



**FREQUENTLY ASKED QUESTIONS**  
**FY18 Funding Programs - Request for Proposals (RFPs)**

**EXTENDED DEADLINE FOR LAST DAY TO ASK QUESTIONS:**

**\*\*Extended to Friday, February 24<sup>th</sup> at 3:00 p.m.**

**HELPFUL TIPS AND RESOURCES:**

- Please reference the Guidelines/Criteria and make sure your application responses are responding to the evaluation criteria that will be utilized by the panelists when scoring your application.
- OSP Criteria:  
[www.sandiego.gov/sites/default/files/complete\\_fy18\\_rfp\\_osp\\_addendum\\_4\\_0.pdf](http://www.sandiego.gov/sites/default/files/complete_fy18_rfp_osp_addendum_4_0.pdf)
- CCSD Criteria:  
[www.sandiego.gov/sites/default/files/complete\\_fy18\\_rfp\\_ccsd\\_addendum\\_4\\_1.pdf](http://www.sandiego.gov/sites/default/files/complete_fy18_rfp_ccsd_addendum_4_1.pdf)
- Reference the Technical Assistance PowerPoint Presentation located here:  
[www.sandiego.gov/sites/default/files/final\\_rfp\\_technical\\_assistance\\_workshop\\_presentation.pdf](http://www.sandiego.gov/sites/default/files/final_rfp_technical_assistance_workshop_presentation.pdf)
- Reference the Work Samples Tips and Tricks here:  
[www.sandiego.gov/sites/default/files/fy18\\_rfp\\_work\\_samples\\_tips\\_and\\_tricks.pdf](http://www.sandiego.gov/sites/default/files/fy18_rfp_work_samples_tips_and_tricks.pdf)
- A glossary of useful terms is available here:  
[www.sandiego.gov/sites/default/files/final\\_fy18\\_glossary\\_of\\_useful\\_terms.pdf](http://www.sandiego.gov/sites/default/files/final_fy18_glossary_of_useful_terms.pdf)

**SECTION 1: APPLICANT PROFILE:**

While this section is evaluated on completeness, all materials included in this section can be utilized by panelists to make reasonable inferences throughout other sections of the application.

Consider the chronological order of how a panelist will read your application. The applicant profile section is where panelists are just getting to know your organization and the quality of programs and services your organization offers. Make sure your mission, budget (and applicable budget notes), third-party documents, and work samples flow logically into other parts of the application.

Be strategic and thoughtful about how you want to direct the panelists' attention.

**WORK SAMPLES:**

You may upload a combined total of 3 Work Samples (videos, photos, audio files, etc). Additionally, you can also upload your Calendar of Activities/Season Brochure to include as a fourth work sample. In summary, your organization can have a GRAND TOTAL OF UP TO 4 work samples (3 work samples and 1 Organization Calendar of Activities).

For example, you can have 2 images, 1 video and a calendar of events. Or 2 videos, 1 pdf brochure, and a calendar of events.

Reference [www.sandiego.gov/sites/default/files/fy18\\_rfp\\_work\\_samples\\_tips\\_and\\_tricks.pdf](http://www.sandiego.gov/sites/default/files/fy18_rfp_work_samples_tips_and_tricks.pdf) for additional information on formatting work samples for the online application. Allow yourself enough time to reformat and upload online. Remember Commission staff will not be available on the weekend your application is due, so plan accordingly.

Panelists are advised to review all attachments, but keep in mind that depth, breadth, brevity, clarity, and conciseness are preferred over quantity of materials provided.

**DataArts Funder Report (OSP ONLY):**

OSP applications need to upload their most current DataArts Funder Report. You provided this document as a part of the FY18 RFQ. If you entered new information into DataArts since the close of the RFQ, you can download a new funder report with the most recent information. If you have not updated your DataArts, then you can provide the same report you attached to the RFQ.

DataArts IS NOT REQUIRED for any CCSD applicant.

**BUDGET (OSP ONLY):**

You may upload a current operating budget (for your organization's current fiscal year), showing income and expenses. It is highly recommended that you consider providing more details including a 3-year operating budget to show trends of actuals. (Reference Slide # 12 of the T.A. PowerPoint Presentation and/or this link here:

[https://www.sandiego.gov/sites/default/files/final\\_rfp\\_technical\\_assistance\\_workshop\\_presentation.pdf](https://www.sandiego.gov/sites/default/files/final_rfp_technical_assistance_workshop_presentation.pdf)

Your 3-year budget can include FY16 budget actuals, FY17 operating budget, and FY18 budget projections as it relates to the Commission's fiscal years (July 1 – June 30), or this can be your organization's fiscal years (e.g. calendar year, August – September fiscal year.

