Arts and Culture Funding
Organizational Support Program
Fiscal Year 2023 Guidelines
Dear OSP Applicant:

On behalf of all of us at the City of San Diego, Mayor Todd Gloria and City Council, and the Commission for Arts and Culture, welcome to the 2023 Organizational Support Program (OSP) guidelines.

We’re particularly proud to bring you these guidelines for Fiscal Year 2023. You likely know that during this past year we have been hard at work reviewing our policies and procedures with an eye towards streamlining the application and contract management process. We’re confident you will see our efforts on your behalf. In addition, we have been working hard on building greater access and equity into all our arts and culture programs and initiatives, and in particular the funding program. With the recent and unanimous approval by City Council for changes to Council Policy 100-03, beginning this year we can reduce audit requirements and ease reimbursement requirements.

These changes, along with the elimination of the DataArts reporting and insurance requirements and last year’s reduction of the matching obligation from 3:1 down to 1:1, together provide substantial barrier reductions in applying, receiving and managing an arts and culture funding agreement with the City.

Please take advantage of the many opportunities for technical assistance this year, including scheduled workshops with each and every City Councilmember, scheduled general workshops, and one-on-one office hours.

In service and recognition of your extraordinary work.

Jonathon Glus
Executive Director, Commission for Arts and Culture
Fiscal Year 2023 Application Guidelines

OSP: Organizational Support Program

Funding for Arts and Culture Nonprofits

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Questions?
City arts and culture staff
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 an equitable and inclusive creative economy and cultural ecosystem by investing in the work of artists and creatives, and the institutions and systems that amplify creative work and experiences; cultivating local participation and access; and advancing San Diego as a global city. Committed to equitable economic development, City arts and culture staff, facilitate the City’s investments in organizations, artists, and neighborhoods. Programs, partnerships, and initiatives range from funding and public art to cross-sector and creative industries.

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 used to: enhance the economy and strengthen the arts, cultural and creative sectors; contribute to San Diego's national and international reputation as a creative, 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* that positively impact San Diego’s quality of life and tourism and provide direct access and increased opportunities for excellence in culture and the arts. 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 the City's Creative Communities San Diego (CCSD) funding opportunity and request support for arts and culture projects that take place in the city of San Diego.

*Throughout these guidelines the term activities include development, production, service, or presentation of arts and cultural activities and programming.
Section 3: Who is Eligible to Apply?

Your organization is eligible to apply for OSP funding if:

- **NONPROFIT STATUS:** Your organization holds tax-exempt nonprofit status under section 501(c)(3) or 501(c)(6) of the Internal Revenue Code at the time of application; AND

- **ORGANIZATION PURPOSE:** Your organization is a nonprofit arts and culture organization with a mission statement clearly focused on the development, production, service, or presentation of arts and cultural activities and programming; AND

- **PUBLIC BENEFIT:** Your organization’s activities must have a clear presentation that is open to the public, or meaningful and accessible engagement component within the performance period. While presentations and participation must be open to the public generally, they may reach specific audiences or charge a fee as long as such restrictions do not discriminate on the bases as described in Section 6; AND

- **HISTORY OF OPERATIONS:** Your organization has at least two full and consecutive years of operating with its own independent governing board (not under a fiscal sponsor); AND

- **SERVICE AREA:** Your organization is headquartered in the city of San Diego and provides activities in the city of San Diego; AND

- **MISSION ALIGNMENT:** Your organization operates to fulfill a mission that aligns with the purpose of TOT funding:
  1. To enhance the economy and strengthen arts, cultural, and creative sectors;
  2. To contribute to San Diego's national and international reputation as a creative, 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 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 category called Creative Communities San Diego [CCSD] for project support. Guidelines for CCSD can be found at [http://www.sandiego.gov/arts-culture/funding](http://www.sandiego.gov/arts-culture/funding)).

- **ORGANIZATIONAL TYPE:** Your organization is an elementary or secondary school, school district, college, university, other government entity, social service, or non-
Fiscal Year 2023 Organizational Support Program
City of San Diego

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 FY22, 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 2022:

- OSP applicants with an AOI between $10,000 and $99,999 were awarded on average approximately 15% of their AOI.
- OSP applicants with an AOI between $100,000 and $299,999 were awarded on average approximately 7.5% of their AOI.
- OSP applicants with an AOI between $300,000 and $999,999 were awarded on average approximately 6.5% of their AOI.
- OSP applicants with an AOI between $1 million and $4 million were awarded on average approximately 5% of their AOI.
- OSP applicants with an AOI between $4 million and $10 million were awarded on average approximately 3% of their AOI.
- OSP applicants with an AOI of more than $10 million were awarded on average approximately 1.5% of their AOI.

Matching Income Requirement for Applicants: The matching requirement for all OSP awards is 1:1. The applicant must receive all matching income during the period of performance.

Section 5: How to Apply

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 under “Resources” – “Request for Qualifications” dropdown here. (Accommodations may be made upon request for those with disabilities).

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 award using the information provided in response to the RFQ. This team uses a standard scoring system to evaluate Eligibility; Administrative Capacity & Governance Practices; Financial Management; and Past Performance on City Agreements (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) days 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 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: Peer advisory panels composed of artists, cultural practitioners, and arts field professionals from all disciplines and backgrounds throughout San Diego, North America, and Baja California, evaluate the proposals and the degree to which each applicant’s proposed activities 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 - Activities; 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. During the panel deliberation, applicants will be given an opportunity to give a brief, in-person/live 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 and to the public 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 an award.

8. APPEALS: Any applicant not recommended to receive an 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 response submitted after any applicable cut-off time or date, 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 award that is a result of this process.

6. Funds awarded to an applicant may be paid in advance of activities and on a reimbursement basis pursuant to awarded agreement. Eligible expenses must be incurred by an applicant during the FY23 period of performance between July 1, 2022, and June 30, 2023 for the City to advance and reimburse pursuant to an awarded agreement.

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 period of performance (between July 1, 2022, and June 30, 2023).

8. Each applicant awarded funding must receive an executed agreement from the City before any funds are released. It can take a minimum of 5 months from July 1 for the City to provide an executed agreement, dependent on the awardee's expediency in submitting required documentation and information and the City's contracting review process.

9. 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 period of performance.

