



Commission for Arts and Culture



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Arts and Culture Funding Program

Creative Communities San Diego

Fiscal Year 2022 Guidelines

Dear CCSD Applicants,

On behalf of the City of San Diego and the Commission for Arts & Culture, *welcome* to the 2022 Creative Communities San Diego (CCSD) guidelines.

Calendar year 2020 has been and continues to be one of the most difficult years in recent memory.

To our current CCSD partner contractors, your ability to so rapidly pivot in response to COVID-19 and its economic impact has been remarkable. Congratulations, and thank you.

If we have learned nothing else from 2020 thus far, it is that “the arts” are not comprised of institutions, “the arts” in San Diego are comprised of people.

We are also, again, reminded that “the arts” are not as inclusive and reflective of San Diego as they should be, and we have work to do. Many of our CCSD contract-partners are in the business of producing and presenting cultural product that is authentically reflective of our many communities and provide direct projects to often-times underrepresented communities. Thank you for setting a standard for many of us to aspire to. We at the Commission are committed to do our part in building a more equitable, inclusive arts and culture sector in San Diego. In calendar year 2020, the Commission is conducting a three-phase diversity, equity and inclusion initiative, including a robust internal assessment followed by community engagement. The intent is to identify systemic bias in all our programs and inform new modeling for the future.

To better understand the impact of COVID-19, the Commission co-commissioned with University of San Diego a study of the financial impact of COVID-19 on our arts and culture funding partner-contractors. The fall-out is staggering, with more than \$96.6 million in revenue losses and close to 40% of the workforce laid off or furloughed.

While we have many unknowns in front of us as we begin the FY22 funding application process, here is what I know. Once again, the arts became a beacon for all of us during those initial months of COVID-19, bringing us together, albeit virtually, proving themselves essential. There is a lot of work to do to rebuild better in all of our communities. CCSD funding is designed just for this – for community activation, reflection and celebration.

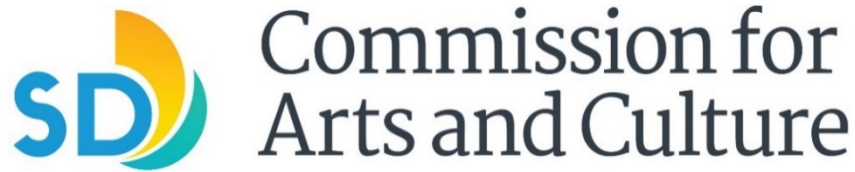
To help you rebuild better, we have made key changes for the FY22 application period to lower barriers and provide greater accessibility, including decreasing the match requirement to 1:1, increasing the number of technical assistance workshops, increasing the awareness of fiscal sponsorship opportunities for non 501c3/501c6's to access CCSD funds, adding a question in the RFP to share your shifts into virtual programming, and a committed focus to equity that includes refining our panel process and an opportunity to share your equity work with the panel via the your response to the RFP.

On behalf of all of us at the Commission, we look forward to working with you during the FY22 application period and coming out on the other side of COVID-19 more resilient, creative and inclusive sector –



Jonathon Glus

Executive Director, Commission for Arts & Culture



Fiscal Year 2022 Application Guidelines

CCSD: Creative Communities San Diego

Funding for Projects

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Questions?

Arts and Culture Funding Staff

(619) 236-6849 arts@sandiego.gov

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: Introduction

The City advances and drives the economy and creative ecosystem by investing in new and artistic media and cultural production, cultivating local participation and engagement, and advancing San Diego as a global city. Committed to equitable economic development, and cultivation of a dynamic arts ecosystem, City arts and culture staff, facilitate the City's investments in the arts, artists, and arts and culture organizations.

The City annually awards funding for general operating support and project-specific support to San Diego nonprofit organizations operating in the field of arts and culture. These funds, awarded to nonprofits through two application processes Organizational Support Program (OSP) and Creative Communities San Diego (CCSD), generate meaningful impacts in communities and expand access to arts and culture in every City Council district. The source of the funding for OSP and CCSD is Transient Occupancy Tax (TOT), a tax levied on individuals who stay overnight in hotels, motels, and other lodging establishments. 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.

