MISSION

Vitalize the community by integrating arts and culture into community life, supporting the region's cultural assets, and showcasing San Diego as an international cultural tourism destination

VISION

Expanding our world by celebrating creativity in San Diego

Jean Isaacs San Diego Dance Theatre, *Trolley Dances*

ORGANIZATIONAL SUPPORT PROGRAM (OSP)

Provides general operating support to San Diego arts and culture   nonprofit organizations

OSP allows for:

- General operating support for nonprofits (501c3's or 501c6's)
- Types of applicants: Theaters, Museums, Dance, Music, Heritage and Cultural, Arts Service Organization, etc.
- Delivery of arts and culture programs and services that engage residents and visitors
- Impact on San Diego's quality of life and tourism

CREATIVE COMMUNITIES SAN DIEGO (CCSD)

Provides sponsorship for projects, such as community-based festivals, exhibitions, events, parades, and celebrations. Projects promote neighborhood pride and community reinvestment; make arts and culture activities more available and accessible in San Diego neighborhoods; and encourage people of diverse backgrounds to share their heritage and culture.

CCSD allows for:
- Project specific support for nonprofits (don't have to be arts nonprofits)
- Types of projects: Festivals, parades, celebrations, and exhibitions
- Fiscal Sponsorship: Project producers who do not have 501c3/501c6 status can apply through a fiscal sponsor!
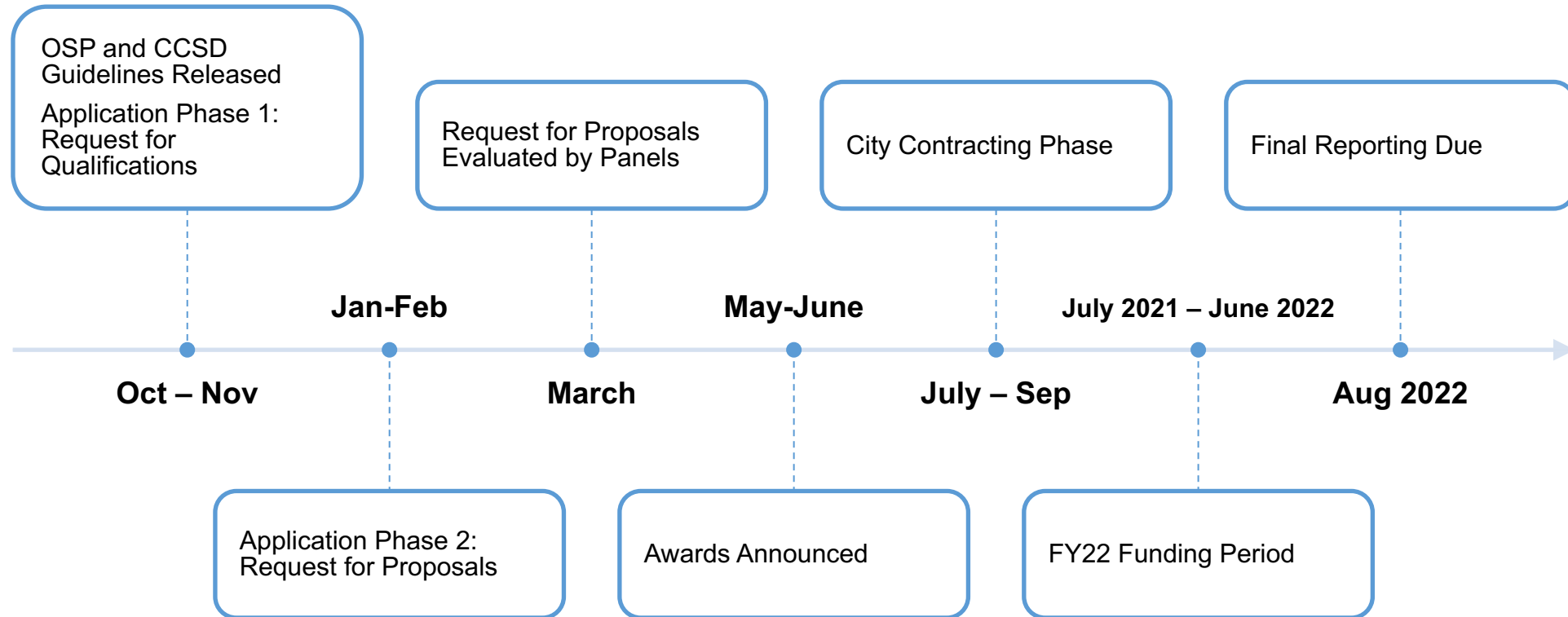
$$$$$$$