10. All applicants receiving funding of $10,000 or more must submit required financial disclosure documentation evidencing the financial status of the organization's last completed fiscal year with final performance report pursuant to an awarded agreement.

11. An applicant receiving funding equaling $75,000 or more must also submit the following: applicants with an operating budget under $2 million must submit a financial review of the organization's most recently completed fiscal year conducted by an independent certified public accountant within 150 days of the end of that fiscal year; applicants with an operating budget of $2 million or more must submit audited financial statements of the organization's most recently completed fiscal year.
conducted by an independent certified public accountant within 150 days of the end of that fiscal year.

12. An applicant receiving funding in the amount of $500,000 or more, when that funding represents more than 10% of the organization’s annual budget, must also submit salary and wage ranges for each of its job classifications, including actual executive salaries and benefits packages.

13. Each applicant awarded funding is required to deliver a progress report and a final performance report in a format requested by City staff.

14. 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.

15. City funds may NOT be used for:
   - Inherently religious activities: worship, instruction, or proselytization.
   - Lobbying, including activities in lobbying, including activities intended to influence the outcome of elections or influence government officials regarding pending legislation, either directly or through specific lobbying appeals to the public.
   - Voter registration drives and related activities.
   - Re-granting.
   - Tuition for academic study.
   - Capital outlay for construction, purchase, or improvement of facilities (including artwork installation on City property), or capital outlay for purchase of equipment.
   - Contests and competitions including gifts, prizes, and awards.
   - Travel, lodging, and transportation costs.
   - Food, alcohol, or beverages for hospitality or entertainment functions.
   - Projects where fundraising is the primary purpose of the project.
   - Contributions and donations to other individuals or entities.
   - Cash reserves and endowments.
   - Fines and penalties, accumulated deficits, and debt reductions.

16. City funds will not be provided to any applicants or activities that discriminate against any person on the basis of race, gender, gender expression, gender identity, religion, national origin, ethnicity, sexual orientation, age, or disability.

17. 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 2022 agreement or agreement renewal, is seeking a Fiscal Year 2023 agreement and meets eligibility requirements is considered a "returning applicant." All applicants, returning and new, must submit a response to the FY23 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 agreement; 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 agreement. If the request is granted by the City, the returning applicant will not have to submit a response to the FY23 RFP for panel evaluation, and their most recent panel issued rank will carry over to calculate the FY23 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. For example, if an applicant held an agreement for the FY21 funding cycle, and it was renewed in FY22, the applicant could request a second option to renew for the FY23 funding cycle. If that option was granted the applicant would not be eligible for an agreement renewal for the FY24 funding cycle.

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

• The returning applicant's response to the FY23 RFQ is deemed qualified.
• The returning applicant has had no significant changes in scope of funded activities 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 an agreement in FY22 (July 1, 2021-June 30, 2022). If the returning applicant's FY22 agreement is not executed and/or fulfilled, the returning applicant will not be eligible to receive an agreement renewal for FY23.
• 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 FY 2023 agreement, including the matching funds requirement, are at risk of not being met.
• The returning applicant acknowledges, understands, and accepts that any FY23 award amount will be calculated using the annual operating income submitted in
response to the FY23 RFQ.

- The returning applicant acknowledges, understands, and accepts that their prior rank will carry over and be used as a factor to calculate the FY23 award amount.
- The returning applicant acknowledges, understands, and accepts that the FY23 award amount may not be the same as the FY22 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 FY23 RFP and go through the panel evaluation process.

**Submitting a Response to the RFP:** Returning applicants may elect to submit a response to the FY23 RFP for panel evaluation. The rank given to the returning applicant’s response to the FY23 RFP will be used to calculate the FY23 award amount. Returning applicants that elect to submit a response to the FY23 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 FY23 RFP:

- The returning applicant's response to the FY23 RFQ is deemed qualified.
- The returning applicant acknowledges, understands, and accepts that any FY23 award amount will be calculated using the annual operating income submitted in response to the FY23 RFQ.
- Returning applicants that elect to submit a response to the FY23 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 FY23 RFP evaluation will be used as a factor to calculate the FY23 award amount.
- The returning applicant acknowledges, understands, and accepts that the FY23 award amount may not be the same as the FY22 award amount due to the variable factors in the award calculation.
Appendix 1
Request for Qualifications (RFQ) Tear Sheet

Fiscal Year 2023 Organizational Support Program (OSP)

SECTION 1: APPLICANT PROFILE

1. Legal Name of Organization.
2. DBA Name of Organization, if applicable.
3. Address of Organization (please provide a street address, PO Box or mailboxes will not be accepted).
4. San Diego City Council District where organization is located. (To identify your organization's district search your organization headquarters address on this map and include the district it is part of). SELECT ONE
5. Organization's primary discipline. SELECT ONE
6. 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 OSP funding category? (If you have applied in the past to a different City's arts and culture funding category, but are new to the OSP category, please select YES) CHECKBOXES: YES, NO
9. Workforce Report: 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
   Contact information of the primary person who will administer the agreement between your organization and the City should funding be awarded:
   - Primary Contact First and Last Name
   - Primary Contact Title
   - Primary Contact Email
   - Primary Contact Phone
   - Primary Contact Type (Employee, Contractor, Volunteer)
   - Primary Contact Brief Bio (please include qualifications and past experiences managing agreements)

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 FY23 funding award, this AOI will be used as a factor to calculate the award. INTERACTIVE CALCULATOR

12. Provide the statement of activities for your organization's last completed fiscal year which you used to calculate your AOI in Question 11 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 at the time of application to be eligible for funding. Upload a copy of your IRS letter of determination. ATTACH PDF

2. Is your organization a nonprofit arts and culture organization with a mission statement clearly focused on the development, production, service, or presentation of arts and cultural activities and programming in the city of San Diego? CHECKBOXES: YES, NO

3. Can your organization produce proof that it has at least two full and consecutive years of operating with its own independent governing board (not under a fiscal sponsor)? CHECKBOXES: YES, NO

4. Is your organization headquartered in the city of San Diego and providing activities in the city of San Diego? CHECKBOXES: YES, NO

