

2019 GOOD TO GREAT GRANT PROGRAM

OVERVIEW

The **Good to Great grant program, funded through Public Act 14-98**, funds capital projects initiated by not-for-profit arts, cultural, and historic organizations that connect art, history, and tourism to enhance visitors' experience of an arts/cultural venue and/or historic site. Eligible applicants are 501(c)(3)/501 (c)13 organizations that own or operate an arts/cultural venue or historic site in Connecticut and that promotes the art, culture and/or history of the state. This funding is targeted for small to medium-sized organizations with an operating budget of \$500,000 or less and that have received limited state funding in the last three years. The Department of Economic and Community Development (DECD) seeks applications that not only look beyond basic facilities repair, rehabilitation, or expansion but also towards new means of sharing and telling the stories of our state's rich history and culture in engaging, meaningful, and relevant ways. Funding will be prioritized for collaborative projects that demonstrate a clear vision of how individual sites and organizations can effectively tie together local, regional, or statewide cultural assets in ways that demonstrate measurable movement from "good" to "great".

TIMELINE

Dates are subject to change.

Letter of Interest deadline: on or before 11:59 pm, May 1, 2019

Full Application Deadline: on or before 11:59 pm, July 1, 2019

Application Review: August 2019

Notification: September 1, 2019

Funding Period: Grantees have two (2) years from the contract date to complete the project

Please note that the e-granting system will not be accessible until AFTER the Letter of Interest deadline passes.

PROGRAM GOALS

The goals of the Good to Great program are to fund **capital projects** that:

- Link art, culture, history and preservation in ways that will enhance and transform the visitor experiences of cultural and historical sites.
- Look beyond basic facilities repair or expansion and consider engaging, meaningful, and relevant ways to share Connecticut stories, which can include innovative means of delivery.
- Encourage collaborative projects that demonstrate a clear vision of how individual sites and organizations can effectively tie together local, regional or statewide cultural assets.
- Demonstrate an awareness of state tourism goals and include a clear marketing plan on how connect the two.
- Expand opportunities for small to medium-sized 501(c)3 / 501(c)13 cultural organizations that have received limited state funding support in the recent past (three years).

- Support organizations that seek to expand, and enhance the promotion arts, culture, and/or history of Connecticut.
- Increase public awareness of and/or visitation to arts, culture and history organizations in Connecticut.

ELIGIBLE APPLICANTS

Applicants must be a 501(c)(3) or 501(c)13 organization that owns or operates an arts/cultural venue or historic site in Connecticut. An historic site is defined as listed (or eligible to be listed) on the State and/or National Register of Historic Places. This funding is targeted for small to medium-sized organizations with an operating budget of \$500,000 or less and which have received limited state funding in the recent past. "State Funding" may include direct support through legislative line items, grant funding from any program of the Department of Economic and Community Development, legislative bond funding, or funding from other state agencies. For the purposes of this program, organizations that have received \$30,000 or less over the past three years are considered to have received "limited" funding. Organizations are required to assign one designated staff person (paid or volunteer) as the liaison/project manager. Organizations must be the owner of the associated property or must show proof of long-term lease (minimum ten years). During the review process, additional points will be awarded to applicants who have **shovel-ready** projects and have **cash match** in hand. **Please note that all qualifying applications must have a capital project component.**

INELIGIBLE APPLICANTS

Municipalities and previous *Good to Great* grant recipients are ineligible.

FUNDING

Grant requests must range between \$25,000 to \$150,000.

Good to Great is a reimbursement program. Grantees are responsible for all upfront expenses. All expenditures will be reviewed and approved prior to reimbursement. Funded projects must be completed within two years of grant being executed. In accordance with Section 38 of Public Act 15-1, all grant recipients will be required to have a 10-year temporary lien placed on the site by the State of Connecticut.

MATCH

Good to Great grant awards require a **cash match** (a minimum financial contribution) of no less than 25%. If awarded, the **cash match** must be in hand within two weeks of notification of award (Additional points will be awarded to applicants who demonstrate a **cash match** at the time of application.) *Good to Great* funding cannot be matched with other state funds. Grantees are not allowed to use in-kind goods/services as a **cash match**.

