



THE CITY OF SAN DIEGO  
**REPORT TO THE CITY COUNCIL**

DATE ISSUED:

REPORT NO: 11-068

ATTENTION: Budget and Finance Committee  
Agenda of May 11, 2011

SUBJECT: Fiscal Year 2012 Arts and Culture Organizations  
Funding Recommendations

REQUESTED ACTION:

Consider and adopt the City of San Diego Commission for Arts and Culture funding recommendations.

STAFF RECOMMENDATION:

Approve funding recommendations.

SUMMARY:

Annually the City of San Diego Commission for Arts and Culture (Commission) makes funding recommendations to the Mayor, and in turn the City Council, for allocating Transient Occupancy Tax (TOT) monies to non-profit public benefit arts and culture organizations. The funding is budgeted as a lump sum within the Special Promotional Programs budget under the category of Arts, Culture and Community Festivals in the Mayor's FY 2012 Proposed Budget. This report outlines the process and recommended distribution of funds to contract for services with the non-profit arts and culture organizations.

BACKGROUND

The City of San Diego Commission for Arts and Culture (Commission) was established in 1988 to advise 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. In keeping with the fulfillment of this mission, the Commission developed a process for evaluating applications and recommending funding for arts and culture organizations.

TOT funds are allocated annually to various arts and culture organizations and included within the Special Promotional Programs budget. The category of Arts, Culture and Community Festivals is one of five funding categories included within the Special Promotional Programs budget. The Commission focuses its efforts on that category and utilizes a process of review as outlined in Council Policy 100-03. Applications are made available to arts and culture organizations by Commission staff in the summer for the following fiscal year's budget.

The deadline for filing is in the fall, and the Commission Advisory Panels and the full Commission review the applications throughout the winter and spring. All meetings related to the allocations process are conducted in public in compliance with the Brown Act. Prior to the City Council budget hearings, this report is issued outlining the Commission's specific recommendations for funding as approved by the Mayor.

Within the Special Promotional Programs category of Arts, Culture and Community Festivals, funding for non-profit arts and culture organizations is broken into two sub-categories – Organizational Support Program (OSP) and Creative Communities San Diego Program (CCSD). The remainder of the Arts, Culture and Community Festivals funding is administrative in nature, in support of the non-profit organizations, the Public Art Program, and Commission programs including Cultural Tourism and Survive and Thrive Initiatives.

Following is a summary of the process whereby TOT funds are allocated to eligible nonprofit organizations in both the OSP and CCSD programs:

### 2010 - 2011

#### August/September

Release OSP Application and Guidelines  
Release CCSD Application and Guidelines  
OSP Application Prep Workshop – Ridgeview Training Facility  
OSP Application Prep Workshop – Valencia Park/Malcolm X Library  
Intent to Apply Forms (OSP and CCSD) due – Sept 30

#### October

CCSD Application Prep Workshop – Ridgeview Training Facility  
CCSD Application Prep Workshop – Valencia Park/Malcolm X Library  
OSP Application Deadline – Oct 22

#### November/December

OSP Panelist Orientation  
FY11 CCSD Application Deadline – Nov 12  
OSP Applications Review Panel Level III  
CCSD Panel Orientation  
OSP Applications Review Panel Levels I and II

#### January/February

CCSD Applications Review Panel  
Release OSP Panel Comments  
Release CCSD Panel Comments

#### March/April

OSP and CCSD Appeals Deadline  
Appeals Hearing – OSP and CCSD  
Mayor Submits Budget  
Commission's Funding Committee Recommends Funding Allocations  
Commission's Executive Committee Recommends Funding Allocations  
Commission Meeting – Approves Funding Recommendations

May/June

City Council Budget Hearing on Arts and Culture  
City Council Approves Budget  
Funding letters mailed to contractors

DISCUSSION

A summary of the Commission's recommendations for FY 2012 funding allocations are reflected in the chart below. Each of the sub-categories is described more fully following this chart:

<b>Program</b>	<b>FY10 Actual</b>	<b>FY11 Actual</b>	<b>FY12 Recommendation</b>
Allocations			
• Organizational Support Program (OSP)	\$6,449,183	\$5,816,582	\$5,816,582
• Creative Communities San Diego (CCSD)	425,118	383,418	383,418
Public Art	30,000	0	0
Administration	836,326	832,680	874,889
Mayor/Council Allocations	220,000	220,000	220,000
<b>Total Proposed Budget</b>	<b>\$7,960,627</b>	<b>\$7,252,680</b>	<b>\$7,294,889</b>

**Organizational Support Program (OSP)**

The purpose of the OSP is to provide core support or general operating support for eligible non-profit arts and culture organizations. These organizations foster the stabilization and diversification of San Diego's cultural base, enhance the quality of life in the City's neighborhoods and pursue the vision of San Diego as an international cultural tourism destination. Funding supports the vitality and stability of the City's prominent and established arts organizations and cultural institutions, promotes an environment that attracts and nurtures emerging arts and cultural organizations and expands the availability of arts and cultural activities throughout the social, ethnic and economic sectors of the City to foster, promote and expand cultural diversity.