The City of San Diego Commission for Arts and Culture (Commission) serves in an advisory capacity to the 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. Annually, the Commission recommends to the City the award of funding for OSP and CCSD.

Section 2: About Creative Communities San Diego (CCSD)

Creative Communities San Diego (CCSD) centralizes arts and culture in neighborhoods across San Diego. CCSD provides project support to nonprofit, tax-exempt organizations to deliver projects that promote neighborhood pride and community reinvestment, make arts and culture more accessible and encourage people of diverse backgrounds to share their heritage and culture. Projects can take a variety of artistic and cultural forms, from film and video screenings, art exhibitions and performances to festivals, parades, or other activities in a similar vein. Projects organized by entities that do not hold tax-exempt nonprofit status under section 501(c)(3) or 501(c)(6) of the Internal Revenue Code may be eligible for funding via a nonprofit fiscal sponsor.

Section 3: Who is Eligible to Apply?

Your organization is eligible to apply for a CCSD 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:** Projects organized by entities that do not hold tax-exempt nonprofit status under section 501(c)(3) or 501(c)(6) of the Internal Revenue Code may be eligible for CCSD funding via a nonprofit fiscal sponsor. The fiscal sponsor will be the primary applicant and contract holder, accountable for meeting contractual requirements and receiving payment on behalf of the project. The fiscal sponsor must be deemed qualified to contract with the City through the Request for Qualifications process. The fiscal sponsor must be a 501(c)(3) or 501(c)(6) but does not need to be an arts organization.

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

- **GENERAL OPERATING SUPPORT:** Your organization is seeking funding for general operating support. (The City 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 2022 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 using 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 organizations receiving awards. In FY21, CCSD applicants were awarded between 5%-33% of their project budgets. The minimum award amount an applicant can receive is \$5,000.

In Fiscal Year 2021:

- 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 \$99,999 were awarded approximately 10% of the total project budget.
- Projects with budgets between \$100,000 and \$1,000,000 were awarded approximately 5% of the total project budget.

Matching Income Requirement: The matching requirement for all CCSD awards is 1:1. CCSD funded projects with project budgets of \$29,999 or less may use in-kind contributions to fulfill up to 50% of their match. All matching income must be received by the applicant during the contract period.

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). Applications are accepted via the online platform [GoSmart](#). Only applications submitted via the GoSmart platform will be accepted. Online Resources and Technical Assistance Opportunities are listed [here](#).
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, along with City staff, trained specifically in City

contracting and procurement processes, 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 address any incorrect or missing RFQ components. The RFQ will then be reevaluated. Applicants deemed "Not Qualified" after the reevaluation will not advance but will be offered 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 local and national arts and nonprofit professionals evaluate the proposals and the degree to which each applicant's proposed programs/services align with the City's goals for the use of TOT funds. The advisory panels use a standard scoring system to evaluate each section of the proposal - 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 clarify any misreading of their application 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 staff no later than 5:00 p.m. on the tenth calendar day following notification from staff to the applicant that no award is being recommended. 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, 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 that 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. 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 <https://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/RFP 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 during the FY22 contract period between July 1, 2021 and June 30, 2022 for the City to reimburse pursuant to an awarded contract.
7. All applicants awarded CCSD funding must fulfill the matching requirement of 1:1. CCSD funded projects with project budgets of \$29,999 or less may use in-kind contributions to fulfill up to 50% of their match. The project budget submitted in the RFQ will be used to determine the eligibility for use of in-kind as a portion of the match. Match income must be received by the applicant during the contract period between July 1, 2021 and June 30, 2022.
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 evidence of non-debarment via The System for Award Management (SAM). All registrations must be current and active 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 also 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 or site and any required permit(s), approval(s) and /or permission(s). This should be reflected in the response to the RFQ/RFP.
15. Each applicant awarded funding is required to deliver a mid-year report and a final performance report in a format requested by City 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 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 2021 contract or contract renewal, is seeking a Fiscal Year 2022 contract and meets eligibility requirements is considered a "returning applicant." All applicants, returning and new, must submit a response to the FY22 RFQ. A returning applicant whose response to the RFQ is deemed qualified may indicate one of the following preferences:

1. Request the option to renew its 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 contract. If the request is granted by the City, the returning applicant will

not have to submit a response to the FY22 RFP for panel evaluation, and their most recent panel issued rank will carry over to calculate the FY22 award amount. The City may, at its sole discretion and at any time, direct an applicant to submit a response to the RFP for panel evaluation.

