

**ORGANIZATIONAL ADVANCEMENT FUND
EFFECTIVE ORGANIZATIONS
COVER SHEET**

Organization _____

Contact Name/Title _____

Tax ID# _____

Address _____

City _____ State _____ Zip _____

Daytime Phone _____ Fax _____ e-mail _____

Prior Year Operating Income \$ _____ Operating Expense \$ _____

Current Year Operating Budget \$ _____

Full time staff _____

Board members _____

Volunteers _____

Members (if membership organization) _____

Mission Statement

I certify that the information contained in this application, including attachments and support materials, is true and correct to the best of my knowledge. I am authorized to legally obligate the grant applicant.

Signature of Authorizing Official _____ Date _____

Typed Name _____

Title _____

Contact phone _____ e-mail _____

EFFECTIVE ORGANIZATIONS GUIDELINES

The Rasmuson Foundation's Effective Organizations program is designed to strengthen the performance and impact of Alaska's arts and cultural organizations. This structured technical assistance and grant program helps arts and cultural organizations address critical internal issues and, in the process, makes them better equipped to fulfill their missions and improve their service to their communities.

Organizations poised to make the best use of this program are those that are either anticipating a major transition, are in the middle of one, or just recovering from one. An organization in a transitional phase might be facing one or more of the following challenges:

- Change in leadership
- Staffing issues
- Programmatic growth
- Question of mission or direction
- Systems and infrastructure issues

The program involves three steps, each of which a participant must complete before proceeding to the next.

1. **Organizational assessment:** All participants receive a professional assessment of administrative and programmatic effectiveness, conducted by a consultant contracted by the Rasmuson Foundation. The assessment will help the organization identify strengths and challenges and develop capacity building goals.
2. **Planning:** Following the assessment, the consultant will conduct a facilitated retreat for Board and staff to review the assessment, set priorities, develop an implementation plan to address issues identified in the assessment, and identify next steps to strengthen effectiveness. Before proceeding to the next step, the plan must be approved by the organization's Board and staff, and a commitment made to invest the time and attention necessary to achieve the plan objectives.
3. **Implementation:** Upon successful completion of the planning phase, participants may apply for implementation funding restricted for use in activities that build organizational capacity and directly relate to priorities that emerge in the assessment and planning process. Funds may also be used to help mitigate the additional burden this intensive work will have on the organization.

Who May Apply

Alaskan-based organizations that have received 501(c)(3) status from the Internal Revenue Service and are classified as "not a private foundation" under section 509(a) of the Code, or organizations with equivalent status.

Organizations must have been in existence for at least three years and have a mission and record of public arts or cultural programming.

Organizations must have at least one paid full-time staff person.

Restrictions

Effective Organizations grants are limited to one per organization every FIVE years.

Grant recipients must complete their project and close the grant before a new request will be considered.

Grant Amounts

Applicants accepted into the program will be assigned a consultant, funded by the Rasmuson Foundation, to conduct the assessment and planning phases. Once those phases have been completed and a plan is adopted by the organization, applicants may apply for implementation funding.

An implementation grant will be awarded based on the needs of the applicant as reflected in their plan. In general, grants will not exceed \$60,000. Examples of how implementation funds may be used include, but are not limited to:

- Hiring a consultant to work on an area defined by the organization as crucial to its long-term sustainability.
- Adding contract staff during the implementation phase to ensure the work does not impact regular programs and services.
- Costs associated with meetings, surveys, or other information gathering activities integral to the implementation process.

It is important to recognize that grant funds will be restricted for use in activities that build organizational capacity and relate to priorities that emerge through the assessment and planning process. Grant funds cannot be used for programming or to support “business as usual.”

Grant Duration

The program requires a considerable commitment of time by both the staff and Board of applicant organizations. Participating organizations are allowed up to two years to complete the program. Organizations should carefully evaluate their ability to devote the time necessary to the program before applying.

Selection Criteria

- *Need*: Applicant has identified a specific issue, is at a critical juncture or facing a substantive organizational transition.
- *Impact*: Applicant is able to articulate how participating at this time is likely to have an impact on the organization and its future sustainability.
- *Readiness*: Applicant demonstrates their organization is motivated and ready to take maximum advantage of the opportunity.

Postmark Deadline

November 1, annually

How To Apply

Participation in the Effective Organizations program begins with the preparation and submission of a Letter of Interest (see application instructions below). More detailed information may be requested by the Foundation once the Letter of Interest is reviewed. Acceptance in the program will be determined within 60 days of submission of the Letter of Interest.

Application instructions are available on-line at www.rasmuson.org or by request.

Contact Information

This program is managed under contract by Important Work. For additional information contact:

Ira Perman, President
Important Work
ira.perman@importantwork.net
(907) 764-6040

Effective Organizations Application Instructions

- Written material should be typed with a font no smaller than 11 pt and with 1 inch margins.
- Do not send materials not specifically requested in this application.
- Do not use staples, binders or folders when submitting materials.

Prepare the following materials and submit in the order listed below:

1. Application cover sheet
2. Letter of Interest of no more than three pages addressing the following:
 - Briefly define your organization's mission and the community you serve.
 - Describe the programs you provide and who participates in them.
 - Describe how your organization operates. Discuss the number of staff and their functions, the number and degree of participation of your Board of Directors, and the number and use of volunteers.
 - Define the transition your organization is recovering from, facing now, or anticipating in the near future. Identify how this transition is challenging your organization.
 - Describe what you hope to accomplish as a result of participating in the program. How will addressing this issue(s) have an impact on your organization and improve its ability to deliver its programs and work more effectively in the future.

Required Attachments

- Three financial documents
 1. Current balance sheet
 2. Profit/loss statement from the most recently completed fiscal year
 3. Current year operating budget
- List of Board of Directors. Include their business and community affiliations and their length of service
- IRS 501(c)(3) exemption letter

Application Submission

Submit your original Letter of Interest, including cover sheet and attachments, and two (2) complete copies by the stated deadline. Faxed or e-mail applications will not be accepted. Incomplete applications will be returned.

Postmark or deliver by November 1 to:

Rasmuson Foundation
301 W Northern Lights Blvd., Suite 400
Anchorage, AK 99503

Questions?

Contact Ira Perman, President
Important Work
ira.perman@importantwork.net
(907) 764-6040