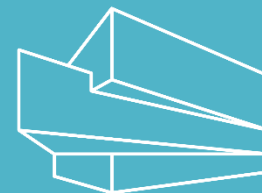


Fiscal Year 2020

Cultural Heritage Festivals

Application Workshop



Cultural Arts

CITY OF AUSTIN
ECONOMIC
DEVELOPMENT

WELCOME

Definitions

Purpose

Top Ten Considerations

Application Process

Definitions

Cultural Heritage

An expression of the ways of living developed by a community and passed on from generation to generation, including customs, practices, places, objects, artistic expressions, and values, that produces representations of the value systems, beliefs, traditions, and lifestyles of that particular culture

Cultural Heritage Festival

A celebration consisting of a series of events, lasting one or more days, with a focus on the unique aspects of one or more cultural heritages and its various artistic forms of expression such as visual, performing, media, and literary arts

Definitions

Fiscal Sponsor

A nonprofit who applies for financial support on behalf of another organization or individual in order to enable the latter to receive the benefits of tax exempt status

Sponsored Project

The individual or unincorporated group that is under the fiscal umbrella of the 501 (c) organization, or Fiscal Sponsor

In-Kind

In-Kind donations are a type of charitable giving in which, instead of giving money to buy needed goods and services, the goods and services themselves are given

Purpose

- To support festivals that give increased access to the diverse heritage in Austin
- To support culture and creativity that contributes to a thriving economy
- To preserve the unique character of Austin
- Support artists and arts organizations

Top Ten Considerations

1. Do you meet the eligibility requirements?
2. Does your festival meet the eligibility requirements?
3. Have you produced the proposed festival previously?
4. Do you need a Fiscal Sponsor?
5. Do you know how you will raise funds to meet the matching requirement?
6. Are you eligible for the Cultural Specific Marketing Supplement?
7. Can you purchase insurance before receiving the first payment?
8. How will you market to tourists and visitors?
9. Do you have the cash flow to produce the event without the City funds?
10. Do you understand the contract requirements?

Top Ten Considerations

1. Do you meet the eligibility requirements?
2. Does your festival meet the eligibility requirements?
3. Have you produced the proposed festival previously?
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8. How will you market to tourists and visitors?
9. Do you have the cash flow to produce the event without the City funds?
10. Do you understand the contract requirements?

Applicant Eligibility

- 501(c) organization

or

- State of Texas Nonprofit

or

- Un/Incorporated organization or individual artist under the opuses of a nonprofit organization (AKA Fiscal Sponsor)

Applicant Eligibility

An applicant must:

- have a mission with a demonstrable connection to the culture the festival is celebrating
- provide programs and services primarily for the cultural community(ies) they serve as reflected by the applicant's mission statement
- have produced the proposed festival at least one year prior to deadline
- meet the 1:2 (half) match requirement
- provide bios of key festival admin and artists

Top Ten Considerations

1. Do you meet the eligibility requirements?
2. Does your festival meet the eligibility requirements?
3. Have you set the festival date?
4. Do you need a Fiscal Sponsor?
5. Do you know how you will raise funds to meet the matching requirement?
6. Are you eligible for the Culturally Specific Marketing Supplement?
7. Can you purchase insurance before receiving the first payment?
8. How will you market to tourists and visitors?
9. Do you have the cash flow to produce the event without the City funds?
10. Do you understand the contract requirements?

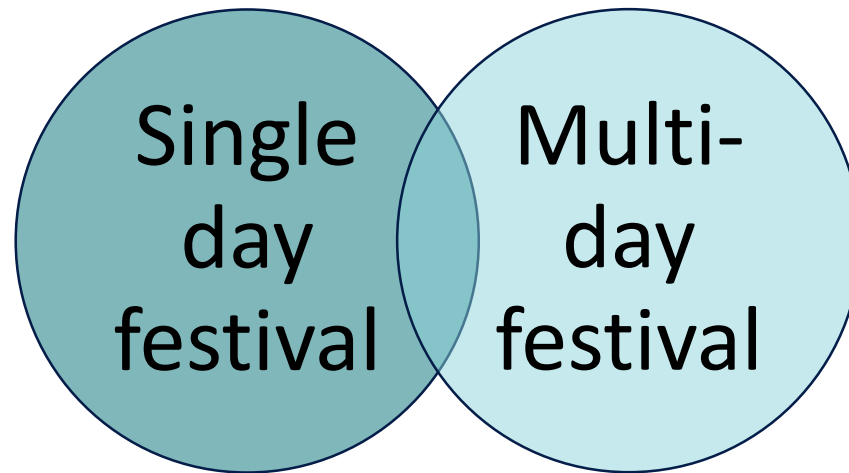
Festival Eligibility

A festival must:

