



Commission for Arts and Culture



Photo: Jacobs Center for Neighborhood Innovation

Arts & Culture Funding
Creative Communities San Diego
Fiscal Year 2021 Applicant Guidelines



Fiscal Year 2021 Application Guidelines

CCSD: Creative Communities San Diego

Funding for Projects

TABLE OF CONTENTS

Section 1:	About the Commission for Arts and Culture	Page 2
Section 2:	About Creative Communities San Diego (CCSD)	Page 2
Section 3:	Who is Eligible to Apply?	Page 2
Section 4:	How Much Funding Is Available?	Page 3
Section 5:	How to Apply for a Contract Award	Page 4
Section 6:	Conditions for Submission	Page 6
Section 7:	Option to Renew for Returning Applicants	Page 8
Appendix 1:	Request for Qualifications (RFQ) Tear Sheet	
Appendix 2:	Request for Qualifications (RFQ) Scoring Sheet	
Appendix 3:	Request for Proposals (RFP) Tear Sheet	
Appendix 4:	Request for Proposals (RFP) Scoring Sheet	
Appendix 5:	Fiscal Year 2021 Funding Process Schedule	

Questions?

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A translation of these guidelines is available in Spanish upon request; however, only applications in English will be accepted.
Una traducción de esta aplicación está disponible en español a petición; sin embargo, solo se aceptarán solicitudes en inglés.

Section 1: About the Commission for Arts and Culture

The City of San Diego Commission for Arts and Culture (Commission) was established by ordinance in 1988 to serve in an advisory capacity to the Mayor and City Council of the City of San Diego (City) on promoting, encouraging, and increasing support for San Diego's diverse artistic and cultural assets, integrating arts and culture into community life and showcasing San Diego as an international cultural destination. The Commission is composed of 15 volunteers (Commissioners) appointed by the Mayor and confirmed by City Council to serve terms up to eight years. A staff of eight (Commission staff), headed by an Executive Director, administers the programs and services of the Commission under the oversight and direction of the Mayor and the Office of Boards and Commissions. The duties and functions of the Commissioners and Commission staff are set forth in the San Diego Municipal Code section 26.07.

The City's fiscal year (FY) runs from July 1 to June 30. Annually, the Commission recommends to the Mayor and City Council the award of funding for general operating support and project-specific support to San Diego nonprofit arts and culture organizations. These funds are awarded through two competitive processes: Organizational Support Program (OSP) and Creative Communities San Diego (CCSD). The source of this funding is Transient Occupancy Tax (TOT), a tax levied on individuals who stay overnight in hotels, motels, and other lodging establishments. Council Policy 100-03 governs the use of TOT money and, in accordance with the policy, a portion of the City's TOT revenue is intended to be used to: enhance the economy; contribute to San Diego's national and international reputation as a cultural destination; provide access to excellence in culture and the arts for residents and visitors; enrich the lives of the people of San Diego; and build healthy, vital neighborhoods.

Section 2: About Creative Communities San Diego (CCSD)

Creative Communities San Diego (CCSD) is the annual, Commission staff-administered process of accepting and evaluating applications from nonprofit, tax-exempt organizations requesting TOT funding to sponsor community-based projects, festivals, parades and celebrations with an emphasis on projects that promote neighborhood pride and community reinvestment, and on sponsoring projects that make arts and culture activities more accessible in all San Diego neighborhoods and encourage people of diverse backgrounds to share their heritage and culture. In Fiscal Year 2020, 54 nonprofit organizations received nearly \$1.4 million in TOT funding through CCSD.

Section 3: Who is Eligible to Apply?

Your organization is eligible to apply for a contract award if:

- NONPROFIT STATUS: Your organization holds tax-exempt nonprofit status under section 501(c)(3) or 501(c)(6) of the Internal Revenue Code; AND
- HISTORY OF OPERATIONS: Your organization has a three-year history of operating with its own independent governing board (not under a fiscal sponsor); AND

- SERVICE AREA: Attachment A to Council Policy 100-03 states that "the majority of the activities of the applicant organization must take place within the San Diego city limits and/or benefit city residents." Because use of City TOT funds are intended to benefit the city, residents and visitors, San Diego-based projects will likely satisfy this requirement; AND
- MISSION ALIGNMENT: Your project aligns with the purpose of TOT funding which is:
 1. To enhance the economy;
 2. To contribute to San Diego's national and international reputation as a cultural destination;
 3. To provide access to excellence in culture and the arts for residents and visitors;
 4. To enrich the lives of the people of San Diego; and
 5. To build healthy, vital neighborhoods.
- FISCAL SPONSORS: Fiscal sponsors can apply on behalf of a project producer. The fiscal sponsor will be the primary applicant and contract holder, accountable for meeting contractual requirements and receiving payment on behalf of the project.

Your organization is NOT eligible for a CCSD contract award if:

- GENERAL OPERATING SUPPORT: Your organization is seeking funding for general operating support. (The Commission offers a different funding program called Organizational Support Program [OSP] for general operating support. Guidelines for OSP can be found at <https://www.sandiego.gov/arts-culture/funding>)
- SCHOOLS: Your organization is a university, community college, school district, or private educational enterprise.
- REGRANTING: Your organization's primary purpose is grantmaking.
- MULTIPLE APPLICATIONS: Your organization has applied or will apply for Fiscal Year 2021 funds through any of the following: Organizational Support Program (OSP); Economic Development and Tourism Support (EDTS); or Citywide Economic Development Support (CEDS) as defined in Council Policy 100-03. Your organization must determine which one TOT category is the best match for your program.

Section 4: How Much Funding is Available?

The amount of money an applicant can be awarded is calculated with an algorithm and is dependent on several factors including the project budget, the rank given to the organization's proposal, the total amount of funds available for distribution and the number of organization's receiving awards. CCSD applicants are typically awarded between 15%-25% of their project budgets. The minimum award amount an applicant can receive is \$5,000.

In Fiscal Year 2020:

- Projects with budgets between \$15,000 and \$29,999 were awarded approximately 25% of the total project budget.
- Projects with budgets between \$30,000 and \$49,999 were awarded approximately 16% of the total project budget.
- Projects with budgets between \$50,000 and \$1,000,000 were awarded approximately 15% of the total project budget.

Matching Income Requirement: This information is not a guarantee of an award amount. It is offered to assist applicants in deciding whether to apply for funding and in estimating the cash match, which is required for all applicants that receive a CCSD contract from the City. All matching income used to calculate an award amount must be received during the contract period.

- An applicant awarded CCSD funding for a project with a budget of \$30,000 or more is required to provide evidence of a 3:1 cash match to funding amount ratio.
- An applicant awarded CCSD funding for a project with a budget of \$29,999 or less is required to provide a 2:1 cash match to funding amount ratio. Up to 50% of the match can come from in-kind donations.

Section 5: How to Apply for a Contract Award

1. TWO-STEP APPLICATION PROCESS: The application process includes two steps: Request for Qualifications (RFQ), then Request for Proposals (RFP).
2. REQUEST FOR QUALIFICATIONS: Complete and submit the online Request for Qualifications (RFQ) form by the deadline (Appendix 5).
3. RFQ EVALUATION: Through a contract with the University of San Diego, an outside team of non-profit financial experts trained specifically in City contracting processes, along with City staff, evaluate the strength of each applicant's ability to deliver the obligations of a City contract using the information provided in the response to the RFQ. This team uses a standard scoring system to evaluate Eligibility; Administrative Capacity; Financial Management; Governance Practices; and Past Performance on City Contracts (if applicable). Each applicant is assigned either: 1) Qualified, or 2) Not Qualified.
4. RFQ CURE PERIOD: Applicants deemed "Not Qualified" will be given five (5) working days (does not include Saturday, Sunday, or City holidays) to cure any incorrect or missing relevant RFQ components. The RFQ will then be reevaluated. Applicants deemed "Not Qualified" after the reevaluation will not advance but will be provided technical assistance to prepare them for future funding cycles.
5. REQUEST FOR PROPOSALS (RFP): Applicants deemed "Qualified" will be given access to the online Request for Proposals (RFP) form, and the form must be completed and submitted

by the deadline (Appendix 5). Some applicants may be eligible to request the “Option to Renew” in lieu of submitting an RFP. Learn more about the Option to Renew in Section 7 of these guidelines.

