

Grants for Organizations and Schools Fiscal Year 2017: 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 program. CIG awards 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 the 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 that are otherwise eligible for the Community Investment Grants Level I program may apply through a registered nonprofit fiscal sponsor.

Grant Program Review Criteria & Scores

Community Investment (25%): Organization engages in long-term investment and relationship-development strategies within its communities in an effort to achieve broad, diverse participation.

Quality Programming/Service (25%): Organization provides quality programming or service in support of its communities.

Fiscal Ingenuity (25%): Organization develops thoughtful, rational plans for financial sustainability in an effort to pursue overall fiscal health.

Stewardship of Public Funds (25%): Organization demonstrates sound management practices and supports public accessibility.

Applications will receive a total score out of 100 percent.

Deadline & Grant Cycle

DEADLINE: 11:59pm, Thursday, March 17, 2016
for the funding period of July 1, 2016 to June 30, 2017.

Primary Staff Contact

For all levels of Community Investment Grants:

Kristen Pierce

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

*For Community Investment Level VI Organizations
submitting Education Plans:*

Alex Nelson

Director of Arts Learning
(602) 771-6521
anelson@azarts.gov

*For Cultural Data Project, CDP Funder Report and/or
questions regarding **GO!EGOR**:*

Ginny Berryhill

Grants and Information Technology Manager
(602) 771-6528
gberryhill@azarts.gov

Ben Watters

Grants and Operations Coordinator
(602) 771-6532
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Eligibility Requirements by Funding Level

Community Investment Grant applicants will be reviewed in six levels, based on the organization's adjusted annual income.

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.

For the FY2017 grant cycle, applicants to **all** CIG Levels are required to submit their organization's complete financial data from fiscal years 2013, 2014 and 2015 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.
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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.

Funding Restrictions

This program does not fund the following:

- Organizations that received Arts Commission funding in Fiscal Year 2015, but failed to file a final report by Monday, September 14, 2015.
- Organizations not dedicated to producing, presenting, teaching 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.

Additionally, according to the Arts Commission's enabling statutes, "Notwithstanding any other law, no monies from the Arizona Commission on the Arts may be spent for payment to any person or entity for use in desecrating, casting contempt on, mutilating, defacing, defiling, burning, trampling or otherwise dishonoring or causing to bring dishonor on religious objects, the flag of the United States or the flag of this state." Recipients of Arts Commission support are further instructed to "take into consideration general standards of decency and respect for the diverse beliefs and values of the American public" within funded programs.

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 = "Total Unrestricted Revenue Less In-Kind" as calculated on Line 36 of the **CDP Funder Report**

[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 (FY2015 & FY2016), 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, "CIG Notification of Intent to Apply" and the following information in the body of the email:

- Organization name.
- Contact information.
- Mission statement.
- FY2015 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, Thursday, March 3, 2016

Alternate Year Applications

Organizations that **received** a Community Investment Grant in the last funding cycle will apply as follows for Fiscal Year 2017:

- **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. Though funding priority will remain the same, 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/>). (GO!EGOR will open for applications during the first week of February 2016.) Incomplete applications will be ineligible for review or funding. The application contains the following sections: [1] **Applicant and Organization Profile**, [2] **Narrative Questions**, [3] **CDP Funder Report**, [4] **Education Plan (for CIG Level VI Applicants only)** and [5] **Supplemental Materials**.

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.

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. To avoid losing work, save often.
- Once submitted, applicants can no longer make changes to their grant application(s).
- Again, applicants are encouraged to develop responses to all application questions and information requests (including budget information) 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, GOIEGOR 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 and maintain contact information for at least three contacts, including a Program/Project Director who is directly responsible for management of this grant application.

In addition, applicants are strongly encouraged to provide unique contacts for the following contact information, if applicable:

- Authorizing Official – a contact with authorizing authority who is legally able to sign contracts.
- Organization Contact – a contact who can provide general organization information.
- Project Director – a contact who is responsible for management of the grant application.

[2] Narrative Questions

Compose your answers to the following narrative questions in a separate document before you begin the online application. These questions require time and editing to prepare thoughtful and complete responses.

Additionally, composing responses in a separate document allows an applicant to take full advantage of the character counts set for each text box of the online form. Each character count is carefully gauged to allow applicants to provide concise yet robust responses to each narrative question. Applicants who take full advantage of the space provided fare better during panel review.

