



CREATIVE CAPACITY GRANT

FOR SMALL TO MID-SIZE ORGANIZATIONS · LEVELS 1-5

2024
FISCAL YEAR

WHAT IS IT?

Creative Capacity Grants (CCGs) provide general operating support to nonprofit organizations whose primary mission is to produce, present, teach, or serve the arts.

WHO IS IT FOR?

Organizations that may apply for Creative Capacity Grants, Levels 1-5...

- are based in Arizona,
- are incorporated as a nonprofit organization* with tax-exempt status, or are a unit of municipal or tribal government,
- have a primary mission to produce, present, teach, or serve the arts,
- have a minimum annual budget of \$4,000, and
- will incur eligible expenses during the funding period (July 1, 2023 - June 30, 2024)

* Unincorporated organizations that are otherwise eligible and whose annual budget is below \$200,000 may apply through a nonprofit fiscal sponsor.

MULTIDISCIPLINARY AND MULTIPURPOSE ORGANIZATIONS

Multidisciplinary or multipurpose organizations are eligible to apply if they meet the above requirements and can demonstrate that over 51% of their public programming and budget is devoted to the arts. Multidisciplinary or multipurpose organizations should contact Arts Commission staff to discuss eligibility before applying.

See FAQ #2 on page 11 for more information.

APPLICATION LIMITS

Across grant programs, the Arizona Commission on the Arts limits the number of applications an organization may submit to one application per funding period. Organizations applying for a Creative Capacity Grant in Fiscal Year 2024 may not apply for any other Arts Commission grants.

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APPLICATION & REVIEW TIMELINE

Application Due Date

11:59 pm, April 6, 2023

Grant review panels convened

May 2023 (dates and times TBA)

Grantees notified

July 2023

Funding Period

July 1, 2023 to June 30, 2024

PRIMARY STAFF CONTACT

Claudio Dicochea

Director of Organizational Programs

Email: cdicochea@azarts.gov

Phone: (602) 771-6517

SECONDARY CONTACT

Hanna Spence-Schehr

Grant Assistant

Email: hspenceschehr@azarts.gov

Phone: (602) 771-6535



ELIGIBLE EXPENSES

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

Salaries and Personnel Expenses

Such as creative workers (i.e., artists, tradition bearers, designers, educators, curators, program administrators, service providers, and other creative contributors), production staff, administrators, teachers, contractors, consultants

Artistic/Production Expenses

Such as supplies, materials, equipment, venues, royalties, licensing

Administrative Expenses

Such as 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

GRANT LEVELS & AWARD AMOUNTS

Organizations apply in one of eight grant levels. For the purposes of this program, an organization’s **grant level** is determined by their adjusted annual revenue for the most recently completed fiscal year (Fiscal Year 2022), which is defined as the organization’s total annual revenue minus the monetary value of any in-kind support.

Award projections are determined based on the Arts Commission’s funding priorities, the agency’s budget for the upcoming fiscal year, and an organization’s **panel review ranking**. As the agency’s budget is not known until well after grant guidelines are published, the amounts below are based on conservative projections of what may be possible.

Award projections for FY2024 are as follows:

	Adjusted Annual Revenue	Award Projections (Based on Panel Review Ranking)		
		Low	Medium	High
Level 1	\$4,000 – \$19,999	\$2,000	\$3,000	\$4,000
Level 2	\$20,000 – \$49,999	\$4,000	\$6,000	\$8,000
Level 3	\$50,000 – \$99,999	\$8,000	\$10,000	\$12,000
Level 4	\$100,000 – \$199,999	\$12,000	\$15,000	\$18,000
Level 5	\$200,000 – \$399,999	\$18,000	\$22,000	\$26,000

Be advised: Due to the fluid nature of the Arts Commission’s budget, applicants are strongly encouraged to budget conservatively when forecasting potential awards.

For more information on how the Arizona Commission on the Arts is funded, visit <https://azarts.gov/about-us/who-we-are/budget/>.

MULTI-YEAR FUNDING

The Creative Capacity Grant operates on a multi-year funding cycle. Organizations submit a full application once every three years. In their two “alternate” years, grantees submit only a brief status update and Funder Report and are not subject to panel review.

For Fiscal Year 2024, a full application is required from Levels 1-5 organizations if they...

- did not apply for a Creative Capacity Grant in FY2023
- did apply for a Creative Capacity Grant in FY2023, but were not awarded funds

Levels 1-5 organizations which received a Creative Capacity Grant in FY2023 will submit an alternate year application. Such organizations will receive application information and instructions directly.