6. **RFP EVALUATION PANELS:** Commission advisory panels composed of diverse members of the San Diego community and experienced arts and non-profit professionals from the greater San Diego/Southern California region, evaluate the proposals and the degree to which each applicant’s proposed project aligns with the City’s goals for the use of TOT funds. The advisory panels use a standard scoring system to evaluate sections of the application - Proposed Project; Community Engagement; Production Capacity; Project Budget & Spending Plan; Achievement in Emphasis Areas - and assign a rank to each proposal: Very Aligned with the scoring criteria (Ranks in the 4 range); Aligned with the scoring criteria (Ranks in the 3 range); or Not Aligned with the scoring criteria (Ranks in the 2 range). The meetings where proposals are reviewed and ranked are open to the public and will be announced in advance.

During the panel deliberation, applicants will be given an opportunity to give a brief, in-person, introduction to their application and an opportunity to respond to the panel’s questions and comments. Details, including dates, times and specific conditions will be provided to applicants during the RFP phase.

7. **RANKS:** Proposals receiving ranks of 2+, 2, or 2- will be deemed “Not Aligned with the scoring criteria” and will not be recommended to receive a contract award.
8. **APPEALS:** Any applicant not recommended to receive a contract award may submit a written appeal to Commission staff no later than 5:00 p.m. on the tenth calendar day following notification from Commission staff to the applicant that no award is being recommended. Commission staff will review the appeal and present it to the Commission for review and recommendation to the City. The City will make the final ruling. Upon request from an appellant, Commission staff will provide comments submitted by the Commission advisory panels, when available, to help the appellant prepare their response.
9. **CALCULATING AWARD AMOUNTS:** Ranks are converted into a monetary award amount using an algorithm and is dependent on several factors including the applicant’s project budget as submitted in the RFQ, the rank given to the applicant’s proposal, the total amount of funding available for the CCSD funding category for distribution and the number of organizations receiving awards. The total budget amount for the project that is provided in the response to the RFQ, Section 1.11 will be used as a factor in the award calculation.
10. **AUTHORIZING AWARDS:** The Commission receives the ranks as recommended by the review panels for recommendation to the City. The role of the Commission is to confirm that the review process has been fair and managed at a high level of professionalism. The meeting where the Commission receives this information is open to the public and will be announced in advance. The monetary award amount for each applicant that results from

the application evaluation process is forwarded to the Mayor and City Council. Only the Mayor and City Council can authorize awards. Therefore, award amounts are not final until authorized by the Mayor and City Council during the annual budget process.

Section 6: Conditions for Submission

1. The City reserves the right to reject, in whole or in part, any responses to this RFQ/RFP, to not accept a proposal recommended by any of the Commission advisory panels or the Commission, to initiate an alternate process, to reissue the RFQ/RFP and/or cancel this RFQ/RFP, in whole or in part, at any time without prior notice and makes no representation that any agreement will be awarded to any applicant. Additionally, the City expressly reserves the right to postpone opening responses to this RFQ/RFP for its own convenience, and/or to waive minor informalities or irregularities in the responses received.
2. The City reserves the right to revise this RFQ/RFP by addendum. The City is bound only by what is expressly stated in this RFQ/RFP and any authorized written addenda thereto. Addenda will be posted on the City's website at www.sandiego.gov/arts-culture/funding. It is the applicant's responsibility to check the website up to the final submission date for any possible addenda.
3. The City accepts no financial responsibility for any costs incurred by applicants. The City is not responsible for the loss or damage of any materials submitted.
4. The submission of a response to this RFQ/RFP does not guarantee funding.
5. The applicant is solely responsible for responding to any required or optional updates related to this RFQ/RF or related to the contract award that is a result of this process
6. Funds awarded to an applicant are paid on a reimbursement basis only. Expenses must be incurred by the applicant between the FY21 contract period between July 1, 2020 and June 30, 2021 for the City to reimburse pursuant to an awarded contract.
7. Any applicant awarded CCSD funding with a project budget of \$30,000 or greater is required to provide a 3:1 cash match. Any applicant awarded CCSD funding with a project budget of \$29,999 or less is required to provide a 2:1 cash match. The project budget submitted in the RFQ will be used to determine the cash match. Match income must be received by the applicant during the FY21 contract period between July 1, 2020 and June 30, 2021.
8. Each applicant awarded funding must receive an executed contract from the City before submitting invoices for reimbursement. It can take a minimum of 5 months from July 1 for the City to provide an executed contract, dependent on the contractor's expediency in submitting required documentation and information, and the City's purchasing and contracting review process.

9. Each applicant awarded funding is required to provide proof of Commercial General Liability Insurance, Automobile Liability Insurance, and Workers' Compensation Insurance. (Some exceptions may apply.)
10. Each applicant awarded funding is required to comply with all required state and federal registrations including but not limited to California Attorney General Registrar of Charitable Trusts, California Secretary of State Business Registry, and Department of Industrial Relations DSLE Debarments. All registrations must be current during the contract period.
11. An applicant receiving funding of \$10,000 or more must provide true, accurate and complete financial disclosure documentation evidencing the financial status of the applicant's last completed fiscal year within 90 days of the end of that fiscal year.
12. An applicant receiving funding in the amount of \$75,000 or more must submit true, accurate and complete financial disclosure documentation evidencing the financial status of the applicant's last completed fiscal year within 150 days of the end of that fiscal year prepared in accordance with generally accepted accounting principles and audited by an independent Certified Public Accountant, in accordance with generally accepted auditing standards.
13. An applicant receiving funding in the amount of \$500,000 or more, when that funding represents more than 10% of the applicant's annual budget, must provide salary and wage ranges for each of their job classifications, including actual executive salaries and benefits packages applicable for the contract period.
14. The award of funds does not imply that the City will promote, or present the CCSD project. It is the sole responsibility of the applicant to secure a venue and any required permit(s) and /or permission (s). This planning should be reflected in the project proposal.
15. Each applicant awarded funding is required to deliver a mid-year report and a final performance report in a format requested by Commission staff.
16. The applicant acknowledges that information submitted as part of their application for this opportunity may be disclosed to the public pursuant to a request under the California Public Records Act.
17. City funds may not be used for alcoholic beverages, travel, meals, lodging, entertainment, capital or equipment outlay, buildup of reserves, or the purchase of awards, trophies, gifts or uniforms.
18. City funds may not be used for lobbying, religious activities or political activities.
19. City funds will not be provided to any applicant found to discriminate, in the conduct of its activities and affairs, on the basis of race, gender, gender expression, gender identity, religion, national origin, ethnicity, sexual orientation, age or disability.

20. The applicant is solely responsible for the accuracy and truth of the information they submit to the City. Any applicant found to have 1) provided false information to the City, or 2) submitted more than one application for TOT funds in a single fiscal year may, at any point, be immediately disqualified from receiving funding.

Section 7: Option to Renew for Returning Applicants

An applicant that has been awarded a Fiscal Year 2020 contract or contract renewal, is seeking a FY21 contract and meets eligibility requirements is considered a "returning applicant." All applicants, returning and new, must submit a response to the FY21 RFQ. A returning applicant whose RFQ is deemed qualified may indicate one of the following preferences:

1. Request the option to renew its prior fiscal year contract; or
2. Submit a response to the RFP.

Requesting the Option to Renew: Returning applicants may request the City execute the option to renew their current contract. If the request is accepted by the City the returning applicant will not have to submit a response to the FY21 RFP for panel evaluation, and their prior rank will carry over to calculate the FY21 award amount.

