CCG
CREATIVE CAPACITY GRANT
FOR MID-SIZE TO LARGE ORGANIZATIONS · LEVELS V-VIII

WHAT IS IT?

Creative Capacity Grants provide general operating support to arts and culture organizations of all sizes, local arts agencies, and arts and culture organizations from Tribal Nations, whose primary mission is to produce, present, teach or serve the arts.

WHO IS IT FOR?

The Creative Capacity Grants (CCG) program, **Levels V-VIII**, is open to Arizona arts and culture organizations that:

- are incorporated as a nonprofit organization with tax-exempt status or are a unit of government
- have a primary mission to produce, present, teach or serve the arts
- have a minimum annual budget of $200,000
- will incur eligible expenses during the funding period of July 1, 2022 - June 30, 2023

Multidisciplinary or multipurpose organizations are eligible for CCGs if they meet the above requirements and are able to demonstrate that the arts comprise over 51% of the organization's public programming and budget. Multidisciplinary or multipurpose organizations are strongly encouraged to contact staff before submitting a CCG application to discuss eligibility (see FAQ).

ELIGIBLE EXPENSES

CCG funds are intended to support general day-to-day operating costs, such as the following:

- Salaries and Personnel Expenses: creative workers (i.e., artists, tradition bearers, designers, educators, curators, program administrators, services providers and other creative contributors), 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

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APPLICATION & REVIEW TIMELINE

Application Due Date
Thursday, March 24, 2022, 11:59 pm

Grant review panels convened
May 2022 (dates and times TBA)

Grantees notified
July 1, 2022

FUNDING PERIOD
July 1, 2022 to June 30, 2023

PRIMARY STAFF CONTACT
Claudio Dicochea
Organizational Programs Manager
Email: cdicochea@azarts.gov
Phone: (602) 771-6502

TECHNICAL SUPPORT

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

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

PURPOSE OF PROGRAM

The purpose of the CCG program is to provide general operating support funds to organizations throughout Arizona's arts and culture ecosystem within a multiyear time-horizon.

Arts and culture organizations—from theatres to music venues, from museums to community arts centers—are a vital set of physical (and virtual) places that help shape the way all Arizonans interact with and engage one another to build healthy communities. From purchase-oriented transactions with an audience to engaging different communities through quality programs and services, organizations generate the local interactions necessary for meaningful quality of life and equitable economic development. As platforms of community engagement and social interaction, arts and culture organizations are core components of Arizona's social infrastructure.

Within this context, the CCG program outlines a more prolonged investment in Arizona's arts and culture organizations with the intention of helping organizations strengthen their capacity to deliver programs and services for the purpose of realizing their mission.

GRANT LEVELS & AWARD RANGES

Organizations apply in one of eight grant levels based on their budget size. For these purposes, budget size is determined by the organization's adjusted annual income from their most recently completed Fiscal Year. In this program, adjusted annual revenue is defined as total annual revenue minus any in-kind support value. In the DataArts Funder Report this is the figure labeled "Total Revenue Unrestricted Less In-kind Unrestricted."

	Annual Adjusted Revenue
Level 5	$200,000 – $399,999
Level 6	$400,000 - $999,999
Level 7	$1,000,000 - $4,999,999
Level 8	$5,000,000 and above

Potential award amounts vary by level. A grantee's award amount is determined by their panel review ranking and the availability of grant funds. The CCG program's range of projected award amounts may be set between **a minimum of $12,000 for CCG Level V and a maximum of $40,000 for CCG Level VIII**.

Final award amounts are determined based on the Arts Commission's legislative budget allocation. The award amount projections do not represent guaranteed minimums and organizations are strongly encouraged to budget conservatively when forecasting potential awards, due to the fluid nature of the Arts Commission's budget and subsequent fluctuation of available grant funds.

AWARD TIMELINE

Awards are paid out over the course of the Arts Commission's fiscal year (July 1 – June 30) on a predetermined schedule referred to as payment windows. Typically, payments begin with Level I grantees in the second quarter of the agency's fiscal year (October - December) and end with Level VIII grantees receiving payment in the last quarter (April - June). A grantee's payment window will be listed on the Award Agreement letter.

