



Commission for Arts and Culture



Courtesy of So Say We All

Arts and Culture Funding Program

Organizational Support Program

Fiscal Year 2022 Guidelines

Dear OSP Applicants,

On behalf of the City of San Diego and the Commission for Arts and Culture, *welcome* to the 2022 *Organizational Support Program* (OSP) guidelines.

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

Together, every day, communities of cultural workers make San Diego a better place through the arts and culture. Thank you for keeping *creativity, communities* and *culture* at the center of your work and our cultural workforce at the center of your sustainability plans as you re-open your organizations. Every job your organization has saved is essential to the well-being of our city.

We are also, again, reminded that “the arts” are not as inclusive and reflective of San Diego as they should be, and we have tremendous work to do. We at the Commission are committed to do our part in building a more equitable and inclusive arts and culture sector in San Diego and invite each of our OSP partners to do the same. Some of our equity efforts can be put into place immediately, while others will take a few years to implement entirely.

Currently, 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.

The Commission also co-commissioned with University of San Diego a study of the financial impact of COVID-19 on our 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 and furloughed.

Where does this leave us today, as you begin the RFQ process for FY22 OSP funding? If awarded, the funding will be available beginning in July 2021.

While we are all navigating through a lot of unknowns, here is what I do know: The Commission is committed to the importance of general operating funds (OSP) now more than ever. We are working to make the FY22 application period as accessible as possible. And we are committed to working towards greater equity now and in the future.

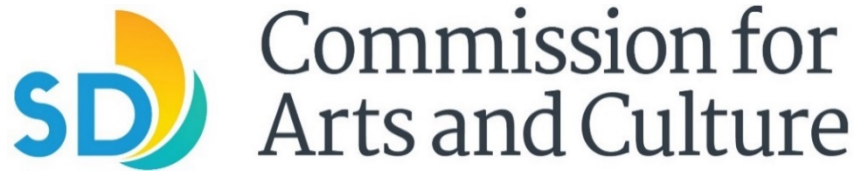
A few of the changes we have already made to increase access to the OSP, are decreasing the match requirement from 3:1 to 1:1, increasing the number of technical assistance workshops, increasing the availability for 1 on 1 office hours, adding in a question in the RFP to share your shifts into virtual 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 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 a more resilient, creative and inclusive sector –



Jonathon Glus

Executive Director, Commission for Arts & Culture



Fiscal Year 2022 Application Guidelines

OSP: Organizational Support Program

Funding for Arts and Culture Nonprofits

TABLE OF CONTENTS

Section 1:	Introduction	Page 2
Section 2:	About the Organizational Support Program (OSP)	Page 2
Section 3:	Who is Eligible to Apply?	Page 2
Section 4:	How Much Funding Is Available?	Page 4
Section 5:	How to Apply for a Contract Award	Page 5
Section 6:	Conditions for Submission	Page 6
Section 7:	Option to Renew for Returning Applicants	Page 9
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 2022 Funding Process Schedule	

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 the Organizational Support Program (OSP)

The Organizational Support Program (OSP) provides general operating support to tax-exempt, nonprofit, arts and culture organizations, for delivery of activities and programming that positively impact San Diego's quality of life and tourism. OSP provides general operating support for nonprofit arts and culture organizations. Organizations that are not arts and culture organizations or are based outside of the city of San Diego, but do provide arts and culture programming in the city of San Diego, are encouraged to apply to our Creative Communities San Diego (CCSD) funding opportunity and request support for arts and culture projects that take place in the city of San Diego.

Section 3: Who is Eligible to Apply?

Your organization is eligible to apply for an OSP 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

- ORGANIZATION PURPOSE: Your organization is a nonprofit, tax exempt arts and culture organization; 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 TOT funds is intended to benefit the city of San Diego, residents and visitors, San Diego-based organizations will likely satisfy this requirement. If your organization is not San Diego-based and you choose to apply to the OSP funding category, as part of the application process you must submit proof that your organization meets the criteria set forth in Council Policy 100-03 that the majority of the activities take place in San Diego and/or benefit city of San Diego residents. (Activities are defined as those produced or presented by your organization that are essential to the fulfillment of your organization’s mission. Under this definition, and with some exceptions, activities do not include tuition based or fee for service classes, touring, and cultural tourism marketing activities); the onus is on the applicant to prove eligibility and determination of eligibility is at the sole discretion of the City; AND
- MISSION ALIGNMENT: Your organization operates to fulfill a mission that 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.