5. Submit evidence of headquarters location within city of San Diego limits. Accepted documents for proof of address include: utility or municipality bills that are in your organization's name (bills for water, electricity, gas), bank documents (current account statements), a signed copy of a lease/rental agreement, an official tax document, a telephone account for a physical landline. ATTACH PDF

6. With which of the TOT funding purposes does your organization align? To enhance the economy and strengthen the arts, cultural, and creative sectors; to contribute to San Diego's national and international reputation as a creative, cultural destination; to provide access to excellence in culture and the arts for residents and visitors; to enrich the lives of the people of San Diego; and to build healthy, vital neighborhoods? CHECKBOXES: SELECT ALL THAT APPLY

7. Understanding that your organization may only receive TOT funding through one funding category, has/will your organization applied/apply for Fiscal Year 2023 TOT funding through any of the following: Creative Communities San Diego (CCSD) or Economic Development (ED) TOT support? CHECKBOXES: YES-CCSD, YES-ED, NO

8. Is your organization seeking funding for any of the following?
   - Inherently religious activities: worship, instruction, or proselytization.
   - Lobbying, including activities in lobbying, including activities intended to influence the outcome of elections or influence government officials regarding pending legislation, either directly or through specific lobbying appeals to the public.
   - Voter registration drives and related activities.
   - Re-granting.
   - Tuition for academic study.
   - Capital outlay for construction, purchase, or improvement of facilities (including artwork installation on City property), or capital outlay for purchase of equipment.
   - Contests and competitions including gifts, prizes, and awards.
   - Travel, lodging, and transportation costs.
   - Food, alcohol, or beverages for hospitality or entertainment functions.
   - Projects where fundraising is the primary purpose of the project.
   - Contributions and donations to other individuals or entities.
   - Cash reserves and endowments.
   - Fines and penalties, accumulated deficits, and debt reductions.
9. Is your organization seeking funding for activities that would not be open to the public? CHECKBOXES: YES, NO

10. Is your organization an elementary or secondary school, school district, college, university, other government entity, social service, or non-arts and culture nonprofit? CHECKBOXES: YES, NO

11. Does your organization have outstanding financial obligations or debts of any kind to the City? CHECKBOXES: YES, NO

SECTION 3: ADMINISTRATIVE CAPACITY & GOVERNANCE PRACTICES

1. Provide an organizational chart showing names and titles of your organization's staff. Gender and race/ethnicity information is requested but optional. ATTACH PDF

2. Does your organization have a diversity, equity, and inclusion statement or policy? CHECKBOXES: YES, NO

3. Provide a list with names, titles, and brief biographies of each board member of your organization. Gender and race/ethnicity information is requested, but optional. ATTACH PDF

4. How often does the board of your organization formally meet to conduct the business of the organization? CHECKBOXES: MONTHLY, BI-MONTHLY, QUARTERLY, ANNUALLY

5. Does the board of your organization approve annual budgets for the organization? CHECKBOXES: YES, NO

6. 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

7. 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

8. How often is the board provided with financial statements that include budgeted vs. actual revenues and expenses? CHECKBOXES: MONTHLY, BI-MONTHLY, QUARTERLY, ANNUALLY

9. 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

10. Does your organization require officers, directors, trustees, and key employees to sign a conflict of interest disclosure annually? CHECKBOXES: YES, NO

SECTION 4: FINANCIAL MANAGEMENT

1. Provide your organization's current board-approved annual operating budget which shows the projected revenue and expenses for your organization's current fiscal year. ATTACH PDF

2. Attach your organization's balance sheet and a profit and loss statement or complete financial statements for your organization's last two completed fiscal years. If available, submit the audited version of these documents. If you do not have these documents,
please use the template provided by the City. This template is titled "Financial Statement Template" and is located here: [https://www.sandiego.gov/arts-culture/funding/ospapplying](https://www.sandiego.gov/arts-culture/funding/ospapplying) under “Resources” – “Key Terms and Templates” dropdown. Use the last completed fiscal year’s document to calculate your organizations Liquid Unrestricted Net Assets (LUNA) in the next question. ATTACH PDF

3. Using your organization’s fiscal year-end financial statements attached above, compute the LUNA for your organization’s last completed fiscal year. INTERACTIVE CALCULATOR [Need help with LUNA? Check out the handy tutorial video located here: [https://www.sandiego.gov/arts-culture/funding/ospapplying](https://www.sandiego.gov/arts-culture/funding/ospapplying) under “Resources” – “Requests for Qualifications” dropdown]

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, please explain. NARRATIVE: 1000 CHARACTERS

9. If your organization’s current budget has fluctuated by 10% or more from its previous year’s budget, please explain why. NARRATIVE: 1000 CHARACTERS

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

SECTION 5: PAST PERFORMANCE ON CITY AGREEMENTS

Responses in this section will be provided by City staff using data collected from past performance on City agreements from FY20 forward.

1. Organization submitted late agreement kit in FY20 and/or FY21 and/or FY22.
2. Organization did not perform the agreed upon scope of funded activities in FY21.
3. Organization withdrew from contracting after award allocation in FY20 and/or FY21.
4. Organization did not claim full award amount in FY21.
5. Organization submitted late or incomplete final performance report in FY20 and/or FY21.
6. Organization did not submit the final performance report in FY20 and/or FY21.
7. City terminated agreement with organization for cause in FY20 and/or FY21 and/or FY22.
SECTION 6: CONDITIONS FOR SUBMISSION

WITH THE SUBMISSION OF A RESPONSE TO THIS RFQ/RFP, THE ORGANIZATION 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/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 award that is a result of this process.

6. Funds awarded to an applicant may be paid in advance of activities and on a reimbursement basis pursuant to awarded agreement. Eligible expenses must be incurred by an applicant during the FY23 period of performance between July 1, 2022, and June 30, 2023, for the City to advance and reimburse pursuant to an awarded agreement.

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 period of performance (between July 1, 2022, and June 30, 2023).

8. Each applicant awarded funding must receive an executed agreement from the City before any funds are released. It can take a minimum of 5 months from July 1 for the City to provide an executed agreement, dependent on the awardee's expediency in submitting required documentation and information and the City's contracting review process.

9. 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 period of performance.

10. An applicant receiving funding of $10,000 or more must submit required financial disclosure documentation evidencing the financial status of the organization's last completed fiscal year with final performance report pursuant to an awarded agreement.

