Houston community and its visitors and is conceived by individual artists and creatives, 501(c)(3) nonprofits, and fiscally sponsored programs. For more information on HOT funding, visit the HAA [website](#). Artists and creatives include, but are not limited to, musicians, visual artists, performing artists, textile artists, digital artists, conservation artists, and creative entrepreneurs such as hairstylists, make-up artists, nail techs, gallerists, writers, photographers, and arts administrators.



This document is a comprehensive guide that provides prospective applicants with the information needed to apply for 2024 grants from the Houston Arts Alliance. It includes unique sections dedicated to each of the following programs:

- Support for Artists and Creative Individuals
- Festivals
- Support for Organizations

Information common to all programs can be found on page 5. All applicants are strongly encouraged to read *both* the common and program-specific information in these guidelines. Instructions for all City-funded grant opportunities, except for the City's Initiative and Let Creativity Happen!, can be found within this document. More details on the City's Initiative and Let Creativity Happen! grant programs are available on the HAA [website](#).

Spanish language assistance is available upon request, and HAA grants staff are available to provide technical assistance to people with disabilities. If you have any questions or need assistance, please email through the [Support Desk](#) or call Monday–Friday, 9:00 a.m.–5:30 p.m. CDT, 713-527-9330.

Asistencia en español está disponible a petición. El equipo de subvenciones está disponible de proveer asistencia técnica a personas con discapacidades. Si tiene alguna pregunta o necesita ayuda, envíe un correo electrónico a [Support Desk](#) o llame de lunes–viernes, 9:00 a.m.–5:30 p.m. CDT, 713-527-9330.

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Which Grant Program is Right for Me?

2024 Support for Artists and Creative Individuals

- For individual artists and creatives
- **Award amount:** Up to \$15,000
- **Opens:** June 26, 2023
- **Deadline:** 11:59 p.m. CDT on July 30, 2023
- Applicants are notified of results in December 2023.
- Funds are provided from cash in hand.
- **Length of grant:** January 1–December 31, 2024

2024 Festivals

- For 501(c)(3) organizations and fiscally sponsored programs
- **Award amount:** Up to \$10,000
- **Opens:** June 26, 2023
- **Deadline:** 11:59 p.m. CDT on July 30, 2023
- Applicants are notified of results in December 2023.
- Funds are provided from cash in hand.
- **Length of grant:** January 1–December 31, 2024

2024 Support for Organizations

- For 501(c)(3) organizations and fiscally sponsored projects
- **Award amount:** Up to \$125,000 for Category 1; up to \$62,500 for Category 2; up to \$1 million for Category 3
- **Opens:** June 26, 2023
- **Deadline:** 11:59 p.m. CDT on July 30, 2023
- Applicants are notified of results in December 2023.
- Grant amounts will be awarded based on projected HOT funding and *may be revised* if tax receipts are not realized. To learn more about SO award calculations, see page 40.
- **Length of grant:** January 1–December 31, 2024

What Else Do I Need to Know?

Every individual and organization who is considering applying for an HAA grant should read pages 5–19, in addition to the section pertaining to their specific competitive grant program.

All applicants and grantees will be subjected to the processes and requirements detailed in these pages.

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I Would Like More Assistance/Quiero Más Asistencia

The HAA Grants Team provides full application support via informational workshops, scheduled meetings, phone calls, and email when requests or questions are submitted.

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- Workshops include instructions for applying and information on writing a competitive application. [Workshop schedules and registration information are available on the HAA website.](#)
- To request a meeting or ask questions, submit a request to the Grants Team through the [Support Desk](#), or call 713-527-9330, ext. 6. [Support Desk](#) messages are monitored by several staff to ensure a quicker and more thorough response, and each inquiry receives a response within three business days.
- On deadline dates, the HAA Grants Team is only available for technical assistance with online application technology due to the volume of calls, [Support Desk](#) inquiries, and emails.

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Information Common to All Grants Applications

All applicants agree to the following processes and grantmaking structures prior to applying. Details specific to each grant program follow this section.

Grants Funded by Cash in Hand vs. Projected Income

Grants Funded by Cash in Hand

Based on community input requesting greater stability, *Festivals* and *Support for Artists and Creative Individuals* (SACI) grant programs are awarded based on existing funds (cash in hand) and not from projected income. This practice helps guarantee grant amounts with certainty.

Grants Funded by Projected Income

Support for Organizations grants are awarded based on projected income. Projected income is subject to mid-year changes in amounts contingent on the economic performance of the Hotel Occupancy Tax (HOT). Grant amounts for *Support for Organizations* have a guaranteed **share** of HOT, which is estimated at a dollar amount; however, these dollar amounts are *not* guaranteed. *Support for Organizations* grantees will sign contracts acknowledging that projected amounts may not be provided if tax receipts are not realized by the City.

Exact grant amounts for *Support for Organizations* grantees are subject to economic fluctuations, such as those globally and locally experienced during the COVID-19 pandemic, as well as other natural disasters and Acts of God. For example, in the 2020 grant year, HOT experienced a 42% reduction from original projected amounts. Actual HOT amounts are unknown to HAA until the funding is deposited by the City of Houston into HAA accounts. HAA distributes these funds to contracted grantees two weeks after the City deposit.

HAA encourages all applicants and grantees to remain in contact with HAA to discuss the scope of work and any budgeting concerns. HAA is here to help troubleshoot ideas and check if any changes in the scope of work conflict with grantees' contracts or these guidelines. You can share information, ask questions, or request a meeting at any time through the [Support Desk](#).

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Where to Apply

Applications must be submitted online through the [HAA Online Grants Portal](#).

Who Can Apply?

Eligibility

- All applicants must provide official documentation demonstrating a physical address within the City of Houston limits, which is verified by HAA staff through the [online Council Member verify mapping tool](#). P.O. Boxes are not accepted. Details about documentation can be found in the Required Documents section on page 11 of this document.
- Organizations or fiscal sponsors must be tax-exempt under the Internal Revenue Code Section 501(c)(3), as verified by the [IRS Tax Exemption Organization Search](#).
- An individual applicant must be at least 18 years old, which will be verified by the applicant's submission of an official state-issued identification card, passport, or other official document.
- Organizations must have a current [SMU DataArts profile](#). (Individuals applying for SACI funding are exempt.)
- Applicants' scopes of work must have a clear public presentation component, as verified by a staff review of the application.
- Applicants may only submit one application per grant program, per deadline, per year. Duplicate projects submitted across grant programs will be deemed ineligible.
- Applicants must meet the additional specific eligibility requirements included in the grant program guidelines.