**\*\* BE SURE TO CLARIFY THIS FOR PANELISTS BY INCLUDING DATE RANGES AT THE TOP** (e.g. FY 16 actuals July 1, 2015-June 30, 2016; FY 17 operating July 1, 2016-June 30, 2017, FY18).

Additionally, you may choose to add an additional column after your FY18 projections that include any special notes for substantive variances. (e.g. if there is a substantive variance in

income from FY17 to FY18, you may wish to add a note such as “Received a one-time bequest of \$15,000 in FY17” or “An increase in tickets sales from FY17 to FY18 is due to increasing ticket costs from \$20 to \$25 per ticket, and adding 2 more performances of The Nutcracker.” Or if there is a substantive variance in expenses, you can add notes such as, “In FY17, our organization purchased 15 new laptops from a capacity building grant from the ABC Foundation, and we expended all the funds, and do not expect to any similar capital expense in FY18.” Provide any relevant information that guides the reader to understand your organization’s fiscal competency as it relates to your organizational capacity. Tie your budget information to the rest of the sections of the application and make sure it all connects. (e.g. as it relates to your proposed goals and objectives, intended measurable impacts, community outreach efforts, and organizational capacity). Do your DataArts Report (OSP), organizational chart, and budget make sense that your organization can reasonably accomplish the proposed project/programs/services?

A sample budget is provided at the end of this document.

**FISCAL SPONSOR AND PROJECT TEAM (CCSD ONLY):** A fiscal sponsor is a nonprofit organization that provides fiduciary oversight, financial management, and other administrative services to help build the capacity of a project implemented by a project team that may or may not be an established nonprofit organization. The fiscal sponsor will be responsible for the contract if awarded funds from the City. The Project Team is the team of individuals who will implement all the programmatic and logistical details of the project.

## **SECTION 2: Programs and Services / Proposed Project**

### **Question 2: Goals and Objectives**

Goals and Objectives are the desired outputs (Goals) and specific activities (Objectives to achieve your Goals) your organization will perform to try to reach your intended impact (that can be related to your organization’s vision and mission or purpose for producing this project/event). From the Technical Assistance PowerPoint (Slide #15), the goal and respective objective(s) are organized by headers and substantive text is highlighted in red. On this same slide, the info highlighted in blue ‘as measured by’ are the specific **methodologies** or **tools** utilized to measure your stated goals and objectives (e.g. employment records, Career Network map, number of field trips attended); and the intended measurable **impact** would be the “desired change in behavior, attitude, state of being” that could be the result of achieving your stated goals and objectives (This correlates to your response to measurable impacts in Section 2: Question #4). Think of these two questions as scaffolding together.

Community Needs → Measurable Impact (big picture related to your organization’s vision and mission; WHY your organization exists and what you hope to achieve if you reach your goals and objectives); the intended impact that makes the City of San Diego a more vibrant place to live and visit → Goals and Objectives (measurable outputs and activities you will

do to achieve your measurable impact that addresses a specific community need). Remember the specific Guidelines/Criteria the panelists are responding to:

*The SMART principle is useful in evaluating goals and objectives -specific, measurable, attainable, relevant and timely. Strong answers will clearly describe the goals and objectives leading the reader to understand what the proposed program/project should achieve.*

#### **Question 4: Measurable Impact:**

Refer back to your responses to Question #2 as it relates to scaffolding to Question #4. So what if you produced 15 afterschool programs? So what if you produced the Neighborhood Festival? What is the impact from doing that? Measurable impact is what is getting you closer to achieving your organization's vision, mission, and/or higher purpose. Think about how achieving the aforementioned goals and objectives would lead to greater impact and make our City better for residents and visitors.

Your impact leads to why there is a need for your programs/services/project in addressing a specific need in the community. Why is what you are doing important? Why does your organization/project exist? What problem are you trying to solve? What would be the anticipated change in attitude, state of being, behavior in society be if you achieved your stated goals and objectives? Examples include:

- Increase cultural tourism,
- Decrease high school dropout rates by XXX,
- Increase social skills amongst youth with Autism Spectrum Disorder,
- Increase cultural competency;
- Increase understanding of environmental impacts by XXXX,
- Decreased PTSD symptoms in veterans,
- Increase economic vitality, increase overall neighborhood pride,
- Increase cultural understanding of the Polynesian culture.

