



vibrant culture

vibrant city

Commission for Arts and Culture
City of San Diego

City of San Diego Commission for Arts and Culture

FY14 Organizational Support Program
Application Workshops

October 4, 2012
Logan Heights Library

October 10, 2012
Rancho Penasquitos Library

Deadlines

- Intent to Apply - September 28, 2012
 - https://www.surveymonkey.com/s/FY14_OSP_Intent
- Application – November 16, 2012

Content

- New or changed for FY14
- Background
- Eligibility and Requirements
- Review Criteria
- Review Process
- Assembling the Application
- Questions

New or Changed for FY14

Forms

- All of the forms (except goals and objectives) are now available in pdf fillable format.
- Please do not use your older Word versions.

Using Zip Codes to Track Tourists

- **State of California Song-Beverly Credit Card Act of 1971**

“Please make certain that you are aware of legal constraints related to collecting personal information from credit cards as set forth in the State of California Song-Beverly Credit Card Act of 1971.”

New Goal

- **Service organizations are eligible for funding:**

“To support the artistic and organizational growth and capacity of artists and arts and culture organizations.”

Conflicts of Interest

- Discontinue language describing staff on boards as NOT a best practice. Require applicants to describe steps they have taken to eliminate conflicts of interest when this situation occurs.
- Add language regarding the disclosure of related staff, board members or vendors to Governance Inventory.
- Require applicants to disclose any staff, board members or vendors who are related to each other and require a description of how these conflicts of interest are being managed.

Inreach and Outreach Table

- *“While all applicants are encouraged to make their best effort to serve as broad a cross section of the city as possible, panels will be instructed to expect greater accomplishments in this area from the larger organizations.”*
- Also, “support tables” now have a required format.

Required format for “Details Tables” to Form E (Inreach/Outreach Summary Table)

Name of Organization

Complete this Table 3 times:

Details for	}	1. Outreach to K-12 Schools	
(check one)		2. Outreach to Community Organizations	
		3. Inreach	

Council District	Name of Group	Number of People Served	Program Code
1			
1			
1			
2			
2			
3			
3			

Etc.

The above table will be completed 3 times:

1. Outreach to K-12 Schools
2. Outreach to Community Organizations
3. Inreach (all groups)

Key to Program Codes (for example)

Code	Description of Program
A	1-2 hour assembly program
B	Teaching artist residency (short term)
C	Teaching artist residency (long term – more than 100 hours)
D	Open house for families with art-making activities
E	Lecture
F	Lecture/demonstration
G	Booth at community event
etc.	

CDP Notes

- *“While revenue and expenses are the only sections of the CDP Report that require explanations, please review all sections of the report and provide explanations when you feel the panel may have questions, for example when changes from one year to the next are substantial. 1 page limit.”*

Websites

- *“Applicants that would like panelists to view sections of their website in support of comments made in the narrative should provide the specific web addresses, a brief description of what will be found there, and a brief description of why the referenced website section is relevant to a better understanding of the narrative section. Panelists have the option to view websites or not, so applicants should not use their websites as a substitute for complete narrative answers.”*

Deficit Policy

- *“Applicants with two year average deficits greater than 5% will not be allowed to submit a short form version of the application but will be eligible to receive a rank of 4.”*

Cultural Tourism Marketing

- User report on new ConVis website:
- Login to your MemberNet account
- Click on “Publish Content”
- Click on “Events”
- Print page(s)

Appeals Process

- Material and Non-material comments
- Heard by Executive Committee

Background

Our Mission Statement

- To vitalize the community by
 - integrating arts and culture into community life,
 - supporting the region's cultural assets, and
 - showcasing San Diego as an international cultural tourism destination.

