



Commission for Arts and Culture

THE CITY OF SAN DIEGO COMMISSION FOR ARTS AND CULTURE

AGENDA

San Diego School of Creative & Performing Arts – Library

2425 Dusk Drive

San Diego, CA 92139

Tuesday, April 26, 2016

1:30 p.m. – 3:30 p.m.

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- | | | | |
|-----------|-----|---|-----------------|
| 1:30 p.m. | I. | Call to Order, Statement of Purpose & Chair’s Reports | Larry Baza |
| | | A. Host Comments & Performance | |
| | | B. ACTION – March 25, 2016 Minutes | |
| | | C. Mayor’s Proposed FY17 Budget | |
| | | D. Declaring Conflicts of Interest | |
| | | E. Other Reports | |
| 2:00 p.m. | II. | Committee Reports | |
| | | A. Policy & Funding Committee | Laurie Mitchell |
| | | 1. ACTION – FY17 Departmental Budget Distribution Priorities | |
| | | 2. ACTION – Commission Advisory Panels’ Rank Recommendations for FY17 Funding Applications | |
| | | 3. ACTION – “Cut-off” Point for FY17 Funding | |

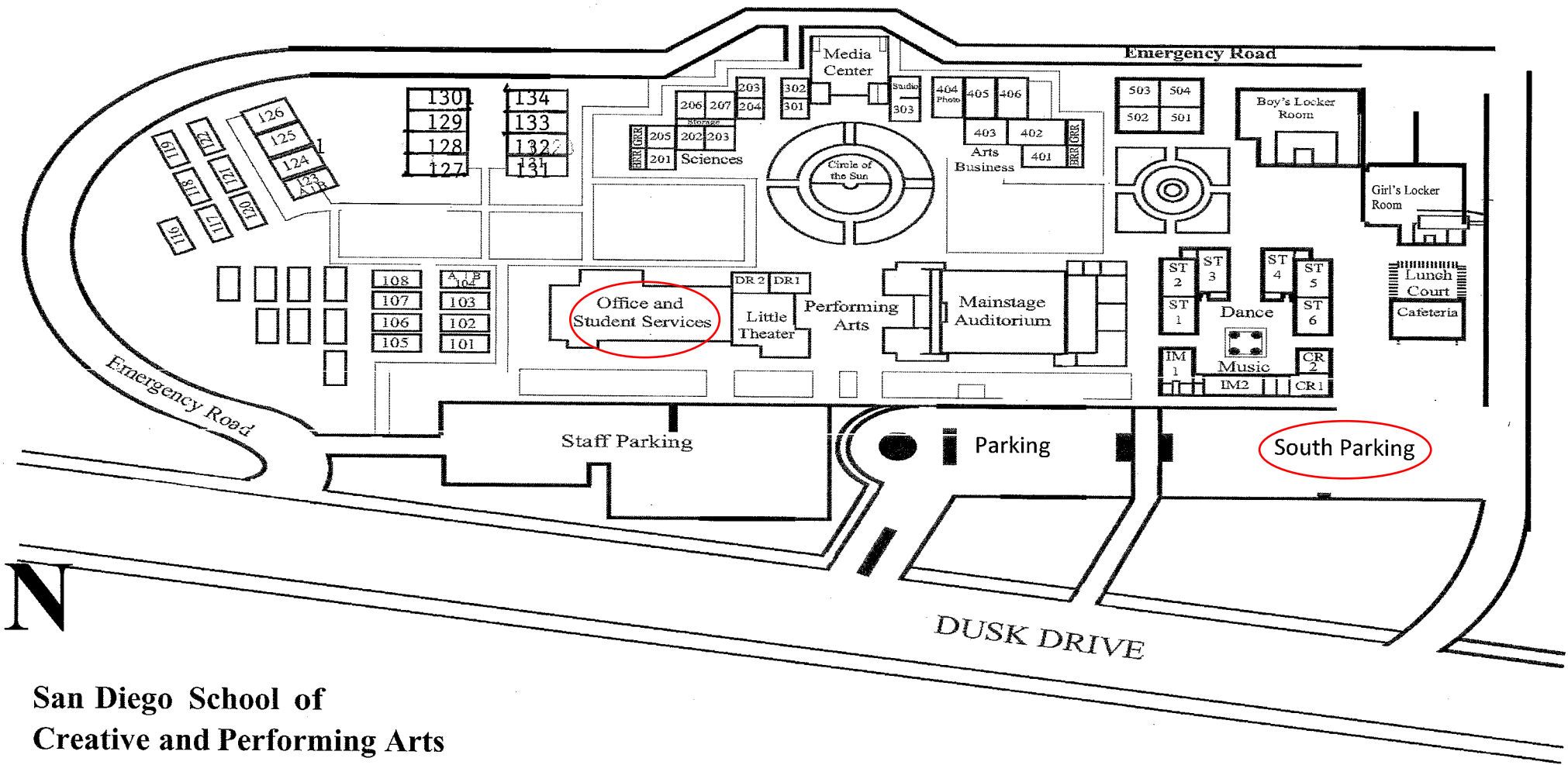
The City of San Diego Commission for Arts and Culture serves in an advisory capacity to the Mayor and City Council on promoting, encouraging and increasing support for the region's artistic and cultural assets, integrating arts and culture into community life and showcasing San Diego as an international tourist destination.

Meetings may be recorded. NON-AGENDA PUBLIC COMMENT: Any member of the public may address the Committee on any subject in its area of responsibility on any matter not presently pending or previously discussed at the Committee. Comments are limited to three (3) minutes and are non-debatable. At the conclusion of the comment, the Committee Chair shall have the discretion to determine appropriate disposition of the matter. To exercise this right, members of the public wishing to address the Committee under Public Comment must submit a Public Comment Request form prior to the meeting. Subject matter and time limitations are noted on the form. Pursuant to open meeting laws, no discussion or action, other than a referral, shall be taken by the Committee on any issue brought forth under Public Comment. The information contained in this agenda is available in alternative formats and can be requested by calling 619-236-6800 at least three (3) working days prior to the meeting in order to insure availability.

- 4. **ACTION** – FY16 Arts Education Enrichment Initiative Approach
 - 5. **ACTION** – FY16 Arts and Culture Contractor “Incubator” Initiative Approach
- B. Executive Committee Larry Baza
 - 1. **ACTION** – FY17 Funding Award Recommendations
 - C. Advocacy & Outreach Committee Rebecca Smith
 - D. Visioning Committee Jon Bailey
- 3:00 p.m. III. Executive Director’s Reports Dana Springs
- A. Arts and Culture Funding Programs
 - B. Public Art Program
 - C. Other Reports
- 3:15 p.m. IV. Non-agenda Public Comment
- 3:30 p.m. V. Adjourn

The City of San Diego Commission for Arts and Culture serves in an advisory capacity to the Mayor and City Council on promoting, encouraging and increasing support for the region's artistic and cultural assets, integrating arts and culture into community life and showcasing San Diego as an international tourist destination.

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**San Diego School of
Creative and Performing Arts
2425 Dusk Drive San (619) 470-0555**

Parking:
Above is a map for the April 26, 2016 Commission meeting. We have been asked to park in the South parking lot (right side of map). We must check in at the front office (right above staff parking on map). A staff member will escort you to the library. **Please make sure to check in at the office.** Do not attempt to find the library on your own. It is a 2 min walk from parking lot to the office and another 1 min to the library.