The City will only exercise the option to renew for up to 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 FY20 funding cycle, and it was renewed in FY21, the applicant could request a second option to renew for the FY22 funding cycle. If that option was granted the applicant would not be eligible for a contract renewal for the FY23 funding cycle.

If an applicant exercised the option to renew their FY18 contract for FY19, FY20 *and* FY21, that applicant is eligible to request the option to renew for 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 FY22 RFQ is deemed qualified.
- The returning applicant has had no significant changes in Scope of Services from last submitted RFP response.
- 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 FY21 (July 1, 2020 - June 30, 2021). If the returning applicant's FY21 contract is not executed and/ or fulfilled, the returning applicant will not be eligible to receive a contract renewal for FY22.
- The returning applicant has had no significant changes in financial status such that fulfilling the terms of the FY22 contract, including the matching funds requirement, are at risk of not being met.
- The returning applicant acknowledges, understands and accepts that any FY22 contract award amount will be calculated using the project budget submitted in response to the FY22 RFQ.
- The returning applicant acknowledges, understands, and accepts that their prior rank will carry over and be used as a factor to calculate the FY22 award amount.
- The returning applicant acknowledges, understands and accepts that the FY22 contract award amount may not be the same as the FY21 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 FY22 RFP and go through the panel evaluation process.

Submitting a Response to the RFP: Returning applicants may elect to submit a response to the FY22 RFP for panel evaluation. The rank given to the returning applicant's FY22 RFP will be used to calculate the FY22 award amount. Returning applicants that elect to submit a response to the FY22 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 FY22 RFP:

- The returning applicant's response to the FY22 RFQ is deemed qualified.
- The returning applicant acknowledges, understands and accepts that any FY22 contract award amount will be calculated using the project budget submitted by the returning applicant in response to the FY22 RFQ.
- Returning applicants that elect to submit a response to the FY22 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 FY22 RFP evaluation will be used as a factor to calculate the FY22 award amount.
- The returning applicant acknowledges, understands and accepts that the FY22 contract award amount may not be the same as the FY21 contract award amount due to the variable factors in the award calculation.

Appendix 1

Request for Qualifications (RFQ) Tear Sheet

[Fiscal Year 2022 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. Organization Category [SELECT ALL THAT APPLY](#)
6. Provide your organization's mission statement. [NARRATIVE: 500 CHARACTERS](#)
7. Are you a new applicant to the City's arts and culture funding program? [CHECKBOXES: YES, NO](#)
8. Workforce Report: Please download the City's Equal Opportunity Contracting Workforce Report, complete pages 1 & 2, save and attach here. The Workforce Report can be found [here](#). (this data is for informational purposes only and will not be a factor in award eligibility.) [ATTACH PDF](#)
9. Briefly describe the project for which your organization seeks funding. Please specify if the project is free to the public. [NARRATIVE: 500 CHARACTERS](#)
10. Indicate the history of the project. [CHECKBOXES: THE PROJECT IS NEW, THE PROJECT HAS BEEN PRODUCED BEFORE](#)
11. Project Category [SELECT ONE](#)
12. Project Discipline [SELECT ONE](#)
13. Provide the date(s) of the project. [NARRATIVE: 75 CHARACTERS](#)
14. Provide the San Diego City Council District(s) and zip code(s) where the project will occur. [NARRATIVE: 100 CHARACTERS](#)
15. Provide the total budget for the project. NOTE: if your organization is deemed qualified to receive a FY22 funding award, this total budget will be used as a factor in the award calculation. [NARRATIVE: 10 CHARACTERS](#)
16. Attach a project budget that reflects the total income and expenses for the project. The project budget should match the number in question 11. Include budget notes for all applicable line items. 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](#)
17. Is your organization acting as a fiscal sponsor for the purposes of seeking funding for a project? [CHECKBOXES: YES, NO](#)
18. If applicable, can your organization provide proof of a formalized fiscal sponsorship agreement? [CHECKBOXES: YES, NO, NOT APPLICABLE](#)
19. If applicable, what is the name of the group responsible for producing the project? [NARRATIVE: 75 CHARACTERS](#)

