What is it and who can apply?

General Operating Support Grants (GOS) provide unrestricted general operating support for nonprofits and other nonprofit-sponsored entities whose primary missions are to serve the arts, cultural equity, preservation, or awareness, or present science programming to the public.

GOS funds may be used for many different expenses including salaries and personnel expenses, artistic or production expenses, and administrative expenses.

Grants are awarded for a period of 2-years for applicants that have completed at least 3 grant cycles (Project or GOS) since July 2022 and are selected by the Grantmaking Committee. All other applicants that receive awards will be for a period of one year.

Who can apply?

Organizations with mission statements that clearly define themselves as arts, cultural and/or science-based institutions are eligible to apply for this funding, with some exceptions.

Eligible applicant organizations:

- are based in the greater Flagstaff area as defined by the Flagstaff Metropolitan Planning Organization (see map on the last page). Subsidiaries are eligible if their parent organization is based in Arizona. Subsidiaries apply based on their local budget and activities.
- have a primary mission dedicated to:
    - produce, present, teach or serve the arts.
    - cultural equity, preservation, or awareness.
    - present science programming to the public.
- are incorporated with the IRS as a nonprofit 501(c)3 organization or have a formal agreement with a nonprofit fiscal sponsor.
- have a minimum annual budget of $100,000.
- will incur eligible expenses during the funding period.

Multidisciplinary or multipurpose organizations are able to for GOS Grants if they meet the above requirements and can demonstrate that arts, culture, or science comprises at least 50% of the organization's public programming. Grant awards will be based on the percentage of the organization's budget dedicated to those purposes.

Application Review & Timeline

ALL Meetings and Interviews are done over ZOOM for this grant cycle

Funding Period
July 1, 2025, to June 30, 2026

Online Applications Open
Wednesday, February 5

Required Information Session
Must watch online
https://creativeflagstaff.org/resources/grant-opportunities/

Application Deadline
Friday, March 21, at 11:30pm

Review Panel Meeting*
Wednesday, March 26, at 6:00pm

Advanced Questions sent to applicants Friday, April 25
Written Responses due
Friday, May 2
Applicants notified if excused
from interviews May 7

Applicant Interview Dates
Wednesday, May 14, 6pm to 10pm

Review Panel Meetings*
Thursday, May 15, and 16th, 6pm

Board Review & Approval*
June 2025 meeting

Grantees Notified – Friday, June 28

Awarded GOS Grantee Report Dates
Friday, August 14, 2026
(Final Report for 1-year awards; Mid-term Report for 2-year awards)
Friday, August 13, 2027
Final Report for 2-year awards

*Meetings are open to the public; comment is not accepted except during the Interviews.

Support Contacts

Primary Staff Contact
Kris Kosola, Finance & Grants Director
Email: kkosola@creativeflagstaff.org
Phone: (928) 779-2300 x103

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

DataArts Funder Report Support
Email: Help@culturaldata.org
Phone: (877) 707-3282

Grant Levels, Award Ranges, and Eligibility

The eligibility and award ranges vary based on the organization's adjusted annual expenses over its most recent three fiscal years of operation. For most organizations, this would be financial information for fiscal years that end June 30th or December 31st for 2024, 2023, and 2022.* Minimum Award is $1,000.

Multidisciplinary organizations or organizations with a large percentage of restricted activities may wish to inquire about which level they will be evaluated prior to completing an application. For organizations with fewer than three years of operation, eligibility will be determined using the average of any completed fiscal years.

For the purposes of the grant program, adjusted annual expenses is defined as total annual expenses minus any in-kind expenses.

Potential GOS award amounts vary by level. Not all applicants receive awards. Please contact us with questions about your organization's eligibility amount.

Each year GOS award amounts are determined based on an allocation from the City of Flagstaff BBB tax funds, the number of qualified applications, and their relative scores. Award amounts listed for the previous cycle do not represent guaranteed minimums and organizations are strongly encouraged to budget conservatively when forecasting potential awards.