ELIGIBLE AND INELIGIBLE EXPENSES

Eligible Expenses

Good to Great funds may be used for costs associated with the implementation of a capital project and program development including:

- ✓ Capital projects that address the rehabilitation and/or adaptive re-use of existing facilities that will transform the visitor experience
- ✓ Site work associated with rehabilitation projects or additions
- ✓ Rehabilitation of historic landscapes
- ✓ Protection and/or interpretation of archaeological sites
- ✓ Consultant fees (e.g. engineering, architectural and historic preservation)
- ✓ Exhibit scripts, fabrication and installation
- ✓ Artist Fees
- ✓ Conservator Fees
- ✓ Site Work
- ✓ Construction costs
- ✓ ADA Accessibility
- ✓ Evaluation services and documentation (photo, video, audio, collection of statistical information, etc.)

Be creative! If something doesn't fit in the above list, contact us and ask!

Ineligible Expenses

- ✗ Any activity that would adversely affect an historic property, including but not limited to: inappropriate construction, alteration and demolition. **Note:** The State Historic Preservation Office will apply the Secretary of the Interior's [Standards for the Treatment of Historic Properties](#) in assessing any such activity. Any site over 50 years will be reviewed by the State Historic Preservation Office for historic significance. If you are unsure whether your proposed project potentially adversely affects a site, contact environmental review at SHPO.
- ✗ General operating costs, including but not limited to: salaries, employee benefits and rental/lease/occupancy costs for an existing facility.

DEFINITIONS

Capital Project: All *Good to Great* grant projects must have at least one "capital" component. For the purposes of the *Good to Great* program, "capital" projects must either create new, or improve on existing property of the organization. Materials or products that are "used and consumed" are not capital expenses. Examples of capital improvement include: construction of an ADA accessible entrance to a building, building a new exhibit in a museum or gallery space, rehabilitating an underutilized space and putting it back in service for the public, or restoring historic fabric in a manner that follows the Secretary of the Interior's *Standards for the Treatment of Historic Resources*.

Limited State Funding: "State Funding" may include direct support through legislative line items, grant funding from any program of the Connecticut Office of the Arts or the State Historic Preservation Office, legislative bond funding, or funding from other state agencies. For the purposes of this program, organizations that have received \$30,000 or less over the past three years are considered to have received "limited" funding and are eligible to apply.

Shovel-Ready: Capital improvement components of the project have bid level drawings and specifications.

GRANT PROPOSAL

Applicants are required to answer the following questions:

1. Provide a description of the applicant organization. *Max 50 words*
2. Provide the organization's mission statement and vision statement.
3. Provide your annual visitation numbers for 2016, 2017 and 2018. If you track Zip Code data, there will be an "optional" step/task to upload this data.
4. Provide the number of visitors to your website in 2018. *(if you do not have a website, write n/a)*
5. How many Facebook followers do you have? *(if you do not have Facebook, write n/a)*
6. If your organization has memberships, please indicate your membership numbers for 2016, 2017 and 2018.
7. Management and Staff:
 - Provide a list of your organization's full-time/paid, part-time/paid and volunteer positions. List the title of the position, the number of individual(s) who hold that title, and whether the position(s) are full-time/paid, part-time/paid or volunteer. Do not include first and last names.
 - List the individuals who serve in a top management position or who are empowered to make decisions on behalf of your organization. Include first & last name, title, paid/unpaid/volunteer and brief overview of duties.
8. Governing / Advisory Board:
 - Does your organization have an independent governing/advisory board (aka board of directors)? YES / NO
 - How often do they meet?
 - Has the governing board been involved with and/or completed a similar capital improvement project before? If yes, describe project(s), cost (s) and the Board's involvement.
 - How does this project relate to your organization's strategic plan? *Max 150 words.*
 - Upload a list of board members, including first & last name and town/city of residency.
 - Upload a copy of your organization's bylaws.
 - How does this project relate to your organization's strategic plan? *Max 150 words.*
9. Project Summary:
 - Identify a title for the project. *Up to 10 words.*
 - Indicate amount of grant request. Grant requests must range between \$25,000 - \$150,000.
 - Is your cash match in hand at the time of application? YES/NO
 - Identify each source and amount of non-state funds you will use to satisfy the required cash match for your project.
 - Is your project shovel-ready?