- be a non-commercial cultural heritage festival
- occur between October 1, 2019 and September 30, 2020
- occur in Austin or its Extraterritorial Jurisdiction (ETJ)
- be open to and advertised to Austin residents, visitors and tourists
- festival must be ADA compliant

Types of Eligible Projects

An eligible project may be:



Projects may include creation of work, documentation and presentation of folk and traditional art forms.

All projects must have a public component such as a performance, concert, exhibition, film screening, reading, workshop, or other activity that is open to and engages members of a larger community in the work being presented.

Ineligible Projects

Any activity or event that is not part of your festival

Top Ten Considerations

1. Do you meet the eligibility requirements?
2. Does your festival meet the eligibility requirements?
3. **Have you set the festival date?**
4. Do you need a Fiscal Sponsor?
5. Do you know how you will raise funds to meet the matching requirement?
6. Are you eligible for the Culturally Specific Marketing Supplement?
7. Can you purchase insurance before receiving the first payment?
8. How will you market to tourists and visitors?
9. Do you have the cash flow to produce the event without the City funds?
10. Do you still have questions?

CHFP Funding Cycle

- Follows City of Austin's Fiscal Year: October 1 - September 30
- Applications are accepted on an annual basis
- MUST apply by May 1, 2019, 11:59 pm
- Peer Review Panel – June 7, 2019 (attendance is highly encouraged)
- Awards are announced in late September
- Only one application per organization or individual artist may be awarded per fiscal year

Top Ten Considerations

1. Do you meet the eligibility requirements?
2. Does your festival meet the eligibility requirements?
3. Have you set the festival date?
4. **Do you need a Fiscal Sponsor?**
5. Do you know how you will raise funds to meet the matching requirement?
6. Are you eligible for the Culturally Specific Marketing Supplement?
7. Can you purchase insurance before receiving the first payment?
8. How will you market to tourists and visitors?
9. Do you have the cash flow to produce the event without the City funds?
10. Do you understand the contract requirements?

Fiscal Sponsorship is REQUIRED

Individuals and unincorporated group applicants must apply with a Fiscal Sponsor

Fiscal Sponsor Eligibility

- Must be a 501(c) organization located in Austin or its Extraterritorial Jurisdiction (ETJ),
- Must have an active volunteer board of directors that meets at least 3 times a year,
- Have a paid executive director, and
- Based on the most recently completed 990 have at least \$50,000 annual operating budget + have been in existence for 1 year or more
or
\$35,000 annual operating budget + have been in existence for 5 years or more

Fiscal Sponsor Requirements for Setting Up Applications


- Fiscal Sponsors must create each application for your Sponsored Project applications
 - Don't forget the duplicate application feature in ZoomGrants!
- Sponsored Projects **cannot** submit the application on their own
 - Fiscal Sponsors must click the “Submit” button on all applications
 - Please keep this in mind when setting your internal deadlines!

Sponsored Projects: What Your Fiscal Sponsor Provides

- Application Invitation
- THEIR Vendor Code
 - Don't know it? Search for your code by "Business Name" at https://www.austintexas.gov/financeonline/account_services/account/login.cfm
- THEIR Org Documentation*
 - IRS Tax Determination Letter
 - Most Recently Completed 990
 - Board List
 - Signature for Assurances Document
- THEIR Org History Paragraph

* The Org Documentation items are submitted as part of the Eligibility Section of the online application

Fiscal Sponsors:

- Can set their own internal deadlines for Sponsored Projects
- Have internal requirements for Sponsored Projects
- May review applications before submission
- Must  applications on behalf of Sponsored Projects

Top Ten Considerations

1. Do you meet the eligibility requirements?
2. Does your festival meet the eligibility requirements?
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5. Do you know how you will raise funds to meet the matching requirement?
6. Are you eligible for the Culturally Specific Marketing Supplement?
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8. How will you market to tourists and visitors?
9. Do you have the cash flow to produce the event without the City funds?
10. Do you understand the contract requirements?