The grantee organization must MATCH the Grant Award Funds with 100% cash (at least 1:1) by the end of the funding period. (*Reduced from 100% cash match requirement previously*)

If your budget is projected to be significantly less due to unforeseen circumstances or your actual income is significantly less than your last reported fiscal year, you must notify Creative Flagstaff to evaluate eligibility for continued payment.

LEVEL	Organization's Annual Adjusted Expenses	Maximum Eligibility	Minimum Award**	Maximum Award
3	$100,000 - $249,999	$18,000 to $34,999	$5,000	$20,000
4	$250,000 – and up	$35,000	$18,000	$25,000

*Organizations that do not have final financial statements for their most recent completed fiscal year may submit financial statements ending with the prior fiscal year. This most commonly applies to organizations with fiscal years ending in December that have not yet completed an audit or finalized the Form 990.
**Excludes unfunded applications.
***Some applicants with higher annual expenses may need to apply under Level 2 instead of Levels 3 or 4 if they don't meet all Level 3 or 4 eligibility criteria.

Eligibility Requirements

- Minimum average annual adjusted revenue: $100,000
- Based in greater Flagstaff, Arizona (within FMPO boundary map on the Funding Restrictions Page)
- Have a primary mission based in art, science, or culture
- At least 3 year of producing related programming (before the application deadline)
- All applicants are required to watch the recorded Mandatory Grant Presentation found on the Creative Flagstaff Grant Opportunities webpage under "Resources"
- Staffed with a Full-time executive, managing, or programming director

Documentation Requirements

- Completed application narrative.
- Completed DataArts Creative Flagstaff Funder Report
- Most recent filed form 990
- Respond to the Reviewers' Advance Questions via Submittable by the deadline
- Other supporting documentation in the application is optional but strongly encouraged as they may assist with the reviewers scoring.

Multi-Year Funding

Some grants are awarded for a period of 2-years for applicants that have completed at least 3 grant cycles (project or GOS) since July 1, 2022. All other applicants that receive awards will be for a period of 1 year. The committee may place conditions on multi-year awards at its discretion.

Eligibility for multi-year funding is automatic with no additional documentation needed from the applicant.

Two Year awards for FY25 GOS Level 3 & 4 awards are:

Tynkertopia   Willow Bend

Lowell Observatory   Flagstaff Symphony Orchestra

FFOTM   Museum of Northern Arizona

The Arboretum

Arizona Trail Association: Seeds of Stewardship

These organizations will need to complete a streamlined application specifying they are a two year recipient in the last GOS cycle. Submittable will truncate the information once you select you are a two year applicant. You will be able to provide the mid-year award report here.

How to Apply

Creative Flagstaff operates the application processes through Submittable, an online submissions platform that can be accessed on most computers and mobile devices. Using an online platform helps maintain the consistency of application materials and to conduct panel reviews.

NEW: Submittable now allows applicants to assign "Collaborators" to gain access to an application.

To begin, you will set up 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 your primary staff contact or Submittable Technical Support.

Please contact Creative Flagstaff grant staff at least **two weeks** before the application deadline if you require an **accessibility accommodation** or have other extenuating circumstances affecting your use of the online platform.

GOS Alternative Budget Form

Level 1 and 2 applicants can choose which financial document they would like to provide in the application. Either the Creative Flagstaff Funder Report from SMU DAtaArts.org or a Creative Flagstaff GOS Alternative Budget Form. A GOS Alternative Budget Form is available to download on the Creative Flagstaff website, on the Grants opportunities page, under "Resources" near the bottom. This document will allow you to report the last three fiscal years of financial data (Income/Revenues and Expenses). **Applications that are submitted without either this Alternative Budget Form or the Creative Flagstaff Funder Report will be disqualified.**

SMU DataArts Cultural Data Survey – Creative Flagstaff Funder Report

Level 3 and 4 applicants must supply a Creative Flagstaff Funder Report in the application. SMU DataArts, formerly the Cultural Data Project, was founded to bring the language and leverage of data to the business of culture. The DataArts "Surveys" is DataArts' flagship service, which thousands of cultural nonprofits use annually to report their financial and programmatic information. DataArts seeks to be a catalyst for data-informed decision-making. Applicants who anticipate applying at a level 3 or 4 in the future or who have previously completed a DataArts Funder Report are strongly encouraged to apply using the DataArts Funder Report.