10. Project Description: Please answer the following questions:

- What will you do with the requested grant funds? *Max 150 words.*
- How will you do it? (e. g., what is your work plan?) *Max 150 words.*
- Will you be working in collaboration with other organizations programmatically? YES/NO
- Please list all organizational collaborators. Include the name of the organization, contact person with email and phone number, and each organization's mission statement. *(If not applicable, write n/a)*
- How will the project substantially improve and enhance the visitor's experience? *Max 150 words.*
- In what ways will this grant help your organization go from "good" to "great"? *Max 150 words.*
- In what ways does this project incorporate the priorities – some or all – of the Good to Great program: Arts, Culture, History/Historic Preservation and/or Tourism? *Max 150 words.*
- Why is the State's investment needed to implement the project? *Max 150 words.*
- How many permanent jobs will be created by this project? How many temporary jobs will be created by this project? *(if not sure, write n/a)*

11. Tourism and marketing goals:

- How will you know if your project is a success? Please cite specific measurements that you will implement and use to address the impact of your project in the short-term and in the long-term. *Max 150 words.*
- As a condition of this grant, each organization will be required to create a profile on CTvisit.com – the State of Connecticut's Official Tourism Website. In addition to your organizational profile, what will you do to advertise or market your completed project? *Max 150 words.*
- Explain how your visitation numbers will be impacted by this project? *Max 150 words.*

12. The Team

- Identify the individual who will serve as the project manager and describe why they were chosen. Include specific qualifications and level of experience. *Max 100 words.*
- Who will work to get the project done? Identify all team members (key staff, board members, volunteers, etc.) involved in this project. Include their full name, title, and their role. Include their level of experience with similar projects.

13. Facilities:

- List and briefly describe the facilities owned and/or maintained by your organization.
- Upload a copy of your long-term lease, if applicable.
- Does your project include alteration to a historic resource listed or eligible for listing on the State or National Register of Historic Places? YES/NO/NOT SURE
- If yes, describe how the project will contribute to the long-term preservation of the building. *Max 300 words*
- If your project includes an alteration to a historic resource, you are required to submit five (5) photographs of the exterior of the building. There is a task to upload photos during the application process.

14. State Investment:

- Has your organization ever received funding from the Department of Economic & Community Development? YES/NO
 - If yes, identify the program, amount of funding, funding period and current status.
- Has your organization received funding from programs managed by any other Connecticut state agency, including the Office of Policy & Management? YES/NO
 - If yes, identify the agency, program, amount of funding and current status.
- Why will state residents and legislators be proud of the state's investment in your project? Please include a quote from a visitor or patron of your organization that demonstrates the importance of your organization. *Max 150 words.*

REQUIRED DOCUMENTS

Applicants are required to provide the following:

1. Project budget. *Applicants must use the provided budget worksheet.*
2. IRS tax status determination letter
3. Organizational bylaws
4. Copies of the organization's IRS Form 990 for the last three (3) completed fiscal years
5. Copies of the organization's last three operating budgets
6. Project timeline including major milestones and completion date(s)
7. Photographs and physical address of any buildings that will be altered by the project (*exactly five photos*), **if applicable**
8. Architectural drawings and specifications, **if applicable**
9. Copy of your long-term lease, **if applicable**
10. Zip Code data, **if applicable**

SCORING CRITERIA

The following criteria are the basis for the review of *Good to Great* applications.

Additional points will be given to projects that are **shovel ready** with **cash match** in hand.

Additional Points: Project is **Shovel-Ready** (+5) **Cash match** is in hand at time of application submittal (+5)

1. Quality of Project Proposal (35 points)

- Project description is clear and project goals are articulated
- Project includes a capital component
- Applicant has not received major funding from the state in the recent past
- Budget is thorough and appropriate for the project
- Qualifications of project manager and key team members are appropriate to the nature of the project
- The applicant has clearly demonstrated how the project will take the organization from "good" to "great"
- The project incorporates Arts, Culture, History/Historic Preservation and/or Tourism
- Strong Board of Trustees and/or staff with experience in project completion