11. An applicant receiving funding equaling $75,000 or more must also submit the following: applicants with an operating budget under $2 million must submit a financial review of the organization's most recently completed fiscal year conducted by an independent certified public accountant within 150 days of the end of that fiscal year; applicants with an operating budget of $2 million or more must submit audited financial statements of the organization's most recently completed fiscal year.
conducted by an independent certified public accountant within 150 days of the end of that fiscal year.

12. An applicant receiving funding in the amount of $500,000 or more, when that funding represents more than 10% of the organization's annual budget, must also submit salary and wage ranges for each of its job classifications, including actual executive salaries and benefits packages.

13. Each applicant awarded funding is required to deliver a progress report, and a final performance report in a format requested by City staff.

14. 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.

15. City funds may NOT be used for:
   - Inherently religious activities: worship, instruction, or proselytization.
   - Lobbying, including activities in lobbying, including activities intended to influence the outcome of elections or influence government officials regarding pending legislation, either directly or through specific lobbying appeals to the public.
   - Voter registration drives and related activities.
   - Re-granting.
   - Tuition for academic study.
   - Capital outlay for construction, purchase, or improvement of facilities (including artwork installation on City property), or capital outlay for purchase of equipment.
   - Contests and competitions including gifts, prizes, and awards.
   - Travel, lodging, and transportation costs.
   - Food, alcohol, or beverages for hospitality or entertainment functions.
   - Projects where fundraising is the primary purpose of the project.
   - Contributions and donations to other individuals or entities.
   - Cash reserves and endowments.
   - Fines and penalties, accumulated deficits, and debt reductions.

16. City funds will not be provided to any applicant or activities that discriminate against any person on the basis of race, gender, gender expression, gender identity, religion, national origin, ethnicity, sexual orientation, age, or disability.

17. 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 7: OPTION TO RENEW FOR RETURNING APPLICANTS

An applicant that has been awarded a Fiscal Year 2022 agreement or agreement renewal, is seeking a Fiscal Year 2023 agreement and meets eligibility requirements is considered a “returning applicant.” All applicants, returning and new, must submit a response to the FY23 RFQ. A returning applicant whose response to the RFQ is deemed qualified may be eligible to select either the option to renew its agreement, 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: THE ORGANIZATION IS NOT A RETURNING APPLICANT, THE ORGANIZATION REQUESTS THE OPTION TO RENEW, THE ORGANIZATION PREFERS TO SUBMIT A RESPONSE TO THE RFP

2. In the last two fiscal years, has your organization ended in a deficit? Organizations who have ended the last two fiscal years with a deficit may not be eligible to exercise the option to renew. CHECKBOXES: YES, NO

3. Does your organization’s current budget show a 10% variance or higher from its previous fiscal year’s budget? If yes, at the City’s sole discretion the returning applicant may be required to submit a response to the FY23 RFP and go through the panel evaluation process. CHECKBOXES: YES, NO

4. Have there been significant changes to your scope of funded activities since your last submitted RFP. If yes, please explain. (To answer this question, please review your scope of funded activities from your last executed full agreement, are you proposing to fulfill the scope of funded activities as is for FY23? If not, what will be different from the original scope?) NARRATIVE 500 CHARACTERS

5. The returning applicant was recommended for funding and successfully executed an agreement in FY22 (July 1, 2021- June 30, 2022). (If the returning applicant’s FY22 agreement is not executed and/or fulfilled, the returning applicant will not be eligible to receive an agreement renewal for FY23) CHECKBOXES: YES, NO

6. Have there been significant changes in your organization’s operations since your 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 FY23 agreement, including the matching fund requirement, are at risk of not being met? YES or NO- If yes, please explain. NARRATIVE 500 CHARACTERS

7. The returning applicant acknowledges, understands, and accepts:
   - that any FY23 award amount will be calculated using the annual operating income submitted in response to the FY23 RFQ
   - that their prior rank will carry over and be used as a factor to calculate the FY23 award amount
   - that the FY23 award amount may not be the same as the FY22 award amount due to the variable factors in the award calculation

CHECKBOXES: I ACCEPT THESE CONDITIONS; I DO NOT ACCEPT THESE CONDITIONS
<table>
<thead>
<tr>
<th>RFQ SECTION 1: APPLICANT PROFILE</th>
<th>RFQ APPLICATION QUESTION</th>
<th>GRADING</th>
<th>RATIONALE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Is the entire section complete?</td>
<td>Yes = Qualified</td>
<td>Required by Council Policy 100-03</td>
<td></td>
</tr>
<tr>
<td></td>
<td>No = Not Qualified</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