The Commission receives a portion of the City's Transient Occupancy Tax (TOT) Special Promotional Program, paid by tourists and other visitors to San Diego.

- **OSP** Funding Awards can range **$5,000–$600,000***

- **CCSD** Funding Awards can range **$5,000–$140,000***

Awards are calculated taking the following factors into consideration: Organization budget (for OSP) or project budget (for CCSD), rank issued by the RFP panel, how much money is allocated to the programs and how many awards are eligible for funding.

Schedule of Opportunities

OSP and CCSD Guidelines Released

Application Phase 1: Request for Qualifications

Request for Proposals Evaluated by Panels

City Contracting Phase

Final Reporting Due

Jan-Feb

May-June

July 2021 – June 2022

Oct – Nov

March

July – Sep

Aug 2022

Application Phase 2: Request for Proposals

Awards Announced

FY22 Funding Period

The City of San Diego's fiscal year runs from July 1 to June 30.

sandiego.gov

MISSION ALIGNMENT

Your organization operates to fulfill a mission that aligns with the purpose of the Arts, Culture, and Community Festivals category of TOT funding, which is:

1. To **enhance** the economy;
2. To **contribute** to San Diego's 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

- Matching Requirement

  - NEW FOR FY22: Matching Requirement has been lowered to 1:1

- Funds must be used during contract period: July 1, 2021 – June 30, 2022

- All contractors must comply with City insurance requirements (due during Contracting in August 2021)

- All contractors must comply with required registrations (DOJ, SAM, SOS) (due during Contracting in August 2021)

- Funds are processed on a reimbursement basis, this means you have to have incurred and paid for the expenses before you can ask the City to reimburse you.

RFQ → **RFP**

The City's **Request for Qualifications**. The RFQ allows the City to evaluate if an organization is eligible to apply.

The City's **Request for Proposal**. The RFP allows the City evaluate the degree to which each applicant's programs/ services align with the City's goals

DEFINING RFQ

The process of assessing if an applicant is "Qualified" or "Not Qualified" to contract with the City.

Criteria include:
- Meeting eligibility requirements
- Accountability through governance and financial practice
- Bandwidth to manage the details of a City contract

WHO EVALUATES THE RFQ?

Through a contract with the University of San Diego, an outside team of nonprofit financial experts trained specifically in City contracting processes along with City staff evaluate the strength of each applicant's ability to deliver the obligations of a City contract using the information provided in the RFQ.

DEFINING RFP

The process of assessing how well programs and services provided to residents and visitors align with the City's goals.

Assessment areas include:
- Programs and services
- Community engagement
- Organizational capacity
- Emphasis areas
- Project budget (CCSD).

WHO EVALUATES THE RFP?

Reviewed by Commission Advisory Panels composed of diverse members of the San Diego community and experienced local and national arts and nonprofit professionals. Panels occur in March and are open to the public. Applicants are encouraged to attend.

New for FY22:
-Virtual Programming
-Diversity, Equity & Inclusion efforts

The City of San Diego
Commission for Arts and Culture

FY21 Arts and Culture Funding Request for Qualifications (RFQ)

The City of
SAN DIEGO

Request for Qualifications (RFQ)

APPLICATION SECTIONS

1. Organizational Information

2. Eligibility Requirements

3. Service Area

4. Administrative Capacity

5. Governance Practices

6. Financial Management

7. Past Performance on City Contracts

8. Conditions for Submission

9. Option to Renew for Returning Applicants

Section 1: Organizational Information

- Legal Name, address, council district

- Organization Discipline, Category, Project Discipline **(NEW!)**

- Contact Information

- Mission Statement

- Workforce Report **(NEW)** download, upload

- Annual Operating Income (AOI) (for OSP applicants)*

- Project Budget (for CCSD applicants) download, upload*

GENERAL INFORMATION ABOUT THE ORGANIZATION.