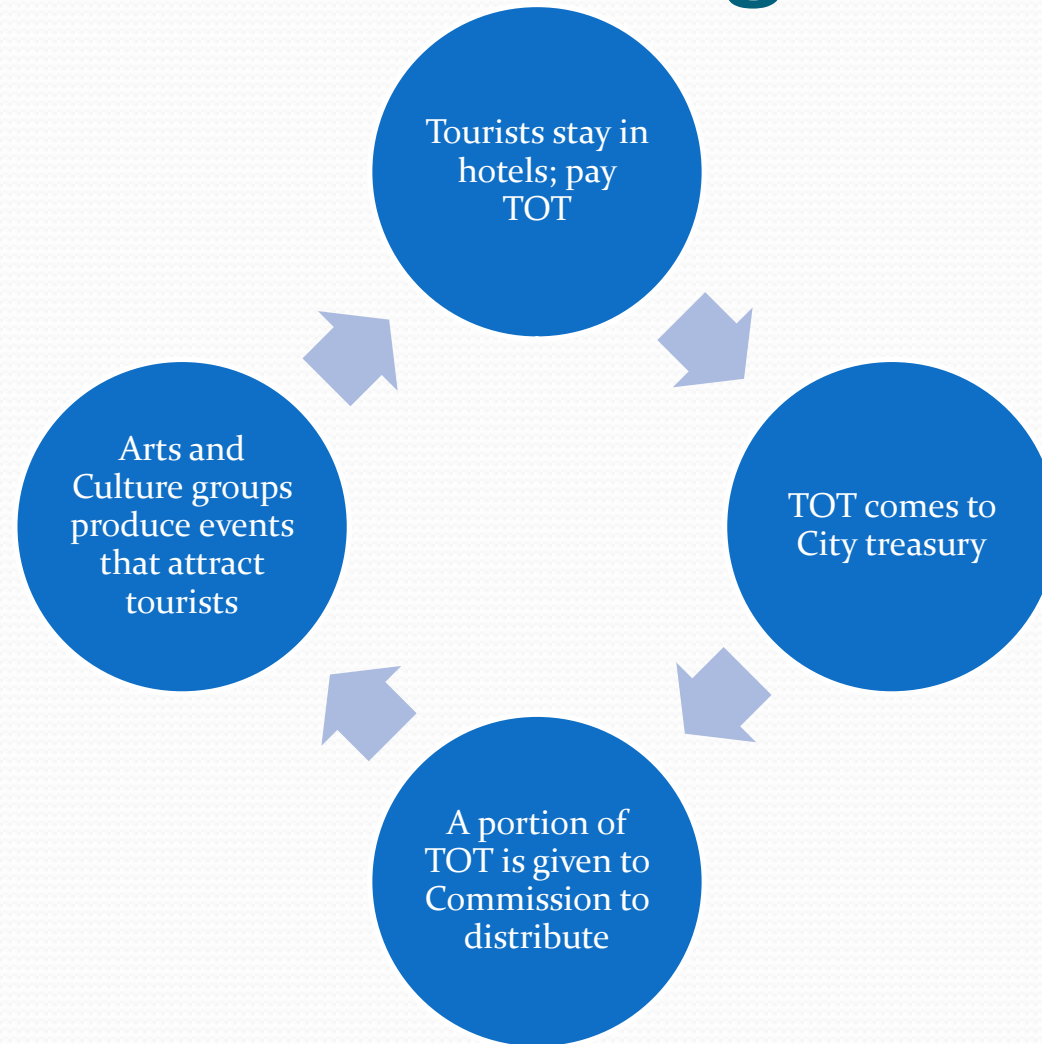
Our Two Funding Programs

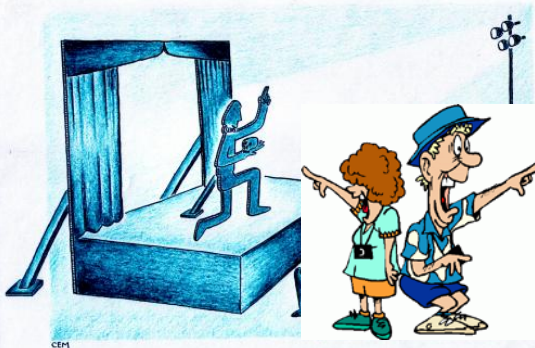
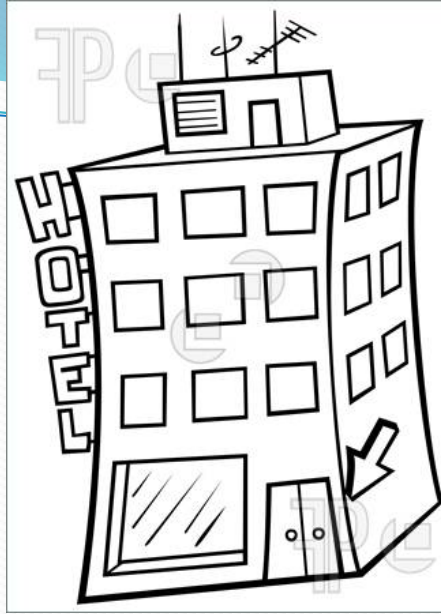
- Organizational Support Program (OSP)
 - General operating support for nonprofit organizations with a mission strongly aligned with the mission of the Commission
- Creative Communities San Diego (CCSD)
 - Support for arts and culture projects implemented by all kinds of nonprofit organizations

Other restrictions apply – see Guidelines for details.

Our Source of Funding

- Transient Occupancy Tax (TOT)





vibrant culture
vibrant city

Commission for Arts and Culture
City of San Diego



Our Authorization

- Council Policy 100-03

CITY OF SAN DIEGO, CALIFORNIA
COUNCIL POLICY

CURRENT

SUBJECT: TRANSIENT OCCUPANCY TAX
POLICY NO.: 100-03
EFFECTIVE DATE: September 12, 2005

BACKGROUND:

ORDINANCE NUMBER	HISTORY OF TOT RATES	
	EFFECTIVE DATE	TOT RATE
O-9033	June 9, 1964	4%
O-9767	April 1, 1968	5%
O-11077	June 5, 1973	6%
O-16286	January 1, 1985	7%
O-17108	August 1, 1988	8%
O-17154	June 1, 1989	9%
O-18078	August 1, 1994	10.5%

On June 6, 1994, the City Council adopted Ordinance No. O-18078 N.S. increasing the Transient Occupancy Tax (TOT) rate from 9% to 10.5% effective August 1, 1994. The ordinance specifically provides that the additional 1.5% tax is to be allocated to the General Fund for general government purposes as the City Council so designates.

On February 24, 1998, the City Council adopted Resolution Numbers R-289773 and R-289774, outlining recommendations to enhance and streamline application requirements and clarify category definitions for the TOT policy. Consequently, recommendations detailed in City Manager Reports 97-175, 97-188, and 98-13 have been utilized in the development of this revised Council Policy on TOT.