Funding Requests

First-Time Applicant

Maximum request - \$10,000

Returning Applicant

\$20,000 or 50% of the most recently completed festival cash expenses x 25% (to allow for In-Kind expenses), whichever is higher

Maximum request - \$100,000

Funding Requests - Example

Returning Applicant -

2018 Festival Total Cash Expenses (FTCE) = \$35,973

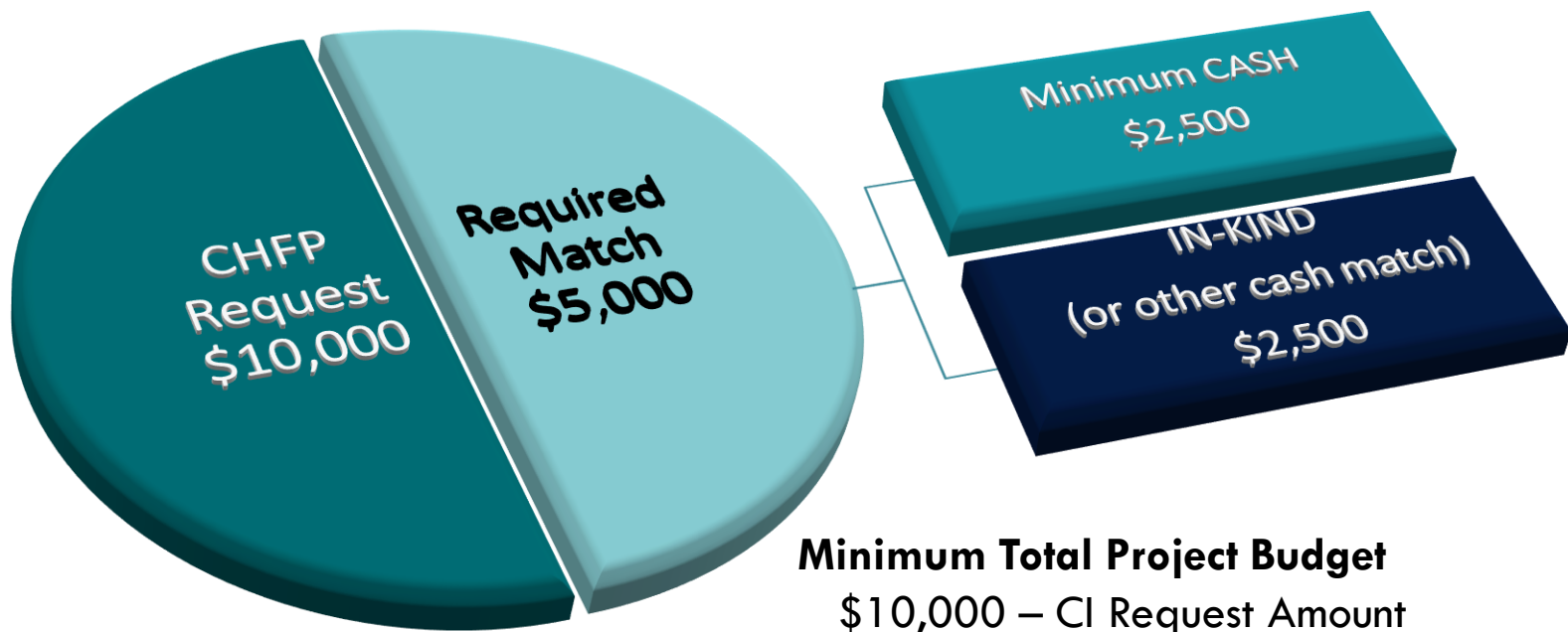
The Request Amount Formula = $(\text{FTCE} \times 1.25)/2$

$$(\$35,973 \times 1.25)/2 = \$22,483$$

\$22,483 > \$20,000 so your request would be \$22,483

Matching Requirements

- 1:2 match is required
- Up to one half (50%) of the match is allowable as well-documented In-kind support
- The match may exceed the request amount



Minimum Total Project Budget

\$10,000 – CI Request Amount
+ \$ 2,500 – Minimum Cash Match
+ \$ 2,500 – In-kind or other cash match

\$ 15,000 = Minimum Total Project Budget

What is an In-Kind Match?

A few examples:

- donation of all or part of a rental fee by a venue
- volunteer time
- donated supplies for production of an event

Contact our staff if you need help determining if an item could be counted as an In-Kind Match.

