



Arizona Commission on the Arts

Grants for Organizations and Schools Fiscal Year 2015: Community Investment Grants Levels I-VI

Program Description

Community Investment Grants (CIG) provide funding support for arts organizations that demonstrate exceptional alignment with the criteria of the CIG grant program. CIG grants are available to nonprofit arts organizations of all sizes, local arts agencies and tribal cultural organizations whose primary mission is to produce, present, teach or serve the arts.

Organizations may use CIG funds for general operating expenses (frequently the most difficult type of grant to obtain) as well as leverage for other public and private funding. CIG eligibility levels are based on organizational adjusted annual income. CIG awards must be matched with cash (at least 1:1) by the organization.

Applicant Eligibility

An applicant must be incorporated as an Arizona nonprofit organization with tax-exempt status or be a unit of government. Eligible organizations include Arizona arts organizations, local arts agencies and tribal cultural organizations.

Multidisciplinary or multipurpose organizations are eligible for Community Investment Grants if they are able to demonstrate that the arts comprise at least 50% of their organization's public programming. These organizations are required to contact the Arts Commission to discuss eligibility and the manner in which they can best demonstrate their percentage of arts programming relative to their comprehensive public offerings.

Unincorporated organizations may apply to the Community Investment Grants Level I program through a nonprofit fiscal sponsor.

Grant Program Review Criteria & Scores

- **Community Investment:** Organization engages in long-term investment and audience-development strategies within communities in an effort to achieve broad, diverse participation.
- **Quality Programming/Service:** Organization provides quality programming or service in support of its communities.
- **Fiscal Ingenuity:** Organization develops thoughtful, rational plans for financial sustainability in an effort to pursue overall fiscal health.
- **Stewardship of Public Funds:** Organization demonstrates sound management practices and supports public accessibility.

Each review criterion is worth 25 percent of the total score. Applications will receive a total score out of 100 percent.

Deadline & Grant Cycle

DEADLINE: 11:59pm, Thursday, March 20, 2014
for the funding period of July 1, 2014 to June 30, 2015

Primary Staff Contact

For all levels of Community Investment Grants:

Kristen Pierce
Organizational Services Coordinator
(602) 771-6517
kpierce@azarts.gov

For Arts Education Organizations applying for Community Investment Grants; Community Investment Level VI Organizations submitting Education Plans:

Alex Nelson
Director of Arts Learning
602-771-6521
anelson@azarts.gov

For Cultural Data Project or CDP Funders Report:

Patrick Fanning
Arts Learning and Special Projects Coordinator
602-771-6529
pfanning@azarts.gov

For questions regarding GO!EGOR:

Ginny Berryhill
Grants and Information Technology Manager
602-771-6528
gberryhill@azarts.gov

Michael Soto
Grants and Operations Coordinator
(602) 771-6532
msoto@azarts.gov

Eligibility Requirements

Applicants to all CIG Levels must be a nonprofit organization or local arts agency (including Tribal Cultural Organizations). Applicants in CIG Level I may apply with a fiscal sponsor.

Applicants to all CIG Levels are REQUIRED to submit their organization's financial data through the Cultural Data Project (CDP) portal and submit a CDP Funder Report as a part of their complete application.

CIG Level I (\$5,000 - \$49,999)

Funds awarded in this category provide unrestricted assistance to emerging and small-scale arts organizations. Technical assistance is also available as part of the program to help organizations develop and grow.

Program requirements at the time of application:

- A minimum of 1 successful year of arts related programming.
 - Organization must have a minimum adjusted annual income of \$5,000 - \$49,999.
-

CIG Level II (\$50,000 - \$124,999)

Funds awarded in this category provide unrestricted assistance to arts organizations with mid-sized annual operating budgets.

Program requirements at the time of application:

- A minimum of 2 successful years of arts related programming.
 - Organization must have a minimum adjusted annual income of \$50,000 - \$124,999.
-

CIG Level III (\$125,000 - \$249,999)

Funds awarded in this category provide unrestricted assistance to mid-sized and large arts organizations.

Program requirements at the time of application:

- A minimum of 2 successful years of arts related programming.
 - Organization must have a minimum adjusted annual income of \$125,000 - \$249,999.
-

CIG Level IV (\$250,000 - \$549,999)

Funds awarded in this category provide unrestricted assistance to large arts organizations.