20. Which month and day does your organization's fiscal year end? [NARRATIVE: 10 CHARACTERS](#)

21. 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. Your organization must have tax-exempt nonprofit status under section 501(c)(3) or 501(c)(6) of the Internal Revenue Code to be eligible for funding. Please upload a copy of your IRS letter of determination. [ATTACH PDF](#)
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 it's 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 2022 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](#)

SECTION 4: ADMINISTRATIVE CAPACITY

1. Provide an organizational chart showing names and titles of your organization's staff. Gender and race/ethnicity data is requested but is 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. 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? [CHECKBOXES: YES, NO](#)
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? [CHECKBOXES: YES, NO](#)
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? [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 race/ethnicity data is requested but is 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 (FY21). **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 years (FY19 & FY20). If available, submit the audited version of these documents. If you do not have these documents, 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 [Need help with LUNA? Check out this handy [tutorial video](#)]**
4. How many months of liquidity did your organization have at the beginning of its current fiscal 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, profit and loss statement, or on the completed financial statement for its last completed fiscal year (FY20), please explain. **NARRATIVE: 1000 CHARACTERS**

9. If your organization's current budget has fluctuated by 10% or more from its previous fiscal year's budget (FY20), 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 City staff using data collected from past performance on City contracts from FY19 forward.

1. Organization submitted late contract kit in FY19 and/or FY20 and/or FY21.
2. Organization did not perform the agreed upon scope of services in FY19.
3. Organization withdrew from contracting after award allocation in FY19 and/or FY20.
4. Organization did not claim full award amount in FY19.
5. Organization submitted late or incomplete final performance report in FY19 and/or FY20.
6. Organization did not submit the final performance report in FY19 and/or FY20.
7. City terminated contract with organization for cause in FY19 and/or FY20 and/or FY21.

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.
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 <http://www.sandiego.gov/arts-culture/funding>. It shall be 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/RFP.
6. Funds awarded to an applicant are paid on a reimbursement basis only. Expenses must be incurred by the applicant between July 1, 2021 and June 30, 2022 for the City to reimburse pursuant to an awarded contract.

7. All applicants awarded CCSD funding must fulfill the matching requirement of 1:1. CCSD funded projects with project budgets of \$29,999 or less may use in-kind contributions to fulfill up to 50% of their match. The project budget submitted in the RFQ will be used to determine eligibility for use of in-kind as a portion of the match. Match income must be received by the applicant during the contract period between July 1, 2021 and June 30, 2022.
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 evidence of non-debarment via The System for Award Management (SAM). 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 or site and any required permit approval(s) and /or permission(s). This should be reflected in the response to the RFQ/RFP.
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 2021 contract, is seeking a Fiscal Year 2022 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 contract or the option to submit a response to the RFP.

1. If your organization’s response to the RFQ is deemed qualified, which one option does your organization prefer? CHECKBOXES: MY ORGANIZATION IS NOT A RETURNING APPLICANT, THE ORGANIZATION I REPRESENT REQUESTS THE OPTION TO RENEW, THE ORGANIZATION I REPRESENT PREFERS 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 may not be eligible to exercise the option to renew. ENTER RELEVANT FISCAL YEARS AND BRIEF REASON FOR DEFICIT.
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 FY22 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 to your scope of services since your last submitted RFP. If yes, please explain. (To answer this question, please review your scope of services from your last executed full contract, are you proposing to fulfill the scope as is for FY22? If not, what will be different from the original scope?) NARRATIVE 500 CHARACTERS
5. Have there been significant changes in your organization’s operations since your last submitted response to the RFP, such changes in financial status such that fulfilling the terms of the Fiscal Year 2022 contract, including the matching fund requirement, are at risk of not being met? If yes, Please Explain. NARRATIVE 500 CHARACTERS