2. Potential to be Transformative (35 points)

- The project will substantially improve and enhance the visitors' experience
- Applicant has specific measurements to evaluate the impact of the project in the short-term and in the long-term
- Applicant demonstrates marketing strategies above and beyond CTVisit.com
- Applicant will collect data and analyze the results
- Applicant demonstrates how the project will impact visitation numbers
- Applicant has provide annual visitation numbers for 2016, 2017 and 2018 as a baseline
- Applicant has provided the number of visitors to their website as a baseline
- Applicant has provided membership numbers for 2016, 2017 and 2018 as a baseline for evaluation
- Applicant has demonstrated how many full and part-time jobs will be created as a result of the project

3. Leverage Other Cultural Assets (15 points)

- Project is collaborative
- Applicant demonstrates a clear vision and understanding of how individual sites and organizations can effectively tie together local, regional or statewide cultural assets
- Project will strategically leverage other local, regional or statewide cultural assets

4. Demonstrates awareness of Tourism and Marketing Goals (15 points)

- Project description includes a well-articulated marketing plan or strategy
- Project has the potential to increase visitation to the site

SELECTION PROCESS

All applications will be evaluated and scored by a panel comprised of staff members in the Department of Economic and Community Development's State Historic Preservation Office, Office of the Arts, and Tourism Office along with members of the Culture and Tourism Advisory Committee. The main responsibility of the panel is to evaluate the relevance and quality of the applications seeking state funding. Panelists evaluate and score applications based on the review criteria outlined in the guidelines. Panelists are required to disclose any past, current or prospective affiliations they or their immediate family members have with any applicant. In addition, panelists are required to disclose any past or current adversarial relationships with applicants. If a panelist declares a conflict, they are excused from reviewing and scoring that applicant. The Commissioner of DECD issues final approval of all recommended awards.

GRANTEE RESPONSIBILITIES

The use of state funds requires an open bidding process for the procurement of professional and construction services. Grantees must understand and adhere to DECD's [Professional Services Selection Process](#) and DECD's [Bidding, Contracting and Construction Guidelines](#).

Many potential applicants have existing relationships with consultants and contractors with whom they wish to engage for paid services. Potential consultants or contractors selected through an open process consistent with DECD's procurement standards may participate in the design of the project or the development of an

application. Applicants proposing the use of such consultants or contractors, or other parties who may be financially compensated through *Good to Great* grant funds or the required matching funds, must provide DECD with justification for their selection at least two (2) weeks prior to the application deadline. Justification must include: documentation of the fair and competitive process used in the proposed contractor/consultant selection; copies of Request for Proposals (RFPs), and public notices or other postings regarding the contractor/consultant service opportunity. Approval of such contractors or consultants is at the discretion of DECD's Commissioner and only when the selection is consistent with the State's best interest.

HOW TO APPLY

The grant program is administered using an e-granting system; therefore, all applications must be submitted through the on-line portal at <https://coa.fluidreview.com>. E-mail and paper submissions will not be accepted. Applicants must create an account, or if an account already exists then sign in using your email and password. See below of log-in instructions.

If you are a returning user: Log in. Select "View My Submissions". Scroll down and click "Create New Submission". Select "**OPEN: FY2019 Good to Great Application**" from the drop-down menu. Enter a name for your submission. Click "Get Started" and proceed with application.

If you are a new user: Create account by clicking "Sign up". Complete registration page. When on the registration page, be sure to select the category "**OPEN: FY2019 Good to Great Application**" from drop-down menu. You will receive a confirmation email from FluidReview. Once in FluidReview, click "Create a New Submission". Enter a name for your submission. Click "Get Started" and proceed with application.

Technical Support: Contact FluidReview's Tech Support Team at support@fluidreview.com at for technical related questions. When emailing tech support, please copy and paste the page link to better assist tech support with locating the problem you are experiencing. Note: FluidReview support maintains a 24 hour response policy; therefore, plan accordingly and complete your application well in advance of the deadline

Application updates following the deadline will not be accepted; however, DECD reserves the right to request further information and/or references from applicants as needed.

CONTACTS

We encourage applicants to discuss their projects with staff prior to applying. For questions about potential grant projects, contact Todd Levine, Grant Administrator, at todd.levine@ct.gov.

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