Information on Fiscal Sponsorships

All sponsors and projects must be registered as organizations in the [HAA Grants Portal](#). Both must complete their organization profile. For any technical assistance issues with registration, please contact the [Support Desk](#).

Application Requirements:

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- The sponsor must demonstrate headquarters within the City of Houston limits and provide proof of documentation.
- The sponsor must submit the SMU DataArts Funder Report. See pages 14–17 for more detailed instructions on organization financial reporting requirements.
- The sponsor’s board must pass a resolution approving the fiscal sponsorship arrangements with the project, as expressed in the written agreement. This agreement must be provided in the grant application.
- The sponsor may only charge projects reasonable fees commensurate with the services it will provide. Further:
 - If the sponsor is re-granting funds to the project and not providing additional services, the overhead fee may not exceed 7% of the City grant, if awarded.
 - If the sponsor is re-granting funds to the project and providing additional services, such as accounting or administration, the overhead fee may not exceed 15% of the City grant, if awarded.
- A grant authorizing official must be listed as a contact with the sponsor’s organization profile. This contact will be the recipient of the grant contract and notifications regarding the project.

Highly Recommended:

- It is recommended that the sponsor have a conflict-of-interest policy in place that contemplates conflicts with sponsored programs and their leadership and provides clear direction for vetting potential conflicts and otherwise implementing the policy.
- It is recommended that the sponsor maintain sufficient financial resources to assure continuous, uninterrupted operation and employ procedures and internal controls based on Generally Accepted Accounting Principles and all regulations.
- It is recommended that the sponsor evaluate the capability, potential, experience, and integrity of program leaders to assure a constructive, mutually respectful working relationship between the sponsor and the proposed work.

For Fiscally Sponsored Projects

A “project” is an individual, collective, etc., that does not have the federal IRS tax-exempt status required to apply for organization grants and has entered into a fiscal sponsorship agreement with a 501(c)(3) organization to be eligible.

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- The project must register as an organization in the [HAA Grants Portal](#).
- The project contact who has fiscal sponsorship must also demonstrate residency within the City of Houston limits.
- The project must have a fiscal sponsorship agreement to apply for the *Festivals* and *Support for Organizations*, Category 2, grant programs.
- The project cannot apply to the *Support for Artists and Creatives Individuals* grant program.
- Once the project is registered in the [HAA Grants Portal](#) and a new application has been started, the project will need to attach their Sponsor with the application. When the application is in draft and edit mode, select “Associated Organizations” in the menu on the left side of the screen. Search for the Sponsor organization in the search bar, then select the role as “Fiscal Sponsor.” Click “Save Draft.”
- The project must also submit a project budget in the budget table for its grant application.

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Requirements of Grant Applicants

Public Presentation

During the grant cycle, one in-person event or online/virtual presentation is required. The event must be open to the public, thus benefiting City of Houston audiences. The applicant must identify their selected publicly accessible in-person space or virtual platform in their application.

Public presentations may be ticketed, but they cannot exclude the public or limit who may be a member of the audience. If the event has limited capacity, everyone must have equal access or opportunity to attend on a first-come, first-served basis. Examples of the types of events these grants support include, but are not limited to, art exhibitions, film screenings, music, dance, and theater performances, online arts programming, literary readings and publications, and local arts festivals.

A nonprofit organization whose primary mission is not the public presentation or exhibition of art and culture should focus its grant application on the public-facing arts programs it is proposing. It may be helpful to provide context on how the arts programming fits into the primary programming of the organization.

Nonprofit organizations or applicants whose primary programming takes place in K–12 schools must have a public-facing arts program open to the public. Public programming can be geared toward youth audiences but must be accessible to everyone.

The applicant will be solely responsible for securing the necessary permits, permissions, insurance, and approvals for any proposal that requires City permits or clearances, including, but not limited to, publicly installed art, street closures, sound amplification in public space, or murals.

What May Not Be Funded

City grant funds may **not** support the following:

- Any activities taking place outside of the City of Houston limits, including any activities taking place in extrajudicial territories. You must reside or be headquartered in an area represented by a Houston City Council member. This location will be verified by HAA staff through the [online Council Member verify mapping tool](#). All funded activities **must** take place within the City of Houston limits.

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- Activities must take place within the respective grant term. Grants cannot be applied to programs outside of the grant term.
- Any activities funded by Miller Outdoor Theatre, which is also supported by the Hotel Occupancy Tax (HOT), as applicants may not duplicate funding support from HOT for the same program
- City of Houston employees, elected officials, Mayor's Office staff, and their immediate family
- Houston Arts Alliance employees, Board members, and their immediate family
- Grants to K–12 public, private, or charter schools
- Events with exclusive audiences that do not allow attendance or participation of the public, including visitors
- Competitions, award ceremonies, scholarships, cash prizes, fundraising activities and events, sports and recreation activities, or parties and private celebrations
- Trade fairs, events of primarily commercial nature, or consumer shows. For-profit entities may not apply directly. For-profit applicants may apply through fiscal sponsorship with a 501(c)(3) organization. The fiscal sponsor must identify a clear charitable purpose and public benefit with the proposed programming.
- Faith-based organizations using funds for any activities that have a primarily religious purpose or any activities that exist as part of religious sermons or services
- Any activities receiving funds from other HAA grant programs, including collaborators applying to work on different components of the same project
- Organizations and/or individual applicants collaborating on the same program or project cannot separately apply for support to fund this collaborative program. This includes:
 - Multiple submissions from different applicants for the same program
 - Multiple submissions to the same grant program from the same organization or individual applicant
- Organizations and/or individual applicants cannot use the same submission to apply to the same or differing grant programs.
- Specific expenses not permitted include:
 - Travel outside of the City of Houston
 - Deficits, loans, interest on loans, fines, penalties, or cost of litigation

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- Training, including, but not limited to, classes, conferences, or workshops
- Purchase of equipment exceeding \$250, except rental costs directly affiliated with the funded project
- Capital expenses
- Meals, refreshments, and catering expenses

Required Documents

The following documents are required of applicants. Both SACI and fiscally sponsored programs have one additional document, outlined below.