<table>
<thead>
<tr>
<th>RFQ SECTION 2: ELIGIBILITY SURVEY</th>
<th>RFQ APPLICATION QUESTION</th>
<th>GRADING</th>
<th>RATIONALE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Your organization must have tax-exempt nonprofit status under section 501(c)(3) or 501(c)(6) of the Internal Revenue Code at the time of application to be eligible for funding. Upload a copy of your IRS letter of determination.</td>
<td>Attached = Qualified</td>
<td>Required by Council Policy 100-03</td>
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<tr>
<td></td>
<td>Not Attached = Not Qualified</td>
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<tr>
<td>2. Is your organization a nonprofit, tax-exempt arts and culture organization with a mission statement clearly focused on the development, production, service, or presentation of arts and cultural activities and programming in the city of San Diego?</td>
<td>Yes = Qualified</td>
<td>Required by Council Policy 100-03</td>
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<td></td>
<td>No = Not Qualified</td>
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<tr>
<td>3. Can your organization produce proof that it has at least two full and consecutive years of operating with its own independent governing board (not under a fiscal sponsor)?</td>
<td>Yes = Qualified</td>
<td>Required by Council Policy 100-03</td>
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<tr>
<td></td>
<td>No = Not Qualified</td>
<td></td>
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<tr>
<td>4. Is your organization headquartered in the city of San Diego and providing activities in the city of San Diego?</td>
<td>Yes = Qualified</td>
<td>Required by Council Policy 100-03</td>
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<td></td>
<td>No = Not Qualified</td>
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<tr>
<td>5. Submit evidence of headquarters location within City limits. Accepted documents for proof of address include: utility or municipality bills that are in your organization's name (bills for water, electricity, gas), bank documents (current account statements), a signed copy of a lease/rental agreement, an official tax document, a telephone account for a physical landline.</td>
<td>Attached = Qualified</td>
<td>Required by Council Policy 100-03</td>
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<td></td>
<td>Not Attached = Not Qualified</td>
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<tr>
<td>6. With which of the TOT funding purposes does your organization align? To enhance the economy and strengthen the arts, cultural, and creative sectors; to contribute to San Diego's national and international reputation as a creative, cultural destination; to provide access to excellence in culture and the arts for residents and visitors; to enrich the lives of the people of San Diego; and to build healthy, vital neighborhoods; none of the above.</td>
<td>Checked at least one = Qualified</td>
<td>Required by Council Policy 100-03</td>
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<td></td>
<td>None of the above = Not Qualified</td>
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<tr>
<td>7. Understanding that your organization may only receive TOT funding through one funding category, has/will your organization applied/apply for Fiscal Year 2023 TOT funding through any of the following: Creative Communities San Diego (CCSD) or Economic Development (ED) TOT support?</td>
<td>Yes = Not Qualified</td>
<td>Required by Council Policy 100-03</td>
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<td></td>
<td>No = Qualified</td>
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<td>8. Is your organization seeking funding any of the following?</td>
<td>Yes = Not Qualified</td>
<td>Required by Council Policy 100-03</td>
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<tr>
<td>- Inherently religious activities: worship, instruction, or proselytization. Lobbying, including activities in lobbying, including activities intended to influence the outcome of elections or influence government officials regarding pending legislation, either directly or through specific lobbying appeals to the public.</td>
<td>No = Qualified</td>
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<td>- Voter registration drives and related activities.</td>
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<td>- Re-granting.</td>
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<td>- Tuition for academic study.</td>
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<td>- Capital outlay for construction, purchase, or improvement of facilities (including artwork installation on City property), or capital outlay for purchase of equipment.</td>
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<td>- Contests and competitions including gifts, prizes, and awards.</td>
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<td>- Fines and penalties, accumulated deficits, and debt reductions.</td>
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<tr>
<td>RFQ APPLICATION QUESTION</td>
<td>GRADING</td>
<td>RATIONALE</td>
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<tr>
<td>9. Is your organization seeking funding for activities and programming that would not be open to the public?</td>
<td>Yes = Not Qualified&lt;br&gt;No = Qualified</td>
<td>Required by Council Policy 100-03</td>
<td></td>
</tr>
<tr>
<td>10. Is your organization an elementary or secondary school, school district, college, university, other government entity, social service, or non-arts/cultural nonprofit?</td>
<td>Yes = Not Qualified&lt;br&gt;No = Qualified</td>
<td>Required by Council Policy 100-03</td>
<td></td>
</tr>
<tr>
<td>11. Does your organization have outstanding financial obligations or debts of any kind to the City?</td>
<td>Yes = Not Qualified&lt;br&gt;No = Qualified</td>
<td>Required by Council Policy 100-03</td>
<td></td>
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</table>

**RFQ SECTION 3: ADMINISTRATIVE CAPACITY & GOVERNANCE PRACTICES**

<table>
<thead>
<tr>
<th>RFQ APPLICATION QUESTION</th>
<th>GRADING</th>
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<tbody>
<tr>
<td>1. Provide an organizational chart showing names and titles of your organization's staff. Gender and race/ethnicity information is requested but optional.</td>
<td>Attached = Qualified&lt;br&gt;Not Attached = Not Qualified</td>
<td>Evidence of organizational structure and management systems in place.</td>
</tr>
<tr>
<td>2. Does your organization have a diversity, equity, and inclusion statement or policy?</td>
<td>This question must be answered but is not graded</td>
<td></td>
</tr>
<tr>
<td>3. Provide a list with names, titles, and brief biographies of each board member of your organization. Gender and race/ethnicity information is requested but optional.</td>
<td>Attached = Qualified&lt;br&gt;Not Attached = Not Qualified</td>
<td>Evidence of organizational structure and management systems in place.</td>
</tr>
<tr>
<td>4. How often does the board of your organization formally meet to conduct the business of the organization?</td>
<td>Monthly = Qualified&lt;br&gt;Bi-Monthly = Qualified&lt;br&gt;Quarterly = Qualified&lt;br&gt;Annually = Not Qualified</td>
<td>To ensure good stewardship and public confidence in City agreements and to fulfill procurement requirements, a nonprofit board must meet at least quarterly.</td>
</tr>
<tr>
<td>5. Does the board of your organization approve annual budgets for the organization?</td>
<td>Yes = Qualified&lt;br&gt;No = Not Qualified</td>
<td>Annual board approval of budgets is evidence of appropriate fiscal oversight and organizational accountability.</td>
</tr>
<tr>
<td>6. Are compensation arrangements for officers, directors, trustees, and key employees approved by the board?</td>
<td>Yes = Qualified&lt;br&gt;N/A = Qualified&lt;br&gt;No = Not Qualified</td>
<td>Ongoing evaluation of compensation arrangements supports proper stewardship of funds and organizational accountability.</td>
</tr>
<tr>
<td>7. Does the board of your organization conduct an annual performance evaluation of the organization's top executive?</td>
<td>Yes = Qualified&lt;br&gt;N/A = Qualified&lt;br&gt;No = Not Qualified</td>
<td>Ongoing evaluation of the organization's top executive on at least an annual basis promotes accountability.</td>
</tr>
<tr>
<td>8. How often is the board provided with financial statements that include budgeted vs. actual revenues and expenses?</td>
<td>Monthly = Qualified&lt;br&gt;Bi-Monthly = Qualified&lt;br&gt;Quarterly = Qualified&lt;br&gt;Annually = Not Qualified</td>
<td>To ensure good stewardship and public confidence in City agreements, nonprofit boards provide ongoing oversight of finances on at least a quarterly basis.</td>
</tr>
<tr>
<td>9. 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?</td>
<td>Yes = Qualified&lt;br&gt;No = Not Qualified</td>
<td>To ensure good stewardship and public confidence in City agreements, conflict of interest policy is designed to prevent self-dealing and corruption.</td>
</tr>
<tr>
<td>10. Does your organization require officers, directors, trustees, and key employees to sign a conflict of interest disclosure annually?</td>
<td>Yes = Qualified&lt;br&gt;No = Not Qualified</td>
<td>To ensure stewardship and public confidence in City agreements, conflict of interest policy is 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.</td>
</tr>
</tbody>
</table>
**RFQ SECTION 4: FINANCIAL MANAGEMENT**