Remember the specific Guidelines/Criteria in which panelists are responding to these need to be measurable impacts. Use both **quantitative** and **qualitative** information if possible and make sure you included in your measurable goals and objectives (from Question #2 or include here how you will know you achieved success – what tools or methods will you use to know you “increased cultural tourism or decreased PTSD symptoms in veterans).

For example, if you want to increase cultural competency amongst all your program/project attendees – how will you know you achieved this? In the previous Question 2: Goals and Objectives; you may list your tools and methodologies for how you measure whether or not you achieved your goals and objectives, which lead to your intended measurable impact. (E.g. employment records, Career Network map, pre- and post-surveys). The tools will help your organization and the Commission understands

whether or not you were successful in achieving your stated goals and objectives and intended impact.

These are the big picture impact based measures that the Commission is interested in investing in with public dollars.

### **SECTION 3: COMMUNITY ENGAGEMENT:**

#### **Question 2: ACCESSIBILITY (AND INCLUSION)**

The Commission is responsible for ensuring that the City's funds benefit San Diegans of diverse cultures, ethnicities, incomes, abilities, genders, ages, orientations, and neighborhoods. What will your organization do to ensure that your project/programs and services are accessible?

Please include any efforts made to ensure your programs/services/project are both accessible ***and inclusive to the broadest audience possible.***

***TIPS & TRICKS:*** Include any efforts your organization has made to understand your audience's interest, and how your outreach and marketing strategies, and project/program content promotes inclusion and results in more engaged audiences. Include any efforts that may eliminate potential barriers to full participation. (e.g. ASL interpretation, gender neutral restrooms, Autism friendly performances, Spanish translation, discounted tickets, performance talkbacks, bus transportation for youth and/or older adults, etc.)

### **SECTION 5: EMPHASIS AREAS (OSP):**

Choose two out of the six emphasis areas and leave all others blank. Provide a narrative response that responds to the Guidelines/Criteria that demonstrates your organization's expertise in these areas. Upload a corresponding PDF attachment that supports the claims of your respective narrative response.

### **SECTION 5: BUDGET AND SPENDING PLAN (CCSD):**

#### **Question 1: Budget and Spending Plan:**

The following information clarifies the line items for the CCSD Budget:

Operating Income: Project Cash Income + Value of In-Kind Donations for this project - not your organization

Operating Expenses: Project Cash Expenses + Value of In-Kind Donations for this project - not your organization

Total Artistic Fees for this project: Expenses related to arts and culture components of your project, such as payments to artists, cultural presenters or artistic/cultural partners.

Total Expenses for the project: Project Cash Expenses + Value of In-Kind Donations for this year's project. This number should match Operating Expenses under the column "Next" above.

Total In-Kind for the project: Value of products/services that would normally be an expense, but were/will be donated for this project. Such as: donated sound equipment, free printing or marketing promotions.

**Sources of Project Cash Income:**

- Earned Income: Income received through payments to receive a good or service such as ticket sales, payments from vendors, retail merchandise.
- Contributed Income: Donated income that could come from foundations, individuals, corporate sponsorship, etc.
- State Arts Agency: Funds from the California Arts Council.
- Local Government Income: Projected funds to be received from The City of San Diego, the County of San Diego or the Port of San Diego, or any other local municipality in San Diego County. Include your CCSD requested funds, and provide details on any other funds on question 3 on the next page.
- Other income (including applicant cash): Any other projected income for the project, provide details on question 4 on the next page.

**Project Cash Expenses:**

- Artistic Fees: Expenses related to arts and culture components of your project, such as payments to artists, cultural presenters or artistic/cultural partners. This needs to match the line item for total artistic fees above under Project Expenses.
- Production Costs: Cash expenses for personnel, equipment, materials, supplies, permits, anything required to produce the event.
- Space Rental: Expenses associated with renting space for your event.
- Marketing: Expenses associated with marketing and promotion of the event.
- Other Expenses: Expenses that include in-direct expenses such as overhead, rent, utilities, internet, cell phone, the portion of staff salaries dedicated solely to produce this project. Overhead expenses CAN NOT exceed more than 10% of your total cash expenses for this project.