This year, the Commission received 81 OSP applications with a total funding request of \$13,017,766. The Commission Advisory Panels (CAP) reviewed them, following an evaluation by staff for completeness and compliance. Two CAPs, comprised of Commissioners and community members with expertise in nonprofit management and in the fields of arts and culture, reviewed and ranked the proposals according to the published criteria. Applicants were ranked in a two-step process: 1) each panel member ranked each application individually and 2) the ranks were averaged, with the resultant scores determining the applicant's ranking within its OSP level. Organizations received a notice of their rank and the panels' comments and had an opportunity to appeal the rank in a formal hearing.

The summary recommendation is to allocate funding in the amount of \$5,816,582 for FY 2012 Arts and Culture Organizational Support Program contracts to 75 arts and cultural organizations; Attachment 1 includes an overview of the OSP funding process and the distribution of recommended OSP allocations.

### **Creative Communities San Diego (CCSD)**

The Commission received 42 CCSD applications, with a total funding request of \$915,315. Beginning with FY 2007, the Commission merged two of its allocations programs, Festivals and Celebrations and Neighborhood Arts Program, into the Creative Communities San Diego Program. This program provides project-based financial support for festivals, street fairs, parades and other civic events that enhance neighborhood pride, identity and unity and for projects that make arts and culture activities accessible to the community, increasing participation in arts and culture and making arts and culture more central to people's lives. The process for reviewing CCSD applications for funding is the same as the OSP review.

The summary recommendation is to allocate funding in the amount of \$383,418 for FY 2012 Creative Communities San Diego contracts to 32 nonprofit organizations. Attachment 2 includes an overview of the CCSD funding process and the distribution of recommended CCSD allocations.

### **Administration**

The Administration budget provides for staff support of Commission for Arts and Culture's overall goals and objectives. In addition to making funding recommendations as described within this report, the Commission is also responsible for advising on projects and programs designed to promote public art throughout the neighborhoods of the City, to develop policies that involve artists in selected capital improvement projects, and to encourage the private sector to include public art in private development. Additionally, the Commission provides programs and services to the community through workshops and technical trainings as well as initiatives and partnerships with the National Endowment for the Arts (NEA), California Arts Council (CAC), Americans for the Arts (AFTA), San Diego Convention and Visitors Bureau (ConVis), the San Diego Foundation, Pew Charitable Trust and Irvine Foundation. The Commission's FY2012 administrative budget shows a net increase of \$42,209 which reflects non-discretionary budgets in salary, fringe, rent and information technology (IT) expenses.

It is recommended that \$874,889 be allocated to the Arts and Culture Department's Administrative budget.

### **Mayor/City Council Allocations**

No change to this category has been budgeted. The proposed budget provides for each of the eight Councilmembers to receive \$25,000 and for the Mayor to receive \$20,000 to allocate funds to non-profit organizations as outlined in Council Policy 100-03.

It is recommended that \$220,000 be allocated to the Mayor/City Council Allocations and that consideration be given to using those funds through augmentations to contracts of organizations that have submitted an eligible application and have been vetted through the Commission's review process.

FISCAL CONSIDERATIONS:

The administrative budget increased by \$42,209 in non-discretionary allocations, the OSP and CCSD allocations and the Mayor/City Council Allocations remain unchanged. These funding recommendations and the OSP and CCSD allocations will be included in the final budget document.

PREVIOUS COUNCIL and/or COMMITTEE ACTION:

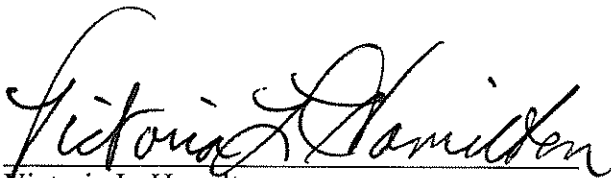
None.

COMMUNITY PARTICIPATION AND PUBLIC OUTREACH EFFORTS:

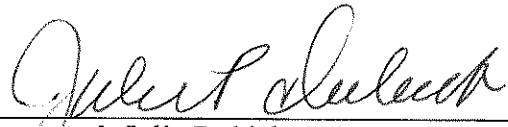
Applications and Technical Assistance workshops are publicly noticed and all information is available on the Commission's website. The Commission Advisory Panels and the full Commission review the applications in a process that is conducted in public in compliance with the Brown Act. Prior to the City Council budget hearings, this report is issued outlining the Commission's specific recommendations for funding as approved by the Mayor.

KEY STAKEHOLDERS AND PROJECTED IMPACTS:

Arts and culture community and the community at large.



Victoria L. Hamilton  
Executive Director  
Commission for Arts and Culture



Approved: Julie Dubick  
Chief of Staff  
Office of Mayor Jerry Sanders

Attachments:

- 1) FY 2012 Organizational Support Program Overview and Funding Recommendations
- 2) FY 2012 Creative Communities San Diego Overview and Funding Recommendations

## **Attachment 1**

City of San Diego Commission for Arts and Culture  
Fiscal Year 2012  
Organizational Support Program (OSP)

### **Methodology**

Each year the Commission reviews the application review criteria and guidelines and makes improvements as necessary based upon feedback from contractors, panels and staff. Major components of the review criteria include an organization's capacity to plan and implement high quality arts and culture programming and services; to serve all of San Diego's diverse communities through education and outreach programs; to demonstrate an organization's governance and fiscal health; to contribute to cultural tourism development; and an organization's capacity to meet the city's contract management requirements.