1. Proof of age: An individual applicant must be at least 18 years old, which will be verified by the applicant's submission of an official state-issued identification card, passport, or other official document. Acceptable documents include:

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| <p><u>Individuals:</u></p> <p>Proof of Age</p> | <p>Requirement: Individual applicants must provide proof of age. Applicants must be 18 years or older to apply.</p> <ul style="list-style-type: none"> ● A photo ID, such as a Texas driver's license or Texas identification card, unexpired or expired within the last two years ● A valid, unexpired U.S. passport book or U.S. passport card ● A U.S. Certificate of Citizenship or Certificate of Naturalization with an identifiable photo (N-550, N-560, N-561, N-570, N-578) ● An unexpired U.S. military identification card for active duty, reserve, or retired personnel with an identifiable photo |
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2. Proof of headquarters or residence within the City of Houston: Applicants will submit paperwork demonstrating a physical address within the City of Houston limits, which is verified by staff through the [online Council Member mapping tool](#). P.O. Boxes are not accepted, as they do not establish residency or headquarters within the City of Houston limits. P.O. Boxes are allowed to be obtained by any individual inside or outside the City of Houston limits. All applicants must upload a current image of official documentation, such as a utility bill or insurance policy, that includes a visible City of Houston address with the applicant's or organization's name.

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| <p><u>Organizations:</u></p> <p>Proof of Headquarters</p> | <p>Requirement: Organization applicants must provide proof of headquarters within the City of Houston limits with current calendar year documentation addressed to the organization by name. Acceptable documents include:</p> <p>Verification Tool: Who Is My Council Member</p> <ul style="list-style-type: none"> • A current deed, mortgage, or residential rental/lease • A current insurance policy or statement • A current bank statement • A utility bill or residential mail dated within the 2023 calendar year. Examples include electric, water, gas, Internet, cable, and telephone bills. • Mail, dated within the 2023 calendar year, from a government entity addressed to the organization |
| <p><u>Fiscal Sponsors:</u></p> <p>Proof of Headquarters</p> | <p>Requirement: Fiscal sponsors must provide proof of headquarters within the City of Houston limits. The sponsored applicant (individual or collective) must provide current proof of residency within the City of Houston limits. Acceptable documents include:</p> <p>Verification Tool: Who Is My Council Member</p> <ul style="list-style-type: none"> • A current deed, mortgage, or commercial rental/lease • A current insurance policy or statement • A current bank statement • A utility bill or residential mail dated within the 2023 calendar year. Examples include electric, water, gas, Internet, cable, and telephone bills. • Mail, dated within the 2023 calendar year, from a government entity addressed to the fiscal sponsor |

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| <p><u>Individuals:</u> Proof of Residency</p> | <p>Requirement: Individual artists and creatives must provide current (dated within the 2023 calendar year) proof of residency within the City of Houston limits. Acceptable documents include:</p> <p>Verification Tool: Who Is My Council Member</p> <ul style="list-style-type: none"> ● An unexpired Texas driver’s license or Texas identification card ● A U.S. Certificate of Citizenship or Certificate of Naturalization with an identifiable photo (N-550, N-560, N-561, N-570, N-578) ● An unexpired U.S. military identification card for active duty, reserve, or retired personnel with an identifiable photo ● A current deed, mortgage, or residential rental/lease ● A current insurance policy or statement ● A current bank statement ● A utility bill or residential mail dated within the 2023 calendar year. Examples include electric, water, gas, Internet, cable, and telephone bills. ● Mail, dated within the 2023 calendar year, from a government entity addressed to the individual |
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3. Work Samples: Applicants must upload documentation of their previous work meant to demonstrate consistent and confident proficiency in the proposed project or applicant’s body of work. Applicants may include up to five individual image or audio files and up to five PDFs, not to exceed a file size of 100 MB each. Applicants are encouraged to include text descriptions to help panelists understand these work samples.

Work Sample Submission Guidelines:

- a. PDFs: Submit images; links for audio or video samples with any passwords; fiction or nonfiction manuscripts; other literary samples; and articles, reviews, and sample publications. PDF documents should not exceed 10 pages.
- b. Images: Submit images as .jpg or .png files.
- c. Audio or video samples: Submit files as .mp3, .mp4, or .mov files.
4. W-9 and ACH forms are required for contracts and payment processing (if the applicant becomes a grant recipient).
5. Fiscally sponsored applicants only: All fiscally sponsored applicants must upload a copy of the fiscal sponsorship agreement.

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Financial Reporting Required for Organizations

The application must meet one of three financial reporting requirements:

- **Organizations and fiscally sponsored programs who have at least one year of financial history** must generate and submit a Funder Report from third-party financial reporting platform SMU DataArts, and the sponsored program must complete a program-specific budget within the application.
- **Fiscally sponsored programs with no previous financial history** must submit the budget table in the online application, and the fiscal sponsor should submit the Funder Report.
- **First-year organizations with no previous financial history, or that have an IRS tax exemption less than one year old**, must submit a budget table in the online application. Contact HAA grants staff if you are unable to submit a Funder Report from third-party financial reporting platform SMU DataArts.

SMU DataArts Required Documents

Support for Organizations, Categories 1, 2, and 3, and *Festivals* applicants must complete a Cultural Data Profile (CDP) for the fiscal year ending in 2022. While only one CDP is required, the platform will share with HAA three years of data, if available.

SMU DataArts uniformly collects data about arts organizations' finances and programs. This uniformity allows for useful data analysis about the field—locally and nationally. The Cultural Data Profile (CDP) is the platform's flagship service. It enables organizations to view trends in their history and benchmark against peers through reliable and comprehensive data on the arts in Houston. To learn more about SMU DataArts and to get familiar with the SMU DataArts platform, you can watch this [orientation video](#). You can also sign up for a free live orientation webinar on the [SMU DataArts calendar](#).

- The CDP must be in “complete” status, meaning that it has cleared the system error check. The error check compares the information you have entered across the entire CDP and ensures that your financial and non-financial information is consistent across all sections. If you receive an error, it must be addressed for the survey to be marked complete. You may address the errors as you enter data or wait until the end of your data-entry process and click on the “Check and Complete” button in the upper right corner of the screen. This will generate a complete list of errors so that you may address them all at once. If an error occurs that you believe is not applicable to your organization, please call the Support Center at 877-707-3282.