<table>
<thead>
<tr>
<th>RFQ APPLICATION QUESTION</th>
<th>GRADING</th>
<th>RATIONALE</th>
</tr>
</thead>
</table>
| 1. Provide your organization's current board-approved annual operating budget which shows the projected revenue and expenses for your organization's current fiscal year. | Attached = Qualified  
Not Attached = Not Qualified | Board-approved budgets demonstrate oversight in planning and monitoring the organization's income and expenditures. |
| 2. Attach your organization's balance sheet and a profit and loss statement or complete financial statements for your organization's last two completed fiscal years. If available, submit the audited version of these documents. If you do not have these documents, please use the template provided by the City, his template is titled "Financial Statement Template" and is located here: https://www.sandiego.gov/arts-culture/funding/ospapplying under "Resources" – "Key Terms and Templates" dropdown. Use the last completed fiscal year's document to calculate your organizations Liquid Unrestricted Net Assets (LUNA) in the next question. | Attached = Qualified  
Not Attached = Not Qualified | Required to confirm accuracy of LUNA calculations. |
| 3. Using your organization's fiscal year-end financial statements attached above, compute the 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 agreements, positive liquidity demonstrates that an organization can operate activities under a reimbursement and/or advance-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 agreements, positive liquidity demonstrates that an organization can operate activities under a reimbursement and/or advance-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 2023 Organizational Support Program (OSP) RFQ Scoring Sheet

### RFQ Application Question

<table>
<thead>
<tr>
<th>Question</th>
<th>Grading</th>
<th>Rationale</th>
</tr>
</thead>
<tbody>
<tr>
<td>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, please explain.</td>
<td>Strong = Qualified&lt;br&gt;Basic = Qualified&lt;br&gt;Weak = Not Qualified&lt;br&gt;N/A = Qualified</td>
<td>Organizations with deficits in their profit and loss statements should provide reasoning behind change. Organizations should be able to provide proof, if requested.</td>
</tr>
<tr>
<td>9. If your organization's current budget has fluctuated by 10% or more from its previous year's budget, please explain why.</td>
<td>Strong = Qualified&lt;br&gt;Basic = Qualified&lt;br&gt;Weak = Not Qualified&lt;br&gt;N/A = Qualified</td>
<td>Organizations with 10% positive or negative variance in their budget should provide reasoning behind change. Organizations should be able to provide proof, if requested.</td>
</tr>
<tr>
<td>10. Provide any other relevant details to give an accurate picture of your organization's financial position.</td>
<td>Answers to this question are not graded</td>
<td></td>
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</tbody>
</table>

### RFQ Section 5: Past Performance on City Agreements

Responses in this section will be provided by City arts and culture staff using data collected from past performance on City agreements from FY20 forward.

<table>
<thead>
<tr>
<th>Question</th>
<th>YES or NO</th>
<th>Rationale</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Organization submitted late agreement kit in FY20 and/or FY21 and/or FY22.</td>
<td>YES or NO</td>
<td>To ensure appropriate use of City resources, organizations must demonstrate accountability.</td>
</tr>
<tr>
<td>2. Organization did not perform the agreed upon scope of funded activities in FY21.</td>
<td>YES or NO</td>
<td>To ensure appropriate use of City resources, organizations must demonstrate accountability.</td>
</tr>
<tr>
<td>3. Organization withdrew from contracting after award allocation in FY20 and/or FY21.</td>
<td>YES or NO</td>
<td>To ensure appropriate use of City resources, organizations must demonstrate accountability.</td>
</tr>
<tr>
<td>4. Organization did not claim full award amount in FY21.</td>
<td>YES or NO</td>
<td>To ensure appropriate use of City resources, organizations must demonstrate accountability.</td>
</tr>
<tr>
<td>5. Organization submitted late or incomplete final performance report in FY20 and/or FY21.</td>
<td>YES or NO</td>
<td>To ensure appropriate use of City resources, organizations must demonstrate accountability.</td>
</tr>
<tr>
<td>6. Organization did not submit final performance report in FY20 and/or FY21.</td>
<td>YES or NO</td>
<td>To ensure appropriate use of City resources, organizations must demonstrate accountability.</td>
</tr>
<tr>
<td>7. City terminated the agreement with the organization for cause in FY20 and/or FY21 and/or FY22.</td>
<td>YES or NO</td>
<td>To ensure appropriate use of City resources, organizations must demonstrate accountability.</td>
</tr>
</tbody>
</table>

In the City's sole discretion, organizations with multiple deficiencies may not be qualified.
<table>
<thead>
<tr>
<th>RFQ SECTION 6: CONDITIONS FOR SUBMISSION</th>
<th>GRADING</th>
<th>RATIONALE</th>
</tr>
</thead>
</table>
| 1. Is the applicant accepting the conditions? | Yes = Qualified  
No = Not Qualified | This question must be answered but is not graded |

<table>
<thead>
<tr>
<th>RFQ SECTION 7: OPTION TO RENEW FOR RETURNING APPLICANTS</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>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?</td>
<td>Organizations who have ended the last 2 fiscal years with a deficit may not be eligible to exercise the option to renew.</td>
</tr>
<tr>
<td>2. In the last two fiscal years, has your organization ended in a deficit? Organizations who have ended the last two fiscal years with a deficit may not be eligible to exercise the option to renew.</td>
<td>Organizations who show a 10% variance or higher from its previous fiscal year's budget may be required to submit a response to the FY23 RFP and go through the panel evaluation process.</td>
</tr>
<tr>
<td>3. Does your organization's current budget show a 10% variance or higher from its previous fiscal year's budget?</td>
<td>Organizations with significant changes may not be eligible to exercise the option to renew.</td>
</tr>
<tr>
<td>4. Have there been significant changes to your scope of funded activities since your last submitted RFP? If yes, please explain. (To answer this question, please review your scope of funded activities from your last executed full agreement, are you proposing to fulfill the scope of funded activities as is for FY23? If not, what will be different from the original scope?)</td>
<td></td>
</tr>
</tbody>
</table>
| 5. The returning applicant was recommended for funding and successfully executed an agreement in FY22 (July 1, 2021- June 30, 2022). (If the returning applicant's FY22 agreement is not executed and/or fulfilled, the returning applicant will not be eligible to receive an agreement renewal for FY23) | Yes = Qualified  
No = Not Qualified |
| 6. 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 FY23 agreement, 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. |
| 7. The returning applicant acknowledges, understands, and accepts:  
• that any FY23 award amount will be calculated using the annual operating income submitted in response to the FY23 RFQ  
• that their prior rank will carry over and be used as a factor to calculate the FY23 award amount  
• that the FY23 award amount may not be the same as the FY22 award amount due to the variable factors in the award calculation | Conditions accepted = Qualified  
Conditions not accepted = Not Qualified |
Appendix 3