Program requirements at the time of application:

- A minimum of 3 successful years of arts related programming.
 - Organization must have a minimum adjusted annual income of \$250,000 - \$549,999.
 - Organization must employ a full-time executive, managing, music or artistic director.
-

CIG Level V (\$550,000 - \$1,249,999)

Funds awarded in this category provide unrestricted assistance to large arts organizations.

Program requirements at the time of application:

- A minimum of 3 successful years of arts related programming.
 - Organization must have a minimum adjusted annual income of \$550,000 - \$1,249,999.
 - Organization must employ a full-time executive, managing, music, or artistic director.
-

CIG Level VI (\$1,250,000 and above)

Funds awarded in this category provide unrestricted assistance to Arizona's largest arts organizations.

Program requirements at the time of application:

- A minimum of 3 successful years of arts related programming.
- Organization must have a minimum adjusted annual income of \$1,250,000 and above.
- Organization must employ a full-time executive, managing, music, or artistic director.
- Organization must employ a full-time education manager, or staff member responsible for those duties, and must submit an Education Plan.

Grant Program Does Not Fund

- Organizations that received Arts Commission funding in Fiscal Year 2013 but failed to file a final report by Monday, September 16, 2013.
- Organizations not dedicated to producing, presenting or serving the arts as their primary mission (the arts must comprise at least 50% of programming to be eligible).
- Any division of local, state or federal government except Tribal Cultural Organizations or Local Arts Agencies (including arts councils and arts commissions).
- Applications submitted by for-profit organizations.
- Schools, including public, private and charter.
- Auxiliary/affiliate organizations.
- Religious institutions or religious group-sponsored organizations not open to participation by non-congregants.
- Religious institutions or religious group-sponsored organizations whose primary purpose is the religious socialization of individuals or whose arts programming exists as parts of religious sermons or services.
- Debt reduction.
- Re-granting, unless permission is received.
- Grant administration, overhead or processing fees taken by an umbrella/parent organization as a percentage of the total award, with the exception of fiscal sponsors.
- Lobbying expenses.
- Expenses related to the construction of facilities.
- Food and beverage for receptions and hospitality functions.
- Fundraising projects.
- Scholarships and awards.
- Equipment or capital expenditures.
- Indirect costs.
- Any costs other than those delineated in the Guide to Grants and relevant Funding Eligibility Scales.

This list is not comprehensive.

Award Amount/Chart/Scale

Due to the fluid nature of Arts Commission funding and the subsequent fluctuation of available grant funds, organizations are strongly encouraged to budget conservatively when forecasting potential awards.

Level	Applicant Organization’s Adjusted Annual Income[1]:	Maximum Award Baselines[2][3] (Based on Panel Review Ranking):		
CIG Level I	\$5,000 to \$49,999	\$1,000 Low	\$2,000 Medium	\$3,000 High
CIG Level II	\$50,000 to \$124,999	\$2,000 Low	\$3,000 Medium	\$5,000 High
CIG Level III	\$125,000 to \$249,999	\$3,000 Low	\$5,000 Medium	\$8,000 High
CIG Level IV	\$250,000 to \$549,999	\$5,000 Low	\$8,000 Medium	\$15,000 High
CIG Level V	\$550,000 - \$1,249,999	\$8,000 Low	\$15,000 Medium	\$22,000 High
CIG Level VI	\$1,250,000 and above	\$15,000 Low	\$35,000 Medium	\$60,000 High

[1] Adjusted Annual Income = ACA CDP Funder Report, Revenue Line 36 (Total Unrestricted Revenue LESS In-Kind).

[2] Maximum Grant Award cannot exceed 15% of an organization’s adjusted annual income.

[3] Actual Grant Awards may be adjusted from baseline recommendations based on the availability of grant funds.

Related/Additional Information

Notification of Intent to Apply

If your organization has not received Arts Commission funding for the past two fiscal years (FY2013 & FY2014), you are required to submit a Notification of Intent to Apply.

To submit a Notification of Intent to Apply, send an email to Kristen Pierce, Organizational Services Coordinator, at kpierce@azarts.gov with the subject line, "Notification of Intent to Apply" with the following information:

- Organization Name
- Contact Information
- Mission Statement
- FY2013 adjusted annual income (*see Award Amount/Chart/Scale section*)
- Total Percentage of Arts Programming
- CIG Level, to which you intend to apply

Submit By: 11:59pm, Friday, March 7, 2014

Alternate Year Applications

Organizations that **received** a Community Investment Grant in the last funding cycle will apply as follows for Fiscal Year 2015:

- **CIG Levels I, II and III** will submit an alternate year application.
- **CIG Levels IV, V and VI** will submit a full application and undergo panel review.