The City will only exercise the option to renew for two separate but consecutive one-year periods for a total of three years. (see exception for FY18 contract renewals in next paragraph). For example, if an applicant held a contract for the FY19 funding cycle, and it was renewed in FY20, the applicant could request a second option to renew for the FY21 funding cycle. If that option was granted the applicant would not be eligible for a contract renewal for the FY22 funding cycle.

If an applicant exercised the option to renew their FY18 contract for FY19 *and* FY20, that applicant is eligible to request the option to renew for FY21 and FY22. This is due to a stipulation present only in FY18 contracts.

Only those returning applicants that meet the following conditions are eligible to request the option to renew:

- The returning applicant's response to the FY21 RFQ is deemed qualified.
- The returning applicant has not ended the past two fiscal years in a deficit.
- The returning applicant was recommended for funding and successfully executed a contract in FY20 (July 1, 2019 - June 30, 2020). If the returning applicant's FY20 contract is not executed and/ or fulfilled, the returning applicant will not be eligible to receive a contract renewal for FY21.
- The returning applicant has had no significant changes in operations since July 1, 2018, including but not limited to: A) changes in the applicant's mission; B) changes in the majority of the membership of the board of directors; C) changes in financial status such that fulfilling the terms of the FY21 contract, including the matching funds requirement, are at risk of not being met.
- The returning applicant acknowledges, understands and accepts that any FY21 contract award amount will be calculated using the project budget submitted in response to the FY21 RFQ.

- The returning applicant acknowledges, understands, and accepts that their prior rank will carry over and be used as a factor to calculate the FY21 award amount.
- The returning applicant acknowledges, understands and accepts that the FY21 contract award amount may not be the same as the FY20 contract award amount due to the variable factors in the award calculation.
- At the City's sole discretion, if the returning applicant's annual operating budget and/or project budget has fluctuated more than 10% from the previous fiscal year, the returning applicant may be required to submit a response to the FY21 RFP and go through the panel evaluation process.

Submitting a Response to the RFP: Returning applicants may elect to submit a response to the FY21 RFP for panel evaluation. The rank given to the returning applicant's FY21 RFP will be used to calculate the FY21 award amount. Returning applicants that elect to submit a response to the FY21 RFP are not guaranteed to receive the same rank as their prior-year rank.

Only those returning applicants that meet the following conditions are eligible to submit a response to the FY21 RFP:

- The returning applicant's response to the FY21 RFQ is deemed qualified.
- The returning applicant acknowledges, understands and accepts that any FY21 contract award amount will be calculated using the project budget submitted by the returning applicant in response to the FY21 RFQ.
- Returning applicants that elect to submit a response to the FY21 RFP are not guaranteed to receive the same rank as their prior-year rank.
- The returning applicant acknowledges, understands, and accepts that the rank given during the FY21 RFP evaluation will be used as a factor to calculate the FY21 award amount.
- The returning applicant acknowledges, understands and accepts that the FY21 contract award amount may not be the same as the FY20 contract award amount due to the variable factors in the award calculation.

Appendix 1

Request for Qualifications (RFQ) Tear Sheet

Fiscal Year 2021 Creative Communities San Diego (CCSD)

SECTION 1: APPLICANT PROFILE

1. Legal Name of Organization
2. DBA Name of Organization, if applicable
3. Address of Organization
4. San Diego City Council District where organization is located.
5. Provide your organization's mission statement. **NARRATIVE: 500 CHARACTERS**
6. Are you a new applicant to the Commission for Arts and Culture? **CHECKBOXES: YES, NO**
7. Briefly describe the project for which your organization seeks funding. Please specify if the event is free to the public. **NARRATIVE: 500 CHARACTERS**
8. Indicate the history of the project. **CHECKBOXES: THE PROJECT IS NEW, THE PROJECT HAS BEEN PRODUCED BEFORE**
9. Provide the date(s) of the project. **NARRATIVE: 75 CHARACTERS**
10. Provide the San Diego City Council District(s) and zip code(s) where the project will occur.
NARRATIVE: 75 CHARACTERS
11. Provide the total budget for the project. NOTE: if your organization is deemed qualified to receive a FY21 funding award, this total budget will be used as a factor in the award calculation. **NARRATIVE: 10 CHARACTERS**
12. Attach a project budget that reflects the total income and expenses for the project. The project budget should match the number in question 11. Please use the template provided by the City. This template is titled "Required CCSD Project Budget Template" and is located here: <https://www.sandiego.gov/arts-culture/funding/ccsdapplying> **ATTACH PDF**
13. Is your organization acting as a fiscal sponsor for the purposes of seeking funding for a project? **CHECKBOXES: YES, NO**
14. If applicable, can your organization provide proof of a formalized fiscal sponsorship agreement? **CHECKBOXES: YES, NO, NOT APPLICABLE**
15. If applicable, what is the name of the group responsible for producing the project?
NARRATIVE: 75 CHARACTERS
16. Which month and day does your organization's fiscal year end? **NARRATIVE: 10 CHARACTERS**
17. Contact Information
 - Director of Organization First and Last Name
 - Director of Organization Title
 - Director of Organization Email

- Director of Organization Phone
- Primary Contact First and Last Name
- Primary Contact Title
- Primary Contact Email
- Primary Contact Phone

SECTION 2: ELIGIBILITY SURVEY

1. Can your organization produce proof of its tax-exempt nonprofit status under section 501(c)(3) or 501(c)(6) of the Internal Revenue Code? **CHECKBOXES: YES, NO**
2. Can your organization produce proof that it has a three-year history of operating with its own independent governing board (not under a fiscal sponsor)? **CHECKBOXES: YES, NO**
3. Can your organization produce proof that the project for which your organization is seeking funding will take place within the limits of the city of San Diego and/or benefit San Diego residents? **CHECKBOXES: YES, NO**
4. Does the project obviously align with the purpose of TOT funding, which is: to enhance the economy; to contribute to San Diego's national and international reputation as a cultural destination; to provide access to excellence in culture and the arts for residents and visitors; to enrich the lives of the people of San Diego; and to build healthy, vital neighborhoods? **CHECKBOXES: YES, NO**
5. Understanding that your organization may only receive TOT funding through one category has/will your organization applied/apply for Fiscal Year 2021 TOT funding through any of the following: Organizational Support Program (OSP); Economic Development and Tourism Support (EDTS); or Citywide Economic Development Support (CEDS)? **CHECKBOXES: YES-OSP, YES-EDTS, YES-CEDS, NO**
6. Is your organization seeking funding for lobbying, religious or political activities? **CHECKBOXES: YES, NO**
7. Is your organization seeking funding for a project that would not be open to the public? **CHECKBOXES: YES, NO**
8. Is your organization a university, community college, school district, or private educational enterprise? **CHECKBOXES: YES, NO**
9. Is your organization seeking funding to give out as grants? **CHECKBOXES: YES, NO**

SECTION 3: SERVICE AREA

1. Is your organization based in the city of San Diego? **CHECKBOXES: YES, NO**
2. Will your project take place in the city of San Diego? **CHECKBOXES: YES, NO**
3. If your organization is based outside of the city of San Diego, please attach a letter of commitment from the site(s) where your project will take place. **ATTACH PDF**

FY21

SECTION 4: ADMINISTRATIVE CAPACITY

1. Provide an organizational chart showing names and titles of your organization's staff. Gender and ethnicity may be included but are optional. [ATTACH PDF](#)
2. Provide the name, title and qualifications of the primary person who will administer the contract between your organization and the City should a contract be awarded. Describe the experience this person has with managing contracts. Indicate whether this person is an employee, a contractor or a volunteer. [NARRATIVE: 1000 CHARACTERS](#)
3. An organization may be awarded funding and be offered a contract for services. A requirement of the contract is that your organization must provide proof of a Commercial General Liability insurance policy. Will your organization be able to provide this proof at the time the contract is issued? [CHECKBOXES: YES, NO](#)
4. An organization may be awarded funding and be offered a contract for services. A requirement of the contract is that your organization must provide proof of an Automobile Liability insurance policy. Each organization is required to maintain a minimum of "Hired and Non-Owned" Automobile Liability insurance while under contract. Will your organization be able to provide this proof at the time the contract is issued? [CHECKBOXES: YES, NO](#)
5. An organization may be awarded funding and be offered a contract for services. A requirement of the contract is that your organization must provide proof of a Workers' Compensation insurance policy if your organization has at least one paid employee. Will your organization be able to provide this proof at the time the contract is issued? [CHECKBOXES: YES, NO, NOT APPLICABLE - OUR ORGANIZATION HAS NO PAID EMPLOYEES](#)