GRANTEE REQUIREMENTS

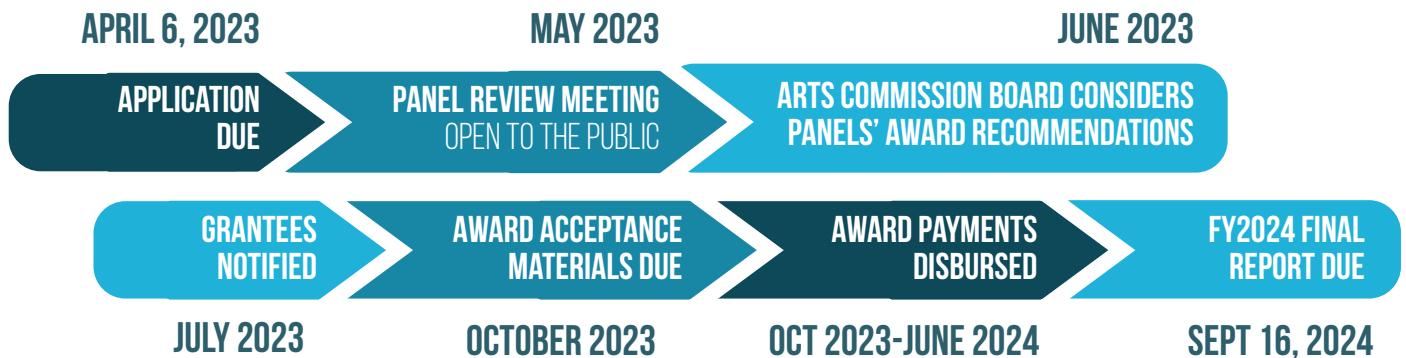
Match CCG Award

Grantees must be able to match their CCG award with cash, dollar for dollar, by the end of the funding period (June 30, 2024). Matching funds may be earned (e.g., ticket sales, participation fees, etc.) or contributed (e.g., private donations, other grants, etc.).

Submit a Final Report

To remain eligible for future grants, grantees must submit a final report to the Arts Commission at the conclusion of the funding period.

GRANT TIMELINE



Awards are paid out over the course of the Arts Commission’s fiscal year (July 1 – June 30) on a predetermined schedule. Typically, payments begin with Level 1 grantees in the second quarter of the agency’s fiscal year (October - December) and end with Level 8 grantees receiving payment in the fourth quarter (April - June).

BEFORE YOU APPLY

We encourage applicants to do the following prior to beginning their application:

Request Accommodations

If you require accommodation in completing the application, or otherwise participating in the grant application process, please contact the Director of Organizational Programs, Claudio Dicochea, by phone at (602) 771-6517 or by email at cdicochea@azarts.gov.

Prepare Narrative Responses

Some applicants find it helpful to develop their responses using word processing software, outside the application platform. This allows them to draft responses with team members and monitor their word counts for each question. A Word document version of the narrative questions can be downloaded at <https://azarts.gov/grant/creative-capacity-grant/>.

Obtain a Fiscal Sponsor Letter of Agreement (if applicable)

Unincorporated organizations applying with a fiscal sponsor will need to upload a Fiscal Sponsor Letter of Agreement, provide a fiscal sponsor contact, and indicate the fiscal sponsor's administrative fee. (The fiscal sponsor's administrative fee is the percentage of any potential grant funding that would be retained by your fiscal sponsor organization to cover the costs associated with their administering of the agreed upon fiscal sponsorship.) This official letter of agreement must be signed by authorizing officials from both the applicant organization and the fiscal sponsor, and state that the fiscal sponsor agrees to receive any grant funds on behalf of the applicant, distribute them to the grantee organization and maintain appropriate financial records. If you are unable to obtain a copy of this letter before the application deadline, please contact us directly.

Create an Account for Your Organization

In the interest of improving the user experience for applicants and reviewers, the Arizona Commission on the Arts has transitioned to a new submission platform this year. Prior to applying, all applicants will need to register their organization at <https://azarts.smapply.io/>. For instructions on registering your organization, visit our applicant resources page: <https://azarts.gov/grants/applicant-resources/>

HOW TO APPLY

When you're ready, go to <https://azarts.gov/grant/creative-capacity-grant/> and click on "Apply Now." You do not have to complete the application in one session; at any point you can save a draft of your application and complete or submit it later.