All applicants were required to submit an application by the deadline of October 22, 2010. Application guidelines and forms were made available to the public beginning August 12, 2010. Workshops were held on September 13 (Council District 6) and September 14 (Council District 4) 2010. Individual technical assistance in person, by phone or email was provided throughout the year.

The Commission administers two versions of the OSP application – a Long Form and a Short Form. The Long Form is the standard version which all new organizations and many returning organizations must complete. Each year, approximately 25% of returning applicants are eligible to submit an abbreviated form of the application (Short Form) based on their demonstrated excellence in providing the highest quality products and services and in managing their contracts.

To be eligible to use the Short Form, the applicant must demonstrate that it has satisfactorily completed City contracts over a three year period, it must hold a rank of 3+ or higher, its executive artistic and/or administrative staff has not changed during the past year, its venue has not changed in the past year, its 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, objectives have been met as outlined in the contract, and the contractor has successfully met all of its current and prior year obligations, including Final Report Packets.

Short Form criteria include goals and objectives for the coming year, California Cultural Data Project comprehensive financial and human resources data, response to diversity commitment, description of challenges and progress, response to panel comments (if the applicant submitted a Long Form the prior year), and budget implications of new programs and services and detailed budget notes. Organizations are allowed to submit Short Forms for a maximum of three years before being required to submit the Long Form again.

Long Forms are reviewed by Commission Advisory Panels (CAP) as described elsewhere in this Report. These panels review all aspects of the application, and to each application they assign a rank. Short Forms are reviewed by a staff committee for technical compliance only, and applications that pass the staff review maintain the rank they received from the last time they were reviewed by a CAP.

Panels were convened on December 2 and December 9, 2010 to review and rank Long Form applications. Panelists consisted of members of the Commission as well as community members selected for their expertise in the areas of arts or cultural programming, education, diversity, community development, cultural tourism, and business. Panels were open to the public and conducted in accordance with the Brown Act.

An Appeals Hearing was held as part of a regular Commission meeting on March 18, 2011 at which time appeals were heard from the San Diego Museum Council and the Balboa Park Cultural Partnership. The San Diego Museum Council appeal was granted (rank was changed from a 3 to a 3+).

## How to Navigate the Spreadsheet

The following systems are used in the ranking of applications:

1. Applications are ranked as follows with the corresponding percentages used as multipliers when calculating the maximum percentage of each applicants request, the applicant may be awarded:

Rank	Numerical Equivalent	Percentage Equivalent
4	4	100%
4-	3.67	94%
3+	3.33	88%
3	3	82%

2. Applicants receiving a rank lower than a “3” were not recommended for funding.
3. Awards are calculated according to a formula that takes into account two curves, the ranks awarded by the panel, and the amount of available funds.
4. New organizations receive 50% of their calculated award.
5. No organization may receive more than 10% of the total available funds.
6. No organization will be funded over its requested amount.

## Funding Recommendations Overview

	Number of Applicants	Number of Applicants Funded	Funding
FY11 (actual)	76	75	\$5,816,582
FY12 (recommended)	81	75	\$5,816,582



## Frequently Asked Questions

1. How do I know what the Recommended Funding is for a particular organization?
  - Organizations are listed first by Level (I, II or III) and then in descending order by FY10 Annual Operating Income (AOI).
  - FY12 Recommended Funding is listed in the column to the far right with the heading "Recommended Funding."

2. Why does funding for a given organization change from one year to the next?

There are several factors to consider:

- A change in the total funds available
- A change in the total funds requested
- A change in an organization's AOI
- A change in an organization's rank
- Changes to the AOI and/or ranks of other organizations

3. How is the Recommended Funding determined?

- The Recommended Funding is determined by a formula that incorporates curve parameters, the organization's rank and the total available funds.

4. What do the "standard curve" and the "museum curve" have to do with funding?

- One of the premises of the OSP allocation process is that organizations receive funding relative to the size of their budget (AOI). The curves ensure that organizations are funded equally with respect to their budget size. As an organization's budget grows, the overall percentage of its funding decreases. For example, an organization with an AOI of \$25,000 may request a maximum allocation equal to 25% of its AOI, and an organization with a \$1 million AOI may request a maximum allocation of 13.5% of its AOI.
- Only museums that are accredited by the American Association of Museums and have an AOI between \$1,500,000 and \$6,500,000 may use the Museum Curve. All other organizations use the Standard Curve.