CHFP Eligible Expenses

The following expenses can be paid for with CHFP funds:

- paying people (admins and artists)
- venue rental
- insurance
- travel expenses
- marketing expenses

Other expenses maybe used as the match with some restrictions. Check pages 12-13 of the FY20 CHFP Guidelines for a detailed list of ineligible expenses.

Top Ten Considerations

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10. Do you understand the contract requirements?

Culturally Specific Marketing Supplement (CSMS)

The mission of the applicant includes an effort to serve culturally specific group(s) such as ethnic minorities or members of the LGBTQIA or disability communities.

Fifty percent (50%) or more of the board/staff/artists are members of the community that is served by the mission of the applicant.

Awards are based on Marketing Evaluation Criteria – 10 Points

CSMS Request Amounts

\$10,000

Cultural Heritage Festival Program applicants with festival budgets over \$100,000

\$5,000

Cultural Heritage Festival Program applicants with festival budgets under \$100,000

CSMS Eligible Expenses

- media placement and production
- development or improvement of website presence and social media sites
- development of collaborative marketing strategies
- production and distribution of video / CD-ROM / DVD
- salary support for administrative staff, contract labor and/or consultant(s) ***Funding may not be used for full time or executive staff salary***
- existing marketing efforts
- international, national and regional marketing and/or audience development initiatives that raise overall awareness of the city as a cultural destination

Top Ten Considerations

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10. Do you understand the contract requirements?

Insurance Requirements

General Liability

- Annual policy or event policy

Automobile Liability

- Hired autos
- Non-owned autos
- Personal auto insurance

Liquor Liability

- Host liquor liability
- Liquor legal liability or dram shop act liability

Workers' Compensation

- Required if event is on City property but not managed by Parks & Recreation Dept

Top Ten Considerations

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Marketing Requirements

Must post your Event on NowPlayingAustin.com

nowplayingaustin

A Service of Austin Creative Alliance

[SUBMIT AN EVENT](#)

[CREATE NEW ACCOUNT](#)



[SUBSCRIBE](#)

[DONATE](#)

[THEATRE](#) [DANCE](#) [FILM & VIDEO](#) [MUSIC](#) [VISUAL ARTS](#) [COMEDY & IMPROV](#) [POETRY & LITERATURE](#) [KIDS & FAMILY](#) [MORE](#)

Search by Keyword

Select Category

Select Venue

Start



End



[SEARCH](#)

FEATURED EVENTS

theatre

ONGOING



JUL SEP
11 - 02



JUL AUG
13 - 05

PLAYHOUSE CREATURES



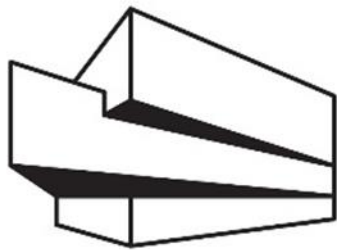
JUL AUG
19 - 05

...S & HAMMERSTEIN'S



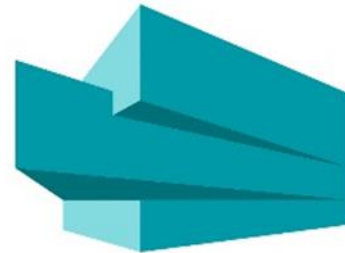
Marketing Requirements

You must add the City's Cultural Arts logo and use the Publicity Statement to all marking materials, including website



Cultural Arts

CITY OF AUSTIN
ECONOMIC
DEVELOPMENT



Cultural Arts

CITY OF AUSTIN
ECONOMIC
DEVELOPMENT

Publicity Statement:

“This project is supported in part by the Cultural Arts Division of the City of Austin Economic Development Department.”

Find these in your [ZoomGrants](#) Account in the **Library** Tab

CAD Marketing Resources

Cultural Arts Division wants to promote your events!

We need your content to share on social media and to possibly feature cultural contractors in the CAD newsletter.

Send us a 2-3 sentence description along with a hi-res image.



The screenshot shows a Facebook post from the 'City of Austin Cultural Arts Division'. The post text reads: 'City of Austin Cultural Arts Division shared Austin Museum Partnership's event. Published by Kathleen Brady Stimpert [?] · September 15 at 12:02pm · 🌐 For #austinemuseumday, we invite you to take a self-guided tour of the 2017 #TEMPO art installations! Details at austintexas.gov/TEMPO!'