Level 1 and Level 2 applicants have the option to use the Alternative GOS Expense & Revenue Form available on the Creative Flagstaff website but are encouraged to complete a Data Survey instead

Level 3 and Level 4 applicants are required to complete Data "Survey" through the DataArts website (https://da.culturaldata.org)

Once your Survey is complete, on the DataArts Dashboard, search for the Creative Flagstaff Funder Report and run/download it as a .pdf document for use in uploading as part of your online application to Creative Flagstaff

Mentorship & Responsive Training

Creative Flagstaff's strategic plan invests in strong and resilient art, science, and culture nonprofits by looking for ways to strengthen baseline general operating support through the GOS program and others. It also focuses on building professional capacity for fundraising and development, marketing, and programming as well as aligning Flagstaff's network of cultural nonprofits with other shared goals and priorities.

To do this, grantees are encouraged to participate in collaborative programming and shared learning opportunities within and beyond opportunities presented by Creative Flagstaff.

Grantees are requested to commit to participate in at least one form of mentorship or training presented by Creative Flagstaff within the funding period. Example participation includes attendance at monthly or quarterly leadership meetings, attendance at or contribution to an Arts & Ideas mixer/learning event, or utilization of Coconino Center for the Arts' Digital Resource & Education Center.

Organization Profile / Submittable

When you're ready to apply, go to https://accounts.submittable.com/u/login This will take you to the Submittable platform. The General Operating Support grant opportunity will only be visible on the Online Open Application Date. 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.

Organization Profile Information

This information will be requested for all grant opportunities offered through Creative Flagstaff.

- Organization name and (if applicable) DBA
- Organization type (Choose from nonprofit or applying with a fiscal sponsor)
- New Nonprofit organization applicants will need to upload a copy of their Federal Tax Exemption Letter.
- Organization mailing address
- Primary and secondary contact info
- Year established
- Board of Directors and key staff list
- Nonprofit status and Federal EIN (if applicable)

- Who watched the mandatory grant Presentation (ideally the grant writer)
- Whether the organization uses Flagstaff365.com
- Approximately, what is the total number of people your organization directly served in its most recent fiscal year (in-person and virtually)?
- Organizational overview including mission and a brief history (300 words max)

The Application and Evaluation Criteria

About the Reviewers: Grant review panels consist of members of the Grantmaking Committee and other volunteers who are primarily citizens of Flagstaff. Some panels might have a guest panel from a peer community. Most committee members are not members of Creative Flagstaff's board. Frequently, panel service is the only volunteer activity panel members have with Creative Flagstaff. Panelists read, review, and rank all applications and determine funding allocations for the Art & Science Fund.

Tips: While there is plenty of opportunity in the provided questions to write a lot of text, please keep in mind that each grant reviewer is reviewing many applications. Please be succinct if the answer can be well stated in a shorter format. Bullet points or numbered lists are encouraged. Whenever possible, use specific data to support metrics and goals.

Some applicants find it useful to develop responses using word processing software, and then copy/paste them into the Submittable application when they're ready. Please keep in mind the platform may truncate responses when pasted into the fields based on character or word limits. You are strongly encouraged to verify all pasted answers appear as intended.

Wherever possible, questions are aligned with the Arizona Commission on the Arts Creative Capacity Grant program to simplify the application for both programs. If applying to both programs, the applicant is strongly encouraged to ensure that their answers are tailored to both program's unique evaluation criteria.

All applicants are required to watch the mandatory Grant Presentation recording found under "Resources" on the Creative Flagstaff Grant Opportunities webpage.