Summary by Level		Annual Operating Income '09	Funding FY11	% ADI	Requested Funding FY12	Annual Operating Income '10	Recommended FY12 Funding	% ADI	% Funds
14	Level I	\$136,592,784	\$3,731,800	2.7%	\$3,238,264	\$128,173,827	\$3,841,952	2.8%	23%
33	Level II	\$29,053,339	\$1,895,874	6.5%	\$2,958,234	\$28,890,600	\$1,952,478	6.2%	31%
34	Level III	\$4,580,288	\$268,292	5.8%	\$651,358	\$4,300,110	\$372,152	8.1%	6%
31	All Levels	\$170,231,206	\$5,796,067	3.4%	\$13,017,768	\$161,896,337	\$5,816,582	3.6%	100.0%

75 Organizations Recommended for Funding

Total Recommended Funding: \$5,816,582  
 Total Available Funding: \$5,816,582  
 Difference: \$0

Level I	Organization	Rank FY11	Annual Operating Income '09	Funding FY11	% ADI	Requested Funding FY12	Rank FY12	Annual Operating Income '10	Recommended FY12 Funding	% ADI
1	Old Globe Theatre	4.00	\$19,226,618	\$337,458	2.2%	\$1,070,567	4.00	\$19,467,034	\$394,382	2.0%
2	SD Symphony	4.98	\$16,468,103	\$374,445	2.3%	\$1,034,122	4.99	\$12,862,211	\$361,834	2.1%
3	SD Opera	3.67	\$16,880,700	\$364,622	2.1%	\$683,283	4.00	\$17,874,987	\$327,803	2.2%
4	La Jolla Playhouse	4.06	\$15,000,890	\$394,704	2.4%	\$728,121	4.00	\$13,829,476	\$390,359	2.6%
5	SD Society of Natural History	4.00	\$12,339,768	\$340,087	2.8%	\$652,133	3.67	\$12,402,423	\$234,537	2.0%
6	Museum of Contemporary Art	4.05	\$12,122,466	\$238,361	2.0%	\$536,622	3.67	\$7,264,598	\$258,234	3.4%
7	SD Air & Space Museum	3.33	\$6,850,571	\$225,159	3.3%	\$511,383	3.67	\$7,305,539	\$212,847	3.5%
8	SD Museum of Art	3.67	\$8,511,815	\$280,635	3.2%	\$514,266	3.67	\$8,358,597	\$234,058	3.0%
9	Reuben H Fleet Science Center	4.00	\$6,286,183	\$258,850	3.7%	\$483,982	4.00	\$5,798,777	\$235,958	4.1%
10	New Children's Museum	3.67	\$6,228,802	\$128,838	2.1%	\$454,863	3.67	\$4,760,802	\$151,833	3.2%
11	Maritime Museum of San Diego	3.67	\$5,221,969	\$221,295	3.7%	\$352,287	3.67	\$4,816,141	\$193,213	4.2%
12	La Jolla Music Society	4.00	\$3,980,105	\$165,307	4.2%	\$238,137	4.00	\$3,454,074	\$170,713	4.8%
13	SD Repertory Theatre	3.33	\$2,547,354	\$129,951	4.7%	\$232,093	3.67	\$2,787,586	\$133,265	5.0%
14	Norge International Museum	3.67	\$4,416,763	\$181,114	4.1%	\$257,718	4.00	\$2,424,432	\$135,482	5.5%
14	Totals for Level I		\$136,592,784	\$3,731,800	2.7%	\$3,238,264		\$128,173,827	\$3,841,952	2.8%

FY11 Organizational Support Program  
 Summary by Level and  
 Level I Recommendations