Request for Proposals (RFP) Tear Sheet

Fiscal Year 2023 Organizational Support Program (OSP)

SECTION 1: APPLICANT PROFILE

1. Legal Name of Organization
2. DBA Name of Organization, if applicable
3. Organization’s mission statement. NARRATIVE: 500 CHARACTERS
4. 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 activities and the impact on your audience. ATTACH PDF
5. Provide a minimum of three and a maximum of five substantive work samples that are representative of the activities 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 organization. ATTACH MULTI-MEDIA FILES

SECTION 2: ACTIVITIES

1. What are the primary activities that your organization plans to conduct between July 1, 2022 and June 30, 2023? Include information about where the activities occur, how often, what the activities entail, how many people are served/engaged and how they are engaged. NARRATIVE: 2000 CHARACTERS
2. Explain how your organization operates to fulfill a mission that aligns with the purpose of TOT funding. Clearly specify with which City goals your activities align. (Goal 1: To enhance the economy and strengthen the arts, cultural, and creative sectors; Goal 2: to contribute to San Diego's national and international reputation as a creative, cultural destination; Goal 3: to provide access to excellence in culture and the arts for residents and visitors; Goal 4: to enrich the lives of the people of San Diego; and Goal 5: to build healthy, vital neighborhoods). CHECK BOX – SELECT ALL THAT APPLY + NARRATIVE: 2000 CHARACTERS

SECTION 3: COMMUNITY ENGAGEMENT

1. Describe the core community/audience for your organization’s activities in terms of geography, council district(s), age, cultural and economic characteristics, as applicable. Address if and how your 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 activities? How does your organization know activities are relevant to this core community/audience? What are the impacts of these activities? Provide quantitative and qualitative data to show the impact of your organization’s activities. 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: 2000 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 and its activities contribute to diversity, equity, accessibility, and inclusivity? NARRATIVE: 2000 CHARACTERS

4. OSP funds are meant to support San Diego arts and culture. If your activities 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 activities? NARRATIVE: 2000 CHARACTERS

SECTION 4: PROGRAMMING CAPACITY

1. What is your organization's experience with producing activities of similar scale and complexity? NARRATIVE: 2000 CHARACTERS

2. What are the resources, including potential partners, your organization will access to operate the activities (e.g. artist housing, rehearsal space, etc.)? NARRATIVE: 2000 CHARACTERS

3. Provide the name, title, applicable education, experience, and other qualifications of each key person responsible for designing and producing the activities. How does each key person contribute to the impact of your activities? (Include up to five people, such as designers, producers, program managers, implementers, etc.) NARRATIVE: 2000 CHARACTERS

4. How does your organization's staff and board reflect the core community/audience you identified in Section 3? How does your organization evaluate the effectiveness of these efforts? Please use quantitative and qualitative data to answer this question. NARRATIVE: 2000 CHARACTERS

5. If your organization is using virtual platforms to conduct activities and engage audiences, what experience does your organization have in virtual programming? What platforms will you use and how? How do you plan on integrating virtual efforts into your in-person activities? NARRATIVE: 1500 CHARACTERS

6. How does your organization and its activities decrease disparities and/or advance equitable outcomes for underserved/distinct communities or groups in the city of San Diego? NARRATIVE: 1500 CHARACTERS

7. What efforts has your organization made to create an inclusive workplace for its staff, contractors, and volunteers? What efforts has your organization undertaken in the past two years and/or is currently undertaking to diversify its board, staff, volunteers, and audiences? NARRATIVE: 1500 CHARACTERS

SECTION 5: ACHIEVEMENT IN EMPHASIS AREAS

Select and describe two areas of emphasis where your organization has made a significant achievement. (please select and address only TWO)

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

Option 2: Provide evidence that your organization has made a significant investment in San Diego's professional artists. NARRATIVE: 1500 CHARACTERS + ATTACH OPTIONAL PDF

Option 3: Provide evidence that your organization has made a significant investment in activities in the San Diego Promise Zone or in San Diego Community(ies) of Concern. (Community of Concern means a
census tract that has been identified as having very low or low access to opportunity as identified in the San Diego Climate Equity Index). **NARRATIVE: 1500 CHARACTERS + ATTACH OPTIONAL PDF**

Option 4: 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 2023 ORGANIZATIONAL SUPPORT PROGRAM (OSP)

## RFP APPLICATION QUESTIONS

<table>
<thead>
<tr>
<th>RFP SECTION 1: APPLICANT PROFILE</th>
<th>EVALUATION CRITERIA FOR APPLICATION SECTION</th>
<th>QUALITIES OF A STRONG APPLICATION</th>
<th>SCORING</th>
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<td>Very Aligned = 4 points</td>
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<td>Aligned = 3 points</td>
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<td>Unresponsive = 1 point</td>
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### RFP SECTION 2: ACTIVITIES

1. **What are the primary activities that your organization plans to conduct between July 1, 2022 and June 30, 2023?** Include information about where the activities occur, how often, what the activities entail, how many people are served/engaged and how they are engaged.