THIS IS THE ONLY SECTION THAT IS NOT SCORED.

*AOI and Project Budget submitted in RFQ
will be used to calculate award amount and will be transferred to
be accessed by RFP panel.

1. Enter <u>Total Operating Revenue</u>

2. In Kind Revenue (enter as a negative number)
3. Revenue with donor restrictions *(enter as a negative number)*
*(This includes funds received for the purpose of acquiring or improving fixed or capital assets, reserves or endowments. This does **not** include funds received for the general or programmatic operation of your organization, including COVID-related emergency funds such as PPP forgivable loans)*
4. Any portion of a multi-year grant or donation recorded as unrestricted but not received *(enter as a negative number)*
5. Unrealized Unrestricted Gains on Investments *(enter as a negative number)*

= Annual Operating Income (AOI)

Organizations must attach financial documents used to calculate AOI **(NEW)**

Your Organization Name		Project Name		
This budget should reflect income and expenses for the proposed FY22 CCSD project	Project Name	Please add budget notes for sources of Income and Expenses for every applicable line item. (Extend column as needed)		
Revenue				
Contributed Revenue	FY22	Budget Notes		
Local Government Income				
State Government Income				
Federal Income				
Foundation Grants				
Corporate Sponsorships				
Individual and Board Contributions				
In-Kind*				
Total Contributed Revenue	-			
Earned Revenue	FY22	Budget Notes		
Membership Dues				
Tickets Sales / Admissions				
Sales of Merchandise				
Food & Beverage Revenue				
Rental Revenue				
Fundraising Events				
Education Programs, Classes, and Events				
Other*				
Total Earned Revenue	-			
Total Revenue	$0.00			

Project Expenses				
Project Expenses	FY22	Budget Notes		
Salaries and Wages				
Facilities/Space Rental				
Artistic Expenses				
Marketing				
Supplies				
Equipment Rental				
Printing & Copying				
Permits				
Insurance				
Event Expenses (portapotties, fencing, etc)				
Security				
Travel and Transportation				
Food & Beverage				
Other*				
Total project expenses	-			

Total Expenses	$0.00
Net Surplus/(Deficit)	$0.00

* Budget Narrative

1. Please explain sources and amounts of In-kind contributions
2. Please Explain "Other" Earned Revenue
3. Please Explain "Other" Operating Expenses

Find this template and a glossary of terms at www.sandiego.gov/arts-culture/funding

ASSESSES IF THE ORGANIZATION MEETS THE ELIGIBILITY REQUIREMENTS.

- Tax exempt status – Attach 501c3 or 501c6 letter **(NEW)**

- Three year history of operations as a nonprofit

- The majority of the organization's or project's activities must take place within the limits of the city of San Diego and/or benefit San Diego residents

- Primary mission is to provide professional development and support artists and/ or arts and culture experiences (OSP)

- Produce programs or services that create, preserve and/or present arts and culture experiences (OSP)

- Align with the purpose of TOT funding

- Have not applied to other sources of TOT funding from the City of San Diego

- Exclusions: lobbying, religious or political activities, educational institutions, and re-granting organizations

ASSESSES IF THE ORGANIZATION MEETS THE CRITERIA SET FORTH IN COUNCIL POLICY 100-03

- San Diego- based organization

- If no, evidence provided that the majority of activities take place in San Diego and/or benefit residents (OSP)

- If no, attach letter of commitment from site(s) where project will take place (CCSD)