**Question 3:** If your "Local Government Income" includes any other projected revenue besides the amount of funds your organization is requesting from the Commission, please break that out in Question 3. (e.g. Total Local Government Income: \$50,000 includes \$20,000 request from the Commission, \$10,000 from the Port and \$10,000 from the County).

**Question 6:** Your organization may attach up to 2 PDF's of Budget to Actuals Statements from previously completed projects similar in scope and budget size. Staff recommends describing any year to year variances within the past 2 completed project years. Reference the document below for a sample to show your project budget history.

**TIPS & TRICKS:** *Use this opportunity to provide any information to the panelist regarding their response to the evaluation criteria "Strong answers demonstrate a project budget that is realistic and reasonable, with a plan for matching funds. Prior year(s) budget actuals may provide valuable evidence for evaluation."*

# XYZ Arts Organization: Annual Budget with history and projection

Budget and Matching Capacity			
	July 1, 2015 - June 30, 2016	July 1, 2016 - June 30, 2017	July 1, 2017 - June 30, 2018
	Last Year	This Year	Next Year
<b>Revenue</b>			
Contributions and <i>Membership</i> and Sponsorships	\$46,202	\$48,500	\$50,000
Membership			
Capital Gifts	\$17,300	\$3,000	\$3,000
Contracts, City	\$64,576	\$65,000	\$65,000
Events Revenue (Tickets, Food)	\$104,504	\$108,000	\$110,000
Other Revenue (Merchandise, Peyk, Bazaars)	\$69,733	\$71,000	\$71,000
Charity Revenue	\$7,540	\$7,500	\$7,500
School of SD Registration Income	\$106,620	\$114,000	\$115,000
Rental Income	\$10,761	\$11,000	\$11,000
<b>Total</b>	<b>\$427,236</b>	<b>\$428,000</b>	<b>\$432,500</b>
<b>Expenses</b>			
Salaries	\$96,145	\$96,145	\$96,145
Payroll Tax	\$10,238	\$10,238	\$10,238
Professional Fees, Accountant	\$1,399	\$1,399	\$1,399
Utilities (Gas, Electric, Waste, Telephone)	\$3,801	\$3,900	\$4,000
Maintenance and Improvements	\$28,287	\$20,000	\$22,000
Homeowners Association	\$3,333	\$3,333	\$3,333
Furniture/Equipment Rentals	\$878	\$1,000	\$1,000
Space Rental	\$51,119	\$51,119	\$51,119
Credit Card Charge	\$3,824	\$4,000	\$4,000
PCC Charity Donations	\$6,866	\$6,500	\$6,500
Insurance	\$8,901	\$9,000	\$9,000
Property Taxes/Fees	\$45	\$45	\$45
Operating Expenses (Cleaning, School Expenses)	\$1,522	\$1,800	\$1,800
Postage/Delivery (Including Peyk)	\$14,970	\$15,000	\$15,000
Meals/Food, Events	\$2,231	\$2,500	\$2,500
Printing (Peyk)	\$48,795	\$49,000	\$49,000
Printing (Events)	\$2,527	\$3,000	\$3,000
Dues/Subscriptions	\$3,554	\$3,600	\$3,600
Public Relations/Advertising	\$7,930	\$8,000	\$8,000
Independent contractor-Grant Writer, Photographer	\$39,940	\$40,000	\$40,000
Production and Design	\$7,546	\$7,700	\$7,700
Travel	\$1,513	\$1,500	\$1,500
Appreciation Gifts (Scholarship, School, Events)	\$5,815	\$5,820	\$5,820
Supplies	\$6,012	\$6,200	\$6,200
Other (Membership)	\$17,974	\$19,000	\$20,000
<b>Total</b>	<b>\$375,165</b>	<b>\$369,799</b>	<b>\$372,899</b>
<b>Surplus (Deficit)</b>	<b>\$52,071</b>	<b>\$58,201</b>	<b>\$59,601</b>

## Budget Notes

**This Year:** Decrease in Capital Gifts reflects the end of three year Capitol campaign, completed in FY15.

**Next Year:** Projected increase in registration due to increase in online marketing, by new social media intern.

**Last Year:** Increased Maintance cost in FY15 reflects addition of gender neurtral bathrooms to main facility.

SAMPLE