Whenever possible, support narrative responses with quantitative data. Applicants who provide this type of well-rounded narrative response fare better during panel review.

Finally, consider that these questions are not meant to provide review panels with a comprehensive understanding of an organization, but are meant to provide examples of the ways in which an organization meets the review criteria for the Community Investment Grant program.

Community Investment

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

An applicant demonstrating excellent Community Investment:

- Clearly defines and understands the communities in which it operates and group(s) it serves (geographic, cultural, etc).
 - Employs effective strategies to engage new communities or groups and deepen participant experiences.
 - Collaborates and forms meaningful partnerships with other stakeholders to achieve its mission.
 - Intentionally creates inclusive opportunities and cultivates diverse participation.
1. Describe your geographic service area and its corresponding demographic information. Include quantitative information about any relevant socioeconomic factors, as well as diversity of age, ethnicity, race, gender, ability, education, etc. (1200 character maximum, including spaces.)
 2. Referencing the demographics provided in response to Question #1, how would you describe the group(s) primarily engaged or served by your organization within the last 2 completed fiscal years? (1000 character maximum, including spaces.)
 - a. How do you know you served these group(s)? What methods of understanding were used to capture this information? (800 character maximum, including spaces.)
 - b. Describe **ONE** strategy you used within the last 2 completed fiscal years to deepen the engagement of one or more of these groups. (800 character maximum, including spaces.)
 - c. What were the desired outcomes of this strategy and what were the actual outcomes? (1000 character maximum, including spaces.)

3. Referencing the demographics provided in response to Question #1, how would you describe the group(s) whose participation was underrepresented in your programming or service within the last 2 completed fiscal years? (1000 character maximum, including spaces.)
 - a. Describe up to **TWO** strategies your organization employed within the last 2 completed fiscal years to intentionally create inclusive opportunities for one or more of these groups not already represented as participants in your programming or service. 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 to actively and intentionally foster opportunities and engage with diverse groups within your programming or service. (1200 character maximum, including spaces.)
 - b. What were the desired outcomes of these strategies and what were the actual outcomes? (1000 character maximum, including spaces.)
 - c. How is your organization moving forward or learning from the results of these efforts? (1000 character maximum, including spaces.)
4. Describe **ONE** significant partnership your organization has engaged in within the most recently completed fiscal year in order to better serve your communities. Consider partners of all sorts, including other nonprofits, local businesses, schools, community/civic groups, government agencies, etc. (1000 character maximum, including spaces.)
 - a. What were the desired outcomes of this partnership and what were the actual outcomes? (1000 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:

- Develops creative and coherent programming that is aligned with its mission, vision and goals.
 - Sets quality standards and criteria for measuring the success of programming or service.
 - Employs relevant evaluation methods and utilizes results effectively.
 - Demonstrates a willingness to experiment with programming (including managing for risk).
1. Provide a brief overview of the programming or service your organization implements in an effort to achieve its mission, vision and goals. (1500 character maximum, including spaces.)
 2. Describe the standards and criteria against which you measure the quality of your organization's programming or service. (1200 character maximum, including spaces.)
 3. 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 service. 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. (500 character maximum, including spaces.)
 - b. Describe the results of the evaluation. (800 character maximum, including spaces.)
 - c. How were the results utilized to adapt/inform your organization's programming or service? (1000 character maximum, including spaces.)

4. Describe **ONE** creative or programmatic risk your organization has taken within the most recently completed fiscal year. (1000 character maximum, including spaces.)
 - a. Why was this a risk for your organization? (800 character maximum, including spaces.)
 - b. What were the desired outcomes related to this experiment and what were the actual outcomes? (1000 character maximum, including spaces.)
 - c. How will your organization's experience with this experiment shape future programming or service? (1000 character maximum, including spaces.)
5. FOR CIG LEVEL VI ONLY: The review panel will examine your organization's required **Education Plan** within the context of this criterion. Education plans must be current and address the solicited grant's timeline of two years (Fiscal Years 2017 and 2018). See pages 9-10 of the guidelines for additional information.

