

Fiscal Year 2018 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. Unincorporated organizations that are otherwise eligible may apply through a nonprofit fiscal sponsor.

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.

Grant Program Review Criteria & Scores

Community Investment (25%): Organization engages in long-term investment and relationship-development strategies within 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.

Deadline & Grant Cycle

DEADLINE: 11:59pm, Thursday, March 16, 2017
for the funding period of July 1, 2017 to June 30, 2018.

Primary Staff Contact

For all levels of Community Investment Grants:

Kristen Pierce

Organizational Grants and Services Manager
(602) 771-6517
kpierce@azarts.gov

For Community Investment Level VI Organizations submitting Education Plans:

Alex Nelson

Senior Director of Grants and Programs
(602) 771-6521
anelson@azarts.gov

For questions regarding the Submittable online submission platform:

Submittable Technical Support

Email: support@submittable.com
Phone: (855) 467-8264, ext. 2
Web: help.submittable.com

For questions regarding the DataArts Funder Report:

Data Arts Support Center

Hours: Monday - Friday 9:00am – 8:00pm ET
Email: help@culturaldata.org
Phone: (877) 707-DATA (877) 707-3282
Web: www.culturaldata.org/contact

Eligibility Requirements by Funding Level

Community Investment Grant applicants will be reviewed in six levels, based on the organization's adjusted annual income for the most recent fiscal year. Adjusted annual income is calculated from the organization's total unrestricted revenue less in-kind contributions.

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 may apply with a fiscal sponsor.
- 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 2016, but failed to file a final report by Monday, September 12, 2016.
- 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

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 is calculated as "Total Unrestricted Revenue Less In-Kind" in the "Organization Overview" section of your Funder Report. More about the Funder Report can be found under "How to Apply."

[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.

New Applicants

Organizations that have not received Arts Commission funding for the past two fiscal years (FY2016 & FY2017) are considered new applicants and 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 Grants and Services Manager, 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** section).
- Total percentage of arts programming.
- CIG Level, to which you intend to apply.

Submit By: 11:59pm, Thursday, March 2, 2017

Alternate Year Applications

Organizations in CIG Levels IV, V, and VI that **received** a Community Investment Grant in Fiscal Year 2017 will submit an alternate year application in Fiscal Year 2018. For a complete list of organizations submitting an alternate year application, please review the **Community Investment Grants Alternate Year Application Guidelines**. This document contains detailed information and further instructions for completing the alternate year application.

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.

Before Applying

You will need the following items before starting the full application process:

- A copy of your **IRS Letter of Determination** granting nonprofit 501(c)(3) status. It is NOT the letter assigning a Federal Tax ID Number. Units of government are exempt from this requirement.
- If your organization is applying with a fiscal sponsor, you must obtain an **official letter of agreement** 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.
- A **complete list of contact information** for your current Board of Directors.
- **Financial and participation data** from Fiscal Years 2013, 2014, and 2015. You will need this data to generate a Funder Report, which is described in the “How to Apply” section below.
- A **Submittable user account** for your organization. If you think your organization might already have a profile but are not sure how to access it, contact Submittable Technical Support; contact information listed on page 1.
- A **DataArts user account** for your organization. If you think your organization might already have a profile but are not sure how to access it, contact the Data Arts Support Center; contact information listed on page 1.

If you have questions about any of the above items, contact Kristen Pierce, Organizational Grants and Services Manager, kpierce@azarts.gov.

How to Apply

All applications must be submitted through Submittable, an online submission platform. A link to the grant application can be found on the Arts Commission’s website at www.azarts.gov/grant/community-investment/. The Arts Commission will not accept applications by means other than Submittable. If extenuating circumstances prohibit applicants from using Submittable, they are advised to contact the Arts Commission **at least one month before** the application deadline to make reasonable accommodations for application submission. Late or incomplete applications will be ineligible for review or funding.

General Instructions for Completing an Application

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, save, and back up their work. Once responses are complete and edited, applicants should copy and paste responses into the Submittable application.