Commission for Arts and Culture

THE CITY OF SAN DIEGO COMMISSION FOR ARTS AND CULTURE

MINUTES

Friday, March 25, 2016

Commissioners Present

Larry Baza, Chair
Macedonio Arteaga, Jr.
Jonathan Bailey
Carlos Cristiani
Vernon Franck
Gina M. Jackson
Laurie Mitchell
Janet Poutré
Doreen Schonbrun
Jason Whooper

Commissioners Absent

Sheryl White, Vice Chair
Michael Brown
Sharletta Richardson
Rebecca Smith

Staff Present

Dana Springs
Christine E. Jones
Anjanette Maraya-Ramey
J Noland
Whitney Roux
Mauri Hays

-
- I. Call to Order & Chair's Report – Commissioner Larry Baza called The City of San Diego Commission for Arts and Culture to order at 8:38 a.m. at San Diego Symphony Orchestra, 1245 7th Avenue, Gould Room, San Diego, California 92101. Commissioner Baza thanked Martha Gilmer, Chief Executive Officer of San Diego Symphony Orchestra for hosting the Commission. Gilmer welcomed the Commission and delivered remarks about upcoming programs and acknowledged Commissioner Baza's appointment to the California Arts Council. Commissioner Baza asked Commissioner Gina M. Jackson to read aloud the Commission's statement of purpose: *The City of San Diego Commission for Arts and Culture serves in an advisory capacity to the Mayor and City Council on promoting, encouraging and increasing support for the region's artistic and cultural assets, integrating arts and culture into community life and showcasing San Diego as an international tourist destination.*
- A. **ACTION** – January 22, 2016 Commission Meeting Minutes - Commissioner Jason Whooper made a motion to approve the January 22,

2016 Commission meeting minutes. Commissioner Carlos Cristiani seconded the motion. The vote was 8-0-0; the motion passed.

Yea: Arteaga, Bailey, Baza, Cristiani, Franck, Jackson, Mitchell, Whooper (8)

Nay: (0)

Abstention: (0)

Recusal: (0)

- B. Penny for the Arts Five Year Blueprint - Commissioner Baza reported on his visit to speak with the Mayor regarding Penny for the Arts Five-Year Blueprint. He reported that members of the Commission's Advocacy and Outreach Committee will be meeting with City Councilmembers in April and May. Commissioner Baza announced that the annual budget hearing for the Commission will be held on May 9. He encouraged Commissioners to attend the hearing.

Commissioners Janet Poutre and Doreen Schonbrun arrived.

- C. Other Reports - None

II.

Committee Reports

A. Public Art Committee

1. **ACTION** – San Ysidro Branch Library Artist Selection Panel – Commissioner Laurie Mitchell presented the recommendation from the Public Art Committee: Approve the following panelists for San Ysidro Branch Library Public Art Project: 1) Derrick Cartwright for the seat of the Public Art Committee member with recommended alternate Vernon Franck, 2) Teddy Cruz for the seat of the Visual Art/Design Professional with recommended alternate David Flores and the given list of additional alternates, in no particular order, to serve as two of the five ad hoc artist selection panelists. Commissioner Jon Bailey made a motion to approve the recommendation from the Public Art Committee. Commissioner Janet Poutré seconded the motion. The vote was 10-0-0; the motion passed.

Yea: Arteaga, Bailey, Baza, Cristiani, Franck, Jackson, Mitchell, Poutré, Schonbrun, Whooper (10)

Nay: (0)

Abstention: (0)

Recusal: (0)

- B. Advocacy & Outreach Committee - Commissioner Carlos Cristiani reported that six City Councilmembers cited "Penny for the Arts" in their FY17 budget priority memos. The committee is advocating for the full 9.5% of the total Transient Occupancy Tax. Commissioner Cristiani also stated that the Commission will need a new platform when the Penny for the

Arts Five-Year Blueprint concludes at the end of this year. City Council visits are anticipated to occur April 18 through May 9, though the meetings have not been scheduled yet. The next meeting of the Advocacy & Outreach Committee is scheduled for March 30, 2016.

- C. Visioning Committee - Commissioner Jon Bailey reported that consultant, Lewis Michaelson has been hired to facilitate the Commission's upcoming visioning session. He announced that the first meeting of the Visioning Committee will occur April 4, 2016 4:00 p.m. - 6:00 p.m. Commissioner Bailey reported that the goal for the Visioning Committee is to create a strong, unified voice, strengthening the Commission for the future.

III. Executive Director's Report

- A. Introduction to Public Information Officer for City Communications - Executive Director Dana Springs introduced Perette Godwin, Senior Public Information Officer. Godwin described the services the Communications Department will be providing to the Commission.
- B. Presentation by San Diego Tourism Authority - FY15 and FY16 Cultural Tourism Promotions - Springs introduced Kerri Kapich, Senior Vice President of Marketing and Strategic Partnerships, and Candice Eley, Director of Public Relations. Kapich and Eley gave a presentation describing the tactics and results of the FY15 cultural tourism promotions implemented by the San Diego Tourism Authority through a contract with The City of San Diego, through the Commission's FY15 budget. Springs reported that all Commissioners have been mailed paper copies of a report that summarizes the tactics and results of the FY15 cultural tourism promotions.
- C. Presentation by the San Diego Airport Authority - Art Program - Springs introduced Robert H. Gleason, Chair of San Diego County Regional Airport Authority Board, and Lauren Lockhart, Airport Art Program Manager. Gleason introduced, Chris Chalupsky, Senior Manager, Art & Community Partnerships. Gleason and Lockhart gave a presentation about the most recent and upcoming public art installations, art exhibitions and performing arts at the airport.
- D. Arts and Culture Funding Program Updates - Springs asked Anjanette Maraya-Ramey, Senior Manager of Arts and Culture Funding Programs, and Whitney Roux, Arts and Culture Funding Programs Coordinator, to report on the status of FY16 and FY17 funding programs. Maraya-Ramey summarized the number of FY17 applications received, the application evaluation panel proceedings, and the status of short-form applications. She distributed a timeline of upcoming milestones in the FY17 funding process and announced that the date have been posted on the Commission's website. Roux summarized the status of the FY16 contracting process.