ASSESS IF THE ORGANIZATION HAS THE ADMINISTRATIVE BANDWIDTH TO MANAGE A CITY CONTRACT

Section 4: Administrative Capacity

- Organizational chart
  - demographic data

- Qualifications of contract admin

- Insurance requirements
  - Liability
  - Automobile
  - Worker's Compensation

A Basic Nonprofit Organization Chart
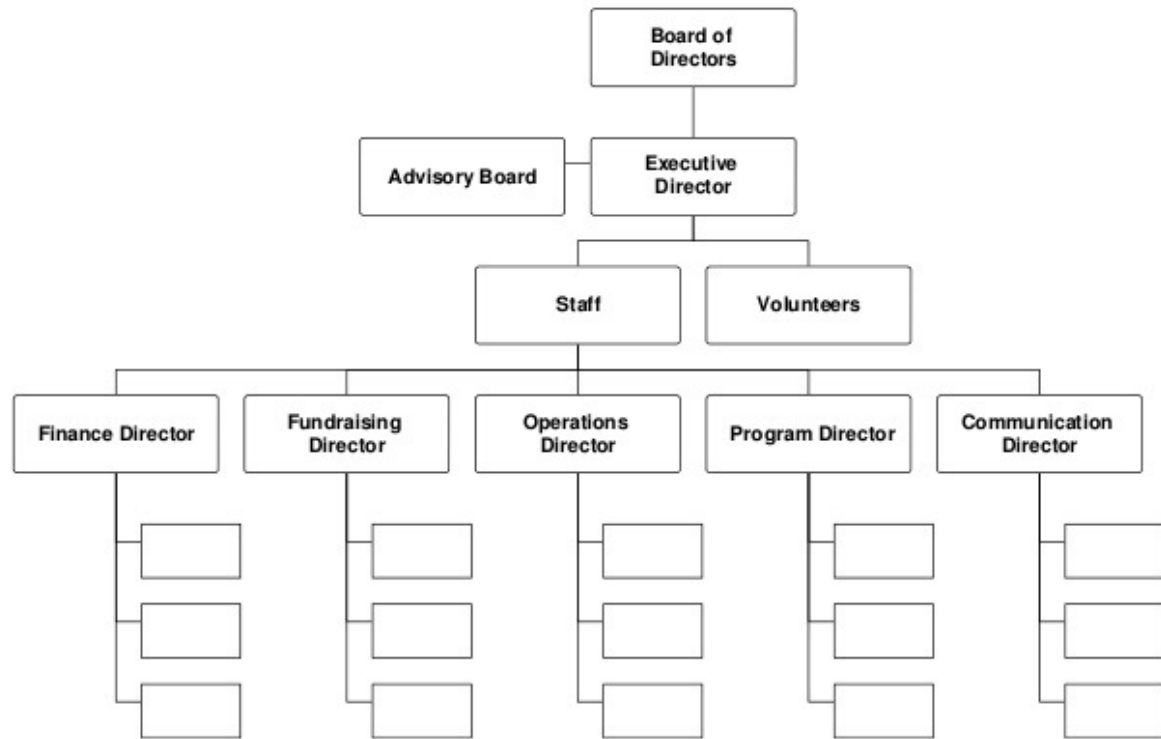
ASSESSING WHETHER OR NOT THE ORGANIZATION'S BOARD HAS SUFFICIENT OVERSIGHT

Section 5: Governance Practices

- Frequency of board meetings

- Board Bios (demographic data requested)

- Boards oversight of budgets and compensation agreements

- Board's evaluation of the organization's top executive or key volunteer

- Conflict of Interest policies and enforcement

ASSESSES IF THE ORGANIZATION IS PREPARED TO STEWARD AND MANAGE TAX PAYER DOLLARS

Section 6: Financial Management

- Liquidity (LUNA)

- Organization's financial plan to address liquidity issues

- Organization preparedness to submit a board-approved annual operating budget

- Qualifications of the primary financial management staff/volunteer

- Explanation of budget variances and/or deficits

DEFINING LUNA

LUNA: Liquid Unrestricted Net Assets

What does liquidity mean?
The availability of liquid assets that can be converted to cash to meet short-term obligations.

Why does it matter?
A financial plan for addressing liquidity issues is important in this process because these contracts are on a reimbursement basis and it can sometimes take between 6-9 months before expenses are reimbursed.