2. **How do your organization operates to fulfill a mission that aligns with the purpose of TOT funding? Clearly specify with which City goals your activities align (Goal 1: To enhance the economy and strengthen the arts, cultural, and creative sectors; Goal 2: to contribute to San Diego's national and international reputation as a creative, cultural destination; Goal 3: to provide access to excellence in culture and the arts for residents and visitors; Goal 4: to enrich the lives of the people of San Diego; and Goal 5: to build healthy, vital neighborhoods).**

### RFP SECTION 3: COMMUNITY ENGAGEMENT

1. **Describe the core community/audience for your organization's activities in terms of geography, council district(s), age, cultural and economic characteristics, as applicable. Address if and how your 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 activities? How does your organization know the activities are relevant to this core community/audience? What are the impacts of these activities? Provide quantitative and qualitative data to show the impact of your organization's activities. 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.**

### QUALITIES OF A STRONG APPLICATION

- Activities are clearly described
- Activities impact is clearly linked to at least one City goal with quantitative and qualitative data
- Evidence is provided to show that the organization understands its core community/audience
- Evidence is provided to show how activities connect and are relevant to core community/audience
- Evidence is provided to show that the activities have a positive impact for the core community/audience
- Evidence is provided to show that the activities contributes to diversity, equity, accessibility and inclusivity
- If applicable, evidence is provided to show that the virtual components of the activities benefit and engage their intended San Diego audience.
### FISCAL YEAR 2023 ORGANIZATIONAL SUPPORT PROGRAM (OSP) RFP APPLICATION QUESTION

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<tr>
<td>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 and its activities contribute to diversity, equity, accessibility, and inclusivity?</td>
<td>• Degree to which the organization provides evidence that its qualifications and resources match the scale and complexity of the activities</td>
<td>• Evidence is provided to show that the organization has a successful track record of producing activities of similar scale and impact.</td>
<td>Very Aligned = 4 points Aligned = 3 points Not Aligned = 2 points Unresponsive = 1 point</td>
</tr>
<tr>
<td>4. OSP funds are meant to support San Diego arts and culture. If your activities 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 activities?</td>
<td></td>
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### SECTION 4: PROGRAMMING CAPACITY

1. What is your organization’s experience with producing activities of similar scale and complexity?

2. What are the resources, including potential partners, your organization will access to operate the activities (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 activities. How does each key person contribute to the impact of your activities? (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? How does your organization evaluate the effectiveness of these efforts? Use quantitative and qualitative data to answer the question.

5. If your organization is using virtual platforms to conduct activities and engage audiences, what experience does your organization have in virtual programming? What platforms will you use and how? How do you plan on integrating virtual efforts into your in-person activities?

6. How does your organization and its activities decrease disparities and/or advance equitable outcomes for underserved/distinct communities or groups in the city of San Diego?

7. What efforts has your organization made to create an inclusive workplace for its staff, contractors, and volunteers? What efforts has your organization undertaken in the past two years and/or is currently undertaking to diversify its board, staff, volunteers, and audiences?
## RFP SECTION 5: ACHIEVEMENT IN EMPHASIS AREAS

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<tr>
<td>• Degree to which the organization expresses a clear point of view and distinction about what are significant achievements in the selected emphasis areas</td>
<td>• Clear and persuasive description of what significant achievement means in the selected emphasis areas</td>
<td>Very Aligned = 4 points</td>
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<tr>
<td>• Degree to which the organization provides evidence of intentional investment in San Diego's artists</td>
<td>• Quantitative evidence of intentional investment, sustained investment and significant achievements is provided</td>
<td>Aligned = 3 points</td>
<td></td>
</tr>
<tr>
<td>• Degree to which the organization provides evidence of intentional /sustained investment in the selected emphasis areas</td>
<td>• Qualitative and concrete evidence of intentional investment, sustained investment and significant efforts is provided</td>
<td>Not Aligned= 2 points</td>
<td></td>
</tr>
<tr>
<td>• Degree to which the organization provides evidence of significant achievements</td>
<td>• Third-party validation of intentional investment, sustained investment and significant achievements is provided</td>
<td>Unresponsive = 1 point</td>
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### Option 1: Provide evidence that your organization has received significant national or international recognition in the past three years.

### Option 2: Provide evidence that your organization has made a significant investment in San Diego's professional artists.

### Option 3: Provide evidence that your organization has made a significant investment in activities in the San Diego Promise Zone or in San Diego Community(ies)of Concern.

### Option 4: Provide evidence that your organization has generated significant overnight hotel stays in the city of San Diego in the past three years.
Appendix 5

Fiscal Year 2023
Application Calendar*

September 27, 2021
Application guidelines and online Request for Qualifications (RFQ) form published

September 28 – October 29, 2021
Virtual technical assistance workshops and webinars, How to Apply (RFQ) Office hours available with staff (via videoconferencing or telephone). More information is available under the “Resources” – “Request for Qualifications” dropdown here: https://www.sandiego.gov/arts-culture/funding/ospapplying.

October 29, 2021, 3:00 p.m.
Last day for questions regarding the RFQ

October 31, 2021, 11:59 p.m.
RFQ submissions due

November 1, 2021 – December 10, 2021
RFQs evaluated for eligibility and compliance with city guidelines

**Staff will have limited availability for questions from December 20, 2021 – January 2, 2022.

December 13, 2021
RFQ results announced

December 13 – December 17, 2021
5-day "cure" period for applicants deemed "Not Qualified" due to missing or incomplete materials in RFQ

December 20, 2021
Results of “cure” period announced

January 10, 2022
Online Request for Proposals (RFP) portal opens

January 10, 2022 – February 4, 2022
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 4, 2022, 3:00 p.m.
Last day for questions regarding the RFP
February 6, 2022, 11:59 p.m.
Responses to RFP due

March 14 – March 18, 2022
Panels review and recommend scores/ranks responses to RFP

March 21, 2022
Results announced to applicants

March 21 – March 31, 2022
Appeals period (10 days)

April 8, 2022
Commission’s Policy & Funding Committee review of panel recommendations

April 22, 2022
Commission reviews RFP ranks recommended by Policy & Funding Committee and recommends for inclusion in FY23 proposed City budget

June 30, 2022
Final award amounts confirmed through City’s appropriation ordinance

July 1, 2022 – June 30, 2023
FY23 period of performance

July 1 – August 31, 2022
FY23 agreements awarded, signed, and returned

August 31, 2023
Final reports due

* All dates are approximate and subject to change. All times are Pacific Time.