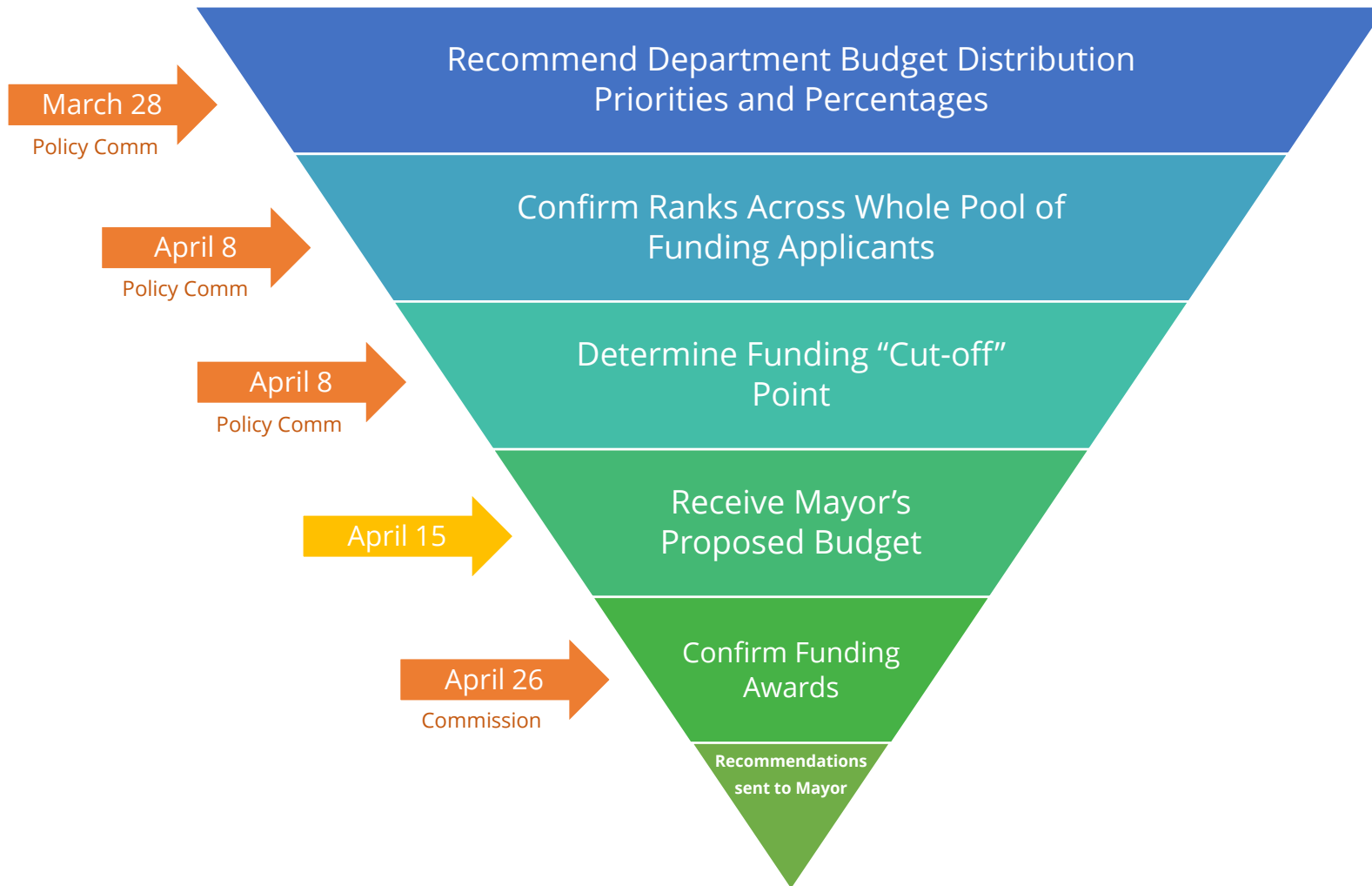
E. Public Art Program Updates - Springs asked Christine Jones, Senior Public Art Manager to announce updates about the Public Art Program. Jones reported that public art projects are associated with the Chollas Water Operations Facility, San Ysidro Branch Library, and Fire Station 50 (University City). All are in various stages of the artist selection process. The public art budgets range from \$150,000-\$340,000. Jones reported that public art projects associated with are in various stages of design development Fire Station 2 (Bayside), Skyline Hills Branch Library, South Coast Trails Park. Budgets for these projects range from \$32,000 - \$217,000. Jones reported that a new art exhibition called "Portrait of Pomeroy" is currently on view at the art gallery at the Central Library.

F. Other Reports - None

IV. Non-agenda Public Comment - Comments were given by:

- Anita Norton, San Diego Opera
- Peter Kalivas, San Diego Dance Theater
- Anthony Lobue, Veterans Museum
- Russ Sperling, San Diego Unified School District Visual and Performing Arts Department
- Carol Manifold, Choral Consortium of San Diego
- Alexandra Kritchevsky, La Jolla Playhouse

V. Adjourn - Commissioner Baza adjourned the meeting at 10:36 a.m.





Commission for Arts and Culture

COMMITTEE REPORT

DATE: April 26, 2016
TO: The City of San Diego Commission for Arts and Culture
FROM: Policy & Funding Committee

COMMITTEE RECOMMENDATIONS:

Re: Departmental Budget Distribution Priorities

Recommend the departmental budget distribution priorities as follows*:

1. Add at least 1 full-time equivalent staff position to the department
2. Fund OSP at 70% of total department budget
3. Fund CCSD at 8% of total department budget
4. Fund the Mayor/City Council Allocation at \$400,000
5. Fund Collections Management at 3% of total department budget
6. Fund Cultural Tourism Promotions at 2.5% of total department budget
7. Fund Commission-initiated Public Art Projects at 1.5% of total department budget
8. Fund Arts Education Enrichment Initiative at 1% of total department budget
9. Fund Community Engagement and Training: Building Public Will at 1% of total department budget

**Understanding that there will be minor variability in the final amounts due to the nature of the City's accounting processes*

Re: Commission Advisory Panels' Rank Recommendations for FY17 Funding Applications

Recommend approval of the Commission Advisory Panels' rank recommendations for FY17 funding applications.

Re: "Cut-off" Point for FY17 Funding

Recommend that FY17 OSP and CCSD funding be awarded to only applications receiving a rank of 3- or higher.

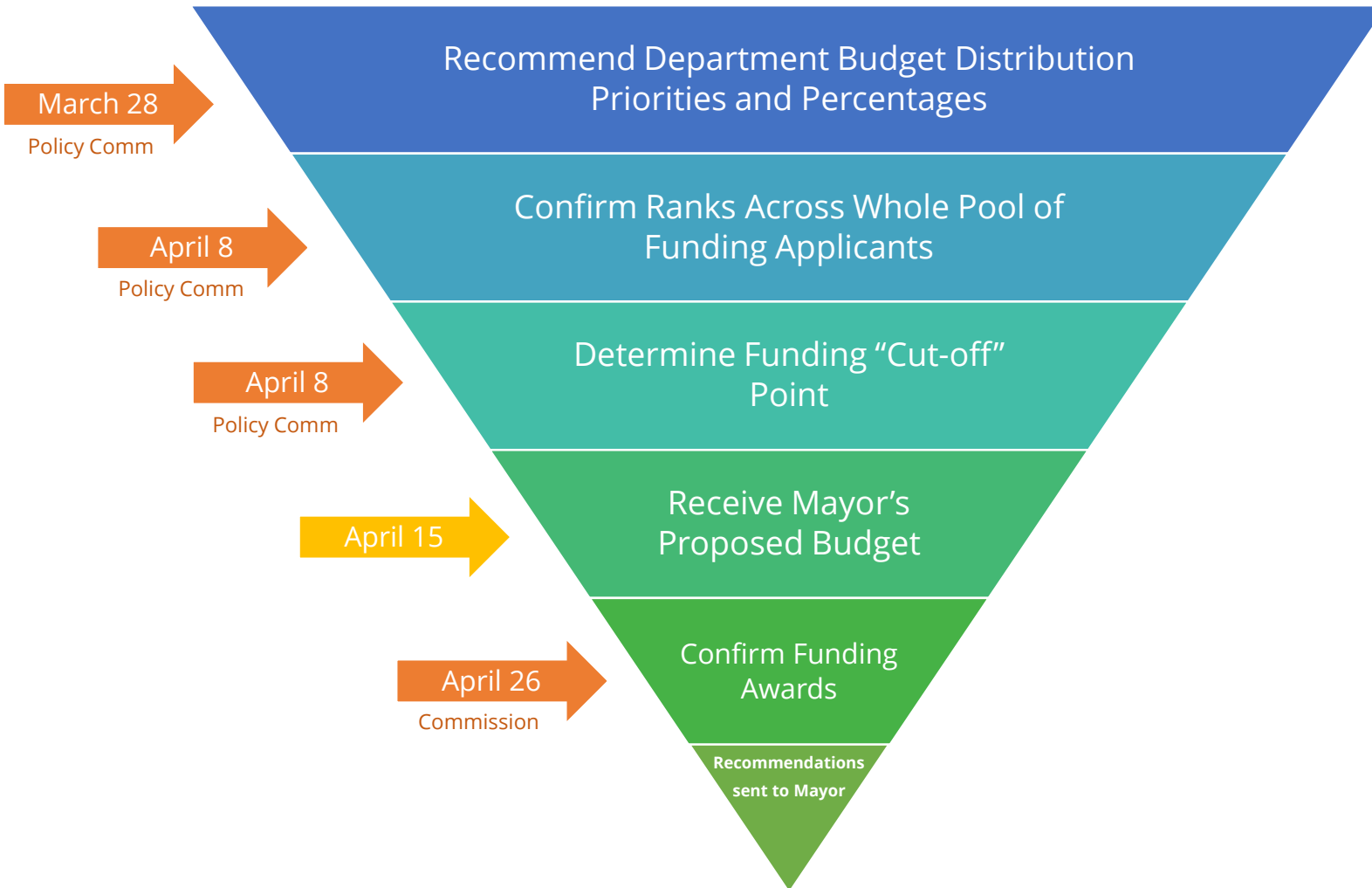
BACKGROUND:

Directed by the San Diego municipal code, the Commission is to evaluate the City's allocation of Transient Occupancy Tax (TOT) funds for arts and culture and strongly advocate for increasing arts and culture funding to levels which measurably support the vitality and stability of established arts and culture organizations and which foster an environment attractive to and nurturing of emerging arts and culture organizations (SDMC 26.0704). Annually, the Mayor proposes a total budget for the Commission. The budget is divided between the Arts, Culture and Community Festivals category within the Special Promotional Programs budget and the Commission's Department budget. The Commission's total budget is created by adding these two budgets together. The Mayor has proposed to increase the Commission's total budget from \$12,552,130 in Fiscal Year 2016 to \$13,939,811 in Fiscal Year 2017.

Commission for Arts and Culture

April 26, 2016

Agenda Items II. A. 1. – 3.





Agenda Item II.A.1. - FY17 Departmental Budget Distribution Priorities*
Recommended by Policy & Funding Committee March 28, 2016

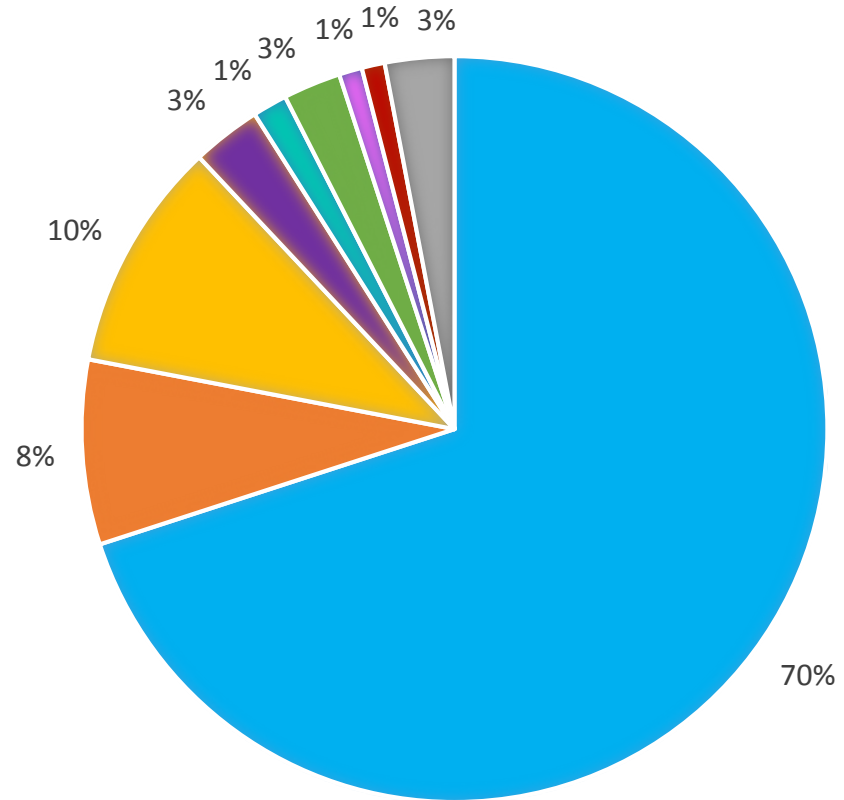
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9. Fund Community Engagement and Training: Building Public Will at 1% of total department budget

**Understanding that there will be minor variability in the final amounts due to the nature of the City's accounting processes*



FY17 DEPARTMENTAL BUDGET DISTRIBUTION PRIORITIES RECOMMENDED BY POLICY & FUNDING COMMITTEE MARCH 28, 2016

- FUNDING PROGRAM: OSP - 70%
- FUNDING PROGRAM: CCSD - 8%
- DEPARTMENT ADMINISTRATION - 10%
- CIVIC ART COLLECTION MANAGEMENT - 3%
- COMMISSION'S PUBLIC ART PROJECTS - 1.5%
- CULTURAL TOURISM PROMOTIONS - 2.5%
- ARTS EDUCATION ENRICHMENT INITIATIVE - 1%
- COMMUNITY ENGAGEMENT INITIATIVE - 1%
- MAYOR/CITY COUNCIL ALLOCATIONS - \$400k = 3%





What Would a New Staffer Do?

- Provide capacity and execute the Mayor's, City Council's and Commission's initiatives including:
 - arts education enrichment
 - community engagement and training
 - technical assistance for non-profits wanting to do business with the City
 - cultural tourism promotions
 - activation through public art
- Measure and communicate the impact of programs and initiative using data collection, benchmarking, analysis and reporting
- Develop and administer strategic partnerships to advance the goals of the City, the Branch and the Department
- Capitalize on resource-generating and resource-sharing opportunities
- Provide cross-departmental coordination to enrich City services (e.g. integrating arts and culture programming into services offered by Library and Park & Recreation)
- Create and deliver messages to diverse audiences about the availability and impact of City services offered through the Commission



What are “Commission-Initiated Public Art Projects”?

- This is a new concept to introduce FLEXIBLE public art programming using an UNRESTRICTED funding source.
- Currently, a portion of the Public Art Program (“Percent-For-Art”) is funded with 2% of SOME of the City’s Capital Improvement Projects (CIPs).
 - This funding is restricted for use in making new, permanent artworks
 - This funding is restricted for use on the site of the CIP
 - Each public art project budget is established at project origination and stretches across multiple years (as many as 10 years in some cases); this is not a regenerative stream of funding to sustain and grow programmatic momentum and responsiveness
- Currently, a portion of the Public Art Program (Civic Enhancement) is funded with 0.5% from private developers.
 - This funding is restricted for use in making new permanent artworks to offset urbanization
 - This funding accumulates at an erratic rate and is available in unpredictable intervals; this is not a regenerative stream of funding to sustain programmatic circulation
- Adding new FLEXIBLE public art programming using an UNRESTRICTED funding source allows for:
 - Public art in any neighborhood (selected by the Commission), which can lead to improved equity and access to the arts
 - Public art projects that are temporary, ephemeral, social
 - A regular, predictable stream of funding that can be used strategically



What are “Commission-Initiated Public Art Projects”?



Social Practice

Artistic practice that focus on social engagement, inviting collaboration with individuals, communities, and institutions in the creation of participatory art



What are “Commission-Initiated Public Art Projects”?



Creative Placemaking

Public art is playing a role in the larger trend of creative placemaking to help strengthen the social, physical, and economic fabric of communities



What are “Commission-Initiated Public Art Projects”?



Temporary Projects

Shift towards time-limited works that focus on experience and process over object-based work. Provides for greater artistic exploration to create meaningful public interaction, participation, and collaboration



What is “Community Engagement and Training: Building Public Will” ?

- It is a special initiative intended to BUILD on the momentum started by the FY16 “Nonprofit Academy.”
- Whereas the FY16 “Nonprofit Academy” is designed to offer BASIC TRAINING in all things fundamental to running a strong and healthy organization that is prepared and primed to successfully win contracts and perform services for the City, “Community Engagement and Training,” using the “Building Public Will” model is intended to advance organizations’ awareness about building authentic and long-lasting public demand for their products and services.



What could be the FY17 “Arts Education Enrichment Initiative”?