The main image is a teal and yellow graphic for '20th ANNUAL AUSTIN MUSEUM DAY'. It features a circular design with arrows pointing outwards. To the right of the graphic, it says: 'A FREE DAY TO DISCOVER AUSTIN-AREA MUSEUMS SEPTEMBER 17TH, 2017 AUSTINMUSEUMDAY.ORG · #MUSEUMDAY2017'.

Below the image, the event details are listed: 'SEP 17 20th Annual Austin Museum Day Sun 9 AM · Austin Museum Partnership · Austin Kristin, Clarissa and 8 friends'. There is an 'Interested' button with a star icon.

At the bottom of the post, it shows '383 people reached' and a 'Boost Unavailable' button. The interaction bar includes 'Like' and 'Comment' buttons.

Marketing questions? Contact your contract administrator.

Marketing Training

GET NOTICED! Marketing Workshops



GET NOTICED!
PR & Marketing for ATX Creatives

*A three-part workshop series for
Austin artists and arts organizations.*

More at AustinCreates.com



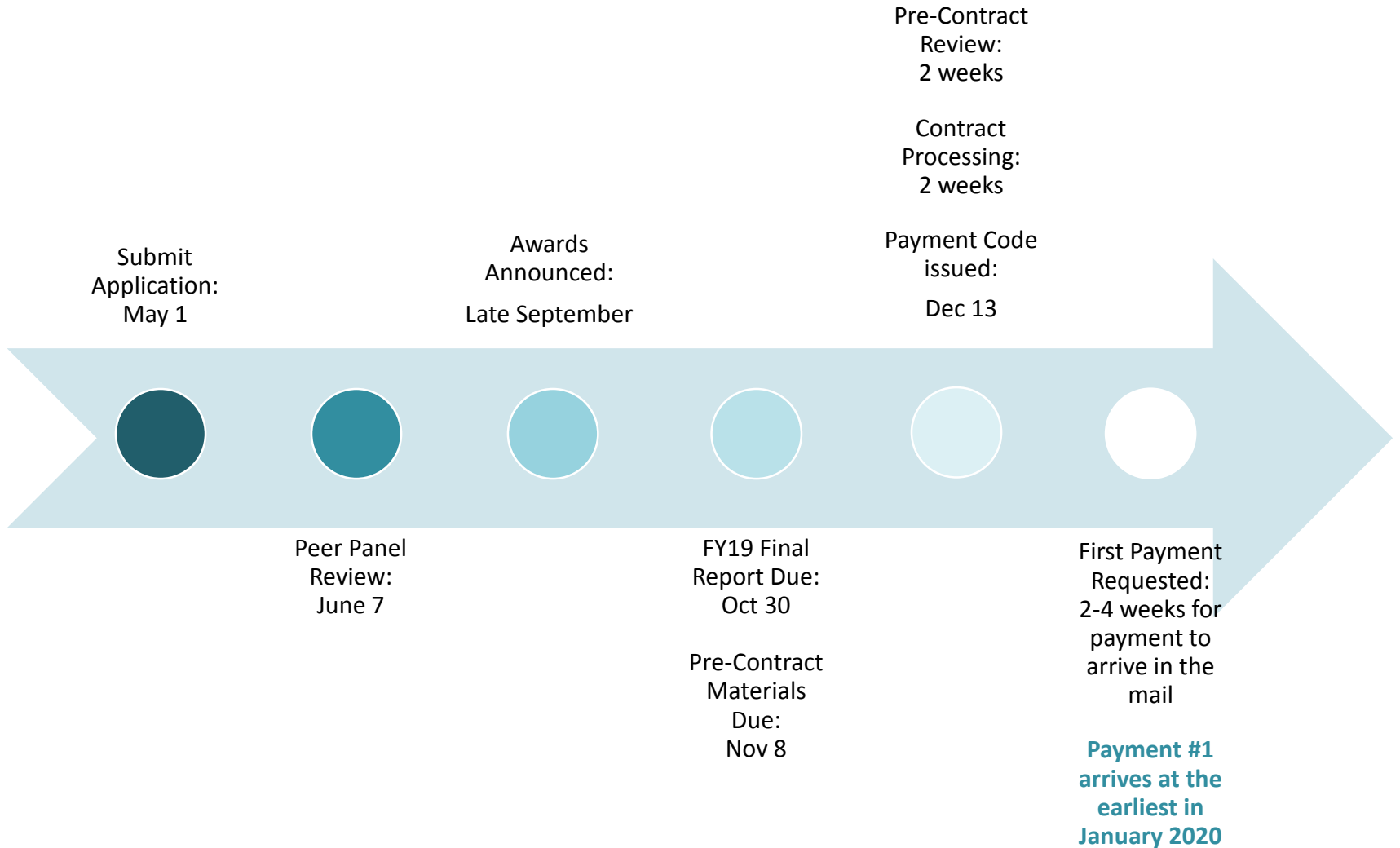
Cultural Arts
CITY OF AUSTIN
ECONOMIC
DEVELOPMENT