**FISCAL YEAR 2022 CCSD
RFQ
SCORING SHEET**

APPENDIX 2

FISCAL YEAR 2022 CREATIVE COMMUNITIES SAN DIEGO (CCSD)			
RFQ APPLICATION QUESTION		GRADING	RATIONALE
RFQ SECTION 1: APPLICANT PROFILE			
	1. Is the entire section complete?	Yes = Qualified No = Not Qualified	
RFQ SECTION 2: ELIGIBILITY SURVEY			
	1. Your organization must have tax-exempt nonprofit status under section 501(c)(3) or 501(c)(6) of the Internal Revenue Code to be eligible for funding. Please upload a copy of your IRS letter of determination.	Attached = Qualified Not Attached = 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
	3. Can your organization produce proof that the project for which it's 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
	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?	Yes = Qualified No = Not Qualified	Required by Council Policy 100-03
	5. Understanding that your organization may only receive TOT funding through one category has/will your organization applied/apply for Fiscal Year 2022 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
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 attached 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 race/ethnicity data is requested but is 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. <input type="checkbox"/>

**FISCAL YEAR 2022 CCSD
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APPENDIX 2

FISCAL YEAR 2022 CREATIVE COMMUNITIES SAN DIEGO (CCSD)		
RFQ APPLICATION QUESTION	GRADING	RATIONALE
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 race/ethnicity data is requested but is optional.	Attached = Qualified Not Attached = Not Qualified	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 administrator?	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.
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?	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. Does your organization require officers, directors, trustees, and key employees to sign a conflict of interest disclosure annually?	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 activities the board undertakes to perform its governance responsibilities.	Answers to this question are not graded	
RFQ SECTION 6: FINANCIAL MANAGEMENT		

**FISCAL YEAR 2022 CCSD
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SCORING SHEET**

APPENDIX 2

FISCAL YEAR 2022 CREATIVE COMMUNITIES SAN DIEGO (CCSD)			
RFQ APPLICATION QUESTION		GRADING	RATIONALE
	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 (FY21).	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 two completed fiscal years (FY19 & FY20). If available, submit the audited version of these documents. If you do not have these documents, 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.	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 fiscal 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.) Describe the forms of proof your organization could provide for 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 quals [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.
	8. If your organization shows a deficit on its balance sheet, profit and loss statement, or on the completed financial statement for its last completed fiscal year (FY20), please explain.	Strong Answer= Qualified Basic Answer = Qualified Weak Answer= Not Qualified	
	9. If your organization's current budget has fluctuated by 10% or more from its previous fiscal year's budget (FY20), 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	

**FISCAL YEAR 2022 CCSD
RFQ
SCORING SHEET**

APPENDIX 2

FISCAL YEAR 2022 CREATIVE COMMUNITIES SAN DIEGO (CCSD)			
RFQ APPLICATION QUESTION		GRADING	RATIONALE
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 FY19 and/or FY20 and/or FY21.	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 FY19.	YES or NO	To ensure appropriate use of City resources, organizations must demonstrate accountability.
	3. Organization withdrew from contracting after award allocation in 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 FY19.	YES or NO	To ensure appropriate use of City resources, organizations must demonstrate accountability.
	5. Organization submitted late or incomplete final performance report in FY19 and/or FY20.	YES or NO	To ensure appropriate use of City resources, organizations must demonstrate accountability.
	6. Organization did not submit the final performance report in FY19 and/or FY20.	YES or NO	To ensure appropriate use of City resources, organizations must demonstrate accountability.
	7. City terminated contract with organization for cause in FY19 and/or FY20 and/or FY21.	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 its contract or the option to submit a response to the RFP. If your organization's response to the RFQ is deemed qualified, which one option does 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 may not be eligible to exercise the option to renew.	Organizations who have ended 2 of the last 2 fiscal years with a deficit may 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? Yes or NO- If yes, please explain.	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? Yes or NO- If yes, please explain.	Strong Answer= Qualified Basic Answer = Qualified Weak Answer= Not Qualified	
	4. Have there been significant changes to your scope of services since your last submitted RFP. If yes, please explain. (To answer this question, please review your scope of services from your last executed full contract, are you proposing to fulfill the scope as is for FY22? If not, what will be different from the original scope?)	Organizations with significant changes may not be eligible to exercise the option to renew.	
	5. Have there been significant changes in your organization's operations since your last submitted response to the RFP, such changes in financial status such that fulfilling the terms of the Fiscal Year 2022 contract, including the matching fund requirement, are at risk of not being met?	Organizations with significant changes may not be eligible to exercise the option to renew.	

