

WHAT IS IT?

Community Investment Grants (CIG) provide unrestricted general operating support 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 many different expenses, including:

- Salaries and Personnel Expenses: artists, production staff, administrators, teachers, contractors, consultants
- Artistic/Production Expenses: supplies, materials, equipment, venues, royalties, licensing
- Administrative Expenses: office space and supplies, insurance, professional services like accounting or payroll, fees for banking, online services and platforms, training and education costs, marketing and promotion costs

CIGs are awarded annually to applicants that demonstrate strong alignment with the criteria of the CIG program.

WHO IS IT FOR?

The Community Investment Grant for Midsized to Large Organizations is open to organizations with budgets of at least \$250,000.

Eligible applicant organizations are:

- based in the State of Arizona
- have a primary mission to produce, present, teach, or serve the arts
- incorporated with the IRS as a nonprofit (501c3) organization or a unit of government (local or tribal)

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.

If you have questions about your organization's eligibility for this grant, contact program manager Kristen Pierce Kent to clarify your eligibility status before beginning or submitting your application materials.

APPLICATION & REVIEW TIMELINE

Application Due

March 14, 2019, 11:59pm

Grant review panels convened

May 2019
(dates and times to be announced)

Grantees notified

July 2019

FUNDING PERIOD

July 1, 2019 to June 30, 2020.

PRIMARY STAFF CONTACT

Kristen Pierce Kent

Organizational Grants & Services
Manager
Phone: (602) 771-6517
Email: kpierce@azarts.gov

TECHNICAL SUPPORT

For questions about the **Submittable** online submission platform:

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

For questions about the **DataArts Funder Report**:

Email: help@culturaldata.org
Phone: (877) 707-3282
Web: culturaldata.org/contact

CIG COMMUNITY INVESTMENT GRANT

GRANT LEVELS AND AWARD RANGES

CIG award amounts vary according to the size of the applicant organization.

Organizations apply in one of six grant levels based on their size. Size is determined by the organization's adjusted annual income for Fiscal Year 2018 (FY2018). Adjusted annual income is your unrestricted annual income minus any in-kind support.

Applicants with annual incomes under \$250,000 should refer to the CIG Guidelines for New and Small Organizations (Levels I – III) to prepare their application. Find those guidelines at <https://azarts.gov/grant/community-investment/>

GRANT LEVEL ELIGIBILITY REQUIREMENTS

	CIG LEVEL IV	CIG LEVEL V	CIG LEVEL VI
FY2018 Adjusted Annual Income	\$250,000 to \$549,999	\$550,000 - \$1,249,999	\$1,250,000 and above
Years producing arts-related programming	At least 3 successful years		
Staff	Full-time executive, managing, music, or artistic director		Full-time executive, managing, music, or artistic director. Full-time education manager, or staff member responsible for those duties, and must submit an Education Plan.
Award Range	\$6,000 - \$15,000	\$8,000 - \$22,000	\$15,000 - \$60,000

Within their award range, a grantee's award amount is determined based on their panel review ranking.

Actual grant award amounts may be adjusted based on the availability of grant funds. 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.

Award amount and payment are ultimately based on the availability of agency funds and may be reduced, held, or canceled based on the agency's financial circumstances.

ALTERNATE YEAR APPLICATIONS

Organizations in CIG Levels IV, V and VI that received a Community Investment Grant in Fiscal Year 2019 will submit an alternate year application in Fiscal Year 2020. 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.

For FY2020, applicant organizations in their alternate year application cycle will not be permitted to change eligibility Levels.

CIG COMMUNITY INVESTMENT GRANT

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 such significant changes since the last panel review, please contact Arts Commission staff.

NOTIFICATION OF INTENT TO APPLY

The following organizations are required to submit a Notification of Intent to Apply before applying:

- Organizations that have not received Arts Commission funding for the past two fiscal years (FY2018 & FY2019).
- Organizations that plan to apply as a CIG VI organization for the first time in FY2020.

To submit a Notification of Intent to Apply, send an email to Kristen Pierce Kent, Organizational Grants and Services Manager, at kpierce@azarts.gov with the subject line, "FY2020 CIG Notification of Intent to Apply" and the following information in the body of the email:

- Organization name
- Contact information
- Mission statement
- Year the organization was founded
- Number of years of arts related programming
- FY2018 adjusted annual income
- Total percentage of arts programming
- CIG Level to which you intend to apply

Submit By: 11:59pm, Thursday, February 28, 2019

BEFORE YOU APPLY

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.
- A complete list of **contact information for your current Board of Directors**.
- **Financial and participation data** from Fiscal Years 2018, 2017, and 2016. You will need this data to generate the DataArts Funder Report, which is described on page 6.
- 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 DataArts Support Center; contact information is on page 1.
- 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 is on page 1.

THE APPLICATION

When you're ready, go to <https://azarts.gov/grant/community-investment/> and click on "Apply Now."

You do not have to complete the application in one session. Submittable allows you to save a draft of your application and complete/submit it later.

USER ACCOUNT

If you are a new applicant, Submittable will prompt you to create an account. If your organization has previously created a Submittable account to apply for a grant from the Arts Commission, it is strongly recommended that you log in using the organization's existing user name and password. If you do not know how to access this account, contact Submittable Technical Support as soon as possible; contact information is listed on page 1.

ORGANIZATION OVERVIEW

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 an ADA Coordinator
- IRS Letter of Determination (Units of government are exempt from this requirement)
- 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 provided on page 8.)