Fiscal Ingenuity

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

An applicant demonstrating excellent Fiscal Ingenuity:

- Understands its financial position and current fiscal health.
 - Demonstrates sound fiscal management and oversight (as evidenced through the Cultural Data Project Funder Report).
 - Understands its operating environment and responds accordingly.
 - Employs appropriate fiscal strategies in pursuit of fiscal health and financial sustainability.
1. 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.)
 2. The review panel will examine your organization's uploaded **Cultural Data Project (CDP) Funder Report** containing complete financial data from Fiscal Years 2013, 2014 and 2015. The CDP Funder Report examined by the review panel will not display any of the notes you left for yourself in conjunction with your data. Use this narrative field to 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.)
 3. Provide **ONE** example, from within the last 2 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. (1200 character maximum, including spaces.)
 4. Describe up to **TWO** strategies you will employ to maintain or improve your organization's overall fiscal health during the grant period and beyond. (1800 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 and planning practices appropriate to organization size.
 - Utilizes effective internal and external accountability measures.
 - Creates and implements a thorough non-discrimination policy.
 - Complies with ADA/accessibility requirements, ensuring that its programming, service and facilities are accessible to the public.
 - Provides programming or service that is responsive and accessible to its communities.
1. Provide an overview of your organization's planning process. If your organization engages in a formal strategic planning process, include the year the most recent plan was developed as well as an overview of the planning process. (1200 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, etc. (1000 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, etc. (1000 character maximum, including spaces.)
3. Indicate whether your organization has created and implemented a formal non-discrimination policy. If yes, provide your non-discrimination policy language. (1000 character maximum, including spaces.)
4. 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 employed within your organization's programming or service, as well as within facilities utilized by your organization. (1000 character maximum, including spaces.)
5. 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 programming or service is responsive and accessible to its communities? In this response, consider "accessibility" in its broadest context. (1000 character maximum, including spaces.)

[3] CDP Funder Report

DataArts' Cultural Data Project (CDP) Funder Report 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 financial information using DataArts' Cultural Data Project Funder Report. Applicants must first enter their data then generate a **CDP Funder Report** consisting of complete information for **Fiscal Years 2013, 2014 and 2015**. Applications with incorrect or incomplete datasets will be deemed ineligible and will not undergo panel review. If your organization's fiscal year end date is in December, contact Ginny Berryhill, Grants and Information Technology Manager, at gberryhill@azarts.gov or (602) 771-6528 as soon as possible for more information.

The CDP Funder Report will be reviewed by panel and evaluated under the Fiscal Ingenuity criterion along with the corresponding Fiscal Ingenuity narrative responses.

For more information about how to complete DataArts' CDP Funder Report and attach it to your Fiscal Year 2017 Community Investment Grant application in the GO!EGOR system, visit www.azarts.gov/grants/resources-for-grant-applicants.

[4] Education Plan (for CIG Level VI Applicants 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. Education Plans are reviewed by Arts Commission staff, who present summaries to the review panel, and will be evaluated under the Quality Programming/Service criterion.

There are no requirements for the plan's format and length, but Education Plans must include a Cover Page and meet the criteria outlined below. 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 listed criteria. If you will create a new document to fulfill the Education Plan requirement, contact Alex Nelson, Director of Arts Learning, at anelson@azarts.gov, with questions or for guidance.

Education Plans must include a Cover Page with the following information:

- The organization name.
- The date the plan was last updated and the timeframe it addresses.
- The Education Manager's name and contact information.
- A brief philosophical statement about the organization's arts learning goals as related to its mission.
- Signatures of the Education Manager and a Board Member.

Education Plans must meet the following criteria:

- Be current and address the solicited grant's timeline of two years (Fiscal Years 2017 and 2018).
- 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.

[5] Supplemental Materials

Supplemental materials must be uploaded through GO!EGOR. (GO!EGOR will open for applications during the first week of February 2016.) Any materials beyond those explicitly requested within the guidelines will be removed from the application file.

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.

One of 56 state and jurisdictional arts agencies across the United States, the Arizona Commission on the Arts is a 49-year-old agency of the State of Arizona and a leading force in the creative and professional development of Arizona's arts sector. Through robust programs, research initiatives and strategic grantmaking, the Arts Commission catalyzes arts-based partnerships that strengthen Arizona communities through the arts.

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

For more information, contact us at (602) 771-6501 or email info@azarts.gov or visit www.azarts.gov. To request this or any other publication in an alternate format, contact the Arts Commission offices. *An equal employment opportunity agency.*