THE APPLICATION

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
- County: Which county is your organization located in?
- Federal Congressional District: Which federal congressional district is your organization located in? To look up your congressional district by address visit: <https://www.house.gov/representatives/find-your-representative>
- State Legislative District: Which state legislative district is your organization located in? To look up your legislative district by address visit: <https://azredistricting.org/districtlocator>
- Secondary contact info (the primary contact will be the person submitting the application)
- ADA Coordinator contact info
- Year established
- Primary Disciplinary Category: Applicants can select the discipline that best applies from dropdown menu options.
- Is this your organization's first time applying for any grant through the Arizona Commission on the Arts?
- Organization type (choose from nonprofit or unit of government)
- Upload: Federal Tax Exemption Letter* if a nonprofit 501(c)3

or

Fiscal Sponsor Letter of Agreement, if applicable

* *This is the IRS determination letter granting nonprofit 501(c)3 status, not the letter assigning a Federal Tax ID Number*

TECHNICAL SUPPORT



If you encounter any technical issues with the online application platform, click on the info icon (like the one above) in the black ribbon at the top of the application page. You can then select to explore the platform's FAQ page or submit a request for technical assistance.

Note: technical support hours are Monday to Friday from 8:00 am - 8:00 pm **Eastern Time**, and Sundays from 10:00 am - 2:00 pm **Eastern Time**.

APPLICATION CONTINUED ON NEXT PAGE

THE APPLICATION

NARRATIVE QUESTIONS

Narrative questions will be reviewed by the review panelists.

Provide your organization's mission statement. (150 word max)

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

Tip! The values expressed in a mission statement speak to an organization's unique vision, purpose, and goals. Consider how these values are reflected in specific programs, services, events, workshops, community activities, or internal practices.

2. Describe what goes into the development of your programming. (300 words max)

Tip! Consider how your organization approaches decision-making, determines program goals, and engages 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?

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 approach, designing their programs/services to engage a more general community of participants, (e.g., a community arts center). Question 4 asks you to identify your organization's primary approach and answer questions specific to your choice.

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

- Our organization takes a **broad approach**, serving a general, non-specific population.
- Our organization centers a **specific community** or intersection of cultural communities.

If you chose **broad approach**, answer the sub-questions below:

- a) How does your organization ensure an accessible and inclusive environment for participants of varying ages, cultural backgrounds, abilities, etc.? (350 words max)

Tip! Consider how your organizational structure, programming, professional engagement of creative workers, community interaction, etc. reflect or respond to diverse populations.

- b) How does your organization use public input and feedback from the communities it serves. (300 words max)

APPLICATION CONTINUED ON NEXT PAGE

THE APPLICATION

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 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 engage the indicated community or intersection of communities 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 ___?

5. What are some of the expected benefits for those who participate in your organization's programming and how do you gauge your success in delivering these benefits? (350 words max)

Tip! 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.

6. Describe the various resources your organization relies on to do its work and how they are allocated for maximum impact in pursuit of your mission and in service to your community? (300 words max)

Tip! Consider your resources broadly. An organization's resources may include funding, in-kind or volunteer contributions, administrative and artistic labor, partnerships, and more.

7. What are your organization's long-term goals for growth or improvement and how do you track your progress toward these goals? (300 words max)

Tip! An organization's long-term goals may relate to audience numbers, fiscal stability, accessibility practices, community engagement, specific programming/services, funder support, internal capacity-building, etc.

APPLICATION CONTINUED ON NEXT PAGE

THE APPLICATION

FINANCIAL DOCUMENTATION

This section and the narrative will be reviewed by the panel and evaluated as part of the Fiscal Practices & Viability criterion.

If applying with a fiscal sponsor, all fiscal year and financial information in this section should be for the applicant organization, not for the fiscal sponsor.

Fiscal Year Start and End Date

Enter the start and end date (month and year) of your organization's Fiscal Year 2022 (ex., July 2021 - June 2022).

Expenses & Revenue Form

In this section, applicants will complete an Expenses and Revenue Form embedded in the application. You will enter your organization's actual expenses and actual income or revenue for Fiscal Year 2022 (do not include any in-kind contributions). You will need to group or roll-up budget items into their most appropriate line item in order to complete this form and ensure accuracy in auto-calculating Expenses and Revenue totals.

Actual Expenses (FY2022)

- Artistic & Production Expenses (e.g., artist/production staff, materials, equipment, venues, royalties, etc.)
- Administrative Expenses (e.g., office space/supplies, insurance, professional and online services, etc.)
- Fundraising & Development Expenses (e.g., software/online platforms, postage, printing, grant writers, etc.)
- Marketing & Promotion Expenses (e.g., websites, graphic design, box office service fees, social media, postage, etc.)
- All Other Expenses

Actual Revenue (FY2022)

- Earned Revenue: any goods and/or services provided in exchange for payment (e.g., tickets, classes, memberships, etc.)
- Corporate Contributions: donations and grants, cash only, no in-kind values
- Foundation Contributions: donations and grants, cash only, no in-kind values
- Individual Contributions (including Board contributions): donations and grants, cash only, no in-kind values
- Government Support: such as Federal/Regional, State, Tribal, County and Municipal
- Other Revenue: donations and grants, cash only, no in-kind values

Total Actual Revenue: This auto-calculated figure will serve as your adjusted annual revenue, which is your organization's total annual revenue minus the monetary value of any in-kind support. This figure determines your organization's CCG level.