MISSION STATEMENT:

The purpose of Transient Occupancy Tax (TOT) is to advance the City's economic health by promoting the City of San Diego as a visitor destination in the national and international marketplace; supporting programs that increase hotel occupancy and attract industry, resulting in the generation of TOT and other revenue; developing, enhancing, and maintaining visitor-related facilities; and supporting the City's cultural amenities and natural attractions.

We do not give out GRANTS.

- Our funding is payment for contracted goods and services. No money is given out “up front.” All payments are reimbursements for your actual expenses paid.
- If you need “start up” money, we will not be able to help you.

Eligibility and Requirements

Eligibility

- **501(c)3 or 501(c)6 only**
- **State of CA Nonprofit “good standing” Status**
- **No governmental debarments**
- **Primary Mission:** Strongly aligned with Commission’s
- **Arts and Culture Budget:** The majority of the organization’s income is used for the purpose of fulfilling its mission
- **Location:** At least 75% of core programming takes place within San Diego City limits.
- **Track Record:** Three (3) year history of ongoing arts and culture programming within the City of San Diego prior to the deadline

Requirements

- **Good City Contractor:** In compliance with all existing OSP contracts (if applicable)
- **3:1 Match Requirement**
- **California Cultural Data Project:** On-line profile
- **DUNS Number:** Data Universal Numbering System
- **Limitation** on TOT applications – only one per year