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- If the organization's primary mission is not arts- or culture-centric, the organization will [only enter data for the arts and cultural project](#) and will classify itself as an entity under a parent organization. This rule applies to organizations such as senior centers, community development corporations, human services organizations, and others. If you are not sure if your organization is an entity under a parent organization, you can find out more from [this SMU DataArts knowledge base article](#).
- The data you enter into the CDP is also used in the assessment of review criteria for *Support for Organizations* applicants.
- City-funded grant awards are calculated by an organization's operating expenses, less in-kind expenses; therefore, it is essential that you enter in-kind expenses correctly. You can refer to this SMU DataArts knowledge base article: [What are in-kind contributions, and how do I record them in the Data Profile?](#) Additionally, SMU DataArts offers a free short webinar: [Revenue, Part 1: Demystifying Earned, Contributed, In-Kind, and Non-operating Revenue](#).

To Generate a Funder Report:

1. Gather [relevant financial materials](#), [programmatic materials](#), and [staff information](#). If you are an entity under a parent, please [refer to this article on how to enter your data](#).
2. Login and create a [Cultural Data Profile](#) for the fiscal year ending in 2022 in your DataArts account.
3. Review your data and generate the City of Houston Funder Report by [following these steps](#). Please be sure to generate the Funder Report for the grant program to which your organization is applying.
4. Once you have generated the Funder Report for the City of Houston, HAA grants staff will be able to retrieve the report within the SMU DataArts platform. You do not need to attach the Funder Report PDF to your application, but we recommend you save it for your records.
5. Important to note: If you make any changes to your Funder Report after it has been generated and submitted in the HAA Grants Portal, you will have to re-generate the report for the City of Houston to make it available again.

For additional information about completing the Cultural Data Profile (CDP) and generating a Funder Report, email the SMU DataArts Support Center at help@culturaldata.org, or call 1-877-707-3282, Monday–Friday, 10:00 a.m.–6:00 p.m. CDT.

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Using the Budget Table

Who uses the Budget Table:

- *Support for Organizations*, Category 2, applicants with less than one year of financial history and/or 501(c)(3) IRS tax exemption
- All fiscally sponsored applicants
- All *Festivals* and *Support for Artists and Creative Individuals* applicants

How to Use the Budget Table

Use the income and expenses table to report the full cost of your proposed arts and cultural programming. If recommended for funding, the award amounts will follow the guidelines for the specific grant program to which the applicant applies.

Income Section: In this section, you will add all your funding sources, including the amount you are requesting in your grant application. In Row 1, “Contributed - City of Houston,” list your request under the “Amount of Request” column. In Rows 2–9, you will list other funding sources under the “Other Funds” column. The columns will automatically calculate the sum, which will appear in the row labeled “Total.”

Expenses Section: In this section, you will list out all your expenses for the program.

- In the “Amount of Request” column, you should only list the expenses that will be covered by the City grant.
- Be sure to review the “What May Not be Funded” section on pages 9–11 of the grant guidelines to ensure only eligible expenses are listed under this column.
- In the “Other Funds” column, you should list all other expenses that will be covered by other funding sources. The columns will automatically calculate the sum, which will appear in the row labeled “Total.”

Description Column: Use the description text box in each row to provide additional details about the income or expense line item.

INCOME

| Source | Description | Amount of Request | Other Funds |
|---------------------------------|------------------------------|-------------------|-------------|
| Contributed - City of Houston | HAA Grant | \$10,000 | |
| Contributed - Foundations | Houston Endowment | | \$500 |
| Contributed - Corporations | Texas Commission on the Arts | | \$500 |
| Contributed - In-kind donations | Donations | | \$1,000 |
| Contributed - Government | | | |

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| | | | |
|----------------------------|--|----------|---------|
| Contributed - Other | | | |
| Earned - Admission | | | |
| Earned - Classes/Workshops | | | |
| Earned - Other | | | |
| TOTAL | | \$10,000 | \$2,000 |

EXPENSES

| Source | Description | Amount from Request | Other Funds |
|--------------------------|------------------------|---------------------|-------------|
| Marketing Expenses | How to Market an Event | \$1,000 | \$250 |
| Artistic Personnel | Artist Fees | \$5,000 | \$500 |
| Administrative Personnel | Admin Salaries | \$3,000 | |
| Technical Personnel | Technical Personnel | | \$250 |
| Production Expenses | Production Expenses | \$1,000 | \$1,000 |
| Other Expenses | | | |
| TOTAL | | \$10,000 | \$2,000 |

Support for Organizations, Category 2, applicants who have less than one year of financial history or less than one year being a 501(c)(3) IRS tax-exempt organization will be prompted to respond to these additional questions for grants staff to perform the objective financial assessment.

1. What are the total assets as of June 30, 2022?
2. What are the total liabilities as of June 30, 2022?
3. What are the total budgeted expenses for the entity for the year?
4. What are the total budgeted fundraising expenses for the entity for the year?
5. What are the total budgeted program expenses for the entity for the year?

Review Process

Applications received by Houston Arts Alliance undergo a multi-step review process, as follows:

HAA Staff Verify Eligibility

Applications are reviewed by HAA grants staff to verify eligibility, application completeness, public presentation requirements, and scores of objective criteria through the process detailed below.

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Completeness

All required documents and application fields must be completed to be considered for funding. Any applications with missing or incorrect documentation will be notified for rectification. Staff will notify those applicants with missing/incorrect documentation via email. The email notification will provide applicants the opportunity to remedy the missing or incorrect documentation within three business days from the date of notification. Applicants may only be prompted to cure the following:

- Illegible or outdated proof of age documentation
- Illegible or outdated proof of residency documentation
- Financial assessment documentation
 - Incorrect SMU DataArts Funder Report
 - Missing financial statements (audits or CFO letters)

Applications will not be reopened to correct narratives, work samples, responses to questions, or budget tables. No information will be accepted after the curing deadline as indicated in the notification email. Those who fail to submit correct documentation within the allotted time frame will be ineligible and will not be considered for funding. Any concerns regarding eligibility determination must be resolved following the grants appeals guidelines, which may be requested at any time through the [Support Desk](#) or by calling 713-527-9330, ext. 6.

Objective Criteria

- **Programs Variety:** In the *Festivals* and *Support for Organizations* categories, staff will verify specific reference to a commitment to historically underserved communities within the organization's mission via the organization's IRS filing (990/990N).
- **Payments to Artists:** In *Support for Artists and Creative Individuals*, staff will verify evidence of payment to artists and creatives using the application budget. In *Festivals* and *Support for Organizations*, staff will verify this evidence using the DataArts Funder Report and application budget.
- **Stewardship of Public Resource:** In the *Support for Organizations* categories, staff will verify scores using the DataArts Funder Report and additional questions for organizations with less than one year of operations.