The following are the Narrative Questions grouped by Evaluation Criteria. Panelists consider the Criteria in RED above each section of narrative questions when scoring applications.

Alignment / Quality of Impact – 35 points, 1-7 score rating

Is the work of the organization, its culture, and its leadership aligned with its mission and the communities it serves? Are there clear goals and strategies? Are the methods of evaluation and program development appropriate and effective? Does the organization emphasize equity and accessibility in its programs or services?

1. Describe your organization's programs or services in relationship to its mission. (200 words max) Consider how your mission statement translates into specific programs or activities or informs organization culture.
2. Describe your organization's administrative structure. (175 words) Describe your organizational chart. What is your leadership model? How are administrative and programmatic tasks managed?
3. How do you develop your programming? (200 words) How do you determine program goals? How do you include your stakeholders in that process?
4. What are your organization's goals for this funding period? (300 words)
5. Please tell us your plans to expand and diversify your support resources and fundraising beyond grants and board contributions. (200 words)

Public Benefit – 35 points, 1-7 score rating

Does the application demonstrate public benefit for the citizens of Flagstaff? Is the organization responsive to the needs of the community? Is the work described in the application unique and important of the art, science, or cultural sectors? Is the organization committed to equity and accessibility for the citizens of Flagstaff?

6. What communities does your mission and programming focus on?
    a. Select from: A specific age group; disabilities; Greater Flagstaff Residents; Visitors to Flagstaff; K-12 Students; Other Students; Gender; Health Status; Heritage; Income Status; Military Status; Race & Ethnicity; Religion; Sexual Orientation
    Do not select an option if your programming focus is broader than the community type. Check all that apply.
7. How do your operations, programs, and/or services reflect or respond to the indicated community(ies)? (250 words)
    Answers should expand beyond what was described in how you develop programming in question 6 and share specifics about specific operations, programs, or services. Operations can include leadership, culture, or staffing.
8. How do you ensure that the indicated communities are involved in the implementation and evaluation of your operations, programs, and/or services? (200 words)
9. How does your leadership/governing board reflect the indicated communities? How do staff or volunteers reflect the indicated communities? (200 words)

10. What are some of the expected outcomes for individual participants in your programming? How do you anticipate evaluating these outcomes in the funding period? (250 words)
Describe what typical constituents can expect to gain, learn, or experience by participating in your programming. If you can, provide examples beyond "see a great play" or participate in quality programming. And, every organization solicits feedback and learns from it in different ways.
11. What are some of your expected benefits for the broader Flagstaff community? How do you anticipate evaluating these outcomes in the funding period? (200 words)
Consider the following: Differently than in question 10, think about greater Flagstaff. How does the city benefit from your programming and work? Most citizens or visitors likely don't participate. What benefits would Flagstaff lack if your program didn't exist? Are you trying to enhance the broader community benefit for this funding period? If so, how? (350 words)
12. Please tell us more about your data collection from participants and what process you have in place to reflect on and incorporate the feedback. (200 words)
13. Please tell us how you incorporate your cultural equity into your programming. (200 words)
14. Describe your market strategies for your programming. (200 words)

Resiliency – 30 points, 1-6 score rating

The application demonstrates a strong understanding of the organization's capacity to realize its mission and approaches to achieving current and long-term goals. The application demonstrates alignment between the organization's fiscal practices and its stated priorities.

15. What are the organization's long-term areas for growth or improvement? In what ways does your organization want to evolve? How are these goals tracked, and what resources are needed to achieve these goals? (200 words)
This can relate to attendance, financial stability, accessibility or equity, community engagement, capacity building, etc.
16. Describe your organization's resources and how your programming is impacted by your current access to those resources? (200 words)
Resources include funding, in-kind or volunteer contributions, labor, partnerships, and more.
17. Describe if you plan to diversify your engagement strategies. (200 words)
18. What are your organization's current budget priorities? How do you allocate financial resources in alignment with these priorities? (300 words)
Consider the following: How are you ensuring immediate priorities are balanced with long-term sustainability?