SECTION 5: GOVERNANCE PRACTICES

1. Provide a list with the name, title and short biography of each board member of your organization. Gender and ethnicity may be included but are optional. [ATTACH PDF](#)
2. How often does the board of your organization formally meet to conduct the business of the organization? [CHECKBOXES: MONTHLY, BI-MONTHLY, QUARTERLY, ANNUALLY](#)
3. Does the board of your organization approve annual budgets for the organization? [CHECKBOXES: YES, NO](#)
4. Are compensation arrangements for officers, directors, trustees, and key employees approved by the board? [CHECKBOXES: YES, NO, NOT APPLICABLE- NO COMPENSATION PROVIDED/OUR ORGANIZATION HAS NO PAID EMPLOYEES](#)
5. Does the board of your organization conduct an annual performance evaluation of the organization's top administrator? [CHECKBOXES: YES, NO, NOT APPLICABLE- NO COMPENSATION PROVIDED/OUR ORGANIZATION HAS NO PAID EMPLOYEES](#)
6. How often is the board provided with financial statements that include budgeted vs. actual revenues and expenses? [CHECKBOXES: MONTHLY, BI-MONTHLY, QUARTERLY, ANNUALLY](#)

7. Can your organization provide proof of having a conflict of interest policy that 1) is signed annually by officers, directors, trustees, and key employees and 2) has specific language to prevent self-dealing? **CHECKBOXES: YES, NO**
8. Does your organization require officers, directors, trustees, and key employees to sign a conflict of interest disclosure annually? **CHECKBOXES: YES, NO**
9. Describe any other significant activities the board undertakes to perform its governance responsibilities. **NARRATIVE: 1000 CHARACTERS**

SECTION 6: FINANCIAL MANAGEMENT

1. Provide your organization's current board-approved annual operating budget, which shows the projected revenue and expenses for your organization's current fiscal year. **ATTACH PDF**
2. Attach your organization's balance sheet and a profit and loss statement or complete financial statements for your organization's last two completed fiscal year. If available, submit the audited version of this documents. If you do not have this document, please use the template provided by the City. This template is titled 'Optional Financial Statement Template' and is located here: <https://www.sandiego.gov/arts-culture/funding/ccsdapplying>. Use this document to calculate your organization's Liquid Unrestricted Net Assets in the next question. Upload as a PDF. **ATTACH PDF**
3. Using your organization's fiscal year-end financial statements attached above, compute the Liquid Unrestricted Net Assets (LUNA) for your organization's last completed fiscal year. **INTERACTIVE CALCULATOR**
4. How many months of liquidity did your organization have at the beginning of its current budget year? **INTERACTIVE CALCULATOR**
5. If the calculations show that your organization has less than one month of liquidity, provide relevant information for funding any cash shortfall(s) your organization may experience during the year (e.g. board designated reserves, line of credit, etc.) Describe the forms of proof your organization could provide for these funding sources. **NARRATIVE: 1000 CHARACTERS**
6. Does your organization have a bank line of credit? **CHECKBOXES: YES, NO**
7. Provide the name, title, responsibilities, experience, education and other qualifications of the primary person responsible for your organization's financial management. Indicate whether this person is an employee, a contractor or a volunteer. **NARRATIVE: 1000 CHARACTERS**
8. If your organization shows a deficit on its balance sheet and profit and loss statement, or on the completed financial statement for its last completed fiscal year, please explain. **NARRATIVE: 1000 CHARACTERS**
9. If your organization's budget has fluctuated by 10% or more from its previous fiscal year's budget, please explain why. **NARRATIVE: 1000 CHARACTERS**

10. Provide any other relevant details to give an accurate picture of your organization's financial position. **NARRATIVE: 1000 CHARACTERS**

SECTION 7: PAST PERFORMANCE ON CITY CONTRACTS

Responses in this section will be provided by Commission staff using data collected from past performance on City contracts from FY18 forward.

1. Organization submitted late contract kit in FY18 and/or FY19 and/or FY20.
2. Organization did not perform the agreed upon scope of services in FY18 and/or FY19.
3. Organization withdrew from contracting after award allocation in FY18 and/or FY19 and/or FY20.
4. Organization did not claim full award amount in FY18 and/or FY19.
5. Organization submitted late final performance report in FY18 and/or FY19.
6. Organization did not submit the final performance report in FY18 and/or FY19.
7. City terminated contract with organization for cause in FY18 and/or FY19 and/or FY20.

SECTION 8: CONDITIONS FOR SUBMISSION

WITH THE SUBMISSION OF A RESPONSE TO THIS RFQ, THE ORGANIZATION I REPRESENT ACKNOWLEDGES, UNDERSTANDS, AND ACCEPTS THE FOLLOWING CONDITIONS:

1. The City reserves the right to reject, in whole or in part, any responses to this RFQ/RFP, to not accept a proposal recommended by any of the Commission advisory panels or the Commission, to initiate an alternate process, to reissue the RFQ/RFP and/or cancel this RFQ/RFP, in whole or in part, at any time without prior notice and makes no representation that any agreement will be awarded to any applicant. Additionally, the City expressly reserves the right to postpone opening responses to this RFQ/RFP for its own convenience, and/or to waive minor informalities or irregularities in the responses received.
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6. Funds awarded to an applicant are paid on a reimbursement basis only. Expenses must be incurred by the applicant between July 1, 2020 and June 30, 2021 for the City to reimburse pursuant to an awarded contract.

7. Any applicant awarded CCSD funding with a project budget of \$30,000 or greater is required to provide a 3:1 cash match. Any applicant awarded CCSD funding with a project budget of \$29,999 or less is required to provide a 2:1 cash match. The project budget submitted in the RFQ will be used to determine the cash match. Match income must be received by the applicant during the FY21 contract period between July 1, 2020 and June 30, 2021.
8. Each applicant awarded funding must receive an executed contract from the City before submitting invoices for reimbursement, and it can take a minimum of 5 months from July 1 for the City to provide an executed contract, dependent on the contractor's expediency in submitting required documentation and information, and the City's purchasing and contracting review process.
9. Each applicant awarded funding is required to provide proof of Commercial General Liability Insurance, Automobile Liability Insurance, and Workers' Compensation Insurance. (Some exceptions may apply.)
10. Each applicant awarded funding is required to comply with all required state and federal registrations including but not limited to California Attorney General Registrar of Charitable Trusts, California Secretary of State Business Registry, and Department of Industrial Relations DSLE Debarments. All registrations must be current during the contract period.
11. An applicant receiving funding of \$10,000 or more must provide true, accurate and complete financial disclosure documentation evidencing the financial status of the applicant's last completed fiscal year within 90 days of the end of that fiscal year.
12. An applicant receiving funding in the amount of \$75,000 or more must submit true, accurate and complete financial disclosure documentation evidencing the financial status of the applicant's last completed fiscal year within 150 days of the end of that fiscal year prepared in accordance with generally accepted accounting principles and audited by an independent Certified Public Accountant, in accordance with generally accepted auditing standards.
13. An applicant receiving funding in the amount of \$500,000 or more, when that funding represents more than 10% of the applicant's annual budget, must provide salary and wage ranges for each of their job classifications, including actual executive salaries and benefits packages applicable for the contract period.
14. The award of funds does not imply that the City will promote, or present the CCSD project. It is the sole responsibility of the applicant to secure a venue and any required permit and /or permission(s). This planning should be reflected in the project proposal.
15. Each applicant awarded funding is required to deliver a mid-year report and a final performance report in a format requested by Commission staff.
16. The applicant acknowledges that information submitted as part of their application for this opportunity may be disclosed to the public pursuant to a request under the California Public Records Act.
17. City funds may not be used for alcoholic beverages, travel, meals, lodging, entertainment, capital or equipment outlay, buildup of reserves, or the purchase of awards, trophies, gifts or uniforms.
18. City funds may not be used for lobbying, religious activities or political activities.