Requirements

- **Council Policy 100-04:** relating to Federally mandated Americans with Disabilities Act
- **Council Policy 100-17:** Relating to maintaining a drug-free workplace
- **Municipal Code Section 22.3401-22.3417:** Relating to non-discrimination
- **Fair Labor Standards**
- **Equal Benefits Ordinance**
- **Visual Art in Public Places**
- **Acknowledgement of City Funding**

Insurance Requirements

- Commercial General Liability
- Auto Liability
- Worker's Compensation Employer's Liability

What We Do Not Fund

- Individuals
- For-profit organizations
- Programs not accessible to the public
- Universities, community colleges, school districts, foundations and private educational enterprises

What We Do Not Fund

- Anything occurring before July 1, 2013 or after June 30, 2014
- Anything not accessible to people with disabilities
- Anything with religious, sectarian or political purposes
- Anything that is the curricula base of schools, colleges or universities

What We Do Not Fund

- Capital or equipment outlay
- Travel, meals, lodging or entertainment expenses
- Hospitality or food costs
- Awards, trophies, gifts or uniforms
- Trust or endowment funds
- Cash advances, deposits or the replacement of deficit funds
- Ticket subsidy programs

Review Criteria

Different Criteria for Different Groups of Applicants

- Level
 - I – Income greater than \$2M
 - II – \$300,000 - \$1,999,999
 - III – Up to \$299,999
- Form
 - Long
 - Short

TIP

- Make sure you are addressing the criteria for your level.
- Level III applicants have a slightly different set of questions, so read the Guidelines carefully.

Long and Short Forms

- The **Long Form** is the standard form that all new applicants and many returning applicants must submit.
- The **Short Form** is an abbreviated form of the standard application and may be used only by those organizations that meet the eligibility requirements for its use.

Short Form Eligibility

- Satisfactory three (3) year OSP track record
- Rank of 3+ or higher.
- No turnover among leadership staff (artistic and administrative).
- No venue change
- The average annual operating fund deficit for the two most recently completed fiscal years is not greater than 5%.
- There have been no significant changes in program objectives as stated in the current year contract, and objectives have been met as outlined in the contract.
- The contractor has successfully met all of its current (e.g. an Exhibit A for a contract and insurance documents) and prior year obligations, including Final Report Packets.
 - FY13 Contract Components Deadline: August 31, 2012
 - FY12 Final Report Deadline: September 28, 2012

The Long Form Application

- Form A-1: Checklist
- Form B: Cover Page
- Form C: Mission Statement, Goals, and Objectives
- Narrative Section
- California Cultural Data Project Report to the Commission
- Budget Notes
- Form D: Calculating your Annual Operating Income (AOI) and Amount Requested

The Long Form Application

- Form E: Participation Table plus 3 Attachments
- Form F: Board Resolution
- Governance Inventory
- www.sandiego.org User Report
- Key Staff Roster and short bios
- Board Roster and short bios
- New applicants
 - Articles of Incorporation
 - Certificate of Tax Exempt Status

The Long Form Application

- Non-Required Attachments
 - Plans
 - Educational materials
 - Reviews and articles
 - Support letters
 - Programs and marketing materials
 - Website pages
 - CD or DVD
 - Publications

Downloadable Forms

- All of the forms (except goals and objectives) are available from our website in pdf fillable format. They can be saved to your computer.

Form E: Participation

- Do not include any data for schools or organizations outside the City of San Diego.
- Be sure to include a separate list of schools or organizations served by City Council District for each of the Form's three parts. – **NEW-REQUIRED FORMAT**
- Don't forget to answer the # of tourists question.

Narrative Section

- Programs and Services
- Professionalism and Organizational Quality
- Operations
 - Governance
 - Human Resources
 - Financial Management

Narrative Section (continued)

- Cultural Tourism Marketing
- Education and Access
- Interorganizational Activities
- Museums Only Section
- Challenges and Progress
- Response to Panel Comments

Diversity

- Applications will be reviewed for the planning, implementation and evaluation of efforts designed to achieve the goals of equality of access and outcomes.
- These efforts may be described in various places throughout the application.
- Size of organization will be taken into consideration when reviewing diversity efforts.