MULTI-YEAR FUNDING

The Creative Capacity Grant will operate on a multi-year funding cycle, with organizations submitting a full application every three years. In the two alternate years, grantees will submit an abbreviated application update.

For FY2023, as the Arts Commission's regular organizational grantmaking has been on hiatus during the pandemic and the general operating support grant has been revised with new review criteria and award structures, all organizations applying to this new program will complete a full application and undergo panel review. An alternate-year application cycle will be implemented beginning in FY2024.

GRANTEE REQUIREMENTS

All CCG awards must be matched with cash (at least 1:1) by the grantee organization by the end of the funding period (June 30, 2023).

Grantees will be required to submit a final report following the end of the funding period, typically due in early August of the following calendar year. The final report will be made available in April 2023 so that recipients have ample time to complete it.

BEFORE YOU APPLY

Applicants are encouraged to do the following prior to beginning their application:

Create or update your Submittable account

The Arts Commission runs application processes through Submittable, a cloud-based online submissions platform that can be accessed on most computers and mobile devices. To apply for a grant, you will need a Submittable user account for your organization. If your organization has previously created a Submittable account to apply for a grant from the Arts Commission or another entity, you may log in using your existing username and password.

If you do not already have one, you can create a free account at https://manager.submittable.com/signup.

After creating or logging in to your 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 please ensure that this contact information is accurate and kept up to date.

Create or log in to your SMU DataArts profile

DataArts is a powerful online data management tool designed to strengthen arts and culture organizations nationwide. Organizations enter financial, programmatic, and operational data into a standardized online form and can then produce a variety of reports based on this data, including the **DataArts Funder Report** submitted with the CCG application.

If your organization doesn't already have a profile you can register at https://da.culturaldata.org/register

You can find video tutorials for creating an account, entering data, and running a funder report at https://azarts.gov/grant/creative-capacity-grant/. Reach out to Arts Commission staff or the DataArts Support Center for questions and assistance.

Request accommodations

Please contact the Arts Commission before the application deadline if you require an accessibility accommodation or have other extenuating circumstances affecting your use of the online platform.

THE APPLICATION

When you're ready, go to https://azarts.gov/grant/creative-capacity-grant/ and click on "Apply Now." This will take you to the Submittable platform. You do not have to complete the application in one session; Submittable allows you to save a draft of your application and complete or submit it later.

Some applicants find it helpful to develop responses using word processing software, then to copy/paste into the Submittable application. A word document version of the narrative questions can be downloaded at https://azarts.gov/grant/creative-capacity-grant/.

ORGANIZATION OVERVIEW

Information collected in this section of the application is used for internal and reporting purposes only. You will be required to upload an IRS determination letter in the "Organization Type" section. Units of government are exempt from this requirement.

- Organization Name and DBA (if applicable)
- Organization mailing address
- Secondary contact info (the primary contact will be the Submittable account holder)
- ADA Coordinator contact info
- Year established
- Organization type (Choose from nonprofit or unit of government)
    * Nonprofit organizations will need to upload a copy of their Federal Tax Exemption Letter (This is the IRS determination letter granting nonprofit 501(c)3 status, not the letter assigning a Federal Tax ID Number.)
- Organization Mission Statement (150 word max)

NARRATIVE

Narrative questions will be reviewed by the review panelists.

1. Describe your organization's programs or services in relationship to its mission. (300 words max)

   Tip! The values or shared ideals expressed in a mission statement speak to the unique vision, purpose, and goals of an organization. Consider how these sets of values are realized by way of specific programs, services, events, workshops, community activities or internal practices.

2. Describe the processes that inform the development of your programming. (300 words max)

   Tip! Consider how you approach decision-making, determine program goals, and engage with creative workers (i.e., artists, tradition bearers, designers, educators, curators, program or service administrators, and other creative contributors)?

3. Describe your organization's administrative structure. (250 words max)

   Tip! For example, what does your organizational chart look like? How are administrative and programmatic tasks managed? What kind of leadership model does your organization have?