If your organization has less than 1 month of liquidity, you will need to demonstrate a feasible plan for managing budget shortfalls.
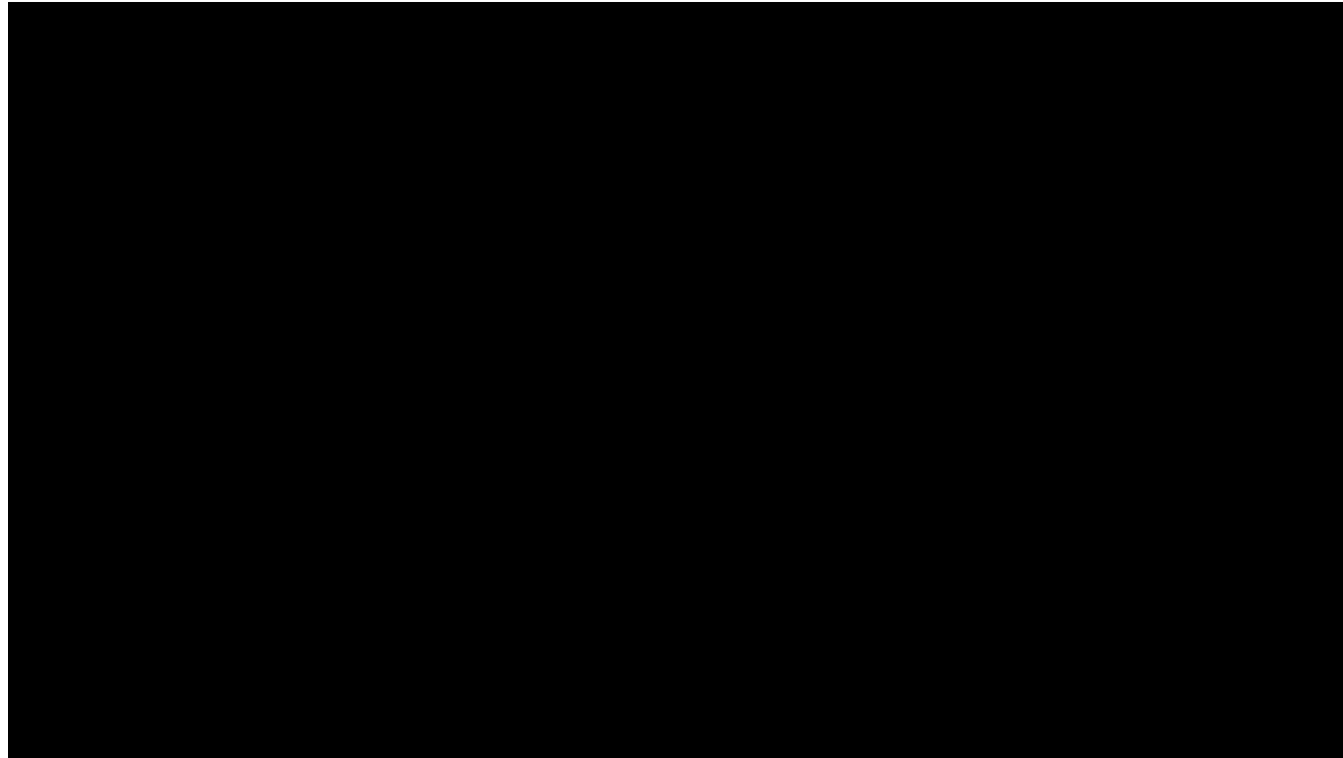
LUNA: Liquid Unrestricted Net Assets

Calculation Formula:

LUNA = (Unrestricted Net Assets – Fixed Assets) + Liabilities Related to Fixed Assets

- Financial Documents you'll need:
  - Current Board Approved Operating Budget
  - Last 2 years of balance sheets and profit & loss statements

LUNA: Liquid Unrestricted Net Assets Tutorial

https://www.sandiego.gov/sites/default/files/luna_calculation_rfq_tutorial.pdf

ASSESSES WHETHER OR NOT THE ORGANIZATION HAS BEEN IN COMPLIANCE DURING PREVIOUSLY AWARDED CONTRACTS

- Organization submitted late contract kit.

- Organization did not perform the agreed upon scope of services.