Cultural Tourism Marketing

- Attracting tourists to your programs
- A critical strategy to increase TOT which means more \$ for arts and culture
- A critical strategy to justify continued funding for arts and culture
- Requirements:
 - Narrative Question #4
 - Form E (Participation) – Total Tourists
 - www.sandiego.org Report

Education and Access

- How are you addressing the barriers to achieving equality of access and outcomes?
 - Access – How are you changing “things?”
 - For example: Ticket prices, hours, location, transportation, language, facilities, etc.
 - Education – How are you changing (developing) people?
 - For example: Knowledge, skills, perceptions, attitudes, beliefs, etc.

Interorganizational Activities

- Don't simply list the names of organizations with which you partner and/or collaborate...describe the benefits of these interorganizational arrangements.

Board Roster

- Make sure the number of board members on your roster matches whatever you say in your narrative and the CDP. If there are variances, explain them.
- Make sure voting members are clearly identified if your roster includes non-voting members as well.

The Review Process

The Review Process - Tentative

- Staff Review – compliance issues only
- Panel Review (2 OSP Panels)
 - Level III – January, 10, 2013
 - Levels I and II – January, 16, 2013
- Funding Committee
- Appeals Process
 - Deadline to submit written appeal: March 1, 2013
 - Hearing: March 15, 2013
- Commission Recommendations (April)
- Mayor and City Council Final Approval (June)

Four Point Ranking System

- **The Ranks of 4 (4 and 4-)** are considered to be “model” applications; and given the nature of the arts discipline or genre, and the resources of the community, etc. meet all the review criteria to the highest degree possible.
- **The Ranks of 3 (3+, 3 and 3-)** are considered good. Some improvements or development are needed.
- **The Ranks of 2 (2+, 2 and 2-)** are considered marginally fundable. Funding, if available, may be awarded once all the “4” and “3” ranked applications are awarded funding. These applications have some merit, but do not meet the criteria in a strong or solid way.
- **The Rank of 1** is not fundable under any circumstance; inappropriate for Commission support, extremely marginal in quality, etc. Ineligible applications, such as those submitted after the deadline or with incomplete information, will not be reviewed by the panel and will receive a rank of “1”.

Appeals Process

Non-Material

The size of the debt and the plan to reduce it are both of great concern to the panel.

Material

The financial management section was weak. The debt was not discussed. A fundraising plan for new capital expenditures and new outreach programming were not included. The application also failed to describe the measures the board has taken to ensure proper fiscal stewardship.

Appeals Process

Non-Material

The panel would have liked to have seen more in-depth biographies for the administrative staff.

Material

Bios of the key administration staff fail to demonstrate formal education or training in financial management, human relations, marketing or fundraising nor was evidence provided that they have worked with other arts organizations where they may have learned these skills from trained professionals.

Appeals Process

Non-Material

It was not clear why this organization is not making efforts to reach schools in City Council Districts 2, 7, and 8.

Material

While the applicant has demonstrated strong efforts to serve schools in City Council Districts 1, 3, 4, 5 and 6, the application contained no information regarding why there were no schools being reached in Districts 2, 7, and 8. This applicant has an operating budget greater than \$5 million. A model application for an organization of this size requires better outreach to schools.

Appeals Process

Non-Material

The loss of three foundation contracts is a concern.

Material

The financial management section and the budget notes failed to discuss how the loss of three foundation contracts would impact the operations of the organization.

Appeals Process

- Note: Dissatisfaction with an application's denial or ranking is not sufficient grounds for an appeal. The appeals process is not a forum for correcting information that was incorrectly stated in, or omitted from, the application.