On their alternate year, CIG grantees will submit an abbreviated application and updated CDP Funder Report, will not undergo panel review, and will maintain the same funding priority determined during the previous year's panel review. Actual grant awards may fluctuate from one year to the next depending on the availability of Arts Commission funds.

Arts Commission staff has the authority to request that an organization submit a full or alternate year application, regardless of alternate year status, in a year where an organization is undergoing dramatic financial, programmatic or management changes. If you believe your organization will have experienced significant changes since the last panel review, please contact Arts Commission staff.

If your organization will submit an alternate year application, please review the Community Investment Grants [Alternate Year Application Guide](#) for detailed instructions and information.

How to Apply

All applications must be submitted online through GO!EGOR, <http://arizona.culturegrants.org/>. (*Access to the application through GO!EGOR will become available no later than the first week of February, 2014.*) Incomplete applications will be ineligible for review or funding. The application contains the following sections: [1] Applicant and Organization Profile, [2] Overview and Narrative Questions, [3] CDP Funder Report and [4] Supplemental Materials/Information.

GO!EGOR

The Arizona Commission on the Arts uses an online grants application system, called GO!EGOR, to receive and review grant applications. This electronic grants application system allows the Arts Commission to capture and archive applicant information and allows grant review panels to review applications in consistent formats and structures.

The Arts Commission will not accept applications by means other than GO!EGOR. If applicants do not have internet access, they are advised to contact local public libraries and local arts agencies, many of which offer public internet access. If extenuating circumstances prohibit applicants from using GO!EGOR, they are advised to contact the Arts Commission **at least one month before** the application deadline to make alternative arrangements for application submission.

General Instructions for Completing an Application in GO!EGOR

Applicants are encouraged to develop responses to all application questions and information requests using word processing software and to copy and paste completed responses into the GO!EGOR application. Within the GO!EGOR system, applicants are presented with a series of questions and requests for information. Some of these questions and requests require applicants to use check boxes and drop-down selection screens and others require a narrative response.

GO! EGOR (continued)

Below are some general suggestions to help applicants navigate the GO!EGOR application process:

- For narrative responses, applicants should use upper/lower case letters (*not all caps*).
- Formatted text is not accepted by GO!EGOR: applicants cannot bold, italicize or underline text or change font style or size.
- Narrative responses are limited to a maximum character (*not word*) count. Note the maximum number of characters before developing narrative responses. Applicants will be notified if the maximum character count has been exceeded.
- For numeric amount responses, enter only whole numbers (*no decimals, commas or dollar signs*).
- Applicants must tab or mouse from question to question. When an applicant hits “enter,” the system will save the page.
- GO!EGOR “times out” if an applicant remains on one page for an extended period of time. Save often, to avoid losing work.
- Once submitted, applicants no longer have access to their grant application(s).
- Again, applicants are encouraged to develop responses to all application questions and information requests using word processing software, wherein applicants can spell-check and monitor character count. Applicants are further encouraged to save often and, once responses are complete and edited, to copy and paste responses into the GO!EGOR application.

[1] Applicant and Organization Profile

If you are a new applicant, GO!EGOR will prompt you to create a user profile and an organization profile. If you are a returning applicant, you will log in using your existing user profile and update your organization profile. Applicants are required to provide or update three types of contact information; applicants are strongly encouraged to provide a unique contact for each.

- Authorizing Official – typically a person with authorizing authority.
- Organization Contact – typically a person who can provide general organization information.
- Project Director – typically the person responsible for management of the grant application.

[2] Overview and Narrative Questions

Compose your answers to the following narrative questions in a separate document before you begin. These questions will take time and editing to prepare a thoughtful and complete answer.

Organization Overview

The following fields/questions are meant to provide the review panel with a broad understanding of an organization.