Narrative responses are limited to a maximum word (not character) count. Composing responses in a separate document allows an applicant to monitor the word counts set for each question. Note that Submittable will not display the number of words in each response, and will only alert the applicant if the maximum word count has been exceeded.

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. These questions require time and editing to prepare thoughtful and complete responses.

Below are some additional general suggestions to help applicants navigate the Submittable application process:

- For narrative responses, applicants should use upper/lower case letters (not all caps).
- Formatted text is not accepted by Submittable; applicants cannot bold, italicize or underline text, or change font style or size.
- For numeric amount responses, enter only whole numbers (no decimals, commas, or dollar signs).
- Once submitted, applicants can no longer make changes to their grant application(s).

User Account and Organization Overview

If you are a new applicant, Submittable will prompt you to create an account. If you have previously created a Submittable account to apply for a grant from the Arts Commission or another entity, you may log in using your existing user name and password. (Please note: Submittable has not previously been used for Community Investment Grants. If you previously applied via GO!EGOR or GO, but have not previously created a Submittable account to apply for another grant program, you will need to create an account. Your GO or GO!EGOR log-in credentials will not work.)

After creating or logging in to a Submittable account, applicants will be prompted to confirm their contact information before proceeding to the application. **All official Arts Commission correspondence will be sent to the contact information associated with the applicant's Submittable account, so it is imperative that this contact information is accurate and kept up to date.**

The first section of the application is the Organization Overview. Information collected in this section of the application is used solely for internal and reporting purposes and will not be considered during the application review. Applicants will be required to provide the following:

- Secondary point of contact for your organization.
- Contact information for ADA Coordinator.
- IRS Letter of Determination (Units of government are exempt from this requirement).
- Letter of Agreement (For fiscally sponsored applicants only).
- Contact list for board members.

Narrative Questions

Each narrative question is associated with one of the four review criterion: **Community Investment (CI)**, **Quality Programming/Service (QPS)**, **Fiscal Ingenuity (FI)**, and **Stewardship of Public Funds (SPF)**. (A description of the review criteria is available on page 1 of these guidelines.)

Some questions are only required for applicants applying to certain funding levels. These questions are labelled accordingly below. **Questions that are not labelled as specific to a funding level are required for all applicants.** In Submittable, you will only see the questions associated with the funding level you select in the "Applicant Organization Overview" section. (Your funding level is determined according to the amount listed as "Total Unrestricted Revenue Less In-Kind" in the "Organization Overview" section of your Funder Report and the "Award Amount Chart" on page 4 of these guidelines. If you are unsure of your funding level, or your application is displaying the wrong questions, please contact Kristen Pierce, Organizational Grants and Services Manager, kpierce@azarts.gov.)

Organization Mission and Overview

- Provide your organization's official mission statement. (150 words maximum)
- Provide a brief overview of the programming and service your organization implements in an effort to achieve its mission, vision, and goals. *Though presented at the top of the application to provide reviewers with necessary context, your overview will be evaluated under the **Quality Programming/Service (QPS)** criterion.* (300 words maximum)

Community Investment (CI)

- Define the communities served by your organization, including audience members, artists, students, and other groups that are significant to your organization. Describe the demographic and geographic makeup of these communities. *Include information about relevant socioeconomic factors, as well as diversity of age, ethnicity, race, gender, ability, education, etc.* (300 words maximum)
- How have your organization's programming and services affected your defined communities and how do you know of this effect? (300 words maximum)
- Describe ONE strategy you used within the last two completed fiscal years to deepen the engagement of one or more of these groups. Include details of who was involved, what the goals were, what happened, and what you learned from the process. (300 words maximum)

- **FOR CIG LEVELS IV – VI ONLY:** Describe the group(s) whose participation was underrepresented in your programming or service within the last two completed fiscal years. (300 words maximum)
- **FOR CIG LEVELS IV – VI ONLY:** Describe TWO strategies your organization employed within the last two completed fiscal years to intentionally create inclusive opportunities for one or more of the groups not already represented as participants in your programming or service. *Include details of who was involved, what the goals were, what happened, and what you learned from the process.* (300 words maximum)
- Describe ONE significant partnership your organization has engaged in within the past two fiscal years in order to better serve your communities. *Consider partners of all sorts, including other nonprofits, local businesses, schools, community/civic groups, government agencies, etc. Include details of who was involved, what the partnership goals were, what happened, and what you learned from the process.* (300 words maximum)