Assembling the Application

Assembling the Application

- Assemble the various sections of the application **in the order set forth on the checklist** and format requested. Failure to do so may result in the disqualification of your application or a low rank.
- All sections of the application must be typewritten in black ink in an easy to read font and type size; we recommend 12 point CG Times or Times New Roman. Margins of at least one inch on all sides of the paper are encouraged. Consecutive numbering of all pages (even by hand) is recommended.
- Submit all material (excluding program and marketing collateral materials) on single or double-sided (BUT DO NOT MIX IT UP), 8 ½ inch by 11 inch white paper. Do not exceed the amount of space or pages allowed.
- 3-hole punch all the copies. **Do not** 3-hole punch the original.
- Label audio-visual materials clearly with the applicant name and descriptive title.

Assembling the Application

- Place each copy of the application in **a separate envelope**.
- Long Form Applicants (15 Total):
 - Submit an original application (signatures in blue ink) plus 14 copies.
- Short Form Applicants (5 Total):
 - Submit an original application (signatures in blue ink) plus 4 copies.
- Label each envelope with the name of the organization in the upper right corner (with the envelope positioned in a “portrait” orientation) and the number of the application in the upper left corner, for example
 - 1 of 15 - ORIGINAL
 - 2 of 15
 - 3 of 15
 - 4 of 15, etc.