Peer Panel Scoring

HAA uses the competitive peer review process to score and rank eligible grant applications—a longtime, national practice of engaging community representatives with arts expertise to make critical decisions about public funding competitions. The panel's ranked scores are then combined with the objective measures in the application to determine the final ranking on a 100-point scale. A description of each 100-point scale can be found in each grant program section within this

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document. This process removes the HAA staff and Board from the evaluation of grant applications, except for the objective scoring sections outlined above. Panels include individuals with a diversity of skills, self-identities, art forms, expertise, and experience, ensuring they can properly assess merit in each of the applications requesting City arts funding. HAA invites anyone with arts experience to be part of the panelist database by completing [the online application form](#). For demographic data about HAA panelists, please refer to this [dashboard](#).

HAA Board Committee and Board Review the Process

Peer panel recommendations are forwarded to Houston Arts Alliance's Grants Committee, which reviews and votes to ensure the panel process was followed with integrity. The Grants Committee then sends its approval to the HAA Board of Directors for its review of the process. The Committee and Board do not alter the recommendations from the panel's adjudication.

City of Houston Approval

Once the HAA Board has approved the panel's process, recommendations are forwarded to the Mayor's Office of Cultural Affairs for final approval by the Mayor. Recommendations are not final until the City of Houston's approval process is complete.

Award Amounts

The amount of each *Support for Organizations* grant is based on a formula that is explained on page 35. All *Support for Organizations* grants have a maximum possible amount, as well as a minimum amount. *Support for Artists and Creative Individuals* and *Festivals* grants receive the amount requested in the application, up to the grant program's maximum award. Funds are limited by projected or in-hand cash receipts, depending on the performance of the Hotel Occupancy Tax.

After Decisions are Made

Grant Awards

HAA will email final decisions to applicants. These award notification emails will include instructions about receiving panel feedback and, if the grant was awarded, details on completing contracts, payment schedules, and more. The City of Houston will publicly announce the grant recipients, and Houston Arts Alliance will echo this announcement on its own social media channels and in its newsletter. The grant term is January 1, 2024 to December 31, 2024.

Panel Feedback

Spanish language assistance is available upon request, and HAA grants staff are available to provide technical assistance to people with disabilities. If you have any questions or need assistance, please email through the [Support Desk](#) or call Monday–Friday, 9:00 a.m.–5:30 p.m. CDT, 713-527-9330.

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Panelists' evaluative comments are available to applicants upon request. HAA recommends applicants request the available panelist feedback in preparation for future applications. Use the [Support Desk](#) to request these comments. Please note that comments will be available 10 weeks after award notifications, during which period they are formatted for clarity while HAA staff balances other grants activities.

Final Reporting

Final Reports can be submitted anytime, upon completion of your public presentation. All Final Reports are due to Houston Arts Alliance within 30 days of the end of the specific grant program's term. Visit the [Final Report webpage](#) for more details.

Required Public Acknowledgment

Grant recipients are required to acknowledge the support of the City of Houston and Houston Arts Alliance to demonstrate how City funds support arts and culture. Recipients receiving funds must use the required logos and credit line on all printed and electronic materials that advertise performances, exhibitions, or other public events throughout their work or, for those receiving operating support, throughout the grant period. The credit line and links to logos are listed below:

- "This work [event, organization, or individual name] is funded in part by the City of Houston through Houston Arts Alliance."
- Required [logos are available](#) for download.

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Support for Artists and Creative Individuals Grant Program

Overview

The [Support for Artists and Creative Individuals \(SACI\)](#) grant category provides funds of up to \$15,000 for specific programs that stimulate the creation and presentation of new works of art or for completing work already in progress throughout the City of Houston. Applications are accepted from all artistic disciplines and creative practitioners, including, but not limited to, musicians, visual artists, performing artists, textile artists, digital artists, conservation artists, and creative entrepreneurs such as hairstylists, make-up artists, nail techs, gallerists, writers, photographers, and arts administrators. Creatives are encouraged to demonstrate their creativity in whatever form it takes.

Based on community input requesting greater stability, the SACI grant program is awarded based on cash in hand and not from projected income. This practice helps guarantee grant amounts with certainty.

Program-Specific Requirements

- Artists or creatives who work in an artistic capacity with nonprofit organizations, such as artistic directors, executive directors, lead artists, resident artists, and conductors, must apply with a project or program that is independent of their organization.
- For collaborative art programs, one artist or creative must serve as the applicant for the project, and all members must meet eligibility requirements. A collaborator is defined as someone who is a co-owner of the program and a generative part of the team. Subcontractors are not collaborators.

Application Checklist

Details about required documents are provided in the Required Documents section on page 11.

- Completed application form

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- Proof of residency
- Work samples (A maximum of 10 documents can be uploaded to the online application.)
- Eligibility verification documents

Review Criteria

Applications are scored on a 100-point scale.

Artistic Programming (45 points)

Applicant demonstrates artistic and cultural expertise; has documented past successes and demonstrated ability to execute proposed activities; clearly defined public programming that is imaginative, innovative, and relevant for Houstonians and visitors; work samples demonstrate artistic vision and ability to execute the proposed activities.

Detailed Program Proposal

- Describe your proposed program in detail. Consider the following questions to help shape your narrative:
 - What is the concept? Be descriptive—the more detail the better. Include details such as size, scale, time, form, space, etc.
 - What makes your proposed work unique? How does it further explore your practice? Does the work push any boundaries or use art in distinct ways?
 - Who is involved in the creation or completion of the work?
 - **What is the culminating work that the public will see?**
 - If your program requires City permits or approvals, such as publicly installed art, street closures, sound amplification in public space, etc., please address this in the description of your work. Why is this event appropriate for this work?
 - How do you measure success? Try to think beyond the number of people who attend or view your work. What are the goals of your program?

(35 points) 300 words max.

Artistic History

- Describe your artistic history. Consider the following questions to help shape your narrative:
 - How does this work fit into your overall creative artistic practice?
 - Describe major activities or achievements in your career.
 - Discuss any previous experience you may have had with similar works. (Include information on collaborators, if applicable.)

(10 points) 200 words max.

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Public Benefit (30 points)

Applicant demonstrates effective strategies in marketing and audience engagement that are inclusive, publicly accessible, and seek to engage all Houstonians and visitors; the proposed activity is feasible in its potential to share work with an understood and defined audience.