4. How does your organization explore meaningful collaborations with different stakeholders to better achieve its mission? (250 words max)

   Tip! Consider any partnerships, interactions, and/or outreach strategies that advance (or are advanced by) your programs and services.

Depending on their mission, organizations engage their communities in very different ways. Some are established to engage individuals that share a particular demographic, social, or cultural commonality (e.g., a youth theater, gay men's chorus, or a rural Latinx art gallery). Others take a broad or comprehensive approach, designing their programs/services to engage a more general community of participants, (e.g., a community arts center). Question 5 asks you to identify your organization's primary approach and answer questions specific to your choice.

5. Choose the statement below that best describes your organization:

- Our organization's mission and programming focuses on a **broad approach** towards engaging communities.

- Our organization's mission and programming centers a culturally-**specific community** or a specific intersection of cultural communities.

If you chose "broad approach" on question 5, answer the sub-questions below:

a) How do your organization's operations, programs, and/or services reflect or respond to broad and diverse communities? How does your organization accomplish a demographically inclusive and multicultural space or environment? (350 words max)

   Tip! Operational aspects could include programming, leadership, organizational culture, staffing, professional engagement of creative workers, community interaction, etc.

b) Please describe how your organization responds to or incorporates public input and feedback from the communities it serves. (300 words max) Narrative Questions continued on next page

If you chose "specific community," answer the sub-questions below:

Your responses to the sub-questions to the right will be specific to the communities your organization's mission and programming specifically focus on.

- You will select all that apply from the list below:

   Age Group, Disabilities, Geography, Gender, Health Status, Heritage, Income Status, Military Status, Race & Ethnicity, Religion, Sexual Orientation

- If Race & Ethnicity is selected above, you will further specify what racial/ethnic identity or identities.

   Asian, Black, Latinx, Middle Eastern / North African, Native American, Native Hawaiian / Pacific Islander, White / European, Not Listed

a) In what ways is your organization's work informed by its focus on the indicated community(ies)? How do your organization's operations, programs, and/or services reflect or respond to the specific community or intersection of communities you engage? (350 words max)

   Tip! Operational aspects could include programming, leadership, organizational culture, staffing, professional engagement of creative workers, community interaction, etc.

b) How does your organization ensure that the indicated community or intersection of communities are involved in the development, implementation, and evaluation of your operations, programs, and/or services? (300 words max)

Please provide the following information for each indicated community:

c) What percentage of your executive leadership identifies as ___?

d) What percentage of your governing board identifies as ___?

6. What are some of the expected benefits for those who directly experience the work of your organization, and what approaches or methods does your organization use to understand its impact? (350 words max)

   Tip! Consider how people can expect to benefit from participating in your programs or services. Similarly, every organization approaches the feedback from, the documenting of, and the learning outcomes of its specific programming or activities differently; consider what approaches or methods your organization uses to better understand the effects that its work has on participants.

7. How does your organization adapt programming, communications, or services to ensure that programming, facilities, virtual platforms, and activities support the participation of and access for people of all abilities? (300 words max)

   Tip! As we continually improve our state's overall social connectivity, this can include ADA compliance as well as any efforts to ensure that all organizational programming, facilities, virtual platforms, and activities support the participation of and access for people of all abilities.

8. What are your organization's current budget priorities? How do you manage and allocate fiscal resources in alignment with these priorities and track that they are being met? (300 words max)

   Tip! Consider how your internal fiscal practices reflect your immediate priorities, values and short-term goals.

9. What are the organization's long-term areas for growth or improvement, how are these goals tracked, and what resources are needed to achieve these goals? (300 words max)

   Areas of growth or improvement can relate to audience numbers, fiscal stability, accessibility practices, community engagement, specific programming/services, funder support, internal capacity-building, etc.

FINANCIAL DOCUMENTATION

1. **Most recently completed Fiscal Year**
   Enter the start and end date (month and year) of your organization's most recently completed fiscal year (ex., July 2020 - June 2021).

2. **Most recently completed Fiscal Year: Adjusted Annual Revenue**
   Enter your organization's adjusted annual revenue from its most recently completed fiscal year, as it appears on your DataArts Funder report. This is the figure labeled "Total Revenue Unrestricted Less In-kind Unrestricted" found at the top of the first page.