Supplemental Information and Supporting Documents – Aid in each criteria section scored above
All applicants are required to provide supporting documentation and to answer the Mentorship & Responsive Training unscored section.

Supporting Documentation

- Upload DataArts Creative Flagstaff Funder Report
- Upload up to 3 letters of support. (optional)
- Upload the following documents, if applicable:

- o   Most recently submitted Final Report from a Creative Flagstaff funded grant program, if applicable.
- o   Cultural Equity Statement (if available)
- o   Strategic Plan, Development plan, Vision board etc, Succession Plan (if available)
- Most recent 990 filing
- Upload up to 3 work samples, pdf, links and/or videos that you would like to share with the committee. This allows the Interview (previously the presentations) to be devoted to dialogue. The review panel will only review 3 work samples. You may only provide a combination of 3 attachments or links. If more are provided, only the first three samples will be reviewed.

Mentorship & Responsive Training (Unscored)

The following three narrative questions are excluded from scoring and will not be considered by the committee. This information will be used by Creative Flagstaff to create mentorship and training opportunities that most needed by the cultural sector.

1. What kinds of mentorship, peer learning, or training opportunities would your organization benefit from? What topics or themes would you like to see presented?
2. Does your organization or its stakeholders have a unique perspective, skill, or best practice that other cultural sector leaders and stakeholders would benefit from learning? Consider if there is something that your organization does particularly well. Or, are there thought leaders in your field whose expertise or perspective would benefit other cultural nonprofits? Creative Flagstaff intends to select some thought leaders in FY25 to participate in Arts & Ideas industry events.
3. Would your organization be willing to present or help present any of the ideas presented above?

Application Review Process

Grants are awarded through a competitive review process by level. Late or incomplete applications, submissions with incorrect supporting documents, not attending a mandatory workshop, or assigned interview date/time will be ineligible for review or funding.

Applications are first reviewed by Creative Flagstaff staff for completeness and eligibility. Eligible applications are reviewed by a review panel comprised of Grant Committee representatives and community members at large. Each application is evaluated based on how well it demonstrates alignment with the evaluation criteria.

1. Panelists first review applications individually and develop advanced questions for the applicant.
2. Creative Flagstaff staff collaborates the reviewer's advanced questions and provides the draft questions to the reviewers via email for their edits and approvals.
3. Creative Flagstaff staff then provides the advance questions with instructions to the applicant via Submittable messaging.
4. The Applicants then must follow the instructions to provide their answers to the advance questions via Submittable by a specific date (on the first page)
5. The reviewers then review the submitted answers and determine if the applicant is **EXCUSED** from the Interview requirement or if they have additional questions to be asked during the interview.
6. Creative Flagstaff staff will then advise the applicants if they are excused from the interview or provide the interview schedule and information regarding the process.
7. Reviewers and Applicants attend the interview and address any additional questions the reviewers have.
8. The Reviewers then meet and discuss each application and then finalize their score.

9. Creative Flagstaff staff will then take the final scores and present to the reviewers the rankings based on the application's final score, the amount of funding available, and the number of applications received. The reviewers then discuss the allocation of funds they wish to recommend to the Board of Creative Flagstaff for approval.
10. If approved, Creative Flagstaff staff then notifies the applicant of the determination and issues all required grant agreement documentation for electronic signatures.
11. After the Funding Period has concluded, staff will then notify the grantees how to complete the Final report.

Note:

- All Meetings are virtual and recorded as they are open to the public.
- All applicants, must plan to attend the interview dates unless they are excused by the committee.
- Applicants will be assigned an interview date but will not be told the time of their interview until a day or two before the interview. Interviews are mandatory unless excused by the Committee.
- The reviewer's award recommendations are then presented to the Creative Flagstaff Board which ultimately approves final award amounts. Final scores and funding amounts are then provided to the City of Flagstaff for funding.