- Organization withdrew from contracting after award allocation.

- Organization did not claim full award amount.

- Organization submitted late final performance report.

- Organization did not submit the final performance report.

- City terminated contract with organization for cause.

Responses in this section will be provided by staff using data collected from past performance on City contracts from FY19 forward.

ALL ORGANIZATIONS WILL READ THE CONDITIONS AND SIGN, ACKNOWLEDGING THEY UNDERSTAND THE CONDITIONS

Check out the FY22 Funding Guidelines for a full list of conditions.

ORGANIZATIONS WILL SELECT WHETHER THEY:

- ARE NOT A RETURNING APPLICANT
- PREFER AN OPTION TO RENEW
- PREFER TO SUBMIT A RFP (REQUEST FOR PROPOSAL/ PHASE 2)

DEFINING RETURNING APPLICANT

An applicant awarded a Fiscal Year 2021 contract or contract renewal who is seeking an FY22 contract.

A returning applicant whose RFQ is deemed "qualified" may select one of the following:

Request the Option to Renew: Returning applicants may request the City to renew their current contract. If the request meets the eligibility criteria and is accepted by the City, the returning applicant will not have to submit a response to the FY22 RFP for panel evaluation. Their prior rank will carry over to be used as a factor to calculate the FY22 award amount.

Submit a Response to the RFP: Returning applicants may choose to submit a response to the FY22 RFP for panel evaluation. The rank given after the panel evaluation will be used as a factor to calculate the FY22 award amount. There is no guarantee the returning applicant will receive a higher rank than their prior-year rank through panel evaluation.

CRITERIA TO RENEW:

1. 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.

2. 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.

3. 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?)

4. 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?

WHO EVALUATES THE RFQ?

Through a contract with the University of San Diego, an outside team of nonprofit financial experts trained specifically in City contracting processes along with City staff evaluate the strength of each applicant's ability to deliver the obligations of a City contract using the information provided in the RFQ.

All applications will be scored:

- "Qualified" or
- "Not Qualified"

Evaluation criteria is available on the RFQ Scoring Tool, included in the FY22 Funding Guidelines.

Evaluation Criteria and Scoring

Section	Evaluation Criteria
1. Applicant Profile	Must be complete.
2. Eligibility Survey	Meets all requirements per Council Policy 100-03
3. Administrative Capacity	Meets requirements of City procurement authorities and provides evidence of organizational structure and management systems
4. Governance Practices	Ensures good stewardship of public confidence to fulfill City contracts, board supports proper stewardship of funds and organizational accountability. Policies are designed to prevent self-dealing and corruption.
5. Financial Management	Completed and correct LUNA calculations and board-approved current annual operating budget. Organizations with less than two months of liquidity provide feasible plans for covering unexpected shortfalls. Appropriate financial management experience of staff/volunteer/contractor
6. Past Performance on City Contracts	History of deficiencies (e.g. late contract kits, late final reports, etc.)
7. Conditions for Submission	Must be complete.

Evaluation Criteria and Scoring

FISCAL YEAR 2020 CREATIVE COMMUNITIES SAN DIEGO (CCSD)

| RFQ APPLICATION QUESTION	GRADING	RATIONALE
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 4: GOVERNANCE PRACTICES		
1. 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.
2. 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.
3. Are compensation arrangements for officers, directors, trustees, and key employees approved by the board?	Yes = Qualified N/A = Qualfied No = Not Qualified	Ongoing evaluation of compensation arrangements supports proper stewardship of funds and organizational accountability.
4. 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.
5. 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.
6. Can your organization provide proof of having a conflict of interest policy that is 1) signed annually by officers, directors, or trustees, and key employees and 2) has specific language to prevent self-dealing?	Yes = Qualified No = Not Qualified	To ensure good stewardship and public confidence in City contracts, conflict of interest policies are designed to prevent self-dealing and corruption.
7. Can your organization provide proof that officers, directors, or trustees, and key employees are required to annually disclose interests that could give rise to conflicts?	Yes = Qualified No = Not Qualified	To ensure stewardship and public confidence in City contracts, conflict of interest policies are designed to prevent self-dealing and corruption. Proof can be provided in documents such as board minutes, conflict of interest disclosure forms, or other official documents.
8. Describe any other significant measures the board takes to perform its governance responsibilities.	Answers to this question are not graded	
RFQ SECTION 5: FINANCIAL MANAGEMENT		
1. Provide your organization's current board-approved annual operating budget, which shows the projected revenue and expenses for your organization's current fiscal year.	Attached = Qualified Not Attached = Not Qualified	Board-approved budgets demonstrate oversight in planning and monitoring the organization's income and expenditures.