Your organization is NOT eligible for an OSP contract award if:

- PROJECT SUPPORT: Your organization is seeking funding for a specific project such as a festival, parade, or celebration. (The City offers a different funding program called Creative Communities San Diego [CCSD] for project support. Guidelines for CCSD can be found at <http://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 TOT categories: Creative Communities San Diego (CCSD); 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 organization's submitted annual operating income, 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, OSP applicants were awarded between 1%-15% of their annual operating income (AOI). The minimum award amount an applicant can receive is \$5,000.

In Fiscal Year 2021:

- OSP applicants with an AOI between \$10,000 and \$99,999 were awarded approximately 10% of their AOI.
- OSP applicants with an AOI between \$100,000 and \$299,999 were awarded approximately 5% of their AOI.
- OSP applicants with an AOI between \$300,000 and \$999,999 received approximately 4% of their AOI.
- OSP applicants with an AOI between \$1 million and \$4 million received approximately 3% of their AOI.
- OSP applicants with an AOI between \$4 million and \$10 million received approximately 2% of their AOI.
- OSP applicants with an AOI of more than \$10 million received approximately 1% of their AOI.

Matching Income Requirement for Applicants: The matching requirement for all OSP awards is 1:1. 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 nonprofit 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 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 - Programs/Services; Community Engagement; Programming Capacity; and Achievement in Emphasis Areas - and assign a rank to each proposal: Very Aligned with scoring criteria (Ranks in the 4 range); Aligned with scoring criteria (Ranks in the 3 range); or Not Aligned with 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 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 written 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 rank, the annual operating income (AOI) as calculated in the RFQ, the total amount of funding available for the OSP funding category for distribution, and the number of organizations receiving awards.
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 this 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 an 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. Any applicant awarded OSP funding is required to provide a \$1 cash match for every \$1 awarded. The minimum award amount is \$5,000. 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, evidence of non-debarment via The System for Award Management (SAM). All registrations must be current and active during the contract period.
11. All applicants receiving funding of \$10,000 or more must provide true, accurate, and complete financial disclosure documentation evidencing the financial status of the organization'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. Each applicant awarded funding is required to deliver a mid-year report and a final performance report in a format requested by City staff.
15. 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.
16. 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.
17. City funds may not be used for lobbying, religious activities, or political activities.
18. 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.
19. 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 operations since last submitted RFP, including but not limited to: A) changes in the organization's mission; B) changes in the majority of the membership of the board of directors; or C) changes in financial status such that fulfilling the terms of the Fiscal Year 2022 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 annual operating income 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 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 annual operating income submitted 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 Organizational Support Program (OSP)

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's Primary Discipline SELECT ONE
6. Provide your organization's mission statement. [NARRATIVE: 500 CHARACTERS](#)
7. Which month and day does your organization's fiscal year end?
8. Are you a new applicant to the City's arts and culture funding program?
[CHECKBOXES: YES, NO](#)
9. Workforce Report: Please download the City's Equal Opportunity Contracting Workforce Report, complete pages 1 & 2, save and upload 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](#)
10. 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
11. Using your organization's statement of activities for its last completed fiscal year calculate your organization's Annual Operating Income (AOI) NOTE: If your organization is deemed qualified to receive a FY22 funding award, this AOI will be used as a factor to calculate the award. [INTERACTIVE CALCULATOR](#)
12. Please attach the statement of activities for your organization's last completed fiscal year which you used to calculate your AOI in Question 10 above. [ATTACH PDF](#)