Quality Programming/Service (QPS)

- How does your organization define success for its programming and services? *Describe the standards, criteria, and methods used to evaluate the success of your organization's programming and services.* (300 words maximum)
- 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. List options include:
 - 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)
- Describe what was evaluated, the results of the evaluation, and how the results utilized to adapt/inform your organization's programming and/or service. (300 words maximum)
- **FOR CIG LEVELS IV – VI ONLY:** Describe ONE creative or programmatic risk your organization has taken within the most recently completed fiscal year. How will your organization's experience with this experiment shape future programming or service? *Why was this a risk for your organization? Include details of who was involved, what the goals were, what happened, and what you learned from the process.* (500 words maximum)

Fiscal Ingenuity (FI)

- Provide an overview of your organization's current financial status and any relevant and related information you think the review panel should know. (300 words maximum)
- Explain any significant year-to-year changes to your Funder Report as well as any significant increases or reductions in total expenses, total debt, total endowment, total working capital, or participation numbers. *This is your opportunity to bring your Funder Report to life as if you were explaining it to the review panel. The review panel will examine your organization's uploaded Funder Report containing quantitative data from Fiscal Years 2013, 2014 and 2015. The Funder Report examined by the review panel will not display any of the notes you left for yourself in conjunction with your data.* (300 words maximum)
- **FOR CIG LEVELS IV – VI ONLY:** 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. (300 words maximum)
- Describe up to TWO strategies you will employ to maintain or improve your organization's overall fiscal health during the grant period and beyond. (300 words maximum)

Stewardship of Public Funds (SPF)

- **FOR CIG LEVELS I – III ONLY:** How does your organization plan its programming and services? (300 words maximum)
- **FOR CIG LEVELS IV – VI ONLY:** 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. (500 words maximum)
- How does your organization listen to its communities and utilize feedback in decision making, communication with stakeholders, external evaluation, annual reporting, etc.? What have you learned and how has your organization responded? (300 words maximum)
- **FOR CIG LEVELS IV – VI ONLY:** Describe your organization’s internal accountability measures. *Consider performance metrics, policies and guidelines, oversight, internal evaluation, etc.* (300 words maximum)
- Describe your organization’s non-discrimination practices. Provide ONE example of something your organization has done in the past two years to ensure the inclusion of all people. (300 words)
- Describe your organization’s ADA and accessibility practices. Provide ONE example of something your organization has done in the past two years to ensure the accessibility of its programming and services. *Grants from the Arts Commission require compliance with the regulations of Section 504 and Title II of the Americans with Disabilities Act (ADA).* (300 words)
- What is your organization doing to provide programming and services for all Arizonans? *Arizona is a culturally diverse state. Grants from the Arts Commission are made with public monies and require that grant recipients are accountable to all taxpayers.* (500 words)

DataArts Funder Report

Cultural Data Project (CDP) is now called DataArts. **DataArts’ 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 generate funder reports as part of the application process to participating grantmakers, including the Arizona Commission on the Arts. Organizations can also use their data to produce a variety of reports designed to help increase management capacity, identify strengths and challenges, and inform decision-making.

All applicants to the Community Investment Grant program are required to enter data for Fiscal Years 2013, 2014, and 2015 into the DataArts platform. Applicants must then generate a Funder Report and attach it to their grant application in Submittable. Applications with incorrect or incomplete data will be deemed ineligible and will not undergo panel review.

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

For more information about how to input your data, generate the Funder Report, and attach it to your Fiscal Year 2018 Community Investment Grant application in Submittable, visit www.azarts.gov/grant/community-investment/.

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, Senior Director of Grants and Programs, 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 2018 and 2019).
- 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.

Writing an Excellent Application

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.

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).

An applicant demonstrating excellent **Fiscal Ingenuity:**

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

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.



One of 56 state and jurisdictional arts agencies across the United States, the Arizona Commission on the Arts is a 50 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.*