19. City funds will not be provided to any applicant found to discriminate, in the conduct of its activities and affairs, on the basis of race, gender, gender expression, gender identity, religion, national origin, ethnicity, sexual orientation, age of disability.
20. The applicant applying to this program is solely responsible for the accuracy and truth of the information they submit to the City. Any applicant found to have 1) provided false information to the City, or 2) submitted more than one application for TOT funds in a single fiscal year may, at any point, be immediately disqualified from receiving funding.

[CHECKBOXES: I ACCEPT THESE CONDITIONS](#) [I DO NOT ACCEPT THESE CONDITIONS](#)

SECTION 9: OPTION TO RENEW FOR RETURNING APPLICANTS

An applicant that has been awarded a Fiscal Year 2020 contract, is seeking a Fiscal Year 2021 contract, and meets eligibility requirements is considered a “returning applicant.” A returning applicant whose RFQ is deemed qualified may be eligible to select either the option to renew its prior fiscal year contract or the option to submit a response to the RFP.

1. If your organization’s RFQ is deemed qualified, which one option would your organization prefer? [CHECKBOXES: MY ORGANIZATION IS NOT A RETURNING APPLICANT, THE ORGANIZATION I REPRESENT PREFERENCES THE OPTION TO RENEW, THE ORGANIZATION I REPRESENT PREFERENCES TO SUBMIT A RESPONSE TO THE RFP.](#)
2. In the last two fiscal years, has your organization ended the year in a deficit? If so, please indicate which years your organization ended with a deficit. Organizations who have ended two of the last two fiscal years with a deficit will not be eligible to exercise the option to renew. [ENTER RELEVANT FISCAL YEARS](#)
3. At the City’s sole discretion, if the returning applicant’s annual operating budget and/or project budget has fluctuated more than 10% from the previous fiscal year, the returning applicant may be required to submit a response to the FY21 RFP and go through the panel evaluation process.
 - 3a. Does your organization’s current operating budget show a 10% variance or higher from its previous fiscal year’s budget? Yes or NO- If yes, please explain. [NARRATIVE 500 CHARACTERS](#)
 - 3b. Does your organization’s current project budget show a 10% variance or higher from its previous fiscal year’s budget? Yes or NO- If yes, please explain. [NARRATIVE 500 CHARACTERS](#)
4. Have there been significant changes in your organization’s operations since July 1, 2018, such as A) changes in the organization’s mission; B) changes in the majority of the membership of the board of directors; C) changes in financial status such that fulfilling the terms of the Fiscal Year 2021 contract, including the matching fund requirement, are at risk of not being met? [CHECKBOXES: YES, NO](#)

FISCAL YEAR 2021 CCSD
RFQ
SCORING SHEET

APPENDIX 2

FISCAL YEAR 2021 CREATIVE COMMUNITIES SAN DIEGO (CCSD)		GRADING	RATIONALE
	RFQ APPLICATION QUESTION		
	RFQ SECTION 1: APPLICANT PROFILE		
	1. Is the entire section complete?	Yes = Qualified No = Not Qualified	
	RFQ SECTION 2: ELIGIBILITY SURVEY		
	1. Can your organization produce proof of its tax-exempt nonprofit status under section 501(c)(3) or 501(c)(6) of the Internal Revenue Code?	Yes = Qualified No = Not Qualified	Required by Council Policy 100-03
	2. Can your organization produce proof that it has a three-year history of operating with its own independent governing board (not under a fiscal sponsor)?	Yes = Qualified No = Not Qualified	Required by Council Policy 100-03
(This question varies from OSP.)	3. Can your organization produce proof that the project for which your organization is seeking funding will take place within the limits of the city of San Diego and/or benefit San Diego residents?	Yes = Qualified No = Not Qualified	Required by Council Policy 100-03
(This question varies from OSP.)	4. Does the project obviously align with the purpose of TOT funding, which is: to enhance the economy; to contribute to San Diego's national and international reputation as a cultural destination; to provide access to excellence in culture and the arts for residents and visitors; and to enrich the lives of the people of San Diego; and to build healthy, vital neighborhoods?	Yes = Qualified No = Not Qualified	Required by Council Policy 100-03
(This question varies from OSP.)	5. Understanding that your organization may only receive TOT funding through one category or subcategory, has/will your organization applied/apply for Fiscal Year 2021 TOT funding through any of the following: Organizational Support Program (OSP); Economic Development and Tourism Support (EDTS); or Citywide Economic Development Support (CEDS)?	Yes = Not Qualified No = Qualified	Required by Council Policy 100-03
	6. Is your organization seeking funding for lobbying, religious or political activities?	Yes = Not Qualified No = Qualified	Required by Council Policy 100-03
	7. Is your organization seeking funding for a project that would not be open to the public?	Yes = Not Qualified No = Qualified	Required by Council Policy 100-03
	8. Is your organization a university, community college, school district, or private educational enterprise?	Yes = Not Qualified No = Qualified	Required by Council Policy 100-03
	9. Is your organization seeking funding to give out as grants?	Yes = Not Qualified No = Qualified	Required by Council Policy 100-03

FISCAL YEAR 2021 CREATIVE COMMUNITIES SAN DIEGO (CCSD)		GRADING	RATIONALE
	RFQ APPLICATION QUESTION		
RFQ SECTION 3: SERVICE AREA			
	1. Is your organization based in the city of San Diego?	Answer to this question is not graded	Evidence of service area compliance.
	2. Will your project take place in the city of San Diego?	Yes = Qualified No = Not Qualified	Evidence of service area compliance.
	3. If your organization is based outside of the city of San Diego, please attach a letter of commitment from the site(s) where your project will take place.	Attached = Qualified pending review Not Attached = Not Qualified	Evidence of service area compliance.
RFQ SECTION 4: ADMINISTRATIVE CAPACITY			
	1. Provide an organizational chart showing names and titles of your organization's staff. Gender and ethnicity may be included but are optional.	Attached = Qualified Not Attached = Not Qualified	Evidence of organizational structure and management systems in place.
	2. Provide the name, title and qualifications of the primary person who will administer the contract between your organization and the City should a contract be awarded. Describe the experience this person has with managing contracts. Indicate whether this person is an employee, a contractor or a volunteer.	Strong = Qualified Basic = Qualified Weak = Not Qualified	[STRONG] = Managed more than one contract or grant in past + BASIC quals. [BASIC] = Managed at least one contract or grant in past and has qualifications such as legal expertise, decision-making authority or access to the organization's top decision-makers, access to legal expertise and/or reasonably transferable qualifications. [WEAK] = No contract or grant management experience and no reasonably transferable qualifications.
	3. Each organization awarded funding will be offered a contract for services. A requirement of the contract is that your organization must provide proof of a Commercial General Liability insurance policy. Will your organization be able to provide this proof at the time the contract is issued?	Yes = Qualified No = Not Qualified	Required by City procurement authorities
	4. Each organization awarded funding will be offered a contract for services. A requirement of the contract is that your organization must provide proof of an Automobile Liability insurance policy. Each organization is required to maintain a minimum of "Hired and Non-Owned" Automobile Liability insurance while under contract. Will your organization be able to provide this proof at the time the contract is issued?	Yes = Qualified No = Not Qualified	Required by City procurement authorities
	5. Each organization awarded funding will be offered a contract for services. A requirement of the contract is that your organization must provide proof of a Workers' Compensation insurance policy if your organization has at least one paid employee. Will your organization be able to provide this proof at the time the contract is issued?	Yes = Qualified N/A = Qualified No = Not Qualified	Required by City procurement authorities
RFQ SECTION 5: GOVERNANCE PRACTICES			
	1. Provide a list with the name, title, and short biography of each board member of your organization. Gender and ethnicity may be included but are optional.	Answers to this question are not graded	
	2. How often does the board of your organization formally meet to conduct the business of the organization?	Monthly = Qualified Bi Monthly = Qualified Quarterly = Qualified Annually = Not Qualified	To ensure good stewardship and public confidence in City contracts and to fulfill procurement requirements, a nonprofit board must meet at least quarterly.
	3. Does the board of your organization approve annual budgets for the organization?	Yes = Qualified No = Not Qualified	Annual board approval of budgets is evidence of appropriate fiscal oversight and organizational accountability.
	4. Are compensation arrangements for officers, directors, trustees, and key employees approved by the board?	Yes = Qualified N/A = Qualified No = Not Qualified	Ongoing evaluation of compensation arrangements supports proper stewardship of funds and organizational accountability.
	5. Does the board of your organization conduct an annual performance evaluation of the organization's top executive?	Yes = Qualified N/A = Qualified No = Not Qualified	Ongoing evaluation of the organization's top executive on at least an annual basis promotes accountability.
	6. How often is the board provided with financial statements that include budgeted vs. actual revenues and expenses?	Monthly = Qualified Bi Monthly = Qualified Quarterly = Qualified Annually = Not Qualified	To ensure good stewardship and public confidence in City contracts, nonprofit boards provide ongoing oversight of finances on at least a quarterly basis.