Appendix 3

Request for Proposals (RFP) Tear Sheet Fiscal Year 2022 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 project(s), location(s), dates(s), a summary of what will happen at the project location(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) [**This information will be provided during RFQ phase and transferred for use in panel review**](#)
8. Attach the "Required CCSD Project Budget" file that was submitted in response to RFQ Section 1, Question 12. [**This information will be provided during RFQ phase and transferred for use in panel review**](#)
9. Is your organization applying 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, the project producer, and the project. [NARRATIVE: 500 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 and impact of your project. [ATTACH PDF](#)
12. Provide a minimum of three and a maximum of four work samples that are representative of the programs/services you produce, 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 you are proposing to produce between July 1, 2021 and June 30, 2022? Include information about when and where the project will occur, what the project entails and how many people will be engaged and how they will be engaged [NARRATIVE: 2500 CHARACTERS](#)

2. How does your project align with at least one of the City's goals? (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 your proposed project's core community/audience in terms of geography, Council District(s), age, cultural and economic characteristics, as applicable. Address if and how your project engages the following entities: artists, neighborhoods, volunteers, spectators/public.
[NARRATIVE: 2000 CHARACTERS](#)
2. How is the core community/audience involved in the design of the project? How do you 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 project. [NARRATIVE: 3300 CHARACTERS](#)
3. The City is responsible for ensuring that public funds benefit San Diegans of diverse cultures, ethnicities, incomes, abilities, genders, ages, orientations and neighborhoods. How does your project contribute to diversity, equity, accessibility and inclusivity? [NARRATIVE: 2500 CHARACTERS](#)
4. CCSD funds are meant to centralize arts and culture in San Diego neighborhoods. If your project contains a virtual component, how will you engage the core community/audience described above? What tools will you use to track engagement? How will you track the success of your project? [NARRATIVE: 2500 CHARACTERS](#)

SECTION 4: PRODUCTION CAPACITY

1. What is your experience with producing projects of similar scale and complexity? [NARRATIVE: 2500 CHARACTERS](#)
2. What are the resources, including potential partners, you 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, and applicable 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](#)
4. How does your staff and board reflect the core community/audience you identified in Section 3? What efforts have you undertaken in the past 3 years and/or is currently undertaking to diversify the board, staff, volunteers and audiences. How do you evaluate the effectiveness of these efforts? Please use quantitative and qualitative data to answer this question. If the applicant organization is a fiscal sponsor, this question applies to the project producing team. [NARRATIVE: 2500 CHARACTERS](#)
5. If your project contains a virtual component, what experience does you have in virtual programming? What platforms will you use and how? Provide the name, title, and applicable

education, experience and qualifications of key project members and partners responsible for virtual programming.

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". ****This information will be provided during RFQ phase and transferred for use in panel review****
2. Utilizing the budget submitted in response to the RFQ: Describe the local government income included in budget. Does this include any other governmental agency's support? (County) If so, list support amount and sources **NARRATIVE: 250 CHARACTERS**
3. Describe income and/or expenses categorized as "Other." **NARRATIVE: 1000 CHARACTERS**
4. Provide details to clarify line items in your submitted project budget. (breakdown of artistic expenses, marketing expenses, ADD OTHER LINE ITEMS) **NARRATIVE: 500 CHARACTERS**

SECTION 6: ACHIEVEMENT IN EMPHASIS AREAS

Select and describe **one** area of emphasis where your project has made a significant achievement. (please select and address only ONE)

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 2022 CCSD
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APPENDIX 4