- Projects that capitalize on the findings in the forthcoming report on the reach of City-funded arts and culture contractors in the San Diego Unified School District
- Challenge grants to inspire arts and culture contractors to propose the delivery of innovative arts education opportunities to the City’s underserved libraries and recreation centers



Agenda Item II.A.2. - Commission Advisory Panels' Rank Recommendations for FY17 Funding Applications

Recommended by Policy & Funding Committee April 8, 2016

Recommend approval of the Commission Advisory Panels' rank recommendations for FY17 funding applications.



Agenda Item II.A.3. -“Cut-Off” Point for FY17 Funding
Recommended by Policy & Funding Committee April 8, 2016

Recommend that FY17 OSP and CCSD funding be awarded to only applications receiving a rank of 3- or higher.

	A	B	C	D	E	F	G	H
1	<p>City of San Diego Commission for Arts and Culture Total Departmental Budget</p> <p>FISCAL YEAR 2017</p>	<p>FY17 Policy & Funding Committee's Budget Distribution Recommendation* -March 28-</p>	<p>FY17 Mayor's PROPOSED Budget -April 14-</p>	<p>FY17 Executive Committee's Confirmation of Budget Distribution Recommendation* -April 18-</p>		<p>FY17 Mayor's <u>MAY REVISE</u> Budget (May)</p>	<p>FY17 Council's <u>AMENDED</u> Budget (June)</p>	<p>FY17 Commission's <u>FINAL</u> Budget Distribution Recommendation (June)</p>
2	Special Promotional Programs - Business Area 1414:							
3	Creative Communities San Diego (CCSD)	8%	\$ 1,155,230	\$ 1,061,106	7.6121%			
4	Organizational Support Program (OSP)	70%	\$ 8,679,887	\$ 9,284,674	66.6055%			
5	Penny for the Arts Blueprint Augmentation**	4.5%	\$ 2,553,217	\$ 596,872	4.2818%			
6	Mayor/City Council Allocations	3%	\$ 400,000	\$ 400,000	2.8695%			
7	<i>SUBTOTAL</i>		\$ 12,788,334	\$ 11,342,652				
8								
9	Commission for Arts and Culture - Business Area 1412:							
10	Public Art Fund***	4.5%	\$ 154,643	\$ 596,872	4.2818%			
11	Department Administration (TOT Fund)	10%	\$ 996,824	\$ 996,824	7.1509%			
12	<i>SUBTOTAL</i>		\$ 1,151,467	\$ 1,593,696				
13								
14	<i>Allocation for Horton Plaza Theatre Foundation****</i>			\$ 435,000	3.1206%			
15	<i>Reserve for adding 1 FTE staff position with fringe, then any remainder goes to OSP</i>			\$ 568,453	4.0779%			
16								
17	DEPARTMENTAL BUDGET TOTAL	100%	\$ 13,939,801	\$ 13,939,801	100%	\$ -	\$ -	\$ -
20								
21	*Understanding that there will be minor variability in the final amounts due to the nature of the City's accounting processes							
22	**Includes Special Initiatives: 1) Cultural Tourism Promotions, Arts Education Enrichment, Community Engagement ("Building Public Will")							
23	***Includes Civic Art Collection Management and Commission-Initiated Public Art Projects							
24	****Due to the City's accounting processes, the allocation for HPTF will ultimately be reflected within the OSP category when the Adopted Budget Book is published.							

**FY17 ORGANIZATIONAL SUPPORT PROGRAM (OSP)
RECOMMENDED RANKS + AWARDS***

April 26, 2016

	FY17 OSP APPLICANT	FY17 RANK	FY17 AWARD*	Annual Operating Income (AOI)	% of AOI
1	Actors Alliance of San Diego	2-	\$0	\$44,413	
2	Art of Elan	4-	\$18,071	\$144,427	12.51%
3	Athenaeum Music & Arts Library	3	\$101,412	\$1,509,230	6.72%
4	Bach Collegium San Diego	3+	\$28,601	\$272,512	10.50%
5	Balboa Park Cultural Partnership	3	\$229,156	\$5,009,535	4.57%
6	Balboa Park Online Collaborative, Inc.	4	\$80,253	\$849,439	9.45%
7	Black Mountain Dance Foundation	2-	\$0	\$196,021	
8	California Ballet Association, Inc	4-	\$125,506	\$1,676,141	7.49%
9	Camarada, Inc.	4-	\$20,140	\$164,466	12.25%
10	Center for World Music	3	\$22,065	\$216,518	10.19%
11	Choral Club of San Diego	2	\$0	\$11,567	
12	Choral Consortium of San Diego	3	\$1,598	\$14,148	11.30%
13	City Ballet, Inc	3+	\$75,153	\$921,164	8.16%
14	Classics for Kids, Inc.	3+	\$34,977	\$349,058	10.02%
15	Culture Shock Dance Troupe, Inc	3-	\$15,655	\$156,873	9.98%
16	Cygnnet Theatre Company	4-	\$158,166	\$2,318,038	6.82%
17	Diversionsary Theatre	3+	\$59,570	\$681,940	8.74%
18	Fern Street Community Arts, Inc	3+	\$13,985	\$115,118	12.15%
19	Finest City Performing Arts, Inc.	4-	\$39,548	\$374,537	10.56%
20	Flying Leatherneck Historical Foundation	4-	\$34,528	\$316,684	10.90%
21	Gaslamp Quarter Historical Foundation	3-	\$47,593	\$617,369	7.71%
22	Intrepid Shakespeare Company	3+	\$14,651	\$280,717	5.22%
23	Ion Theatre Company	3+	\$23,232	\$300,515	7.73%
24	Japanese Friendship Garden Society of San Diego	4-	\$90,219	\$1,074,029	8.40%
25	La Jolla Chapter, SPEBSQSA, Inc	2+	\$0	\$44,705	
26	La Jolla Historical Society	3+	\$81,210	\$1,019,812	7.96%
27	La Jolla Music Society	3+	\$233,377	\$4,600,957	5.07%
28	La Jolla Symphony and Chorus Association	4-	\$51,909	\$526,370	9.86%
29	Lambda Archives of San Diego	3	\$9,946	\$117,541	8.46%
30	Mainly Mozart, Inc.	4	\$156,612	\$2,093,458	7.48%
31	Malashock Dance & Company	4-	\$55,391	\$571,432	9.69%
32	Maritime Museum Association of San Diego	4-	\$269,951	\$5,240,163	5.15%
33	Media Arts Center San Diego	3+	\$85,769	\$1,096,112	7.82%
34	Mingei International, Inc.	4	\$203,934	\$3,067,641	6.65%
35	Mojalet Dance Collective	2	\$0	\$129,078	
36	Moxie Theatre, Inc.	4-	\$25,870	\$222,509	11.63%
37	Museum of Contemporary Art San Diego	4	\$351,948	\$7,482,242	4.70%
38	Museum of Photographic Arts	4	\$220,384	\$3,446,874	6.39%
39	New Americans Museum	3+	\$27,647	\$372,513	7.42%
40	NTC Foundation	4-	\$63,117	\$674,884	9.35%
41	Old Globe Theatre	4	\$518,524	\$22,784,840	2.28%
42	Outside the Lens	3+	\$39,512	\$406,079	9.73%
43	Pacific Arts Movement	4-	\$80,996	\$931,974	8.69%
44	Persian Cultural Center	3+	\$36,942	\$373,519	9.89%
45	Playwrights Project	4-	\$41,332	\$395,640	10.45%