Applicants scored "Not Qualified" will enter a 5-day Cure phase.

City staff will identify issues in the RFQ and the organization will have 5 working days to address the issues in question.

If an applicant is able to correct or provide clarifying information which is sufficient to move their score to "Qualified" they will be moved to the Request for Proposals phase.

If they are not able to correct or clarify the issues in question, then the applicant will be directed to resources to help improve their competitiveness for future funding cycles.

**RFQ scored:
Not Qualified**

↓

5 Day Cure Period

Able to Cure   Not Able to Cure

↓   ↓

Request for Proposals   **Offered TA for Future Cycles**
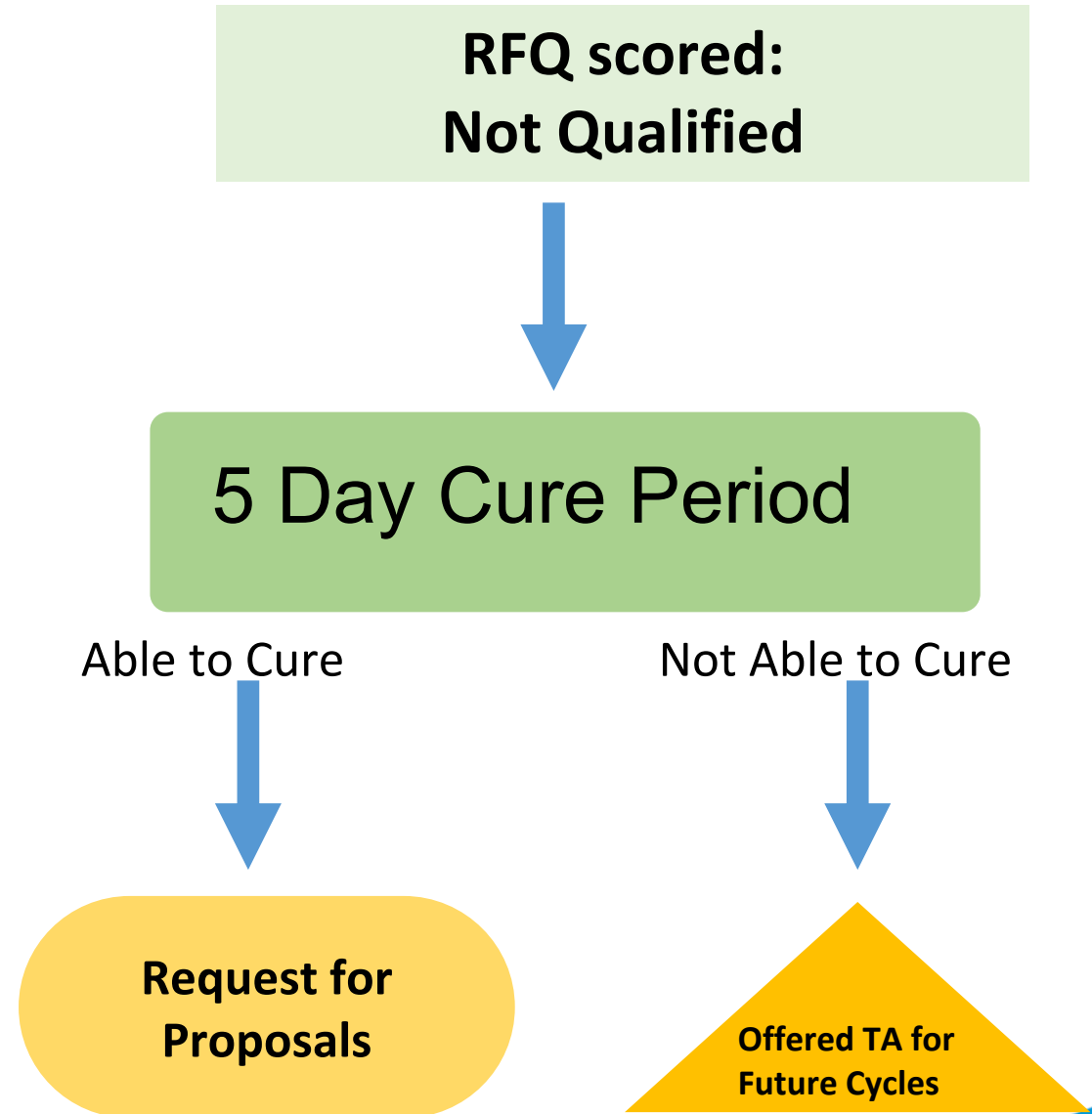
Applicants scored "Qualified" will be given access to the Request for Proposals if they selected to submit an RFP.