	A	B	C	D	E
1	FISCAL YEAR 2022 CREATIVE COMMUNITIES SAN DIEGO (CCSD)				
2	RFQ APPLICATION QUESTION		EVALUATION CRITERIA FOR APPLICATION SECTION	QUALITIES OF A STRONG APPLICATION	SCORING
3					
4	RFP SECTION 1: APPLICANT PROFILE				
5					
6	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 details are clearly described Project impacts are clearly linked to at least one City goal with quantitative and qualitative data 	Very Aligned = 4 points Aligned = 3 points Not Aligned= 2 points Unresponsive = 1 point
7		1. What is the project that you are proposing to produce between July 1, 2021 and June 30, 2022? Include information about when and where the project will occur, what the project entails, how many people will be engaged and how they will be engaged			
8		2. How does your project align with at least one of the City's goals? (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).			
9	RFP SECTION 3: COMMUNITY ENGAGEMENT		<ul style="list-style-type: none"> Degree to which the applicant thoughtfully and intentionally identifies its core community/audience Degree to which the applicant provides evidence that the project is relevant and impactful to its core community/audience Degree to which the applicant provides evidence that its project contributes to diversity, equity, accessibility and inclusivity If applicable, degree to which the applicant provides evidence that its virtual component engages the core audience. 	<ul style="list-style-type: none"> Evidence is provided to show that the applicant 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 project contributes to diversity, equity, accessibility and inclusivity If applicable, evidence is provided to show that the virtual components of the project benefit and engage it's intended San Diego audience. 	Very Aligned = 4 points Aligned = 3 points Not Aligned= 2 points Unresponsive = 1 point
10		1. Describe your proposed project's core community/audience in terms of geography, Council District(s), age, cultural and economic characteristics, as applicable. Address if and how your project engages the following entities: artists, neighborhoods, volunteers, spectators/public.			
11		2. How is the core community/audience involved in the design of the project? How do you 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 project.			

**FISCAL YEAR 2022 CCSD
RFP
SCORING SHEET**

APPENDIX 4

	A	B	C	D	E
1	FISCAL YEAR 2022 CREATIVE COMMUNITIES SAN DIEGO (CCSD)				
2	RFQ APPLICATION QUESTION		EVALUATION CRITERIA FOR APPLICATION SECTION	QUALITIES OF A STRONG APPLICATION	SCORING
12		3. The City is responsible for ensuring that public funds benefit San Diegans of diverse cultures, ethnicities, incomes, abilities, genders, ages, orientations and neighborhoods. How does your project contribute to diversity, equity, accessibility and inclusivity?			
13		4. CCSD funds are meant to centralize arts and culture in San Diego neighborhoods. If your project contains a virtual component, how will you engage the core community/audience described above? What tools will you use to track engagement? How will you track the success of your project?			
14	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 applicant has a successful track record of producing projects of similar scale and impact • Evidence is provided to show that the applicant has secured resources to secure the success of the project • Evidence is provided to show how the qualifications of personnel result in project impacts • Evidence is provided to show that the applicant has an understanding of and is working towards undertaking equity initiatives in it's staff and board. • If applicable, Evidence is provided to show that the applicant has experience in producing virtual programming. 	Very Aligned = 4 points Aligned = 3 points Not Aligned= 2 points Unresponsive = 1 point
15		1. What is your experience with producing projects of similar scale and complexity?			
16		2. What are the resources, including potential partners, you will access to facilitate the production of the project (e.g. rehearsal space, location, community partners etc.)?			
17		3. Provide the name, title, and applicable 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.)			