Level II	Organization	Rank FY11	Annual Operating Income '09	Funding FY11	% AOI	Requested Funding FY12	Rank FY12	Annual Operating Income '10	Recommended FY12 Funding	% AOI
1	SD Museum of Man	FC	\$2,644,061	\$100,000	3.8%	\$230,471	3.87	\$1,891,788	\$155,949	8.2%
2	Putnam Foundation	Did not apply	\$550,844			\$254,200	4.00	\$1,731,098	\$53,684	3.1%
3	Museum of Photographic Arts	3.87	\$2,010,006	\$109,442	5.4%	\$220,553	3.87	\$1,743,930	\$99,620	5.7%
4	SD Center for Jewish Culture	3.87	\$1,814,433	\$101,350	5.6%	\$128,140	3.87	\$1,651,165	\$98,035	5.9%
5	Cygnet Theater	4.00	\$1,518,203	\$94,785	6.2%	\$122,285	4.00	\$1,635,541	\$121,461	7.4%
6	SD Historical Society	3.00	\$752,279	\$45,704	6.1%	\$126,819	3.87	\$1,575,354	\$82,800	5.2%
7	Lyrical Opera San Diego	3.33	\$2,020,377	\$102,512	5.1%	\$151,190	3.00	\$1,449,517	\$76,156	5.3%
8	Athenaeum Music & Arts Library	3.87	\$1,466,257	\$89,818	6.1%	\$174,229	3.87	\$1,393,829	\$94,512	6.8%
9	Mainly Mozart	3.87	\$1,488,810	\$87,706	5.9%	\$170,234	3.87	\$1,367,474	\$93,622	6.9%
10	SD Junior Theatre	3.87	\$1,279,879	\$78,307	6.1%	\$153,597	3.87	\$1,279,679	\$79,814	6.2%
11	California Ballet	3.33	\$1,482,699	\$81,041	5.5%	\$142,057	3.33	\$1,062,747	\$98,195	9.3%
12	Save Our Heritage Organization	3.33	\$682,240	\$51,550	7.4%	\$129,012	3.33	\$455,644	\$59,791	13.2%
13	SD Chamber Orchestra	4.00	\$1,155,611	\$77,368	6.7%	\$127,366	3.87	\$909,760	\$81,511	8.9%
14	Media Arts Center	4.00	\$549,713	\$49,721	9.0%	\$115,479	3.67	\$524,952	\$67,052	12.8%
15	Japanese Friendship Garden	3.33	\$773,163	\$50,087	6.5%	\$110,143	3.33	\$759,604	\$90,114	11.7%
16	SD Youth Symphony	4.00	\$745,048	\$55,320	7.4%	\$109,597	4.00	\$756,534	\$56,770	7.5%
17	City Ballet	3.33	\$624,710	\$46,194	7.4%	\$66,522	3.33	\$658,811	\$44,750	6.8%
18	SD Automotive Museum	3.33	\$554,682	\$44,541	8.0%	\$92,278	3.00	\$515,139	\$39,514	7.7%
19	SD Art Institute	3.33	\$557,742	\$38,807	7.0%	\$51,872	3.33	\$511,148	\$42,293	8.3%
20	SD Asian Film Foundation	CCSD	\$546,434			\$89,516	4.00	\$558,775	\$47,294	8.5%
21	SD Model Railroad Museum	3.33	\$509,269	\$44,781	8.8%	\$52,400	3.33	\$577,499	\$40,450	7.0%
22	Young Audiences of San Diego	3.87	\$534,028	\$45,852	8.6%	\$57,893	4.00	\$549,144	\$44,175	8.0%
23	Diversionary Theatre	3.87	\$541,593	\$40,525	7.5%	\$76,644	3.87	\$549,145	\$41,004	7.5%
24	Malashock Dance and Co	3.33	\$639,597	\$45,242	7.1%	\$59,395	3.87	\$427,429	\$34,021	8.0%
25	La Jolla Historical Society	3.33	\$217,389	\$9,061	4.2%	\$39,324	3.00	\$407,786	\$21,433	5.3%
26	La Jolla Symphony & Chorus	3.33	\$371,382	\$29,050	7.8%	\$57,494	3.33	\$367,031	\$30,017	8.2%
27	SD Ballet	3.87	\$459,896	\$32,458	7.1%	\$59,587	3.87	\$391,690	\$31,717	8.1%
28	SD Archaeological Center	3.87	\$314,135	\$28,167	9.0%	\$32,565	3.87	\$368,737	\$30,211	8.2%
29	Playwrights Project	3.87	\$296,943	\$31,613	10.6%	\$30,569	3.87	\$356,379	\$29,424	9.7%
30	SD Dance Theater	3.87	\$313,779	\$28,143	9.0%	\$59,205	3.87	\$341,384	\$28,357	8.3%
31	Prophet World Beat Center	3.33	\$275,199	\$21,993	8.0%	\$57,407	3.33	\$337,691	\$28,342	8.4%
32	SD Civic Youth Ballet	3.33	\$282,568	\$14,385	5.1%	\$55,509	3.33	\$326,521	\$22,260	6.8%
33	Evolve Dance Theatre	3.87	\$351,505	\$29,345	8.4%	\$55,441	3.00	\$308,005	\$22,730	7.4%
34	Totals for Level II		\$29,556,336	\$1,695,974	5.7%	\$3,568,024		\$29,590,600	\$1,802,478	6.1%