- **Website.** *(This field will auto populate from the Organization Profile.)*
- **Mission Statement.** *(800 character maximum, including spaces; this field will auto populate from the Organization Profile.)*
- **Non-discrimination Policy.** Indicate whether your organization has created and implemented a non-discrimination policy. If yes, please provide your non-discrimination policy. *(500 character maximum, including spaces)*
- **Programs and Services.** Provide a brief overview of your organization’s programs and services. *(1200 character maximum, including spaces)*
- **Planning.** Provide an overview of your organization’s current programming/service plan and goals. *If your organization engages in a formal strategic planning process, include the year the most recent plan was developed as well as a brief overview of the planning process. (1200 character maximum, including spaces)*
- **Financial Snapshot.** Provide an overview of your organization’s current financial status and any relevant and related information you think the review panel should know. *(1200 character maximum, including spaces)*

Narrative Questions

The following questions are not meant to provide the review panel with a comprehensive understanding of an organization, but are meant to provide examples of the ways in which an organization meets the criteria for the Community Investment Grant program.

Community Investment

Organization engages in long-term investment and audience-development strategies within communities in an effort to achieve broad, diverse participation.

An applicant demonstrating excellent Community Investment:

- Clearly defines and understands the communities it serves (geographic, cultural, etc.).
- Employs effective strategies to engage new communities or deepen participant experiences.
- Collaborates and forms meaningful partnerships with other stakeholders to achieve its mission.
- Intentionally creates inclusive opportunities and cultivates diverse participation.

[2] Overview and Narrative Questions (continued)

1. Define the diverse communities your organization serves. Support your response with quantitative information, including demographic and socioeconomic data, geographic location and other relevant descriptive indicators. *Do not limit your response to educational outreach or community engagement programs; consider how communities engage with your organization as a whole. (1800 character maximum, including spaces)*
2. Describe **ONE** strategy your organization successfully employed within the last 2 completed fiscal years to engage new people or deepen the experience of currently-engaged people in your work. *Consider audiences, students, patrons, users, visitors, volunteers, etc. (800 character maximum, including spaces)*
 - a. Why did this strategy work? *(1000 character maximum, including spaces)*
 - b. How has this strategy continued or evolved since its implementation? *(1000 character maximum, including spaces)*
3. Describe **ONE** of the most significant partnerships your organization has engaged in within the most-recently completed fiscal year. *Consider partners of all sorts, including other nonprofits, local businesses, schools, community/civic groups, government agencies, etc. (800 characters maximum)*
 - a. Why did this partnership work? *(1000 character maximum, including spaces)*
 - b. How did it serve your communities? *(1000 character maximum, including spaces)*
4. Describe up to **TWO** strategies your organization successfully employed within the last 2 completed fiscal years to *intentionally* create inclusive opportunities for diverse groups and individuals. *While the cultivation of diverse audiences and stakeholders can support long-term organizational health, the benefits of diversity are not automatic and do not simply result from a diverse-looking board. Consider how your organization works in intentional ways to actively foster opportunities for diverse groups. (1800 character maximum, including spaces)*

Quality Programming/Service

Organization provides quality programming or service in support of its communities.

An applicant demonstrating excellent Quality Programming/Service:

- Sets quality standards and criteria for measuring the success of programs and services.
- Employs relevant evaluation methods and utilizes results effectively.
- Demonstrates a willingness to experiment with programming (including managing for risk).
- Develops creative and coherent programming that is aligned with its mission, vision and goals.

1. Describe the standards and criteria against which you measure your organization's programs and services. *Include evidence of alignment with the organization's mission, vision and goals. (1500 character maximum, including spaces)*
2. From the drop down list, select ONE evaluation type/method your organization employed during the most-recently completed fiscal year in order to ensure quality in its programming or services. The drop down list selections are: Case Studies *(qualitative)*; Evaluation Narrative *(qualitative)*; Evaluation Benchmarks *(quantitative)*; Focus Groups *(qualitative)*; Individual Interviews *(qualitative)*; Journals/Logs/Essays *(qualitative)*; Observation Checklists *(quantitative)*; Participant Observation *(qualitative)*; Participant Report *(quantitative)*; Participant Report *(qualitative)*; Pre and Post Questionnaires *(quantitative)*; Surveys *(qualitative)*; Surveys *(quantitative)*; Other *(please describe)*
 - a. Describe what was evaluated, what the results were and how those results were utilized to adapt/inform programming or services. *(1800 character maximum, including spaces)*
3. Describe **ONE** creative or programmatic risk your organization has taken within the most-recently completed fiscal year. *(800 character maximum, including spaces)*
 - a. What was the outcome? *(1000 character maximum, including spaces)*
 - b. How will your experience shape future programming or services? *(1000 character maximum, including spaces)*
4. FOR CIG LEVEL VI ONLY: The review panel will examine your organization's required Education Plan within the context of this criterion.