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 majority of your organization's activities take place within the limits of the city of San Diego and/or benefit San Diego residents? (Activities are defined as those produced or presented by your organization that are essential to the fulfillment of your organization's mission. Under this definition, and with some exceptions, activities do not include tuition based/fee for service classes, touring, and cultural tourism marketing activities.) [CHECKBOXES: YES, NO](#)
4. Does your organization primarily produce programs or services that create, preserve, and/or present arts and culture experiences? [CHECKBOXES: YES, NO](#)
5. Is your organization a service organization whose primary mission is to provide professional development and/or support services to artists and/or arts and culture organizations? [CHECKBOXES: YES, NO](#)
6. Do your organization's activities 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? [CHECKBOXES: YES, NO](#)
7. Understanding that your organization may only receive TOT funding through one funding category, has/will your organization applied/apply for Fiscal Year 2021 TOT funding through any of the following: Creative Communities San Diego (CCSD); Economic Development and Tourism Support (EDTS); or Citywide Economic Development Support (CEDS)? [CHECKBOXES: YES-CCSD, YES-EDTS, YES- CEDS, NO](#)
8. Is your organization seeking funding for lobbying, religious or political activities? [CHECKBOXES: YES, NO](#)
9. Is your organization seeking funding for programs or services that would not be open to the public? [CHECKBOXES: YES, NO](#)
10. Is your organization a university, community college, school district, or private educational enterprise? [CHECKBOXES: YES, NO](#)
11. 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. If you answered NO to Section 3, Question 1, attach evidence that your organization meets the criteria set forth in Council Policy 100-03 that the majority of the activities take place in San

Diego and/or benefit city residents. [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. 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 names, titles, and brief biographies 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 executive? [CHECKBOXES: YES, NO, NOT APPLICABLE-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 measures the board takes 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, located at www.sandiego.gov/arts-culture/funding. Use the last completed fiscal year's document to calculate your organizations Liquid Unrestricted Net Assets in the next question. [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 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 a complete financial statement for your last completed fiscal year (FY20), please explain. [NARRATIVE: 1000 CHARACTERS](#)
9. If your organization's current budget (FY21) has fluctuated by 10% or more from its previous year's budget (FY20), please explain why. [NARRATIVE: 1000 CHARACTERS](#)
10. In FY20 and FY21 did your organization receive funding support from the County of San Diego? If yes, what year(s) [NARRATIVE: 100 CHARACTERS](#)
11. 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/RFP, 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 this 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. 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 an applicant between July 1, 2021, and June 30, 2022, for the City to reimburse pursuant to an awarded contract.
7. Any applicant awarded OSP funding is required to provide a \$1 cash match for every \$1 awarded. 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.

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 organization'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. Each applicant awarded funding is required to deliver a mid-year report, and a final performance report in a format requested by Commission staff.
15. 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.
16. 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.
17. City funds may not be used for lobbying, religious activities, or political activities.
18. 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.
19. The applicant applying 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 certain 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. Does your organization's current 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 of services 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 RFP, such as: A) changes in the organization's mission; B) changes in the majority of the membership of the board of directors; or C) 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? [Yes or NO- If yes, please explain. NARRATIVE 500 CHARACTERS](#)

**FISCAL YEAR 2022 OSP
RFQ
SCORING SHEET**

FISCAL YEAR 2022 ORGANIZATIONAL SUPPORT PROGRAM (OSP)		
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 majority of your organization's activities 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 your organization produce programs or services that create, preserve, and/or present arts and culture experiences?	Yes = Qualified No = Not Qualified	Required by Council Policy 100-03
5. Is your organization a service organization whose primary mission is to provide professional development and support to artists and/or arts and culture organizations?	This question must be answered but is not graded	Required for data collection and processing purposes only.
6. Do your organization's activities 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
7. Understanding that your organization may only receive TOT funding through one funding category, has/will your organization applied/apply for Fiscal Year 2021 TOT funding through any of the following: Creative Communities San Diego (CCSD); Economic Development and Tourism Support (EDTS); or Citywide Economic Development Support (CEDTS)?	Yes = Not Qualified No = Qualified	Required by Council Policy 100-03
8. Is your organization seeking funding for lobbying, religious or political activities?	Yes = Not Qualified No = Qualified	Required by Council Policy 100-03
9. Is your organization seeking funding for programs or services that would not be open to the public?	Yes = Not Qualified No = Qualified	Required by Council Policy 100-03
10. Is your organization a university, community college, school district, or private educational enterprise?	Yes = Not Qualified No = Qualified	Required by Council Policy 100-03

FISCAL YEAR 2022 OSP
RFQ
SCORING SHEET

FISCAL YEAR 2022 ORGANIZATIONAL SUPPORT PROGRAM (OSP)		
RFQ APPLICATION QUESTION	GRADING	RATIONALE
11. 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. If you answered NO to Section 3, Question 1, attach evidence that your organization meets the criteria set forth in Council Policy 100-03 that the majority of the activities take place in San Diego and/or benefit city residents.	If "No" on section 3, question 1: Attached = Qualified (pending review) Not Attached = Not Qualified	Required by Council Policy 100-03
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 qualifications. [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. 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?	Yes = Qualified No = Not Qualified	Required by City procurement authorities
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?	Yes = Qualified No = Not Qualified	Required by City procurement authorities
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?	Yes = Qualified N/A = Qualified No = Not Qualified	Required by City procurement authorities