**FISCAL YEAR 2022 CCSD
RFP
SCORING SHEET**

APPENDIX 4

	A	B	C	D	E
1	FISCAL YEAR 2022 CREATIVE COMMUNITIES SAN DIEGO (CCSD)				
2	RFQ APPLICATION QUESTION		EVALUATION CRITERIA FOR APPLICATION SECTION	QUALITIES OF A STRONG APPLICATION	SCORING
18		4. How does your staff and board reflect the core community/audience you identified in Section 3? What efforts have you undertaken in the past 3 years and/or is currently undertaking to diversify the board, staff, volunteers and audiences. How do you evaluate the effectiveness of these efforts? Please use quantitative and qualitative data to answer this question. If the applicant organization is a fiscal sponsor, this question applies to the project producing team.			
19		5. If your project contains a virtual component, what experience does you have in virtual programming? What platforms will you use and how? Provide the name, title, and applicable education, experience and qualifications of key project members and partners responsible for virtual programming			
20	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 supports the scale and complexity of the project • The applicant provides ample detail on sources of income and expenses 	Very Aligned = 4 points Aligned = 3 points Not Aligned= 2 points Unresponsive = 1 point
21		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".			
22		2. Utilizing the budget submitted in response to the RFQ: Describe the local government income included in budget. Does this include any other governmental agency's support? (County) If so, list support amount and sources			
23		3. Describe income and/or expenses categorized as "Other."			
24		4. Provide any details to clarify line items in your submitted project budget.			

FISCAL YEAR 2022 CCSD
RFP
SCORING SHEET

	A	B	C	D	E
1	FISCAL YEAR 2022 CREATIVE COMMUNITIES SAN DIEGO (CCSD)				
2	RFQ APPLICATION QUESTION		EVALUATION CRITERIA FOR APPLICATION SECTION	QUALITIES OF A STRONG APPLICATION	SCORING
25	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	Very Aligned = 4 points Aligned = 3 points Not Aligned= 2 points Unresponsive = 1 point
26		1. Option: Provide evidence that your project has received significant national or international recognition in the past three years.			
27		2. Option: Provide evidence that your project has made a significant investment in San Diego's professional artists.			
28		3. Option: Provide evidence that your organization has made significant investment in the San Diego Promise Zone.			
29		4. Option: Provide evidence that your project has significantly improved its impact through collaboration.			
30		5. Option: Provide evidence that your project has made significant connections with under-resourced populations in the city of San Diego.			
31		6. Option: Provide evidence that your project has generated significant overnight hotel stays in the city of San Diego in the past three years.			
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Appendix 5

FY2022 Funding Process Schedule*

October 12, 2020

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

October 8 – November 12, 2020

Intro to City Arts Funding Webinars, Online Technical Assistance workshops, How to Submit an Application (RFQ) Office hours available with staff (via videoconferencing or telephone) Click [here](#) for links to Technical Assistance opportunities

November 13, 2020, 3:00 p.m.

Last day for questions regarding the RFQ

November 13, 2020, 5:00 p.m.

RFQ submissions due

November 16 – January 4, 2021

RFQs evaluated for compliance with city contracting guidelines

**Staff will have limited availability for questions from December 20, 2020 – January 2, 2021.

January 4-5, 2021

RFQ results announced

January 6 – January 12, 2021

5-day "cure" period for applicants deemed "Not Qualified" due to missing or incomplete materials in RFQ

January 13, 2021

Results of "cure" period announced

January 15, 2021

Online Request for Proposals (RFP) portal opens

January 19, 2021 – February 11, 2021

Virtual technical assistance workshop TBD (all dates posted on the City website and all successful RFQ applicants will receive email notification)

Flexible office hours available with staff (via teleconferencing or telephone)

February 12, 2021, 3:00 p.m.

Last day for questions regarding the RFP

February 12, 2021, 5:00 p.m.

Responses to RFP due

March 8 – March 19, 2021

Panels review and recommend scores/ranks for RFPs

March 23, 2021

Results announced to applicants

March 24 – April 2, 2021

Appeals period (10 calendar days)

April 9 2021

Policy & Funding Committee review of panel recommendations

April 23, 2021

Commission reviews RFP ranks recommended by Policy & Funding Committee and recommends for inclusion in FY22 proposed City budget.

April 26, 2021

Results of appeals announced

June 30, 2021

Final award amounts confirmed through City's appropriation ordinance

July 1, 2021 – June 30, 2022

FY22 contract year

July 1- October 1, 2021

FY22 contracts awarded, signed and returned to staff

August 31, 2022

Final reports due to staff

* All dates are approximate and subject to change