Organization Mission and Overview

1. Provide your organization's official mission statement. (150 words maximum)
2. 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)

3. 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)
4. How have your organization's programming and services affected your defined communities and how do you know of this effect? (300 words maximum)

5. 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)
6. Describe the group(s) whose participation was underrepresented in your programming or service within the last two completed fiscal years. (300 words maximum)
7. 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)
8. 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)

9. 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)
10. 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
 - Evaluation Narrative
 - Focus Groups
 - Journals/Logs/Essays
 - Participant Observation
 - Evaluation Benchmarks
 - Observation Checklists
 - Participant Report
 - Pre- and Post- Questionnaires
 - Surveys
11. Describe what was evaluated, the results of the evaluation, and how the results were utilized to adapt/inform your organization's programming and/or service. (300 words maximum)
12. 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? Include details about why this was a risk for your organization, who was involved, what the goals were, what happened, and what you learned from the process. (500 words maximum)

Fiscal Ingenuity (FI)

13. 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)
14. 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 2018, 2017 and 2016. 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)
15. 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)
16. 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)

17. 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)
18. 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)
19. Describe your organization's internal accountability measures. Consider performance metrics, policies and guidelines, oversight, internal evaluation, etc. (300 words maximum)
20. 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 maximum)
21. 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 maximum)

DATAARTS FUNDER REPORT

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.

Applicants to the Community Investment Grant program are required to enter data for Fiscal Years 2018, 2017, and 2016 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.

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 Elisa Radcliffe, Arts Learning Manager, at eradcliffe@azarts.gov, with questions or for guidance.

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

- The organization's name.
- The date the plan was last updated and the time-frame 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 2019 and 2020).
- 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.

EVALUATION CRITERIA

Your application materials will be reviewed by an independent panel according to the following criteria:

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.

Please note: need is not a criterion. Application merit is based upon strength of response in relation to the review criteria.

HOW TO APPLY

All applications must be submitted through Submittable, an online submission platform. 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. Submittable user guides can be found at <https://azarts.gov/grants/resources-for-grant-applicants/>.

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.

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).

CIG COMMUNITY INVESTMENT GRANT

APPLICATION REVIEW PROCESS

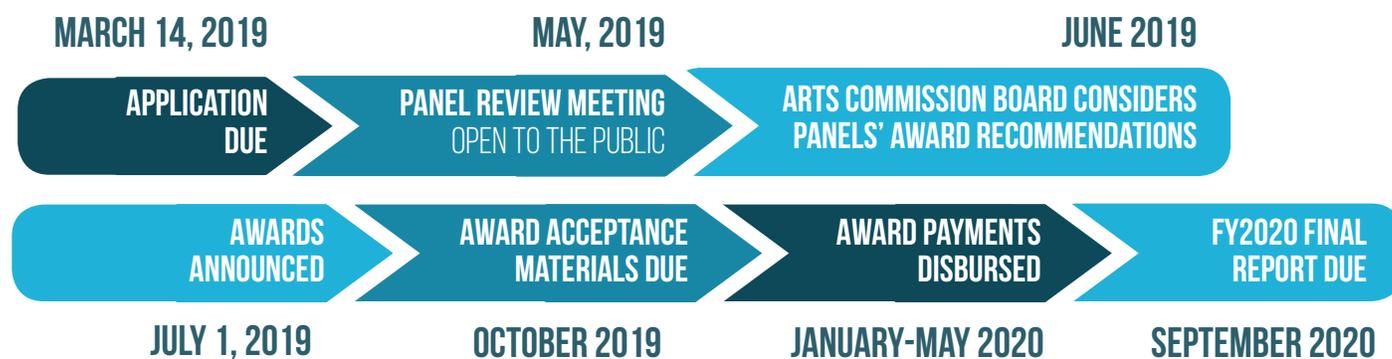
Grants are awarded through a competitive review process. Applications are not compared to one another, however. Rather each application is evaluated based on how well it demonstrates alignment with the evaluation criteria.

CIG applications are first reviewed for completeness and general programmatic eligibility by the grant program manager.

Applications determined to be eligible are then reviewed by independent review panels. Review panels are composed of diverse community leaders, experts, educators, and arts practitioners from rural, urban, and suburban areas throughout Arizona.

Panelists first review applications individually. They then meet as a panel to deliberate and finalize their scoring. This meeting is open to the public and applicants are encouraged to attend or listen-in online. The panel meeting closes with the panel submitting its final ranking and funding recommendations.

FY2020 CIG TIMELINE



GRANTEE REQUIREMENTS

All Community Investment Grant awards must be matched with cash (at least 1:1) by the grantee organization by the end of the Arts Commission's funded fiscal year.

All Community Investment Grant recipients must submit a final report following the end of the funding period, typically by September of the following calendar year. Failure to do so renders an organization ineligible to apply for the next available funding cycle.

FUNDING RESTRICTIONS

This program does not fund the following:

- Organizations that received Arts Commission funding in Fiscal Year 2018, but failed to file a final report by Monday, September 10, 2018.
- 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.

WRITING AN EXCELLENT APPLICATION

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

Your application is not meant to provide review panels with a comprehensive understanding of your organization, but rather to provide examples of the ways in which your organization meets the review criteria for the Community Investment Grant program.

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.

CIG COMMUNITY INVESTMENT GRANT

ARIZONA COMMISSION ON THE ARTS

One of 56 state and jurisdictional arts agencies across the United States, the Arizona Commission on the Arts is a 51-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.