   ### DataArts Funder Report
   The DataArts Funder Report and narrative will be reviewed by the panel and evaluated as part of the Fiscal Practices & Viability criterion.

3. **DataArts Funder Report**
   CCG Levels V - VIII applicants will upload a DataArts Funder Report, containing data from their last two completed Fiscal Years to their application in Submittable. Applicants will need to enter the relevant financial and participation data for the required fiscal years (ex., Fiscal Year 2021 and Fiscal Year 2020) into the DataArts platform, and then generate a Funder Report, selecting your most recently completed fiscal year as the reporting year. (See FAQ)

4. **Funder Report Narrative**
   This is your opportunity to bring your Funder Report to life as if you were explaining aspects of it to the review panel. Please note: 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)

EVALUATION CRITERIA

Your narrative responses will be evaluated by the panelists based on the following criteria.

Capacity-Building

Application demonstrates a strong understanding of the organization's capacity to realize its mission and approaches to achieving current and long-term goals.

What panelists will be thinking about: How does the scope of the organization's programming relate to its current ability or operational capacity to deliver that work? Does the organization articulate a clear development process for its programming and does the described process align with its mission and values? How does the organization engage or deepen participant experiences for the communities in which it operates and group(s) it intends to serve?

Integrity & Public Benefit

Viewed as a whole, the application demonstrates a consistency between organizational mission, values, programming, and goals.

What panelists will be thinking about: By integrating their mission into the work they do, organizations provide public value. Is the organization's mission integrated into its programming or services? Does the organization work to achieve its expressed values in ways that benefit the public, communities, or constituencies that it is intended to serve? Does the organization demonstrate an ability to make its programming or services accessible? Does the organization clearly outline efforts to support the participation of and access for people of all abilities?

Quality of Impact

Application demonstrates creative and impactful services or programming, aligned with its mission, vision, and goals, and responsive to the communities it engages.

What panelists will be thinking about: Does the organization demonstrate strong relationships and ethical engagement with Arizona's creative workers and other key stakeholders in their programming and services? Does the organization demonstrate robust and authentic engagement with their communities (whether broad or culturally-specific)? Does the organization have a clear understanding of its expected impact and reliable evaluation methods?

Fiscal Practices & Viability

Viewed as a whole, the application shows an alignment between the organization's fiscal practice and its stated priorities.

What panelists will be thinking about: How are the organization's fiscal practices in alignment with its expressed values and mission? Does the administering and described use of resources help secure that its programs and services remain viable or achievable? Does the organization demonstrate sound fiscal management and oversight (as evidenced through the DataArts' Funder Report)?

REVIEW PROCESS

Applications undergo a public review process. They are first reviewed by Arts Commission staff for completeness and eligibility. Late or incomplete applications will be ineligible for subsequent panel review or funding.

Eligible applications are then evaluated by independent review panels made up of arts and other professionals from communities throughout the state. Each application is reviewed based on how well it demonstrates alignment with the evaluation criteria.

Panelists first review applications individually then meet to discuss the applications and finalize assessment as a group. This deliberation meeting is open to the public and applicants are encouraged to attend or listen-in online. Applicants being reviewed will be notified when panel dates are set.

Grant panel recommendations are then approved by the Arts Commission's Governor-appointed board of commissioners.

FUNDING RESTRICTIONS

Grant funds can only be used for the allowable expenses outlined in the guidelines. Additionally, this program does not fund the following:

- Applicants that received Arts Commission funding in the previous fiscal year but failed to file a final report by the published deadline.
- Organizations not dedicated to producing, presenting, teaching, or serving the arts as their primary mission (the arts must comprise over 51% of public programming and budget to be eligible)
- Any division of local, state, tribal or federal government except arts and cultural organizations from Tribal Nations and Local Arts Agencies (including arts councils and arts commissions)
- Applications submitted by for-profit organizations
- Schools, including public, private, and charter
- Botanical gardens, parks, zoos or science centers
- 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.
- 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.

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.

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 54-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.