Community Impact

- Describe how the community will benefit from your work and your outreach and marketing strategies. Consider the following questions to help shape your narrative:
 - Who is your target audience for the public presentation, and what is your promotion/marketing plan?
 - How will you engage your intended audience? What will they experience?
 - How does your work serve, respond to, include, listen to, and reflect the community?
 - What do you enjoy most about sharing your work with others?
 - Are you engaged in any community partnerships in the production and presentation of this project?

(15 points) 250 words max.

Programs Variety

- Does your proposed project foster artistic expression in and that is reflective of historically underserved communities defined by race, culture, sexual orientation, gender variance, and/or nationalities?

(5 points) Yes/No

Programs Location

- Accessibility of arts and cultural programming is a key value of the City of Houston's arts investment priorities. Please describe how you have adapted your programming in light of the COVID-19 pandemic.
 - How have you maintained or improved your work's connection with an audience? How have you maintained or expanded access to your work?
 - In what ways do you create access across levels of ability, lived experience, geography, and other diversities?
 - Does your work serve a historically underserved community by identity or identities of race, culture, sexual orientation, gender, and/or nationalities?
 - What have you learned about your digital audience? Where are they from? When are they most engaged with your content? Illustrate your answer using data (website impressions, location data, views, subscribers, and/or other engagement metrics).
 - What nontraditional spaces, venues, or other platforms are you considering?

(10 points) 100 words max.

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Stewardship of Public Resources (25 points)

Applicant demonstrates the ability to steward public resources; details show appropriate preparation to complete proposed activities; and the budget is feasible and demonstrates investment in artists, creatives, and local talent.

Overall Proposed Timeline & Budget Table

- Please describe the overall proposed timeline for your program, including the expected timeline for development, execution, and final public presentation. Include details about the budget and a short description of how City grant funds will be used.

(20 points) 100 words max.

Artist Fees

- The applicant demonstrates investment in individual artists and artistic practice through the payment of artist fees (collaborators, contractors, etc.), as indicated in the program budget. If this criterion is met, all five points are awarded. If it is not met, zero points are awarded.

(5 points) Yes/No

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Festivals

Grant Program

Overview

The [Festival](#) grant program provides support of up to \$10,000 to fund arts festivals or arts components of cultural festivals to celebrate Houston's diversity and promote the city's creative identity as a unique arts and cultural destination. Festivals allow communities to share artistic and cultural traditions, which can create vibrant opportunities and experiences for residents and visitors. This grant is funded by cash in hand.

Program-Specific Requirements

A festival is defined as:

- An annual or twice-a-year celebration
- An immersion around a unifying theme or programmatic focus
- Featuring a varied and curated program of events
- Occurring within a specific, condensed time, such as one day or over a week
- Open to the public

Application Checklist

Details about required documents are provided in the Required Documents section on page 11.

- Completed application form
- Proof of residency
- Work samples (A maximum of 10 documents can be uploaded to the online application.)
- Financial document: SMU DataArts Funder Report for the fiscal year ending in 2022 OR the budget table in the online application. See the Required Financial Reporting for Organizations section on pages 14–17 for more details.
- Eligibility verification documents

Spanish language assistance is available upon request, and HAA grants staff are available to provide technical assistance to people with disabilities. If you have any questions or need assistance, please email through the [Support Desk](#) or call Monday–Friday, 9:00 a.m.–5:30 p.m. CDT, 713-527-9330.

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Review Criteria

The application is scored on a 100-point scale.

Artistic Programming (45 points)

Applicant demonstrates artistic and cultural expertise; has documented past successes and demonstrated ability to execute proposed activities; public programming is imaginative, innovative, and relevant for Houstonians and visitors; work samples demonstrate artistic vision and ability to execute the proposed activities.

Festival Key Themes and Primary Purpose

- Describe the key themes and the primary purpose of the festival. Consider the following questions to help shape your narrative:
 - What are the key activities that take place during the festival? What is the core programming and theme?
 - How many days is the festival? What are the hours of the festival?
 - How long has the festival existed? What is the history of the festival?
 - Describe the artistic programming and how it fits into the larger festival (if art is not the primary theme or purpose of the festival).
 - Provide the schedule for artistic programming occurring throughout the duration of the festival.
 - Describe the exhibitors/presenters, artists, and other festival collaborators involved. Who are the key artists involved? Describe what they will contribute to the festival programming.
 - If the festival artists are not yet secured, provide information about the artists your organization plans to feature.
 - If your project requires City permits or approvals, such as publicly installed art, street closures, sound amplification in public space, etc., please address this in the description of your work.

(45 points) 300 words max.

Public Benefit (30 points)

Applicant demonstrates effective strategies in marketing and audience engagement that are inclusive, publicly accessible, and reflective of all Houstonians and visitors; the proposed activity is feasible in its potential to share work with an understood and defined audience.

Marketing & Service

Spanish language assistance is available upon request, and HAA grants staff are available to provide technical assistance to people with disabilities. If you have any questions or need assistance, please email through the [Support Desk](#) or call Monday–Friday, 9:00 a.m.–5:30 p.m. CDT, 713-527-9330.

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- Describe how the organization serves the community, promotes arts participation, promotes accessibility, and strategically reaches Houstonians and visitors. Consider the following questions to help shape your narrative:
 - Describe the target community or communities and explain how the organization engages them.
 - What is the organization's marketing strategy? Through what marketing channels does the organization promote its activities?
 - Does the organization partner with tourism-related industries, such as event spaces or restaurants?
 - How and with whom does the organization build partnerships to expand its reach?
 - Which local and national media does the organization leverage?
 - Does the organization reduce barriers to participation through ticketing or other strategies?

(15 points) 250 words max.

Programs Variety

- Does your proposed project foster artistic expression in and that is reflective of historically underserved communities defined by race, culture, sexual orientation, gender variance, and/or nationalities?

(5 points) Yes/No

Programs Location

- Accessibility of arts and cultural programming is a key value of the City of Houston's arts investment priorities. Please describe how you have adapted your programming in light of the COVID-19 pandemic.
 - How have you maintained or improved your work's connection with an audience? How have you maintained or expanded access to your work?
 - In what ways do you create access across levels of ability, lived experience, geography, and other diversities?
 - Does your work serve a historically underserved community by identity or identities of race, culture, sexual orientation, gender, and/or nationalities?
 - What have you learned about your digital audience? Where are they from? When are they most engaged with your content? Illustrate your answer using data (website impressions, location data, views, subscribers, and/or other engagement metrics).