Grant Award Requirements

Match requirement

General Operating Support requires a cash match as follows:

Levels 1 & 2 – 50-100% cash match and up to 50% In Kind match. Example: $2000 grant award from this grant. You will need to provide proof of an additional $1000-$2000 of expenses paid for from other funding sources (not from the City of Flagstaff or donated resources) and up to $1000 can be from In-Kind donations (rent, services, volunteer hours calculated at the current federal rate). Please contact Creative Flagstaff staff if you have questions about this.

Levels 3 & 4 – 100% cash match. Example: $2000 grant award from this grant. You will need to provide proof of an additional $2000 of expenses paid for from other funding sources (not from the City of Flagstaff).

Liability Insurance

All grantees are required to provide two separate Certificate of Liability Insurance forms with a minimum coverage of $1,000,000. One document must name Creative Flagstaff and the other document must name City of Flagstaff as additionally insured, Certificate Holder. **Be sure to include the cost of this insurance in your organization's expenses.**

Audit

The Arts Council may audit a grantee's records, at any time at the grantee's expense, to verify compliance with contract terms.

Acknowledgment

Funded organizations must acknowledge the support of Creative Flagstaff and the City of Flagstaff – BBB Revenues in advertisements and promotional materials.

Logos – Grantee agrees to incorporate the logos of the City of Flagstaff BBB Revenues, Creative Flagstaff, and Flagstaff365.com (optional online only) in your publicity and informational materials. Including this information in as many places as possible helps our community understand the impact of the BBB Revenues and public funding of the arts, science, and culture. Place the City of Flagstaff BBB, Creative Flagstaff, and the Flagstaff 365 logo on your website, linking them to the corresponding pages. All of the funders' logos are available for download in printable formats, in color and black/white,

on Creative Flagstaff's website at https://creativeflagstaff.org/resources/grant-opportunities/. Detailed requirements for this acknowledgment will be provided with the agreement upon acceptance of grant funding.

The Final Report

Awarded grantees are required to submit a final report after the close of the Project and/or the funding period. The final report is completed online in the Submittable platform as an additional form added to the Project Application. The deadline to complete this report is Friday, January 30, 2026.

1. Project description from the grant application
2. Please tell us the number of people served by this project.
3. In the application, you listed three measurable goals by which you will measure your project's success. Did you fulfill the goals? If not, why? Or how did the project evolve?
4. In the grant application, did you state this grant award will be used for the first phase of a project, with possible requests for future phases? Yes or No.
5. If yes, has your future phasing plan changed from what you stated in your application? Please explain.
6. If this project was planned to become an ongoing program beyond the grant period, is that plan still as proposed? Please explain.
7. Please list key project milestones and dates. Did your timeline differ from what was proposed in the application?
8. Project Budget: Upload a finalized project financial statement based on actual revenues and expenses.
9. Please share an impact story that exemplifies why your organization completed this project or phase.
10. Describe how Creative Flagstaff and the City of Flagstaff were acknowledged throughout your organization's promotion and programs.
11. Please upload at least one example of how you acknowledged Creative Flagstaff and the City of Flagstaff.
12. Please tell us how you met the Flag365 requirement of the grant. Links and images are acceptable.
13. Please upload photos or videos that we may use to support awareness of our grant programs and of the Flagstaff Creative Sector that showcases programming supported by this grant. Or provide the direct links in the following question.

Please provide a link to photos or videos that we may use to support awareness of our grant programs and of the Flagstaff Creative Sector that showcases programming supported by this grant.