FISCAL YEAR 2021 CCSD
RFQ
SCORING SHEET

APPENDIX 2

FISCAL YEAR 2021 CREATIVE COMMUNITIES SAN DIEGO (CCSD)		GRADING	RATIONALE
	RFQ APPLICATION QUESTION		
	7. Can your organization provide proof of having a conflict of interest policy that is 1) signed annually by officers, directors, or trustees, and key employees and 2) has specific language to prevent self-dealing?	Yes = Qualified No = Not Qualified	To ensure good stewardship and public confidence in City contracts, conflict of interest policies are designed to prevent self-dealing and corruption.
	8. Can your organization provide proof that officers, directors, or trustees, and key employees are required to annually disclose interests that could give rise to conflicts?	Yes = Qualified No = Not Qualified	To ensure stewardship and public confidence in City contracts, conflict of interest policies are designed to prevent self-dealing and corruption. Proof can be provided in documents such as board minutes, conflict of interest disclosure forms, or other official documents.
	9. Describe any other significant measures the board takes to perform its governance responsibilities.	Answers to this question are not graded	
RFQ SECTION 6: FINANCIAL MANAGEMENT			
	1. Provide your organization's current board-approved annual operating budget, which shows the projected revenue and expenses for your organization's current fiscal year.	Attached = Qualified Not Attached = Not Qualified	Board-approved budgets demonstrate oversight in planning and monitoring the organization's income and expenditures.
	2. Attach your organization's balance sheet and a profit and loss statement or complete financial statements for your organization's last completed fiscal year. If available, submit the audited version of this document. If you do not have this document, please use the template provided by the City, located at www.sandiego.gov/arts-culture/funding . Use this document to calculate your organization's Liquid Unrestricted Net Assets (LUNA) in the next question.	Attached = Qualified Not Attached = Not Qualified	Required to confirm accuracy of LUNA calculations.
	3. Using your organization's fiscal year-end financial statements attached above, compute the Liquid Unrestricted Net Assets (LUNA) for your organization's last completed fiscal year.	Complete and correct = Qualified Not complete and/or incorrect = Not Qualified	To ensure good stewardship and public confidence in City contracts, positive liquidity demonstrates that an organization is able to operate programs/services under a reimbursement-based contract.
	4. How many months of liquidity did your organization have at the beginning of its current budget year?	Complete, correct and has 1 month of liquidity or more = Qualified Not complete and/or incorrect and/or has less than 1 month of liquidity = Not Qualified	To ensure good stewardship and public confidence in City contracts, positive liquidity demonstrates that an organization is able to operate programs/services under a reimbursement-based contract.
	5. If the calculations show that your organization has less than one month of liquidity, provide relevant information for funding any cash shortfall(s) your organization may experience during the year (e.g., board designated reserves, line of credit, etc.) Can you provide proof of these funding sources?	Strong Feasibility = Qualified Basic Feasibility = Qualified Weak Feasibility = Not Qualified	The average nonprofit in California has 1.5 months of liquidity available. Organizations with less than one month of liquidity provide feasible plans for covering unexpected shortfalls. Organizations should be able to provide proof, if requested.
	6. Does your organization have a bank line of credit?	This question must be answered but is not graded	
	7. Provide the name, title, responsibilities, experience, education and other qualifications of the person responsible for your organization's financial management. Indicate whether this person is an employee, a contractor or a volunteer.	Strong = Qualified Basic = Qualified Weak = Not Qualified	[STRONG] = 10+ yrs. + BASIC qual [BASIC] = 2-10 years of experience and any combo of the following: financial management experience; formal education in accounting, finances or related field; formal credentialing (CPA); and/or reasonably transferable qualifications. [WEAK] = Less than 2 years of financial management experience or no reasonably transferable qualifications.

FISCAL YEAR 2021 CCSD
RFQ
SCORING SHEET

APPENDIX 2

FISCAL YEAR 2021 CREATIVE COMMUNITIES SAN DIEGO (CCSD)		GRADING	RATIONALE
RFQ APPLICATION QUESTION		RATING	
	8. If your organization shows a deficit on its balance sheet and profit and loss statement, or on the completed financial statement for its last completed fiscal year, please explain.	Strong Answer= Qualified Basic Answer = Qualified Weak Answer= Not Qualified	
	9. If your organization's by 10% or more from its previous fiscal year, please explain why.	Strong Answer= Qualified Basic Answer = Qualified Weak Answer= Not Qualified	
	10. Provide any other relevant details to give an accurate picture of your organization's financial position.	Answers to this question are not graded	
RFQ SECTION 7: PAST PERFORMANCE ON CITY CONTRACTS		Responses in this section will be provided by Commission staff using data collected from past performance on City contracts from FY18 forward.	
	1. Organization submitted late contract kit in FY18 and/or FY19 and/or FY20.	YES or NO	To ensure appropriate use of City resources, organizations must demonstrate accountability.
	2. Organization did not perform the agreed upon scope of services in FY18 and/or FY19.	YES or NO	To ensure appropriate use of City resources, organizations must demonstrate accountability.
	3. Organization withdrew from contracting after award allocation in FY18 and/or FY19 and/or FY20.	YES or NO	To ensure appropriate use of City resources, organizations must demonstrate accountability.
	4. Organization did not claim full award amount in FY18 and/or FY19.	YES or NO	To ensure appropriate use of City resources, organizations must demonstrate accountability.
	5. Organization submitted late final performance report in FY18 and/or FY19.	YES or NO	To ensure appropriate use of City resources, organizations must demonstrate accountability.
	6. Organization did not submit final performance report in FY18 and/or FY19.	YES or NO	To ensure appropriate use of City resources, organizations must demonstrate accountability.
	7. City terminated the contract with the organization for cause in FY18 and/or FY19 and/or FY20.	YES or NO	To ensure appropriate use of City resources, organizations must demonstrate accountability.
		1 or 2 deficiencies = Qualified 3 or more deficiencies = Not Qualified	
RFQ SECTION 8: CONDITIONS FOR SUBMISSION			
	1. Is the entire section complete?	Yes = Qualified No = Not Qualified	
RFQ SECTION 9: OPTION TO EXTEND FOR RETURNING APPLICANTS			
	1. A returning applicant whose RFQ is deemed qualified may be eligible to select either the option to renew or the option to submit a response to the RFP. If your organization's RFQ is deemed qualified, which one option would your organization prefer?	This question must be answered but is not graded	
	2. In the last two fiscal years, has your organization ended the year in a deficit? If so, please indicate which years your organization ended with a deficit? Organizations who have ended two of the last two fiscal years with a deficit will not be eligible to exercise the option to renew.	Organizations who have ended 2 of the last 2 fiscal years with a deficit will not be eligible to exercise the option to renew.	
	3a. Does your organization's current operating budget show a 10% variance or higher from its previous fiscal year's budget? If yes, explain why	Strong Answer= Qualified Basic Answer = Qualified Weak Answer= Not Qualified	
	3b. Does your organization's current project budget show a 10% variance or higher from its previous fiscal year's budget? If yes, explain why	Strong Answer= Qualified Basic Answer = Qualified Weak Answer= Not Qualified	
	4. Have there been significant changes in your organization's operations since July 1, 2018, such as A) changes in the organization's mission; B) changes in the majority of the membership of the board of directors; C) changes in financial status such that fulfilling the terms of the Fiscal Year 2021 contract, including the matching fund requirement, are at risk of not being met?	Organizations with significant changes will not be eligible to exercise the option to renew.	