(10 points) 100 words max.

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Stewardship of Public Resources (25 points)

Applicant demonstrates the ability to steward public resources; details show appropriate preparation to complete proposed activities; and the budget is feasible and demonstrates investment in artists and local talent.

Overall Proposed Project Timeline & Budget Table

- Please describe the overall proposed timeline for your project, including the expected timeline for development, execution, and final public presentation. Include details about the project budget and a short description of how City grant funds will be used.

(20 points) 100 words max.

Artist Fees

- The applicant demonstrates investment in individual artists and artistic practice through the payment of artist fees (collaborators, contractors, etc.), as indicated in the project budget. If this criterion is met, all five points are awarded. If it is not met, zero points are awarded.

(5 points) Yes/No

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Support for Organizations Grant Program

Overview

The [Support for Organizations](#) (SO) grant program accepts 501(c)(3) nonprofit and fiscally sponsored applications annually to support arts and cultural activities that are open to the public. There are three different categories within the *Support for Organizations* grant program. All grant amounts listed below are dependent on Hotel Occupancy Tax (HOT) projections being realized.

Applicants in Categories 1 and 3 must be arts or history organizations with an art form, history, or preservation named in the purpose/mission statements found on pages 1 or 2 of their most recently made public 990 form OR they must be museums, as defined by the International Council of Museums in 2007: “A museum is a non-profit, permanent institution in the service of its society and its development, open to the public, which acquires, conserves, researches, communicates and exhibits the tangible and intangible heritage of humanity and its environment for the purposes of education, study, and enjoyment.”

Program-Specific Requirements

Category 1

- Applicants must be 501(c)(3) organizations, in existence for at least one year, with the arts named in its mission. This is verified by an HAA staff review of an applicant’s 990 on the IRS website.
- Applicants may apply for up to \$125,000 or a maximum of 20% of the organization’s operating expenses, excluding the value of in-kind contributions.

Category 2

- Applicants must be fiscally sponsored, a non-arts-specific 501(c)(3) organization with arts-specific programming, or a 501(c)(3) organization with the arts named in its mission but with less than one year of operations.
- Applicants may apply for up to \$62,500 or a maximum of 10% of the arts program budget, excluding the value of in-kind contributions.

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Category 3

- Applicants must be a 501(c)(3) organization, in existence for at least five years and with the arts named in its mission, providing public programs throughout each calendar year and offering free and discounted programs. This is verified by an HAA staff review of an applicant's 990 on the IRS website.
- Applicants may apply for up to \$1 million or a maximum of 3% of the organization's operating expenses, excluding the value of in-kind contributions.
- Applicants must have operating expenses over \$10 million, less in-kind contributions and direct financial support from other City of Houston sources, as demonstrated in SMU DataArts reporting. This is calculated as an average over the most recently completed three fiscal years and verified with the organization's audit.
- Fiscally sponsored organizations are not eligible.

Application Checklist

Details about required documents are provided in the Required Documents section on page 11.

- Completed application form
- Proof of residency
- Work samples (A maximum of 10 documents can be uploaded to the online application.)
- Financial document: SMU DataArts Funder Report OR budget table in the online application (based on financial history). See the Financial Reporting Requirements for Organizations section on pages 14–17.
- Eligibility verification documents
- For Category 3 only:
 - Audited or reviewed financial statements
 - A signed statement from the Chief Financial Officer detailing additional direct support received from other City of Houston sources in fiscal year ending 2022 (i.e., Houston First, Parks and Recreation, Planning and Development)

Review Criteria

Applications are scored on a 100-point scale.

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Artistic Programming (45 points)

Applicant demonstrates artistic and cultural expertise; has documented past success and demonstrated ability to execute the proposed activities; public programming is imaginative, innovative, and relevant for Houstonians and visitors; work samples demonstrate artistic vision and ability to execute proposed activities.

Artistic Programming

- Please share what the review panel should know about the organization's artistic programs. Consider the following questions to help shape your narrative:
 - What unique purpose does the organization serve in the community?
 - What are the primary activities of the organization? Describe the major programs open to the public.
 - Why is the organization's work critical to Houston?
 - What work is the organization most proud of? What are the organization's accomplishments? What plans is the organization excited about?
 - How does the organization differentiate itself from its peers? Does the organization provide a new or distinguishing perspective on the arts? Does the organization distinctly use the arts?
 - If the arts are not the mission of the organization, describe your artistic programming, and describe how it fits within your larger organizational work.
 - Describe key exhibitors/presenters, artists, and other collaborators.
 - Describe the process the organization employs to select or create artistic programming.
 - How are the board, staff, and programming reflective of Houston's citywide demographics?
 - Does the organization have an equity statement or other formalized diversity, equity, and inclusion (DEI) efforts? What are the organization's plans for increasing diversity in board, staff, programming, and audiences? How does the organization reduce barriers to participation?
 - What is the current demographic makeup of the organization's audience?
 - What are the organization's free or reduced-cost strategies to increase participation?

(45 points) 750 words max.

Public Benefit (30 points)

Applicant demonstrates effective strategies in marketing and audience engagement that are inclusive, publicly accessible, and reflective of all Houstonians and visitors; the proposed activity is feasible in its potential to share work with an understood and defined audience.

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Marketing & Service

- Describe how the organization serves the community, promotes arts participation, promotes accessibility, and strategically reaches Houstonians and visitors. Consider the following questions to help shape your narrative:
 - Describe the target community or communities and how the organization engages them.
 - What is the organization's marketing strategy? Through what marketing channels does the organization promote its activities?
 - Does the organization partner with tourism-related industries, such as event spaces or restaurants?
 - How and with whom does the organization build partnerships to expand its reach?
 - Which local and national media does the organization leverage?
 - Does the organization reduce barriers to participation through ticketing or other strategies?
 - Describe the footprint of the organization's programs and services. Where are primary and ancillary activities taking place?
 - How does the organization take down geographic barriers to participation? How does the organization reach into communities far from its home base of programs, and/or how does the organization reduce barriers to bring Houstonians and visitors from further away into its base of programming?

(15 points) 550 words max.

Programs Variety

- Does your proposed project foster artistic expression in and that is reflective of historically underserved communities defined by race, culture, sexual orientation, gender variance, and/or nationalities?