[2] Overview and Narrative Questions (continued)

Fiscal Ingenuity

Organization develops thoughtful, rational plans for financial sustainability in an effort to achieve overall fiscal health.

An applicant demonstrating excellent Fiscal Ingenuity:

- Demonstrates sound fiscal management and oversight (as evidenced through the CDP Funder Report).
- Understands its financial position and current fiscal health.
- Understands its operating environment and responds accordingly.
- Employs appropriate fiscal strategies in pursuit of fiscal health and financial sustainability.

1. The review panel will examine your organization's uploaded Cultural Data Project Funder Report containing financial data from your last 2 completed fiscal years. Explain any anomalies or variances of more than 10% in your report as well as any significant increases/reductions in total expenses, total debt, total endowment or total working capital. Variances can be found in the percentage change column of the CDP Funder Report. *This is your opportunity to bring your CDP Funder Report to life, as if you were explaining it to the review panel. (1200 character maximum, including spaces)*
2. Provide **ONE** example, from within the last two completed fiscal years, of a time that your organization successfully adjusted its financial strategy in response to an unexpected or sudden shift in your operating environment. *(1500 character maximum, including spaces)*
3. Describe up to **TWO** strategies you will employ to maintain or improve your organization's overall fiscal health during the grant period and beyond. *(2000 character maximum, including spaces)*

Stewardship of Public Funds

Organization demonstrates sound management practices and supports public accessibility.

An applicant demonstrating excellent Stewardship of Public Funds:

- Implements management practices appropriate to organization size and structure.
- Utilizes effective internal and external accountability measures.
- Complies with ADA/accessibility requirements, ensuring that its programs, services and facilities are accessible to the public.
- Provides programming that is responsive and accessible to its communities.

1. Describe your organizational structure and how it informs management practices. *(1500 character maximum, including spaces)*
2. Sound management practices rely on accountability to diverse stakeholders.
 - a. Briefly describe your organization's internal accountability measures. *Consider performance metrics, policies and guidelines, oversight, internal evaluation, et cetera. (1200 character maximum, including spaces)*
 - b. Briefly describe your organization's external accountability measures. *Consider community feedback in decision making, communication with stakeholders, external evaluation, annual reporting, et cetera. (1200 character maximum, including spaces)*
3. Grants from the Arts Commission require compliance with the regulations of Section 504 and Title II of the Americans with Disabilities Act (ADA).
 - a. Has a staff member been appointed as your organization's 504 coordinator? Yes/No
 - b. Briefly describe the ADA/accessibility policies and practices related to your organization's programs and services, as well as facilities utilized by your organization. *(1200 character maximum, including spaces)*
4. Grants from the Arts Commission are made with public monies and require that grant recipients are accountable to taxpayers. Beyond ADA compliance, what is your organization doing to ensure that its programs and services are responsive and accessible to its communities? *In this response, consider "accessibility" in its broadest context. (1200 character maximum, including spaces)*

[3] Budget/CDP Funder Report

Follow the instructions in GO!EGOR to submit your CDP Funder Report.

Cultural Data Project (CDP) Funder Report

The Arizona Cultural Data Project (CDP) is a powerful online management tool designed to strengthen arts and cultural organizations. Organizations enter financial, programmatic and operational data into a standardized online form and can then use the CDP to produce a variety of reports designed to help increase management capacity, identify strengths and challenges and inform decision-making.

Organizations can also generate reports as part of application processes to participating grantmakers.

All applicants to the Community Investment Grant program are required to submit their organization's budget information using the Arizona Cultural Data Project. Applicants must then generate a CDP Funder Report consisting of **"Review Complete" financial data for Fiscal Years 2012 and 2013** through the Arizona CDP website. *If your organization's fiscal year end date is in December, contact Ginny Berryhill, Grants and Information Technology Manager, at gberryhill@azarts.gov.*

Registering with the Cultural Data Project:

1. Visit www.azculturaldata.org.
2. Select and complete the new user registration using the "Register" link found on the left side of the homepage, in the bottom left corner of the LOGIN box.
3. Input two most recently complete fiscal year CDP data profiles.
4. Achieve "Review Complete" status from CDP.