Expenses & Revenue Narrative

Provide an overview of your organization's current financial status and how you establish priorities and goals through your fiscal practices. (250 words max)

EVALUATION CRITERIA

Your organization's application materials will be reviewed by an independent panel according to the following criteria. Please note: need is not a criterion. Application merit is based upon strength of response in relation to the review criteria.

Creative Capacity

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

What panelists will be thinking about: *Is the scope of the organization's work in alignment with its mission and its capacity to deliver intended benefits? Does the application articulate a clear process for developing and implementing programming consistent with the organization's mission and values?*

Quality of Programs & Services

Application demonstrates creative and responsive programming, strong evaluation methods, and mission-aligned engagement practices.

What panelists will be thinking about: *Does the application describe mission-aligned programming and engagement practices? Does the organization demonstrate robust and authentic engagement with Arizona's creative workers and other key stakeholders in their programming and services? How does the organization engage the community(ies) it serves in the development and evaluation of its programs?*

Integrity & Public Benefit

Viewed as a whole, the application demonstrates alignment between the organization's mission, operational practices, goals, programming, and a strong understanding of the community(ies) served.

What panelists will be thinking about: *Are the organization's mission and values evident in their programming and operations? How does the organization's programming reflect or respond to the community(ies) served? Does the organization demonstrate an ability to make its programming or services accessible?*

Fiscal Practices & Viability

Viewed as a whole, the application describes sound fiscal practices and demonstrates alignment between these practices and the organization's mission, values, and strategic goals.

What panelists will be thinking about: *Are the organization's practices around the administration and use of resources aligned with their mission and values? How do the organization's practices around the administration and use of resources ensure their work remains viable and their goals achievable?*

REVIEW PROCESS

All applications are subject to a public review process. First, Arts Commission staff review each application for completeness and eligibility. Applications that are incomplete or submitted after the due date are considered ineligible for panel review and funding. Eligible applications are then evaluated by independent review panels made up of individuals from communities throughout the state who work in or adjacent to the arts. They evaluate each application on its own merits and solely on the basis of the published evaluation criteria.

Panelists first review applications individually. They then meet as a body to discuss the applications and finalize assessment as a group. This meeting is open to the public and while applicants are not permitted to participate in the discussion, they are encouraged to attend or listen-in online. Applicants being reviewed will be notified when panel dates are set. At the conclusion of their deliberations, the panel submits their funding recommendations to the Arts Commission's Governor-appointed board of commissioners for approval.

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 fiscal year 2023, but failed to file a final report by Monday, Monday, September 18, 2023.
- 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
- Debt reduction
- Regranting, 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 (*basic computer devices and other such items that cost less than \$5,000 are considered supplies and are eligible expenses*)
- 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.

FREQUENTLY ASKED QUESTIONS

1. My organization is eligible for other Arts Commission grants. Can I apply to those too?

No. Across grant programs, the Arts Commission limits the number of applications that may be submitted by a given organization or unit of government to one (1) application per funding period (July 1 – June 30 of the following year). While an organization or unit of government may be eligible for more than one grant program, they may only apply for one of them in a given funding period. As an example, an applicant who applies to the Capacity Grant program in FY2024 may not apply for a Festival Grant or a Youth Arts Engagement Grant that same year.

2. Are multipurpose organizations eligible for the Creative Capacity Grants (CCG) program?

Whereas multipurpose organizations may be eligible to apply for program-based or project-based funding, they are not automatically eligible to apply for General Operating Support (GOS) funding, which is intended to support the ongoing, general, and common day-to-day operations of arts and culture organizations whose primary mission is to produce, present, teach or serve the arts.

Multidisciplinary or multipurpose organizations are eligible for Creative Capacity Grants (CCG) if they meet the program's stated eligibility requirements and are able to demonstrate that the arts comprise over 51% of the organization's public programming and budget. We highly encourage multidisciplinary or multipurpose organizations to contact staff before submitting a CCG application to discuss eligibility.

3. Does this grant fund or focus on new projects or new work?

No. The production or generation of new projects is not a requirement of the CCG program. CCG provides unrestricted general operating support, meaning that organizations may use CCG funds for many different types of operating expenses. However, there are some expenses which cannot be funded with public dollars; please be sure to check the funding restrictions list before determining how you will apply the grant funds.

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 57-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.