(5 points) Yes/No

Programs Location

- Accessibility of arts and cultural programming is a key value of the City of Houston's arts investment priorities. Please describe how you have adapted your programming in light of the COVID-19 pandemic.
 - How have you maintained or improved your work's connection with an audience? How have you maintained or expanded access to your work?
 - In what ways do you create access across levels of ability, lived experience, geography, and other diversities?
 - Does your work serve a historically underserved community by identity or identities of race, culture, sexual orientation, gender, and/or nationalities?

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- What have you learned about your digital audience? Where are they from? When are they most engaged with your content? Illustrate your answer using data (website impressions, location data, views, subscribers, and/or other engagement metrics).

(10 points) 100 words max.

Stewardship of Public Resources (25 points)

Note: *Support for Organizations*, Categories 1 and 2, have a different set of stewardship assessment questions from *Support for Organizations*, Category 3. Stewardship is an objective assessment.

Applicant demonstrates the ability to steward public resources through fiscal responsibility; applicant demonstrates investment in artists and local talent.

Categories 1 and 2

The grant applicant will answer yes or no to the questions below. (14 points)

- Does the organization's board review internal financial statements at least quarterly?
- Does the organization reconcile its bank statements monthly?
- Does 100% of the organization's board contribute financially?
- Has the organization posted its annual report, most recently completed 990, and current board list in an online place accessible to the public?
- Has the organization adopted bylaws, and are they reviewed annually?
- Does the organization have a conflict-of-interest policy, and are the directors required to complete annual disclosures under the policy?
- Does the organization have at least one month of operating cash as of year end (most recent fiscal year)?

HAA staff will conduct an objective assessment of the following items from the applicant's DataArts Funder Report. (6 points)

- Is the organization's total working capital a positive number?
- Does the organization spend less than 20% of operating expenses on fundraising?
- Does the organization spend over 50% of operating expenses on programs?

HAA staff will conduct an objective assessment of the following items from the applicant's DataArts Funder Report. (5 points)

- The applicant has demonstrated payment to artists through SMU DataArts Funder Report.
- The applicant guarantees that a portion of the artistic programming budget is dedicated to hiring artistic talent located in the Greater Houston area.

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Category 3

The Stewardship of Public Resources criteria for *Support for Organizations*, Category 3, applicants represent additional and higher expectations. (11 points)

- Has the organization performed an annual audit of its finances for its fiscal year and/or scheduled an audit for its latest fiscal year?
- Does the organization have an audit committee or other board committee designated to review its audited financial statements?
- Has the organization posted its annual report, most recently completed 990, and current board list in an online place accessible to the public?
- Has the organization adopted bylaws, and are they reviewed periodically and monitored to ensure organizational compliance?
- Does the organization have a conflict-of-interest policy, and are the directors required to complete annual disclosures under the policy?
- Does the organization have a written whistleblower policy, and does the whistleblower policy have an HR specialist and/or independent contact outside of management for reporting purposes?
- Does the organization have a written document retention and destruction policy?
- Did the process for determining compensation for the organization's CEO include review and approval by the organization's board or designated committee and contemporaneous substantiation of the deliberation or decision?
- Has the organization established an investment policy, and does the investment or finance committee review the current investment strategy at least annually to assess and make changes?
- Does the organization have an employee manual, and has it been reviewed/updated in the past five years?
- On the Financial Statement Disclosure footnote, Liquidity and Availability of Resources, on the organization's most recent audited financials, is the "Total financial assets available for general expenditure" a positive number?

Staff will conduct an objective assessment of the following items from the applicant's DataArts Funder Report. (9 points)

- Does the organization have a liquidity ratio of 0.02? (Defined: unrestricted cash and cash equivalents divided by current liabilities)
- Is the organization's debt to asset ratio less than 30%? (Defined: total debt divided by total assets)
- Has the organization reflected a surplus in its unrestricted change in net assets, net of depreciation/amortization in two of the last three fiscal years? (Defined: unrestricted change in net assets plus depreciation/amortization expense)
- Does the organization spend less than 10% of operating expenses on fundraising?
- Does the organization spend over 65% of operating expenses on programs?

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- Does the organization have a current ratio of 1.5 or above? (Defined: current assets divided by current liabilities)
- Does the organization have a viability ratio of 1.25 or above? (Defined: unrestricted net assets plus temporarily restricted net assets/long-term debt)
- Does the organization have an operating reliance ratio of 1.0 or above? (Defined: program revenues divided by program expenses)
- Does the organization demonstrate payment to artists?

HAA staff will conduct an objective assessment of the following items from the applicant's DataArts Funder Report.

- The applicant guarantees that a portion of the artistic programming budget is dedicated to hiring artistic talent located in the Greater Houston area.

(5 points) Yes/No

Awarding for Support for Organizations

The *Support for Organizations* (SO) grant award amounts are determined based on a formula that uses the organization's operating expenses (less in-kind) and panel rank, which is determined by an application's relative panel score. Grant scoring is completed by panelists, who cannot be staff or Board members of HAA. This process helps to divide responsibilities of the competition: HAA designs the competition and panelists score individual applications, thus empowering the community to select grantees for the upcoming calendar year.

In addition to the panel scores, an objective score is calculated based on data entered by the SO applicant in SMU DataArts about the organization's financials. The objective score looks at such things as payment to artists and creatives. The objective score is added to the panel score to rank applicants from the highest to the lowest score. The maximum eligible award amount is then calculated based on the applicant's SO category: SO 1 applicants may receive a maximum of 20% of the organization's operating expenses, less in-kind, up to \$125,000; SO 2 applicants may receive a maximum of 10% of the organization's operating expenses, less in-kind, up to \$62,500; and SO 3 applicants may receive a maximum of 3% of the organization's operating expenses, less in-kind, up to \$1,000,000.

The highest-ranked organization receives 100% of their maximum eligible award, and every sub-sequentially ranked organization receives one percentage point less than the one before, until the awardees reach 50%, which is the minimum award. For example, the second ranked applicant received 99% of the maximum eligible award. Once the ranked list reaches 50% of the maximum eligible award, all awardees receive 50%, so that no grant award is lower than 50% in the SO 1 and 2 categories only. In 2023, HAA implemented a \$2,000 minimum award for the SO program to ensure smaller-budgeted organizations receive meaningful support. All SO award amounts listed are dependent on annual Hotel Occupancy Tax (HOT) projections.

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