Find the Workshop PowerPoint presentations and videos at www.AustinCreates.com
Click on the **Get Noticed! PR & Marketing for ATX Creatives** link

Top Ten Considerations

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8. How will you market to tourists and visitors?
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10. Do you understand the contract requirements?

CHFP Funding Time Line



Payment Schedule

75% upon
processing of
contract



25% upon
successful
completion of final
report

Earliest you will receive funds

Applied on May 1, 2019
for events October 2019
– September 2020

January
2020

Top Ten Considerations

1. Do you meet the eligibility requirements?
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8. How will you market to tourists and visitors?
9. Do you have the cash flow to produce the event without the City funds?
10. Do you understand the contract requirements?

Contract Requirements

Insurance Certificate

- General Liability
- Auto Liability
- Liquor Liability
- Workers' Comp

Post all contracted events to

*NOWPLAYING
AUSTIN.COM*

Add City Logo and Publicity Statement to

all marketing materials, including website

Complete Mandatory Pre-Contract Orientation and

Final Report Workshop

- Must Attend Before Submitting Pre-contract or Final Report

Submit Pre-Contract Materials and Final Report by appropriate deadlines

- Final Report: Due 30 days after the final event rounded to the end of that month
- Latest Possible Due Date Is October 30, 2019 For FY19 Contracts

Application Elements

Evaluation Criteria

Application Sections

Evaluation Criteria

Audience Engagement	35 points
Marketing	10 points
Programmatic Excellence	35 points
Fiscal Position and Capacity	20 points

Application Sections

Section I. Summary

Section II. Eligibility

Must “SUBMIT” Eligibility Section FIRST, which must be approved by Cultural Arts Staff before completing the rest of the application.

Don't wait until the last minute! Plan ahead.

Section III. Application Questions

Section IV. Budget & Activity Summary

Section V. Attachments

<http://www.austintexas.gov/department/cultural-arts>

Section I. Summary

Contact info for applicant or Fiscal Sponsor

Best Arts Organization Ever
Austin's Cultural Festival
\$ 10,000.00 requested

Application Status: Not Submitted

[Submit Now](#) [Print/Preview](#)
[Archive this Application](#)

[Section I. Summary](#) [Section II. Eligibility](#) [Section III. Application Questions](#) [Section IV. Budget & Activity Summary](#) [Section V. Attachments](#) [Activity Log](#)

Section I. Summary

(answers are saved automatically when you move to another field)

[Instructions Show/Hide](#)

First Name	Anne-Marie Z
Last Name	McKaskle-Davis
Telephone	512-555-5555
Email	anne2002marie@gmail.com

Contact info for applicant or Fiscal Sponsor

Organization Information

(changes to this data will be reflected on all other applications for this organization)

Organization Name or the name of your Fiscal Sponsor, if applicable. This name should match what is listed on your Vendor Registration	Best Arts Organization Ever
Address 1	1234 Main St
Address 2	
City	Austin
State/Province	TX
ZIP+4/Postal Code	78701
Country	United States
Telephone	512-555-5555
Fax	

MUST Match EXACTLY Vendor Registration

Vendor Sign-Up

Search online for Austin Vendor Connection – click the link for “Austin Finance Online”



AUSTIN FINANCE ONLINE

Sign in or create an account

Sign In

Create Account

FINANCIAL DOCUMENTS


CHECKBOOK


UNCLAIMED PROPERTY

PROCUREMENT

HOTEL/STR

ACCOUNT LOGIN

 10136833



Login

Don't remember your username? [Retrieve your username](#)

Forgot your password? [Reset your password](#)

Section II. Eligibility

Applicant Type

- 501(c) or State of Texas Nonprofit Organization
- Fiscally sponsored Individual or group

Festival Eligibility

- Programmatic Focus on 1 or more heritages
- Been in existence at least 1 year

Request Amount & Match

- Verify request amount
- Verify 1:2 match

Start and End Date

- Must be within the fiscal year (Oct 1, 2019 – Sep 30, 2020)

Vendor Registration

- You must register if you are applying directly, otherwise use Fiscal Sponsor's vendor code

CSMS Eligibility

- Verify CSMS Eligibility

Section III. Application Questions

application will be scored individually based on the following evaluation criteria:

Audience Engagement (35 points)

- Describe the proposed festival. Provide details: list specific date(s), time(s), programming, participant(s), location(s), and cultural heritage(s) represented.