10" x 13" Envelope



1/15
original

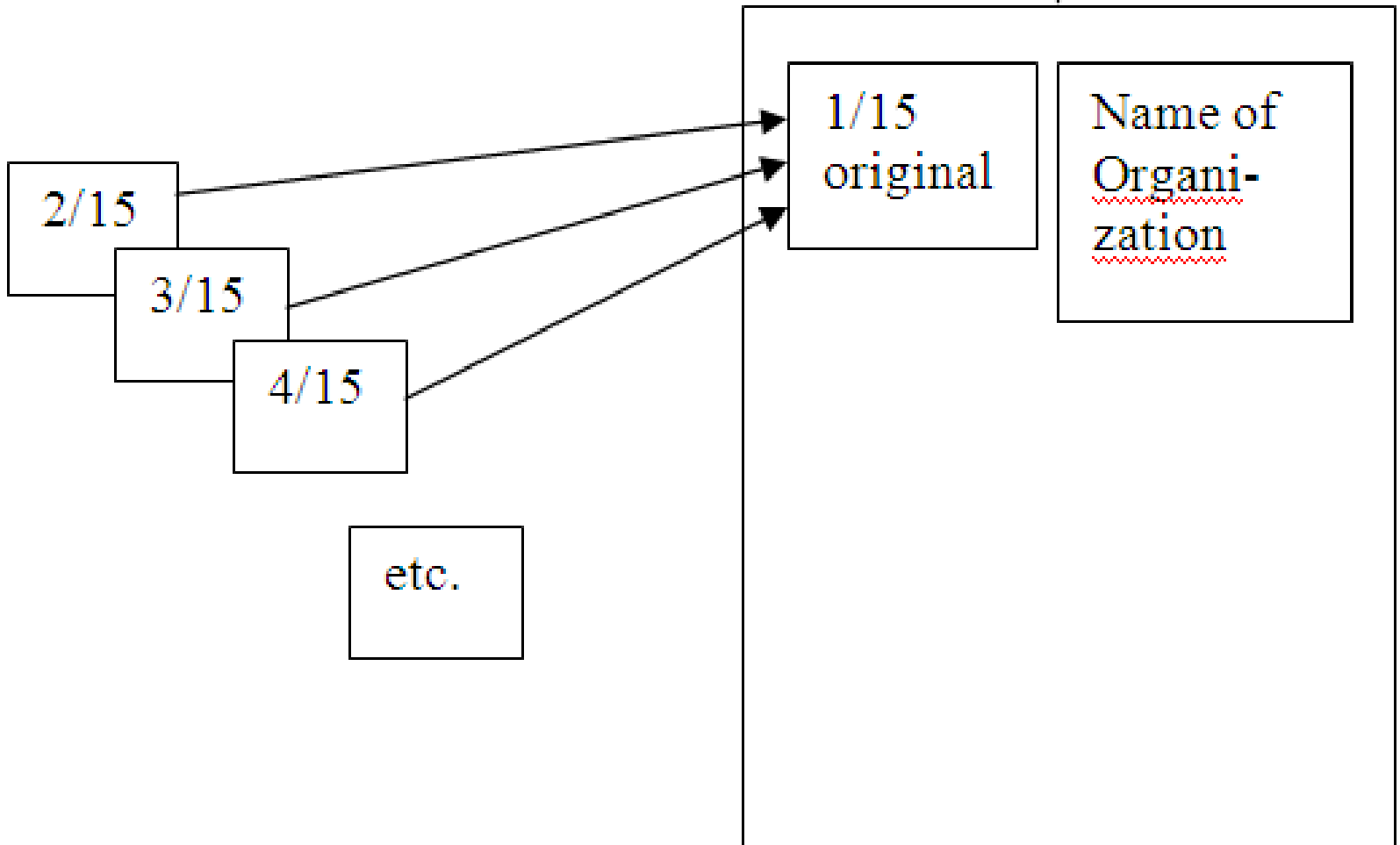
Name of
Organi-
zation

2/15

3/15

4/15

etc.



Panel Likes

- Evidence of Artistic Quality
 - Awards
 - Grants
 - Support materials
- Organizational Quality
 - Paid staff with benefits
 - Appropriate postgraduate degrees
 - Experience with qualified mentors/employers
 - Longevity
 - Finances

Panel Likes

- Diversity
 - Free or pay-what-you-can admissions
 - Outreach
 - Transportation
 - Programming
 - Languages
 - ADA
 - Committees
 - Mission statement, goals and objectives
 - Marketing

Panel Likes

- Attendance numbers
- Budget notes
- Partnerships – highly synergistic and well described
- Challenges
- Education programs – well described and evaluated
- Response to panel comments
- Cultural Tourism Marketing
- Cooperative Marketing

Panel Dislikes

- Not following formatting recommendations
- Over reliance on one or two categories of income
 - For example, great endowment, but no corporation giving
- Lack of/minimal diversity and outreach
- Challenges apparent from the narrative or CDP not addressed in challenges section
- Poorly organized board and staff rosters

Panel Dislikes

- Things that don't match/make sense
 - For example: attendance numbers up, but attendance revenue down
- Missing stuff
 - Balance sheet
 - ConVis report
- Not describing core programs well

Tips

- Think carefully about squeezing more information into the application by using smaller margins or fonts.
- Don't assume the reader knows anything about you. Be sure to include all the basics – who, what, when, where, why, by whom, for whom, etc.

Tips

- Let your mission statement, goals and objectives serve as a table of contents for the rest of the application. You will appear strategic and organized if you constantly refer back to these as you talk about your organization.
- Panelists often serve for more than one year – especially the Commissioners. They remember the conversations they had about the applicants in prior years. Consider strategically referring to the panel comments throughout the application.

Tips

- Follow directions and proof read – If you're going to cut and paste from last year's applications, make sure you update things that the panelists will catch you on - like dates, names, numbers, etc.

Application Delivery

- DEADLINE: November 16, 2012
 - 5:00 PM if hand-delivered
- Recommendations
 - Hand-deliver (but no earlier than November 14, please)
 - Send your application “return receipt requested.”
 - Lost or delayed in the mail applications will be accepted late ONLY IF Proof of mailing is provided.
- Electronic Submissions – Not accepted



Application Delivery

Commission for Arts and Culture
1200 Third Avenue, Suite 924
San Diego, CA 92101-4106

Contact Information

- Gary Margolis, Program Manager
(619) 236-6788
gmargolis@sandiego.gov
- Nigel Brookes, Arts Management Associate:
(619) 236-6798
nbrookes@sandiego.gov
- Teresa Monillas, Contracts Coordinator
(619) 236-6803
tmonillas@sandiego.gov

Website: www.sandiego.gov/arts-culture

Further Assistance

- Staff will review a draft of your application as time permits. The earlier you get one to us, the better (no later than November 1, please).
- Staff will assist you by phone or email – again, please do not wait until the last minute.

Thank you!

And good luck!

Any questions?