Appendix 3

Request for Proposals (RFP) Tear Sheet Fiscal Year 2021 Creative Communities San Diego (CCSD)

SECTION 1: APPLICANT PROFILE

1. Legal Name of Organization
2. DBA Name of organization, if applicable
3. Provide your organization's mission statement. If using a fiscal sponsor, please provide the mission statement for both the fiscal sponsor organization and the project producer.
NARRATIVE: 1000 CHARACTERS
4. Provide a brief description of the project for publication in the City's promotional materials. Include the name of the event(s), location(s), dates(s), a summary of what will happen at the event(s) and cost to participate (if any) Please indicate whether the event is free to the public.
NARRATIVE: 500 CHARACTERS
5. Indicate whether the project is new or has been produced before. **CHECKBOXES: THE PROJECT IS NEW; THE PROJECT HAS BEEN PRODUCED BEFORE**
6. Provide the date(s) of the project. **NARRATIVE: 75 CHARACTERS**
7. Provide the total budget for the project. (this number should match the project budget submitted in the RFQ) **NARRATIVE: 10 CHARACTERS**
8. Attach the "Required CCSD Project Budget" file that was submitted in response to RFQ Section 1, Question 12. **ATTACH PDF**
9. Is your organization acting as a fiscal sponsor for the purposes of seeking funding for the project? **CHECKBOXES: YES, NO**
10. If applicable, give a brief description of the relationship between the fiscal sponsor and the project. **NARRATIVE: 250 CHARACTERS**
11. Provide up to three documents from sources not within your organization, including but not limited to, reviews, letters of recommendation or articles that reflect the quality of your organization's project. **ATTACH PDF**
12. Provide a minimum of one and a maximum of three work samples that are representative of the programs/services your organization produces, including but not limited to programmatic materials, collateral or videos, and provide a current calendar of scheduled activities, if available. **ATTACH MULTI-MEDIA FILES**

SECTION 2: PROPOSED PROJECT

1. What is the project that your organization proposes to produce between July 1, 2020 and June 30, 2021? Include information about where the project occurs and how many people are served. **NARRATIVE: 2500 CHARACTERS**
2. How does your project align with at least one of the City's goals per Council Policy 100-03? (Goal 1: Enhance the economy; Goal 2: Contribute to San Diego's national and international

reputation as a cultural destination; Goal 3: Provide access to excellence in culture and the arts for residents and visitors; Goal 4: Enrich the lives of the people of San Diego; Goal 5: Build healthy, vital neighborhoods). **NARRATIVE: 2500 CHARACTERS**

SECTION 3: COMMUNITY ENGAGEMENT

1. Describe the core community/audience for your organization's proposed project in terms of geography, Council District(s), age, cultural and economic characteristics, as applicable. **NARRATIVE: 2000 CHARACTERS**
2. How is the core community/audience involved in the design of the project? How does your organization know that the project is relevant to this core community/audience? What is the impact of this project on the core community/audience? Provide quantitative and qualitative data to show the impact of your organization's project. **NARRATIVE: 3300 CHARACTERS**
3. 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. How will your organization ensure that the proposed project is accessible and inclusive? **NARRATIVE: 2500 CHARACTERS**

SECTION 4: PRODUCTION CAPACITY

1. What is your organization's experience with producing projects of similar scale and complexity? **NARRATIVE: 2500 CHARACTERS**
2. What are the resources, including potential partners, your organization will access to facilitate the production of the project (e.g. rehearsal space, location, community partners etc.)? **NARRATIVE: 2500 CHARACTERS**
3. Provide the name, title, education, experience, and other qualifications of each key person responsible for designing and producing the project. How does each person contribute to the impact of your project? (Include up to five people, such as designers, producers, project managers, implementers, etc.) **NARRATIVE: 2500 CHARACTERS**

SECTION 5: PROJECT BUDGET & SPENDING PLAN

1. What is the proposed budget for the project? Provide the operating income and expenses for the two previous iterations of this project as well as the proposed project. If this is a new project, enter 0 where it asks for "Previous" and "Current". For all projects, in the table, include projected revenue, in-kind donations, and expenses. Include the amount of funds your organization estimates to receive from the City as a part of the line item "Local government income". **INTERACTIVE CALCULATOR**
2. Describe the local government income shown in Line D in the table. Does this include any other governmental agency's support? **NARRATIVE: 250 CHARACTERS**
3. Describe income and/or expenses categorized as "Other." **NARRATIVE: 1000 CHARACTERS**

4. Provide any details to clarify line items in your projected budget from the previous page.
NARRATIVE: 500 CHARACTERS

SECTION 6: ACHIEVEMENT IN EMPHASIS AREAS

Select and describe **one** area of emphasis where your project has made a significant achievement.

1. Option: Provide evidence that your project has received significant national or international recognition in the past three years. **NARRATIVE: 1500 CHARACTERS + ATTACH OPTIONAL PDF**
2. Option: Provide evidence that your project has made a significant investment in San Diego's professional artists. **NARRATIVE: 1500 CHARACTERS + ATTACH OPTIONAL PDF**
3. Option: Provide evidence that your organization has made significant investment in the San Diego Promise Zone. **NARRATIVE: 1500 CHARACTERS + ATTACH OPTIONAL PDF**
4. Option: Provide evidence that your project has significantly improved its impact through collaboration. **NARRATIVE: 1500 CHARACTERS + ATTACH OPTIONAL PDF**
5. Option: Provide evidence that your project has made significant connections with under-resourced populations in the city of San Diego. **NARRATIVE: 1500 CHARACTERS + ATTACH OPTIONAL PDF**
6. Option: Provide evidence that your project has generated significant overnight hotel stays in the city of San Diego in the past three years. **NARRATIVE: 1500 CHARACTERS + ATTACH OPTIONAL PDF**