50% - year

75% - year

FY11 Organizational Support Program  
 Level II Recommendations

Level II	Organization	Rank FY11	Annual Operating Income '09	Funding FY11	% AOI	Requested Funding FY12	Rank FY12	Annual Operating Income '10	Recommended FY12 Funding	% AOI
1	Persian Cultural Center	3.33	\$316,807	\$24,660	7.8%	\$30,378	3.33	\$278,773	\$22,540	8.1%
2	SD Children's Choir	3.67	\$283,770	\$22,692	8.0%	\$47,581	3.67	\$268,004	\$23,171	8.7%
3	SD Water Color Society	3.67	\$224,476	\$18,878	8.4%	\$47,208	3.67	\$262,256	\$22,304	8.5%
4	Classics for Kids	3.67	\$298,726	\$25,118	8.4%	\$46,424	3.67	\$257,911	\$22,593	8.8%
5	Veterans Memorial Center	3.67	\$250,514	\$21,775	8.7%	\$44,399	3.67	\$246,683	\$21,782	8.8%
6	AJA Project	3.33	\$234,568	\$21,316	9.1%	\$42,301	3.33	\$240,559	\$19,970	8.3%
7	SD Gay Men's Chorus	3.33	\$138,767	\$12,555	9.0%	\$41,818	3.67	\$220,822	\$19,873	9.0%
8	Patricia Rincon Danco Collectiv	3.33	\$221,563	\$18,378	8.3%	\$41,384	3.33	\$217,811	\$18,408	8.5%
9	Sprockets Organ Society	3.00	\$154,827	\$14,754	9.5%	\$35,203	3.33	\$165,280	\$18,104	9.7%
10	Moclelo Performing Arts	4.00	\$128,811	\$18,687	14.5%	\$32,881	4.00	\$173,059	\$17,282	10.0%
11	Scrapos Ranch Theatre	3.33	\$109,896	\$5,133	4.7%	\$31,372	3.00	\$165,114	\$10,227	6.2%
12	SD Chinese Historical Society	3.67	\$146,216	\$13,963	9.5%	\$31,485	3.67	\$167,424	\$15,022	9.5%
13	SD Master Chorale	3.67	\$157,890	\$14,657	9.4%	\$30,318	3.67	\$151,682	\$14,558	9.6%
14	Susti	3.67	\$182,410	\$15,282	8.4%	\$30,657	3.33	\$150,287	\$13,529	9.0%
15	SD Music Awards Foundation	CCSD	\$121,108			\$28,507	2.33	\$132,633	\$0	0.0%
16	SD Young Artists Symphony	3.33	\$113,156	\$10,818	9.5%	\$25,468	3.33	\$127,331	\$11,778	9.2%
17	Fern Street Community Arts	3.33	\$125,034	\$16,578	13.2%	\$25,121	3.67	\$119,908	\$11,260	10.0%
18	SD Young Artists Music Academ	3.00	\$88,802	\$9,438	10.6%	\$23,882	3.67	\$113,723	\$11,439	10.1%
19	Center for World Music	3.33	\$150,626	\$13,388	8.9%	\$22,875	2.67	\$106,121	\$0	0.0%
20	Via Musica	CCSD	\$44,202			\$21,539	3.00	\$122,560	\$6,145	5.0%
21	SD Writers Ink	3.33	\$52,954	\$4,031	7.6%	\$20,444	3.33	\$67,352	\$7,344	10.9%
22	SD Museum Council	3.33	\$87,792	\$8,484	9.7%	\$19,807	3.00	\$94,821	\$8,520	9.0%
23	Westwind Brass	3.33	\$115,599	\$10,729	9.3%	\$19,058	3.00	\$91,058	\$8,259	9.1%
24	SD Early Music Society	3.67	\$90,122	\$9,283	10.3%	\$18,058	3.67	\$90,743	\$9,472	10.4%
25	Women's History Museum	3.33	\$22,582	\$8,355	37.0%	\$18,209	3.33	\$82,787	\$8,184	9.8%
26	PGK Project	3.33	\$58,275	\$3,140	5.4%	\$17,682	2.33	\$79,820	\$0	0.0%
27	Camarada	3.33	\$72,900	\$7,338	10.1%	\$15,445	3.67	\$77,204	\$7,568	10.0%
28	SD Guild of Puppetry	3.67	\$84,808	\$8,024	9.5%	\$14,761	3.67	\$85,832	\$7,284	8.5%
29	Art of Elan	Did not apply	\$31,315			\$14,871	3.33	\$83,354	\$3,258	3.9%
30	Musicians for Education	CCSD	\$54,853			\$11,987	1.00	\$52,579	\$0	0.0%
31	Samaritan	3.33	\$89,235	\$8,662	9.6%	\$11,105	3.33	\$50,477	\$5,302	10.6%
32	Common Ground Theater	3.00	\$56,045	\$6,444	11.5%	\$11,306	3.00	\$49,156	\$4,383	8.9%
33	SD Women's Chorus	Did not apply				\$5,558	2.67	\$22,231	\$0	0.0%
34	NewWorks/Vantage Theatre	Did not apply	\$28,531			\$2,552	1.00	\$14,607	\$0	0.0%
34	Totals for Level II		\$4,590,588	\$368,292	8.0%	\$681,958		\$4,800,110	\$372,152	7.7%

75% - year  
75% - year  
50% - year  
ineligible

FY11 Organizational Support Program  
 Level III Recommendations  
 and Explanations

How has the percentage of AOI awarded changed from year to year?					
Year	% of Request Awarded	% change from FY01	Year	% Awarded	% Change
FY01	88.1%		FY07	86.0%	-31.8%
FY02	96.1%	-2.1%	FY08	83.2%	-35.5%
FY03	93.2%	-4.3%	FY09	80.2%	-36.5%
FY04	81.1%	-17.3%	FY10	56.7%	-42.2%
FY05	76.3%	-24.2%	FY11	52.3%	-46.7%
FY06	68.5%	-30.1%	FY12	52.8%	-45.9%

Key to Rank Conversions		
Rank	Rank Numerical	Rank Factor
4	4.00	1.00
4-	3.67	0.94
3+	3.33	0.88
3	3.00	0.82
3-	2.67	0.76
2+	2.33	0.70

## Attachment 2

City of San Diego Commission for Arts and Culture  
Fiscal Year 2012  
Creative Communities San Diego Program (CCSD)

### Methodology

Each year the Commission reviews the application review criteria and guidelines and makes improvements as necessary based upon feedback from contractors, panels and staff. Major components of the review criteria include an organization's capacity to plan and implement high quality arts and culture programming and services; especially those designed to promote community development; to serve San Diego's diverse communities; to demonstrate an organization's governance and fiscal health; and an organization's capacity to meet the city's contract management requirements.

All applicants were required to submit an application by the deadline of November 12, 2010. Application guidelines and forms were made available to the public beginning September 10, 2010. Workshops were held on October 4 (Council District 6) and October 5 (Council District 4) 2010. Individual technical assistance in person, by phone or email was provided throughout the year.

The Commission administers two versions of the CCSD application – a Long Form and a Short Form. The Long Form is the standard version which all new organizations and many returning organizations must complete. Each year, approximately 25% of returning applicants are eligible to submit an abbreviated form of the application (Short Form) based on their demonstrated excellence in providing high quality programs and services and managing their contracts.