**FISCAL YEAR 2022 OSP
RFQ
SCORING SHEET**

FISCAL YEAR 2022 ORGANIZATIONAL SUPPORT PROGRAM (OSP)		
RFQ APPLICATION QUESTION	GRADING	RATIONALE
RFQ SECTION 5: GOVERNANCE PRACTICES		
	Attached = Qualified Not Attached = Not Qualified	Evidence of organizational structure and management systems in place.
1. Provide a list with names, titles, and brief biographies of each board member of your organization. Gender and race/ethnicity data is requested, but is optional.		
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.
7. Can your organization provide proof of having a conflict of interest policy that is 1) 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 measures the board takes to perform its governance responsibilities.	Answers to this question are not graded	

**FISCAL YEAR 2022 OSP
RFQ
SCORING SHEET**

FISCAL YEAR 2022 ORGANIZATIONAL SUPPORT PROGRAM (OSP)			
RFQ APPLICATION QUESTION		GRADING	RATIONALE
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 (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, located at www.sandiego.gov/arts-culture/funding . Use the last completed fiscal year's document to calculate your organizations 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 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 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 qualifications [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 2022 OSP
RFQ
SCORING SHEET**

FISCAL YEAR 2022 ORGANIZATIONAL SUPPORT PROGRAM (OSP)		
RFQ APPLICATION QUESTION	GRADING	RATIONALE
8. If your organization shows a deficit on its balance sheet and profit and loss statement, or on a complete financial statement for your last completed fiscal year (FY20), please explain.	Strong = Qualified Basic = Qualified Weak = Not Qualified N/A = Qualified	Organizations with deficits in their profit and loss statements should provide reasoning behind change. Organizations should be able to provide proof, if requested.
9. If your organization's current budget (FY21) has fluctuated by 10% or more from its previous year's budget (FY20), please explain why	Strong = Qualified Basic = Qualified Weak = Not Qualified N/A = Qualified	Organizations with 10% positive or negative variance in their budget should provide reasoning behind change. Organizations should be able to provide proof, if requested.
10. In FY20 and FY21 did your organization receive funding support from the County of San Diego? If yes, what year(s)	Answers to this question are not graded	
11. 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 FY17 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 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 the contract with the 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	

FISCAL YEAR 2022 OSP
RFQ
SCORING SHEET

FISCAL YEAR 2022 ORGANIZATIONAL SUPPORT PROGRAM (OSP)		
RFQ APPLICATION QUESTION	GRADING	RATIONALE
RFQ SECTION 8: CONDITIONS FOR SUBMISSION		
1. Is the entire section complete?	Yes = Qualified No = Not Qualified	
RFQ SECTION 9: OPTION TO RENEW 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.	
3. Does your organization's current 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 of services 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 RFP, such as: A) changes in the organization's mission; B) changes in the majority of the membership of the board of directors; or C) 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 Organizational Support Program (OSP)

SECTION 1: APPLICANT PROFILE

1. Legal Name of Organization
2. DBA Name of Organization, if applicable
3. Provide your organization's mission statement. [NARRATIVE: 500 CHARACTERS](#)
4. Provide your current board-approved annual operating budget which shows the projected revenue and expenses for your organization's current fiscal year (FY21), as well as your organization's past two fiscal year's actual revenue and expenses (FY19 and FY20). [ATTACH PDF](#)
5. Provide an organizational chart showing the names and titles of your organization's staff. Gender and race/ethnicity requested but optional. [ATTACH PDF](#)
6. 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 programs/services. [ATTACH PDF](#)
7. Provide a minimum of three and a maximum of five substantive work samples that are representative of the programs/services your organization produces, including but not limited to programmatic documents, collateral, images, or audio/video clips, and provide a current calendar of scheduled activities, if available. It is up to you to determine the materials that are most relevant to and best support your organization. Consider the format most appropriate to the artist medium or discipline of your organizations. [ATTACH MULTI-MEDIA FILES](#)