FISCAL YEAR 2020 CCSD
RFP
SCORING SHEET

FISCAL YEAR 2021 CREATIVE COMMUNITIES SAN DIEGO (CCSD)		RFQ APPLICATION QUESTION	EVALUATION CRITERIA FOR APPLICATION SECTION	QUALITIES OF A STRONG APPLICATION	SCORING
RFP SECTION 1: APPLICANT PROFILE					
RFP SECTION 2: PROPOSED PROJECT		<ul style="list-style-type: none"> • Degree to which the organization's project achieves at least one City goal 	<ul style="list-style-type: none"> • Project is clearly described • Evidence is provided to show that the project has been researched and developed for optimal impact • Project impacts are clearly linked to at least one City goal with quantitative and qualitative data 	Strong = 5 points Good = 4 points Basic = 3 points Weak= 2 points Unresponsive = 1 point	
	1. What is the project that your organization proposes to produce between July 1, 2020 and June 30, 2021? Include information about where the project occurs and how many people are served.				
	2. How does your project align with at least one of the City's goals per Council Policy 100-03? (Goal 1: Enhance the economy; Goal 2: Contribute to San Diego's national and international reputation as a cultural destination; Goal 3: Provide access to excellence in culture and the arts for residents and visitors; Goal 4: Enrich the lives of the people of San Diego; Goal 5: Build healthy, vital neighborhoods).				
RFP SECTION 3: COMMUNITY ENGAGEMENT		<ul style="list-style-type: none"> • Degree to which the organization thoughtfully and intentionally identifies its core community/audience • Degree to which the organization provides evidence that the project is relevant and impactful to its core community/audience • Degree to which the organization provides evidence that its project is accessible and inclusive 	<ul style="list-style-type: none"> • Evidence is provided to show that the organization understands its core community/audience • Evidence is provided to show how the project connects and is relevant to core community/audience • Evidence is provided to show that the project has a positive impact for the core community/audience • Evidence is provided to show that the organization understands accessibility and inclusivity in the context of this project • Evidence is provided to show that the project is accessible and inclusive 	Strong = 5 points Good = 4 points Basic = 3 points Weak= 2 points Unresponsive = 1 point	
	1. Describe the core community/audience for your proposed project in terms of geography, Council District(s), age, cultural and economic characteristics, as applicable.				
	2. How is the core community/audience involved in the design of the project? How does your organization know that the project is relevant to this core community/audience? What is the impact of this project on the core community/audience? Provide quantitative and qualitative data to show the impact of your organization's project.				
	3. 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. How will your organization ensure that the proposed project is accessible and inclusive?				

FISCAL YEAR 2020 CCSD
RFP
SCORING SHEET

FISCAL YEAR 2021 CREATIVE COMMUNITIES SAN DIEGO (CCSD) RFQ APPLICATION QUESTION		EVALUATION CRITERIA FOR APPLICATION SECTION	QUALITIES OF A STRONG APPLICATION	SCORING
RFP SECTION 4: PRODUCTION CAPACITY		<ul style="list-style-type: none"> Degree to which the organization provides evidence that its qualifications and resources match the scale and complexity of the project 	<ul style="list-style-type: none"> Evidence is provided to show that the organization has a successful track record of producing projects of similar scale and impact Evidence is provided to show that the organization understands the strengths and shortfalls of its capacity and how those shortfalls are being addressed Evidence is provided to show how the qualifications of personnel result in project impacts 	Strong = 5 points Good = 4 points Basic = 3 points Weak= 2 points Unresponsive = 1 point
1.	What is your organization's experience with producing projects of similar scale and complexity?			
2.	What are the resources, including potential partners, your organization will access to facilitate the production of the project (e.g. rehearsal space, location, community partners etc.)?			
3.	Provide the name, title, education, experience, and other qualifications of each key person responsible for designing and producing the project. How does each person contribute to the impact of your project? (Include up to five people, such as designers, producers, project managers, implementers, etc.)			
RFP SECTION 5: PROJECT BUDGET & SPENDING PLAN		<ul style="list-style-type: none"> Degree to which the organization provides evidence that the project budget and spending plan support the scale and complexity of the project 	<ul style="list-style-type: none"> The project budget and spending plan is clearly described and easy to understand Evidence is provided to show that the project budget income is diversified and not reliant on a single source or a majority source of funding 	Strong = 5 points Good = 4 points Basic = 3 points Weak= 2 points Unresponsive = 1 point
1.	What is the proposed budget for the project? Provide the operating income and expenses for the two previous iterations of this project as well as the proposed project. If this is a new project, enter 0 where it asks for "Previous" and "Current". For all projects, in the table, include projected revenue, in-kind donations, and expenses. Include the amount of funds your organization estimates to receive from the City as a part of the line item "Local government income".			
2.	Describe the local government income shown in Line D in the table. Does this include any other governmental agency's support?			
3.	Describe income and/or expenses categorized as "Other."			
4.	Provide any details to clarify line items in your projected budget from the previous page.			

FISCAL YEAR 2020 CCSD
RFP
SCORING SHEET

FISCAL YEAR 2021 CREATIVE COMMUNITIES SAN DIEGO (CCSD)		EVALUATION CRITERIA FOR APPLICATION SECTION	QUALITIES OF A STRONG APPLICATION	SCORING
RFQ APPLICATION QUESTION				
RFP SECTION 6: ACHIEVEMENT IN EMPHASIS AREAS		<ul style="list-style-type: none"> • Degree to which the organization expresses a clear point of view and distinction about what is a significant achievement in the selected emphasis area • Degree to which the organization provides evidence of intentional investment in the selected emphasis area • Degree to which the organization provides evidence of sustained investment in the selected emphasis area • Degree to which the organization provides evidence of significant achievement 	<ul style="list-style-type: none"> • Clear and persuasive description of what significant achievement means in the selected emphasis area • Quantitative evidence of intentional investment, sustained investment and significant achievement is provided • Qualitative evidence of intentional investment, sustained investment and significant achievement is provided • Third-party validation of intentional investment, sustained investment and significant achievement is provided 	<p>Strong = 5 points Good = 4 points Basic = 3 points Weak = 2 points Unresponsive = 1 point</p>
	1. Option: Provide evidence that your project has received significant national or international recognition in the past three years.			
	2. Option: Provide evidence that your project has made a significant investment in San Diego's professional artists.			
	3. Option: Provide evidence that your organization has made significant investment in the San Diego Promise Zone.			
	4. Option: Provide evidence that your project has significantly improved its impact through collaboration.			
	5. Option: Provide evidence that your project has made significant connections with under-resourced populations in the city of San Diego.			
	6. Option: Provide evidence that your project has generated significant overnight hotel stays in the city of San Diego in the past three years.			

RANK EQUIVALENT	POINT RANGE
4 rank	25-23 points
4- rank	22-20 points
3+ rank	19-16 points
3 rank	15-11 points
3- rank	10-8 points
2+ rank	7-6 points
2 rank	5-4 points
2- rank	3-0 points

Appendix 5

FY2021 Funding Process Schedule

September 16, 2019

Application guidelines and online Request for Qualifications (RFQ) form published

September 20 – October 18, 2019

Technical Assistance workshops, in-person and online: How to Submit an Application (RFQ)
Office hours available with staff (in-person or via telephone)

September 27, 2019

RFQ addenda published, if necessary

October 21, 2019, 3:00 p.m.

Last day for questions regarding the RFQ

October 21, 2019, 5:00 p.m.

Responses to the RFQ due

October 21 – December 4, 2019

RFQs evaluated by one trained team of nonprofit experts including Commission staff

December 5 – December 11, 2019

- Announce results of RFQ evaluation
- Start of 5-day "cure" period for applicants deemed "Not Qualified" due to missing or incomplete materials in RFQ

December 20, 2019

Announce results of the "cure" period

***Staff will have limited availability for questions from December 20, 2019 – January 2, 2020.*

January 6, 2020

Online Request for Proposals (RFP) published

January 6, 2020 – January 31, 2020

Technical assistance workshops in-person and online: How to Submit a Proposal (RFP) (Dates: TBD)
Office hours available with staff (in-person or via telephone)

January 13, 2020

RFP addenda published, if necessary

February 7, 2020, 3:00 p.m.

Last day for questions re: RFP

February 7, 2020, 5:00 p.m.

Responses to RFP due

February 24 – March 13, 2020

Panels convene to discuss and recommend scores/ranks for RFPs

March 20, 2020

Results of RFP evaluation announced to applicants

March 21 - March 30, 2020

Appeals process (10 calendar days)

April 10, 2020

Policy & Funding Committee of the Commission reviews and recommends ranks recommended by Commission Advisory Panels

April 15, 2020 (estimated date)

City's FY21 proposed budget announced

April 24, 2020

Commission reviews and recommends RFP ranks recommended by Policy & Funding Committee

April 27, 2020

Results of appeals announced

May 1 - May 11, 2020 (estimated dates)

City budget hearings

May 22, 2020

Commission confirms adjusted tentative award amounts, if applicable

June 30, 2020

Final award amounts confirmed through City's appropriation ordinance

July 1, 2020

Performance period and contracting process begins

FY21