RFQ Score: "Qualified" - Ready to Contract ➜ Request for Proposal (RFP)
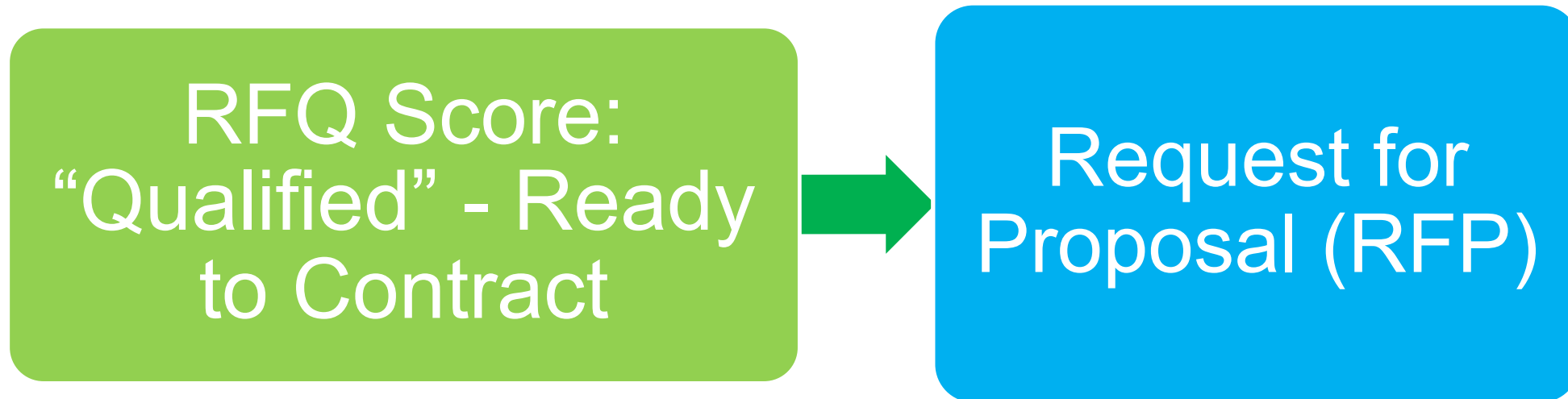
Technical Assistance Opportunities

FY22 RFQ Workshops: OSP & CCSD- Join staff as we take a deep dive into the RFQ and guidelines. Register by clicking on links below:
Tuesday, October 20 @ 10:00 AM
Thursday, October 29 @ 1:00 PM

Fiscal Sponsorship 101- Join if you're a project producer or a fiscal sponsor and want to learn about applying for funding.
Friday, October 30 @ 2 PM

CARES Grant Initiative Workshop- Join staff as we take a deep dive into the Cares application. Register by clicking on links below:
Friday, October 23 @ 12:30 PM

Office Hours SIGN UP- These 30 min meetings are meant to provide 1:1 support to help you apply.

Click on the links to register and sign up for Office Hours!

Commission for
Arts and Culture

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www.sandiego.gov/arts-culture/funding