SECTION 2: PROGRAMS/ACTIVITIES

1. What are the primary programs/activities that your organization plans to conduct between July 1, 2021 and June 30, 2022? Include information about where the programs/activities occur, how often, what the programs/activities entail, how many people are served/engaged and how they are engaged. [NARRATIVE: 2500 CHARACTERS](#)
2. How do your organization's programs/activities 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 the core community/audience for your organization's programs/activities in terms of geography, Council District(s), age, cultural and economic characteristics, as applicable. Address if and how your programs/activities engage the following: artists, neighborhoods, volunteers, spectators/public. If your organization is a service organization whose primary mission is to provide services to artists, arts and culture organizations, or other groups please address the groups served. [NARRATIVE: 2000 CHARACTERS](#)

2. How is the core community/audience involved in the design of the programs/services? How does your organization know the programs/services are relevant to this core community/audience? What are the impacts of these programs/services? Provide quantitative and qualitative data to show the impact of your organization's programs/services. If your organization is a service organization whose primary mission is to provide services to artists, arts and culture organizations, or other groups please address the impact of your direct services to both your core audience as well as the benefit to the public. [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 organization, its programs and activities contribute to diversity, equity, accessibility and inclusivity? [NARRATIVE: 2500 CHARACTERS](#)

4. OSP funds are meant to support San Diego arts and culture. If your programs/services contain virtual components, 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 programs? [NARRATIVE: 2500 CHARACTERS](#)

SECTION 4: PROGRAMMING CAPACITY

1. What is your organization's experience with producing programs/services of similar scale and complexity? [NARRATIVE: 2500 CHARACTERS](#)

2. What are the resources, including potential partners, your organization will access to operate the programs/services (e.g. artist housing, rehearsal space, etc.) [NARRATIVE: 2500 CHARACTERS](#)

3. Provide the name, title, applicable education, experience, and other qualifications of each key person responsible for designing and producing the programs/services. How does each key person contribute to the impact of your programs/services? (Include up to five people, such as designers, producers, program managers, implementers, etc.) [NARRATIVE: 2500 CHARACTERS](#)

4. How does your organization's staff and board reflect the core community/audience you identified in Section 3? What efforts has your organization undertaken in the past 3 years and/or is currently undertaking to diversify its board, staff, volunteers and audiences. How does your organization evaluate the effectiveness of these efforts? Please use quantitative and qualitative data to answer this question. [NARRATIVE: 2500 CHARACTERS](#)

5. If your organization is using virtual platforms to conduct programs and engage audiences, what experience does your organization have in virtual programming? What platforms will you use and how? Provide the name, title, education, experience and qualifications of key staff members and partners responsible for virtual programming. [NARRATIVE: 2500 CHARACTERS](#)

SECTION 5: ACHIEVEMENT IN EMPHASIS AREAS

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

1. Option: Provide evidence that your organization has received significant national or international recognition in the past three years. [NARRATIVE: 1500 CHARACTERS + ATTACH OPTIONAL PDF](#)

2. Option: Provide evidence that your organization 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 a significant investment in programs/services in the [San Diego Promise Zone](#). [NARRATIVE: 1500 CHARACTERS + ATTACH OPTIONAL PDF](#)
4. Option: Provide evidence that your organization has significantly improved its impact through collaboration. [NARRATIVE: 1500 CHARACTERS + ATTACH OPTIONAL PDF](#)
5. Option: Provide evidence that your organization 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 organization 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 OSP
RFP
SCORING SHEET