Marketing (10 points)

- Describe your marketing plan. Who is your target audience and how will you reach them? How does the proposed activity promote tourism and the hotel and convention industry? (Please see marketing tip sheet on page 31.)
- How do you intend to demonstrate efforts to incorporate cultural equity into your proposed activities?
- Are the entrance fees, if any, appropriate for your target audience? Explain.

Programmatic Excellence (35 points)

- Describe how exhibitors/presenters/artists and other festival contributors are selected to be included in your festival.
- What artist(s) will be involved? Provide supporting documentation that can include previous works, recognition, education and experience of the core artistic team.
- What makes your festival unique? How do the proposed activities demonstrate excellence and contribute to Austin's unique cultural landscape and continued recognition as a center for arts and culture (regionally, statewide, nationally, or internationally)?

Fiscal Position and Capacity (20 points)

- Describe the business experience and skills of your core administrative team.
- Describe your financial history and financial practices. Please explain significant changes in your Section IV. Festival Budget History, if any.
- Describe your proposed festival budget. Is it appropriate and reasonable? What other sources of income will be used to successfully accomplish the proposed activities including any sponsorship dollars?

Answer all
the
questions!

Section IV. Budget & Activity Summary

The Festival Budget History is used to determine eligibility and maximum request amount.

MUST have some income and expenses listed in FY 17-18 to be eligible.

Section I. Summary Section II. Eligibility Section III. Application Questions **Section IV. Budget & Activity Summary** Section V. Attachments Activity Log

Section IV. Budget & Activity Summary

(answers are saved automatically when you move to another field)

Instructions [Show/Hide](#)

FESTIVAL BUDGET HISTORY

Fiscal Year	FY 14-15 Actual	FY 15-16 Actual	FY 16-17 Actual	FY 17-18 Actual	FY 18-19	FY18-19 Projected?	FY18-19 Actual?	FY 19-20 Proposed
Revenue	\$ 10225	\$ 15106	\$ 13778	\$ 17548	\$ 15500	<input checked="" type="checkbox"/>	<input type="checkbox"/>	\$ 20000
Expenses	\$ 7332	\$ 17045	\$ 10542	\$ 16123	\$ 10000	<input checked="" type="checkbox"/>	<input type="checkbox"/>	\$ 20000

Section IV. Budget Expenses

Use the description box to your advantage.

PROPOSED FESTIVAL BUDGET - EXPENSES

FESTIVAL EXPENSES	CHFP REQUEST AMT	MATCHING FUNDS	IN-KIND	CSMS REQUEST AMT (no match)	TOTAL	Description
13. Total Employee Costs	\$	\$ 15,000	\$	\$	\$ 15,000	Producer - \$5,000 Production Assistant - \$3,000 Artistic Director - \$5,000 Bookkeeper- \$2,000
14. Total Non-Employee Costs	\$ 12,983	\$ 2,017	\$ 3,000	\$	\$ 18,000	4 bands @ \$2,500 1 headliner @ \$5000
15. Space Rental	\$ 1,000	\$ 1,000	\$	\$	\$ 2,000	Venue Rental - \$1,000 a day
16. Travel	\$ 5,000	\$	\$	\$	\$ 5,000	Airfare for 5 artists @ \$500 each, Lodging for 5 artists @ \$500 each
17. Marketing, Promotion, Publicity (If you have a CSMS Request it must be allocated here)	\$ 2,000	\$ 2,000	\$	\$ 5,000	\$ 9,000	ABC Radio promo - \$500 x 4 (in-kind) \$500 - Facebook ads \$2,500 Austin Chronicle Ads \$2,000 Professional Audio and Video recording \$1,000 - poster/flyer printing and distribution \$500 Houston Chronicle Ad \$500 Dallas Morning News Ad
18. Total Other Expenses	\$ 1,500	\$ 1,983	\$	\$	\$ 3,483	\$1,500 - Insurance \$1,983 - equipment rental (PA, speakers, mics, tents, tables, chairs)
19. TOTAL EXPENSES	\$ 22,483	\$ 20,000	\$ 5,000	\$ 5,000	\$ 52,483	
Total	\$ 22,483	\$ 20,000	\$ 5,000	\$ 5,000	\$52,483	