In order to be eligible to use the Short Form, the applicant must demonstrate that it has satisfactorily completed and is in the process of completing City contracts over the three (3) year period immediately prior to the application year, it holds a rank of 3+ or higher, it presented the same project for three consecutive years, at the same site, with the same key staff, and it has successfully met all of its current and prior year obligations, including Final Report Packets.

The Short Form criteria include project goals and objectives, attendance data, budgets (past, present and projected), annotated budget notes, board composition and policies including how conflicts of interest are handled and training for board members and staff, outcomes and project evaluation, and response to panel comments (if the applicant submitted a Long Form in the prior year). Organizations are allowed to submit Short Forms for a maximum of three years before being required to submit the Long Form again. Long Forms are reviewed by Commission Advisory Panels (CAP) as described elsewhere in this Report. These panels review all aspects of the application, and to each application they assign a rank. Short Forms are reviewed by a staff committee for technical compliance only, and applications that pass the staff review maintain the

rank they received from the last time they were reviewed by a CAP.

A panel was convened on January 13, 2011 to review and rank applications. Panelists consisted of members of the Commission as well as community members selected for their expertise in the areas of arts or cultural programming, education, diversity, community development, cultural tourism, and business. Panels were open to the public and conducted in accordance with the Brown Act.

An Appeals Hearing was held as part of a regular Commission meeting on March 18, 2011 at which time one appeal was heard from The Balboa Park Cultural Partnership. The appeal was not granted (rank remained a 3).

## How to Navigate the Spreadsheet

The following systems are used in the ranking of applications:

1. Applications are ranked as follows with the corresponding percentages used as multipliers when calculating the maximum percentage of each applicant's request, the applicant may be awarded:

Rank	Numerical Equivalent	Percentage Equivalent
4	4	100%
4-	3.67	94%
3+	3.33	88%
3	3	82%

2. Applicants receiving a rank lower than a "3" were not recommended for funding.
3. Awards are calculated based upon the applicants ranks and an "across the board reduction" based upon available funds.
4. While an organization may request one third or one quarter of its total project expenses for projects less than or greater than or equal to \$30,000 respectively, any request greater than 10% of total available funds is subsequently capped at the 10% level in the calculation of recommended funding.
5. No organization will be funded over its requested amount.

## Funding Recommendations Overview

	Number of Applicants	Number of Applicants Funded	Funding
FY11 (actual)	47	38	\$383,418
FY12 (recommended)	42	32	\$383,418

## Frequently Asked Questions

1. How do I know what the Recommended Funding is for a particular organization?
  - Organizations are listed first by FY10 total project expenses in descending order then by FY11 rank in descending order.
  - FY12 Recommended Funding is listed on the right side of the table in the column titles "Recommended Funding."

2. Why does funding for a given organization change from one year to the next?

There are several factors to consider:

- A change in the total funds available
  - A change in the total funds requested
  - A change in an organization's project budget (which affects the amount requested)
  - A change in an organization's rank
  - Changes to the project budgets and/or ranks of other organizations
3. How is the Recommended Funding determined?
    - The Recommended Funding is determined by a formula that includes a percentage equivalent for the rank and an across-the-board adjustment for the amount of available funds.