**FY17 ORGANIZATIONAL SUPPORT PROGRAM (OSP)
RECOMMENDED RANKS + AWARDS***

April 26, 2016

	FY17 OSP APPLICANT	FY17 RANK	FY17 AWARD*	Annual Operating Income (AOI)	% of AOI
46	Prophet World Beat Productions	3+	\$33,257	\$327,982	10.14%
47	Recreational Music Center	2	\$0	\$999,013	
48	Reuben H. Fleet Science Center	4	\$350,190	\$7,412,835	4.72%
49	SACRA/PROFANA	3+	\$15,008	\$125,201	11.99%
50	San Diego Air & Space Museum	4-	\$332,196	\$7,539,975	4.41%
51	San Diego Archaeological Center	3+	\$31,335	\$304,800	10.28%
52	San Diego Art Institute	4-	\$39,193	\$370,376	10.58%
53	San Diego Automotive Museum	4-	\$68,421	\$748,607	9.14%
54	San Diego Ballet	4-	\$55,386	\$571,363	9.69%
55	San Diego Center for Jewish Culture	3+	\$144,861	\$2,246,698	6.45%
56	San Diego Children's Choir	4-	\$48,022	\$477,236	10.06%
57	San Diego Chinese Historical Society and Museum	3+	\$20,727	\$184,314	11.25%
58	San Diego Civic Youth Ballet. Inc.	4-	\$61,612	\$654,358	9.42%
59	San Diego Dance Theater	4-	\$47,721	\$473,484	10.08%
60	San Diego Guild of Puppetry, Inc	3+	\$10,070	\$78,110	12.89%
61	San Diego Hall of Champions	3-	\$64,472	\$1,337,272	4.82%
62	San Diego History Center	3-	\$102,737	\$1,704,978	6.03%
63	San Diego Junior Theatre	4-	\$97,506	\$1,190,760	8.19%
64	San Diego Master Chorale	3+	\$13,231	\$107,789	12.28%
65	San Diego Model Railroad Museum	4-	\$75,841	\$855,353	8.87%
66	San Diego Museum Council, Inc.	4-	\$22,745	\$190,403	11.95%
67	San Diego Museum of Art	4	\$395,021	\$9,381,903	4.21%
68	San Diego Museum of Man	4	\$272,382	\$4,804,004	5.67%
69	San Diego Musical Theatre	3	\$59,564	\$1,087,012	5.48%
70	San Diego New Music	2-	\$0	\$12,238	
71	San Diego Opera	4-	\$409,192	\$11,636,713	3.52%
72	San Diego Repertory Theatre	4-	\$187,798	\$2,975,454	6.31%
73	San Diego Society of Natural History Balboa Park	4	\$518,580	\$24,773,783	2.09%
74	San Diego Symphony Orchestra Association	4	\$518,986	\$23,598,447	2.20%
75	San Diego Theatres, Inc	3-	\$131,450	\$7,246,650	1.81%
76	San Diego Watercolor Society	4	\$33,313	\$280,870	11.86%
77	San Diego Winds	2	\$0	\$124,754	
78	San Diego Women's Chorus	4-	\$9,852	\$70,454	13.98%
79	San Diego Writers, Ink	3	\$23,623	\$235,219	10.04%
80	San Diego Young Artist Music Academy, Inc	2+	\$0	\$168,606	
81	San Diego Youth Symphony and Conservatory	4	\$146,092	\$1,898,835	7.69%
82	Save Our Heritage Organisation	3+	\$112,778	\$1,584,440	7.12%
83	Scripps Ranch Theatre	3	\$21,842	\$213,864	10.21%
84	Sledgehammer Theatre	3+	\$3,161	\$20,439	15.47%
85	So Say We All	4-	\$8,266	\$57,387	14.40%
86	Spreckels Organ Society	4-	\$29,415	\$260,172	11.31%
87	Tap Fever Studios	2-	\$0	\$92,375	
88	Teatro Mascara Magica	2	\$0	\$54,898	
89	The Aja Project	4	\$41,683	\$370,247	11.26%
90	The New Children's Museum	3+	\$176,423	\$2,990,826	5.90%

**FY17 ORGANIZATIONAL SUPPORT PROGRAM (OSP)
RECOMMENDED RANKS + AWARDS***

April 26, 2016

	FY17 OSP APPLICANT	FY17 RANK	FY17 AWARD*	Annual Operating Income (AOI)	% of AOI
91	The PGK Project, Inc	3+	\$12,404	\$99,862	12.42%
92	Theater and Arts Foundation of San Diego County	4	\$479,163	\$15,107,506	3.17%
93	Timken Museum of Art	3+	\$122,505	\$1,775,638	6.90%
94	Villa Musica	3+	\$62,275	\$721,944	8.63%
95	Westwind Brass	2-	\$0	\$46,466	
96	Women's History Reclamation Project, Inc	3+	\$20,069	\$177,287	11.32%
97	Young Audiences of San Diego	4	\$63,895	\$633,396	10.09%
98	Youth Philharmonic Orchestra	3-	\$1,917	\$30,164	6.36%
			\$9,284,674		

*Funding award recommendations are tentative until June 30, 2016 because a variety of factors in the City's budget process can cause fluctuations in the numbers.

**FY17 CREATIVE COMMUNITIES SAN DIEGO (CCSD)
RECOMMENDED RANKS + AWARDS***

April 26, 2016

	FY17 CCSD APPLICANT	FY17 RANK	FY17 AWARD*	Project Budget	% of Budget
1	America's Finest City Dixieland Jazz Society	4	\$37,957	\$229,780	16.52%
2	Armed Services YMCA- SD Branch	3	\$59,117	\$436,438	13.55%
3	Asian Story Theater Inc	4-	\$4,658	\$30,000	15.53%
4	Balboa Park Conservancy	4-	\$63,121	\$406,507	15.53%
5	BAME Renaissance Community Development Corporation	3+	\$6,655	\$61,050	10.90%
6	Brazilian Institute for Arts & Culture	4-	\$11,015	\$70,943	15.53%
7	Cabrillo Festival, Inc.	3+	\$4,998	\$26,050	19.19%
8	California Lawyers for the Arts	3+	\$3,270	\$30,000	10.90%
9	Casa Familiar	4-	\$6,118	\$29,850	20.50%
10	Contact Arts DBA San Diego Fringe Festival	4-	\$54,811	\$352,986	15.53%
11	Hillcrest Business Improvement Association	3+	\$19,974	\$137,410	14.54%
12	InBiz Latino Incorporated	1+	\$0	\$10,510	
13	Indian Fine Arts Academy of San Diego	4-	\$22,403	\$144,280	15.53%
14	Irish Congress of Southern California	2+	\$0	\$150,000	
15	Italian American Art and Cultural Association of San Diego	4	\$18,980	\$114,900	16.52%
16	Jacobs and Cushman San Diego Food Bank	3	\$37,670	\$278,100	13.55%
17	Jacobs Center for Neighborhood Innovation	4-	\$15,077	\$97,100	15.53%
18	Kalasugan Community Services	1+	\$0	\$48,840	
19	KARAMA	3+	\$4,231	\$29,402	14.39%
20	Karen Organization of San Diego	3+	\$2,309	\$24,070	9.59%
21	Kiwanis Foundation of Tierrasanta	2	\$0	\$13,400	
22	La Jolla Art and Wine Festival	2	\$0	\$229,000	
23	La Maestra	3+	\$4,281	\$29,754	14.39%
24	Linda Vista Multi-Cultural Fair, Inc.	4-	\$7,604	\$48,975	15.53%
25	Little Italy Association	3+	\$22,219	\$152,850	14.54%
26	Little Saigon San Diego Foundation	4-	\$29,968	\$193,000	15.53%
27	Mariachi Juvenil de San Diego	3-	\$32,428	\$258,300	12.55%
28	Mariachi Scholarship Foundation	4-	\$16,246	\$139,500	11.65%
29	Martin Luther King Jr. Community Choir of San Diego	3	\$2,658	\$29,734	8.94%
30	Media Heritage Inc.	4-	\$14,526	\$93,550	15.53%
31	Musicians For Education, Inc.	4-	\$14,064	\$90,575	15.53%
32	National Asian American Coalition	1+	\$0	\$41,500	
33	Ocean Beach Merchants Association, Inc.	3+	\$22,531	\$155,000	14.54%
34	Pacific Beach Business Improvement Association	4-	\$13,833	\$89,090	15.53%
35	PASACAT, Inc.	4-	\$5,670	\$27,667	20.50%
36	Point Loma Summer Concerts	3+	\$11,222	\$77,200	14.54%
37	Rancho de los Penasquitos Town Council	3-	\$6,735	\$49,725	13.55%
38	Rolando Community Council, Inc	3+	\$5,339	\$27,826	19.19%
39	Samahan Filipino American Performing Arts	2	\$0	\$28,775	
40	San Diego Alpha Foundation	2-	\$0	\$29,800	
41	San Diego Audubon Society	3	\$15,494	\$114,387	13.55%
42	San Diego Chinese Center	4	\$6,523	\$39,490	16.52%
43	San Diego City College Foundation	4-	\$6,599	\$42,500	15.53%
44	San Diego Earth Day	4-	\$25,318	\$163,050	15.53%
45	San Diego Film Foundation	3-	\$71,058	\$566,000	12.55%
46	San Diego Lesbian, Gay, Bisexual, Transgender Pride	4	\$120,742	\$974,575	12.39%
47	San Diego Music Foundation	4	\$27,016	\$163,550	16.52%
48	San Diego Performing Arts League	3-	\$4,770	\$38,000	12.55%
49	San Diego Quilt Show, Inc	2	\$0	\$93,500	
50	San Diego Shakespeare Society	4-	\$6,005	\$29,300	20.50%
51	San Diego State University Research Foundation for KPBS	4-	\$22,159	\$285,418	7.76%
52	Space 4 Art, Inc.	3-	\$4,912	\$29,641	16.57%
53	The Bon Temps Social Club	4-	\$107,646	\$693,250	15.53%
54	The Circus Collective of San Diego	2	\$0	\$83,700	
55	The Cooper Family Foundation	4	\$4,829	\$22,150	21.81%
56	Torrey Pines Kiwanis Foundation	3	\$36,166	\$267,000	13.55%