Submitting the CDP Funder Report in GO!EGOR:

1. From the Arizona CDP website, log in and select "Funder Reports" and choose the most current "Review Complete" fiscal year for your organization from the drop down menu.
2. Save a copy of the Arizona Commission on the Arts Funder Report to your computer. Include the name of your organization and "CDP Funder Report" in the title of the document.
3. On the CDP Funder Report page of the application in GO!EGOR, click "Upload."

The CDP Funder Report will be panel reviewed and evaluated under the Review Criterion: Fiscal Ingenuity. Applications will be considered incomplete without the inclusion of a CDP Funder Report that meets the requirement describe above. This grant condition must be met before an organization's application is considered eligible for panel review.

[4] Supplemental Materials/Information

Required supplementary materials must be uploaded through **GO!EGOR** (*access to the application through GO!EGOR will become available no later than the first week of February, 2014*).

Federal Tax Exemption Letter *(first time applicants only)*

This is a letter from the IRS granting 501(c)3 status to an organization or a designated fiscal agent. It is NOT the letter assigning a Federal Tax ID Number. Public schools and units of government (including Tribal) are exempt from this requirement.

Fiscal Sponsor Letter of Agreement *(if applicable)*

If using a Fiscal Sponsor, an applicant must scan and upload a letter signed by authorizing officials from **both** the grantee organization and the Fiscal Sponsor. The letter must state that the Fiscal Sponsor agrees to receive any grant funds on behalf of the grantee, distribute them to the grantee organization and maintain appropriate financial records.

Education Plan *(for Community Investment Level VI only)*

The Arts Commission is committed to providing lifelong learning opportunities for all Arizonans. To support this effort, the Arts Commission has long maintained an Education Plan Requirement for Arizona's largest arts organizations. There are no requirements for the plan's format and length. If your organization has an educational component within its strategic plan, the education section may be submitted to fulfill the Education Plan requirement *(provided it meets the criteria outlined below)*. Education Plans are reviewed by Arts Commission staff, who present summaries to the review panel, and will be evaluated under the Review Criterion: Quality Programming/Service.

Education Plans **must** meet the following criteria:

- Be current and address the solicited grant's timeline of two years.
- Be approved by the organization's Board.
- Be reviewed and signed by the organization's Education Manager.
- Include information about how the organization identifies participants for educational programs and maintains relationships with those participants.
- Include information about the development and assessment of understanding goals for each distinct learning experience.
- Include information about how the organization evaluates its educational programs.
- Demonstrate financial resources to support the plan, including the organization's commitment to a full-time staff person designated to support the development and implementation of educational programs.
- Consider the organization's mission when articulating if/how the organization's educational programs address preK-12 learning and the Arizona Arts Standards and/or support lifelong learning in the arts.

If you will create a new document to fulfill the Education Plan requirement, please consider including the following:

- A philosophical statement about your organization's arts learning goals as related to your mission.
- An overview of your organization's educational programs:
 - What is the learning approach or content offered to identified participants?
 - How do you program strategically, to achieve the greatest impact in terms of quality arts learning opportunities?
 - How is your approach innovative, and how does it utilize the unique strengths and interests of your organization?
 - How do you identify schools, groups, populations or organizations to reach with your educational programming?
 - What do you want program participants to understand and how will you know they understand it?
 - If programs focus on preK-12 learning, how do they support the Arizona Arts Standards; what do you offer that is discipline-based, and what do you offer that lends itself to integration with other curricular areas?
- A list outlining the personnel, board members or volunteers which participate in the development and implementation of your educational programs, and how each contributes to the effort.
- A list of active partner organizations or businesses, and how each contributes to the effort.
- An explanation about how decisions are made related to resource allocation for educational programs.

The Arizona Commission on the Arts is an agency of the State of Arizona which supports access to quality arts and arts education opportunities for all Arizonans; the development and retention of statewide jobs in the nonprofit arts, culture and education sectors; and increased economic impact in local communities through arts-based partnerships that develop tax and small business revenue.

We imagine an Arizona where everyone can participate in and experience the arts.

For more information, contact us at Arizona Commission on the Arts, 417 West Roosevelt Street, Phoenix, Arizona 85003-1326 or call (602) 771-6502 or email info@azarts.gov or visit <http://www.azarts.gov>.

To request this or any other publication in an alternate format, contact the Arts Commission offices.



Arizona
Commission
on the Arts

AN EQUAL EMPLOYMENT OPPORTUNITY AGENCY