Line Number	Organization	Name of Project	FY11 Rank	FY11 Funding	FY12 Rank	FY12 Total Project Expenses	FY12 Amount Requested (Note 1)	FY12 Recommended Funding
1	Jacobs Center for Neighborhood Innovation	2011 Arts & Culture Fest	4	\$14,875	4	\$150,850	\$27,713	\$18,042
2	Little Italy Association	Little Festa	4	\$18,787	4	\$145,000	\$36,250	\$23,500
3	NTC Foundation	Friday Night Liberty	4	\$5,224	4	\$29,200	\$9,733	\$6,337
4	Rolando Community Council, inc.	Rolando Street Fair	4	\$3,099	4	\$26,630	\$8,670	\$5,644
5	San Diego City College Foundation	Sixth Annual San Diego City College International Book Fair	4	\$8,051	4	\$42,700	\$20,000	\$6,510
6	Bon Temps Social Club of San Diego, The	Gator By The Bay, Zydeco, Blues & Crawfish Festival	3.67	\$20,337	3.67	\$426,000	\$106,500	\$24,961
7	Cabrillo Festival, inc.	Cabrillo Festival	3.67	\$2,521	3.67	\$29,000	\$5,000	\$3,060
8	Hillcrest Business Improvement Association Incorporated	Hillcrest CityFest 2011	3.67	\$10,659	3.67	\$90,579	\$22,645	\$11,358
9	Italian American Art and Culture Association of San Diego	San Diego Italian Film Festival	4	\$6,649	3.67	\$60,000	\$17,000	\$10,403
10	Linda Vista Multi-Cultural Fair, inc.	26th Linda Vista Multi-Cultural Fair & Parade	3.67	\$6,181	3.67	\$39,630	\$9,908	\$6,063
11	Media Heritage, inc. dba Filmout San Diego	LGBT Annual Film Festival		\$0	3.67	\$60,000	\$15,000	\$9,179
12	North Park Organization of Businesses, inc.	16th Annual North Park Festival of Arts	3.67	\$6,000	3.67	\$52,000	\$13,000	\$7,956
13	Ocean Beach Merchants Association	33rd Ocean Beach Street Fair & Chili Cook-Off Festival	3.67	\$13,787	3.67	\$111,300	\$27,825	\$17,028
14	Point Loma Foundation	Point Loma Summer Concerts		\$0	3.67	\$62,000	\$25,700	\$9,608
15	Salvation Army	Kroc Kids Youth Theatre Program	3.67	\$13,793	3.67	\$99,642	\$24,911	\$15,244
16	San Diego Armed Services YMCA	Big Bay Boom July 4th Fireworks Show	3.67	\$20,537	3.67	\$212,207	\$53,052	\$24,961
17	San Diego Earth Day	EarthFair 2012	3.67	\$17,331	3.67	\$143,000	\$35,750	\$21,872
18	San Diego Film Foundation	San Diego Film Festival	3.67	\$20,337	3.67	\$199,025	\$49,756	\$24,961
19	San Diego Shakespeare Society, inc.	San Diego Student Shakespeare Festival	3.67	\$4,575	3.67	\$19,250	\$8,790	\$5,967
20	Transcendence Youth Arts Project	Teen Performance Group Summer Project: Explore/Create/Activate	3.67	\$5,046	3.67	\$30,000	\$10,000	\$6,120
21	Central Commercial District Revitalization Corporation / Fiscal Agent for San Diego	San Diego After-School String Program	3.33	\$4,724	3.33	\$30,000	\$10,000	\$5,728
22	Asian Story Theater Incorporated	Paul Gauguin, The Savage in Paradise	3.33	\$4,724	3.33	\$30,000	\$10,000	\$5,728
23	College Area Economic Development Corporation	Boulevard BOO! Parade & Carnival	3.33	\$7,298	3.33	\$62,800	\$15,700	\$6,995
24	Kalusugan Community Services	Filipino American Arts and Culture Festival (FilAm Fest)	3.33	\$9,447	3.33	\$100,000	\$25,000	\$14,323
25	Pacific Beach Community Development Corporation	2011 Pacific Beach Fest	3.33	\$11,809	3.33	\$91,000	\$22,750	\$13,034
26	Pacific Southwest Wildlife Arts, inc.	2012 California Open Wildlife Art Festival	3.33	\$8,333	3.33	\$65,135	\$16,284	\$9,319
27	PASACAT	Parol (Philippine Lantern) Festival			3.33	\$20,000	\$6,500	\$3,724

Line Number	Organization	Name of Project	FY12 Rank	FY12 Funding	FY12 Rank	FY12 Total Project Expenses	FY12 Amount Requested (Note 1)	FY12 Recommended Funding
29	Torrey Pines Awanis Foundation	La Jolla Festival of the Arts	1.67	\$0	3.33	\$170,000	\$42,500	\$24,348
30	Centre City Development Corporation	Sheila R Hardin 14th Annual San Diego Multicultural Festival			3	\$42,650	\$9,700	\$5,178
31	Nu-Way Youth and Social Services, Inc. dba Nu-Way BHLD	Heritage Weekend	3.33	\$4,297	3	\$49,419	\$11,355	\$6,595
32	Rancho de los Penasquitos Town Council, Inc.	Fiesta de los Penasquitos	3	\$4,038	3	\$37,500	\$9,375	\$5,005
33	Balboa Park Cultural Partnership	Smith Leadership Symposium	2	\$0	2.67	\$123,500	\$30,250	\$0
34	Ballettquette Dance Theatre Company	The Nutcracker (A Children's Production)		\$0	2.67	\$35,000	\$7,250	\$0
35	Christian Community Theatre	Bi-Annual Performance Aboard Midway Aircraft Carrier	1.67	\$0	2.67	\$196,735	\$49,184	\$0
36	Historic Old Town Community Foundation, The	Fiesta Cinco de Mayo	3	\$14,657	2.67	\$181,834	\$32,959	\$0
37	Indian Fine Arts Academy of San Diego	5th Annual Indian Classical Music and Dance Festival		\$0	2.67	\$94,300	\$20,500	\$0
38	Mira Mesa Theatre Guild	Monster Manor	2.67	\$0	2.67	\$30,000	\$10,000	\$0
39	Southern Sudanese Community Center of San Diego	After School Programs Arts and Culture Dance			2.67	\$30,000	\$10,000	\$0
40	Vietnamese-American Youth Alliance Corp.	2012 Lunar New Year Tet Festival		\$0	2.33	\$100,000	\$25,000	\$0
41	San Diego Creative Weavers' Guild, The	Loominations		\$0	1	\$8,300	\$2,667	\$0
42	Write Out Loud	TwainFest 2011		\$0	1	\$20,550	\$6,850	\$0
TOTALS						\$3,595,636	\$917,984	\$363,418

Key to Rank Conversions		
Rank Numerical	Rank	Rank Factor
4	4	1
3.67	4-	0.94
3.33	3+	0.88
3	3	0.82
2.67	3-	0.76
2.33	2+	0.7

Note 1: While an organization may request one third or one quarter of its total project expenses for projects less than or greater than or equal to \$30,000 respectively, any request greater than 10% of total available funds is subsequently capped at the 10% level in the calculation of recommended funding.