**FY17 CREATIVE COMMUNITIES SAN DIEGO (CCSD)
RECOMMENDED RANKS + AWARDS***

April 26, 2016

	FY17 CCSD APPLICANT	FY17 RANK	FY17 AWARD*	Project Budget	% of Budget
57	transcenDANCE Youth Arts Project	4-	\$13,638	\$87,833	15.53%
58	Write Out Loud	4	\$6,516	\$29,884	21.81%
			\$1,061,106		

*Funding award recommendations are tentative until June 30, 2016 because a variety of factors in the City's budget process can cause fluctuations in the numbers.



Commission for Arts and Culture

COMMITTEE REPORT

DATE: April 26, 2016
TO: The City of San Diego Commission for Arts and Culture
FROM: Policy & Funding Committee
RE: FY16 Arts Education Initiative Approach

COMMITTEE RECOMMENDATION:

Approve the approach for the FY16 Arts Education Initiative Approach:

Award the \$100,000 earmarked for the FY16 Arts Education Enrichment Initiative to Young Audiences of San Diego, now named Arts for Learning San Diego, to contribute to the second year of the San Diego Unified School District's *Title 1 Arts for Learning Initiative*. The second year of the *Title 1 Arts for Learning Initiative* is anticipated to 1) introduce teaching artists to "Understanding By Design," the practice of looking at the outcomes in order to design curriculum units, performance assessments, and classroom instruction; 2) provide in-school and out-of-school professional development and coaching in arts integration for teaching artists; and 3) the provision of teaching artists in fourth grade classes for cumulative growth in students who also participated in year one as third graders.

BACKGROUND:

The Commission's FY16 budget includes a \$100,000 allocation for the "Arts Education Enrichment Initiative." This allocation is intended support the evolution of the special Arts Education Initiative that was launched in FY15 by the Commission, with broad support from City Council.

The FY15 Arts Education Enrichment Initiative took the form of a \$100,000 augmentation to an extant City contract with Young Audiences of San Diego (YASD) for the delivery of arts residencies, field trips, assemblies or community events to benefit K-12 students, parents and teachers in 22 Title 1 schools in the San Diego Unified School District (2 high schools, 4 middle schools, 1 K-8 school and 15 elementary schools). As the oldest and largest regional nonprofit devoted solely to arts education, YASD reaches more than 19,000 students in-school across every City Council district and serves an additional 62,000 children, teens and family members outside of schools. Of special significance, YASD was selected and secured in March 2015 by the San Diego Unified School District's Board of

Education as the primary contractor for implementing a ground-breaking effort – eventually named *Title 1 Learning Through the Arts Initiative* – to increase academic achievement among students in low-income schools through arts integration using federal Title 1 funding. The City’s allocation of FY15 funding to YASD capitalized upon and leveraged the San Diego Unified School District’s investment and put the City into partnership with the San Diego Unified School District and other important partners, advisors and arts education thought-leaders from California State University, San Marcos and the San Diego County Office of Education. Year one of the *Title 1 Learning Through the Arts Initiative* involved classroom teachers teamed with teaching artists who jointly presented coursework in the classroom. The coursework integrated arts – performing, visual, media – into literacy, math and science subjects and is aligned with the National Core Arts Standards, Common Core (California) State Standards and Next Generation Science Standards. Arts-integrated teaching strategies reached 8,523 students. The five measurable goals of the *Title 1 Learning Through the Arts Initiative* include 1) Increasing the academic achievement – as determined by the Single Plan for Student Achievement (SPSA) – at all 22 schools; 2) Improving the attendance and discipline rates at all 22 schools; 3) Improving student engagement at 8 schools; 4) Increasing parent involvement at 12 schools; and 5) Improving school climate at 5 schools. Data is still being collected to measure progress towards achieving these goals. Additional milestones achieved in the first year of the initiative include 1) the establishment of standard operating procedures for individual schools to contact and compensate teaching artists and nonprofit arts education service providers; 2) creation and publication of a directory containing detailed information about the arts education services (i.e. residencies, assemblies, field trips, workshops, family nights, and teacher professional development) available to schools from 50 nonprofits vetted by YASD; 3) issuance of surveys to students, parents and teachers designed to gather baseline data about their level of engagement with learning or “mindsets” about learning before the *Title 1 Learning Through the Arts Initiative* started (a second survey will be issued after the initiative is underway to measure any differences).

With \$100,000 set aside in the FY16 budget, numerous experts were consulted, including 15 key thought leaders, who attended a meeting of the Commission’s ad hoc Arts Education Advisory Committee in September 2015, and several approaches were considered:

- Mapping of the geographic distribution and nature of the arts education services currently provided by the City’s OSP/CCSD contractors in order to identify service and content gaps and overlaps.
- Funding research, development and/or implementation of arts and culture programs and services that capitalize on the City’s extant infrastructure and programming resources (e.g. recreation centers and their programs, libraries and their programs, etc.) and enrich those resources with public art, classes with teaching artists, artists in residence, etc.
- Commissioning new research to support the case for arts in education.