Funding Restrictions

This grant does not fund the following:

- Organizations that were funded by Creative Flagstaff/Flagstaff Arts Council in the last two years but failed to file a final report by the deadline.
- Organizations not dedicated to:
    - Producing, presenting, teaching, or serving the arts
    - Cultural equity, preservation, or awareness
    - Presentation of science programming to the public
- Any division of local, state, or federal government not operating as a 501(c)3.
- Organizations that are outside the FMPO Boundary (see map)
- Applications submitted by for-profit organizations or individuals.
- Activities that do not directly serve the residents and visitors to the immediate Flagstaff area.
- Matches for other City of Flagstaff grant requests
- Schools, including public, private, and charter.
- Scientific research.
- 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 art, science, or cultural programming exists as parts of religious sermons or services.
- Re-granting, scholarships, and awards 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.
- Non-equipment capital expenditures.
- Indirect costs.
- Debt reduction.
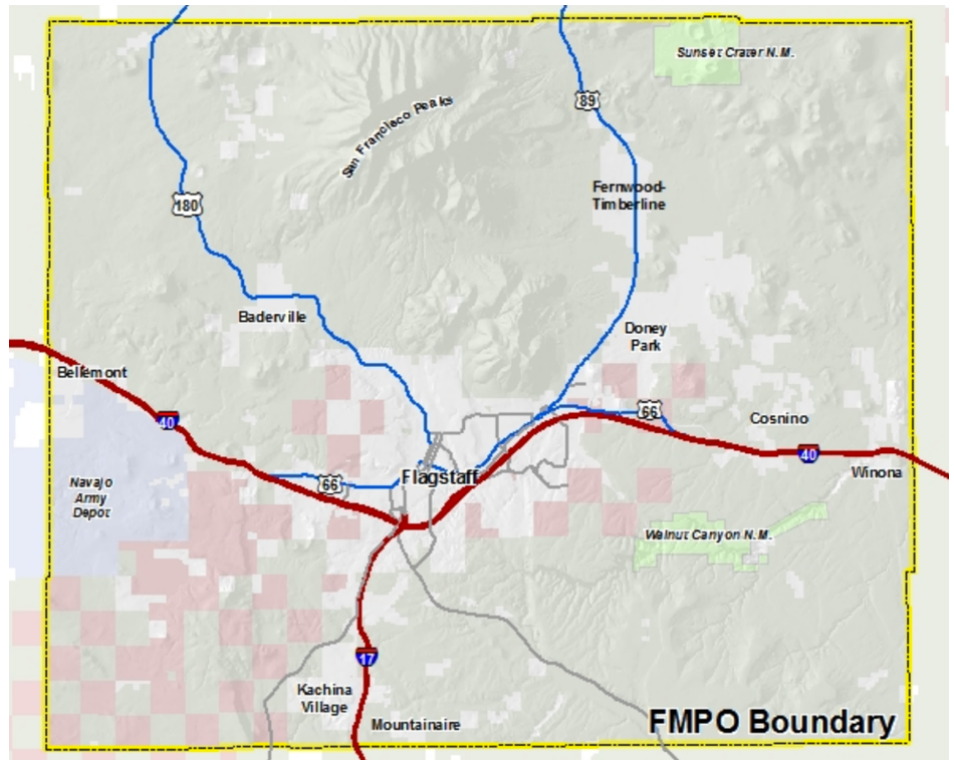
This list is not comprehensive.

Organizations with a high proportion of their expenses allocated to in-eligible expenses may be disqualified from the grant. You will be asked to provide details in your grant application about the proportion of in-eligible expenses in your last operating year.

All announced grant awards are subject to change by Creative Flagstaff based on the availability of Bed, Board, and Beverage (BBB) Revenues as approved by the City Council for the City of Flagstaff.

A special thank you to the Arizona Commission on the Arts for their leadership in developing the Creative Capacity Grant program.

All announced grant awards are subject to change by Creative Flagstaff based on the availability of Bed, Board, and Beverage (BBB) Revenues Funding as approved by the City Council for the City of Flagstaff.

Other Grant Opportunities
While the General Operating Support Grant refers to the average of the last three years of expenses to determine an organization's award eligibility amount, the Project Grant, launched in the fall, supports growth efforts and new ideas. Project Grants allow organizations, groups of individuals as well as solo Artists to apply for BBB funding. Project grants are based on a Project's budget, which is looking forward rather than looking back at historical finances.