Total Expenses MUST match the Total Income on the next screen

Section IV. Budget & Activity Summary

Proposed Festival Budget Income

PROPOSED FESTIVAL BUDGET - INCOME

PROJECT INCOME	CASH DESCRIPTION	TOTAL
Earned Income		
1. Total Admissions	\$ 10,000 400 (average attendance from the past 3 years) x \$25 (avg ticket price)	\$ 10,000
2. Total Other Earned Income	\$	\$ 0
3. TOTAL EARNED INCOME	\$ 10,000	\$ 10,000
Unearned Income		
4. Total Private Support (Corp, Foundation, Individual)	\$ 10,000 2 - \$1,000 donations (Confirmed) 4 - \$500 donations (1 confirmed) 60 - \$100 donations (15 Confirmed)	\$ 10,000
5. Total Public Support (Government Grants)	\$	\$ 0
6. Total Other Unearned Income	\$	\$ 0
7. Applicant Cash	\$	\$ 0
8. TOTAL UNEARNED INCOME	\$ 10,000	\$ 10,000
9a. CHFP Request Amount	\$ 22,483 CHFP request amount	\$ 22,483
9b. CSMS Request Amount	\$ 5,000 CSMS request amount	\$ 5,000
10. TOTAL CASH INCOME	\$ 47,483	\$ 47,483
11. Total IN-KIND SUPPORT (must equal Total In-Kind Column in Line 19 from the Project Expenses above)	\$ 5,000 Marketing and volunteers	\$ 5,000
Total	\$ 52,483	\$52,483

Total Income MUST match the Total Expenses on the previous screen

Section IV. Activity Summary

Snapshot of Proposed activity

Proposed Festival Activity Summary

PROJECT SUMMARY - Provide a clear and concise project summary listing your program/performance/event(s), The date or dates the event or events will occur, The name and location of the venue and the district number where the venue is located. If you do not know the district number for the venue follow this link and use their address to find their district number:

<http://www.austintexas.gov/GIS/CouncilDistrictMap/>

The Project Summary will be the basis for the scope of services for which the applicant will be contracted. If the application is on behalf of a sponsored project this summary should correspond to that sponsored project's programming.

FY20 Proposed Activities	Activity/Event Title	Date(s)	Location/Venue - Name and Address	Location/Venue - District Number	Number of Events/Activities
Activity 1	Austin's Cultural Fest	March 30-31, 2020	Pan AM Rec Center 2100 E 3rd St, Austin, TX 78702	3	1
Activity 2					

Section V. Attachments

All applicants must attach the following:

Proof of Tax Exempt Status

- IRS Determination letter for 501© or FS's
- Proof of TX State Incorporation for Texas Nonprofits
- Board List
- Form 990

Festival Documentation

- Bios of key festival admin and artists
- Marketing Plan
- Festival Sponsorship Levels
- Festival Event Schedule
- Other Documentation

City Forms

- Insurance Assessment Form
- Assurances
- Peer Review Panel PDF

Additional Help

Open Office Hours

- Every 2nd and 4th Tuesday of month
- 9 am to 12 noon

Budget Clinic – Monday, April 22, 5pm-8pm

African American Culture and Heritage Facility

Upcoming workshop info on <http://www.austincreates.com>

ZoomGrants questions? Check out ZoomGrants University:

<https://zoomgrants.zendesk.com/hc/en-us>

Additional Help

Anne-Marie
McKaskle-Davis

- Annemarie.mckaskle@austintexas.gov
- 512-974-7854

Peggy Ellithorpe

- Peggy.Ellithorpe@austintexas.gov
- 512.974.7978

Jesus Pantel

- Jesus.Pantel@austintexas.gov
- 512.974.9315

Laura Odegaard

- Laura.Odegaard@austintexas.gov
- 512.974.6345

Barbara Horowitz

- Barbara.Horowitz@austintexas.gov
- 512.974.9312

Thanks for Participating!

Please share your thoughts with us and **complete the survey**.
Include your suggestions and comments on the workshop!