- Supporting the recommendations contained in *A Blueprint for Creative Schools: A Report to State Superintendent of Public Instruction Tom Torlakson, 2015*. This report was published by CREATE CA, California's Statewide Arts Education Coalition on January 29, 2015 following two years of research and consultation with Superintendent Torlakson's Arts Education Task Force, more than 100 experts dedicated to making a creative education possible for all of California's students by making the arts a central component of curriculum.
- Supporting ArtsEmpower San Diego, a region-wide collective impact initiative that seeks to ensure that every student, every day, in every K-12 classroom receives a high quality education in and through the arts. The initiative leadership, which includes the San Diego County Office of Education, will engage school administrators, teachers, artists, parents and community members to write strategic plans that outline the strengths and weaknesses of arts programs currently offered in the schools – and to identify ways for making those programs better.
- Bussing for students to arts experiences and field trips
- Supporting strategic planning efforts for the Visual and Performing Arts Department at the San Diego Unified School District
- Professional development for teachers and teaching artists, and principals

The options were researched and analyzed for feasibility and maximum impact. The two approaches that rose to the top were the mapping concept and support for year two of the *Title 1 Learning Through the Arts Initiative*.

The Commission can accomplish the mapping exercise using a California Art Council grant, thereby preserving the full amount of \$100,000 to support year two of the *Title 1 Learning Through the Arts Initiative*.

The recommended approach has the support of both the Chair and Vice Chair of the Arts Education Advisory Committee.



Commission for Arts and Culture

COMMITTEE REPORT

DATE: April 26, 2016
TO: The City of San Diego Commission for Arts and Culture
FROM: Policy & Funding Committee
RE: FY16 Arts and Culture “Incubator” Initiative Approach

COMMITTEE RECOMMENDATION:

Approve the approach for the FY16 Arts and Culture “Incubator” Initiative (renamed “Nonprofit Academy”) as outlined:

CONCEPTUAL FRAMEWORK FOR CITY SPECIAL INITIATIVE

NONPROFIT ACADEMY: Strengthening and Diversifying Nonprofits Doing Business with the City

INDICATORS POINTING TO THE NEED FOR A SPECIAL INITIATIVE

- City staff responsible for grantmaking to nonprofits and/or procurement of services from nonprofits report that the “usual suspects” get funded year after year and the pool of candidates is not as commensurately diverse as the San Diego marketplace and customer demographics.
- Some current City contractors and some nonprofits that have expressed interest in becoming City contractors provide feedback that the application and/or contracting process seems “too complicated”, “too slow,” “not worth it,” or “not fair.”
- Some nonprofits that succeed in applying for and winning City contracts are not able to fulfill the City’s contracting requirements and withdraw from contracting with the City.

OBJECTIVES OF THE INITIATIVE

- Strengthen the organizational capacity of nonprofits with which the City contracts for services in order to maximize efficiency and effectiveness
- Diversify the nonprofits with which the City contracts for services in order to broaden the reach of public dollars and services to customers
- Increase the quantity of nonprofits that apply to do business with the City
- Improve the average score or rank of each pool of nonprofits that apply to do business with the City

- Promote the values of Integrity, Service, People, and Excellence articulated in the City's Strategic Plan.

TARGET AUDIENCES

- Nonprofits that have expressed interest in doing business with the City
- Nonprofits that have received contracts from the City in the past but struggled in the performance of the contracting requirements
- Nonprofits that appear to offer services the City needs, but may not know about the opportunities to do business with the City

INITIATIVE DEVELOPMENT & IMPLEMENTATION

Phase A: Needs Assessment

The needs assessment is a data gathering process that documents "what is". It identifies gaps and provides the information needed to create effective, evidenced-based programming.

Suggested Inquiries:

- A. What is the scope of the nonprofit sector in San Diego? How many nonprofits are there, what are their primary purposes, and what are their services?
- B. What are the characteristics of the nonprofits that currently do business with the City (e.g. type of nonprofit, age, budget size, neighborhood or council district served, etc.)? What are the characteristics of the nonprofits that have expressed interest in doing business with the City but haven't been successful in doing so? Are there any significant trends revealed in comparing those nonprofits that do business with the City and those that do not?
- C. What is the reach of each nonprofit's service area? Are there significant geographic clusters of nonprofits that do business with the City? Are all Council Districts being reached?
- D. What are the nonprofits' most common shortfalls when doing business with the City?

Suggested Data Collection Methods:

- A. Interview City staff responsible for grantmaking to nonprofits and/or procurement of services from nonprofits
- B. Survey a representative cross-section of nonprofits that currently do business with the City, nonprofits that have expressed interest in doing business with the City, and nonprofits that may not know about the opportunities to do business with the City
- C. Review of pertinent documents

Deliverables in Phase A

1. Develop and deploy survey instruments
2. Report initial findings

Phase B: Propose, Test, Evaluate Solutions

- A. Responding to the nonprofits' common organizational deficiencies identified in the needs assessment, design and produce a short series of educational opportunities for nonprofits as "Basic Strength Training". Topics may include best practices in governance, financial management, grant writing, program evaluation, etc.
- B. Measure the organizational effectiveness of the nonprofits that participate in the "Basic Strength Training". The Core Capacity Assessment Tool (CCAT) utilized by the Institute for Nonprofit Education and Research at the University of San Diego School of Leadership and Education Sciences is one method of measuring. (The CCAT is a 146-question online survey that measures a nonprofit organization's effectiveness in relation to four core capacities— leadership, adaptability, management, and technical capacities—as well as organizational culture.)

Deliverables in Phase B

- A. Design and produce a short series of educational opportunities for nonprofits as "Basic Strength Training". Topics may include best practices in governance, financial management, grant writing, program evaluation, etc.
- B. Report findings from the measurement of the organizational effectiveness of the nonprofits that participate in the "Basic Strength Training".

BACKGROUND:

The Commission's FY16 budget includes a \$75,000 allocation for the "Arts and Culture 'Incubator' Initiative." This initiative has been renamed "Nonprofit Academy" in the course of refining the conceptual framework for the initiative. The initiative was conceived and presented as a new-concept special initiative for Fiscal Year 2016. The inspiration for this new initiative was two-fold: 1) guidance contained in *The Penny for the Arts Five-Year Blueprint*: "Support special projects and initiatives.... Implementing each of the [Blueprint] recommendations...will also bolster the capacity of the Commission to initiate programs that deepen public/private partnerships and strengthen collaborations among arts and culture organizations"; and 2) communications from Councilmembers, local nonprofits, artists and other stakeholders who asked for a process to make winning City contracts through the OSP and CCSD easier and accessible to all and make improvements to the process that enable and encourage a diverse population of arts groups to participate. The piloting of this initiative in FY16 includes crafting and presenting curriculum on the complex, but often mandatory, aspects of becoming a City contractor and fulfilling the City's performance requirements, for coordinating and convening academy participants, and for establishing metrics and measuring progress. The target audience for this the academy includes novice OSP/CCSD contractors who have struggled with the City's processes in the past, and new arts groups who want to become City contractors. The main goals of the academy are not to guarantee City funding per se, but rather to invest the time, attention and care in developing the strength, health and competitiveness of local arts groups, providing access to public resources for all, enhancing the transparency

of the Commission's funding programs, and encouraging the diversification of the City's contractor pool and the local arts and culture sector overall.

Core concepts in the given conceptual framework were developed by Commission staff following receipt of the Fiscal Year 2017 funding applications in February 2016. Trends in nonprofits' capabilities and shortfalls were evident throughout the application process, reinforcing the relevance of this special initiative.

Several feedback sessions with Commission committees were held to inform and refine the approach:

- Policy & Funding Committee, January 8, 2016
- Executive Committee, January 15, 2016
- Policy and Funding Committee, February 12, 2016

Implementation of this initiative requires the procurement of a contractor. The Institute for Nonprofit Education and Research, School of Leadership and Education Sciences University of San Diego appears uniquely positioned to provide education to the nonprofit sector and has been asked to submit a proposal.

The City of San Diego Economic Development Department has expressed support and provided input for this initiative and intends to fund a second year of implementation, pending approval of the Fiscal Year 2017 City budget.

Implementation could start as soon as May, leading into the Fiscal Year 2018 funding application process anticipated to accelerate in the fall.