FISCAL YEAR 2022 ORGANIZATIONAL SUPPORT PROGRAM (OSP)				
RFP APPLICATION QUESTION		EVALUATION CRITERIA FOR APPLICATION SECTION	QUALITIES OF A STRONG APPLICATION	SCORING
RFP SECTION 1: APPLICANT PROFILE				
RFP SECTION 2: PROGRAMS/SERVICES				
		<ul style="list-style-type: none"> Degree to which the organization's programs/services achieve at least one City goal 	<ul style="list-style-type: none"> Programs/services are clearly described Program/service 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
	1. What are the primary programs/activities that your organization plans to conduct between July 1, 2021 and June 30, 2022? Include information about where the programs/activities occur, how often, what the programs/activities entail, how many people are served/engaged and how they are engaged			
	2. How do your organization's programs/services 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 programs/services are relevant and impactful to its core community/audience Degree to which the applicant provides evidence that its programs/services contribute to diversity, equity, accessibility and inclusivity If applicable, degree to which the organization provides evidence that its virtual component engages the core audience 	<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 programs/services connect and are relevant to core community/audience Evidence is provided to show that the program/services have a positive impact for the core community/audience Evidence is provided to show that the programs/services contributes to diversity, equity, accessibility and inclusivity If applicable, evidence is provided to show that the virtual components of the programs/services benefit and engage their intended San Diego audience. 	Very Aligned = 4 points Aligned = 3 points Not Aligned= 2 points Unresponsive = 1 point
	1. Describe the core community/audience for your organization's programs/activities in terms of geography, Council District(s), age, cultural and economic characteristics, as applicable. Address if and how your programs/activities engage the following: artists, neighborhoods, volunteers, spectators/public. If your organization is a service organization whose primary mission is to provide services to artists, arts and culture organizations, or other groups please address the groups served.			
	2. How is the core community/audience involved in the design of the programs/services? How does your organization know the programs/services are relevant to this core community/audience? What are the impacts of these programs/services? Provide quantitative and qualitative data to show the impact of your organization's programs/services. If your organization is a service organization whose primary mission is to provide services to artists, arts and culture organizations, or other groups please address the impact of your direct services to both your core audience as well as the benefit to the public.			

FISCAL YEAR 2022 ORGANIZATIONAL SUPPORT PROGRAM (OSP)			
RFP APPLICATION QUESTION	EVALUATION CRITERIA FOR APPLICATION SECTION	QUALITIES OF A STRONG APPLICATION	SCORING
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 organization, its programs and activities contribute to diversity, equity, accessibility and inclusivity?			
3. OSP funds are meant to support San Diego arts and culture. If your programs/services contain virtual components, 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 programs?			
SECTION 4: PROGRAMMING 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 programs/services 	<ul style="list-style-type: none"> Evidence is provided to show that the organization has a successful track record of producing programs/services of similar scale and impact Evidence is provided to show that the organization has secured resources to secure the success of the programs/services Evidence is provided to show how the qualifications of personnel result in program impacts Evidence is provided to show that the organization 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 organization has experience in producing virtual programming. 	Very Aligned = 4 points Aligned = 3 points Not Aligned= 2 points Unresponsive = 1 point
1. What is your organization's experience with producing programs/services of similar scale and complexity?			
2. What are the resources, including potential partners, your organization will access to operate the programs/services (e.g. artist housing, rehearsal space, etc.)			
3. Provide the name, title, education, experience, and other qualifications of each key person responsible for designing and producing the programs/services. How does each key person contribute to the impact of your programs/services? (Include up to five people, such as designers, producers, program managers, implementers, etc.)			
4. How does your organization's staff and board reflect the core community/audience you identified in Section 3? What efforts has your organization undertaken in the past 3 years and/or is currently undertaking to diversify its board, staff, volunteers and audiences. How does your organization evaluate the effectiveness of these efforts? Please use quantitative and qualitative data to answer this question.			
5. If your organization is using virtual platforms to conduct programs and engage audiences, what experience does your organization have in virtual programming? What platforms will you use and how? Provide the name, title, education, experience and qualifications of key staff members and partners responsible for virtual programming.			

FISCAL YEAR 2020 OSP
RFP
SCORING SHEET

FISCAL YEAR 2022 ORGANIZATIONAL SUPPORT PROGRAM (OSP)				
RFP APPLICATION QUESTION		EVALUATION CRITERIA FOR APPLICATION SECTION	QUALITIES OF A STRONG APPLICATION	SCORING
RFP SECTION 5: 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
	1. Option: Provide evidence that your organization has received significant national or international recognition in the past three years.			
	2. Option: Provide evidence that your organization has made a significant investment in San Diego's professional artists.			
	3. Option: Provide evidence that your organization has made a significant investment in programs/services in the San Diego Promise Zone.			
	4. Option: Provide evidence that your organization has significantly improved its impact through collaboration.			
	5. Option: Provide evidence that your organization has made significant connections with under-resourced populations in the city of San Diego.			
	6. Option: Provide evidence that your organization has generated significant overnight hotel stays in the city of San Diego in the past three years.			

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