



THE CITY OF
SAN DIEGO
COMMISSION
FOR ARTS
& CULTURE

FY14 Organizational **SUPPORT** Program

vibrant culture
vibrant city

GUIDELINES + APPLICATION

FY14

LONG FORM + SHORT FORM

ALL LEVELS: I, II, + III

CITY OF SAN DIEGO COMMISSION FOR ARTS AND CULTURE

Vibrant Culture, Vibrant City

Mission Statement

The mission of the City of San Diego Commission for Arts and Culture is to 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.

Purpose

The Commission serves in an advisory capacity to the Mayor and the City Council on promoting, encouraging, and increasing support for the City of San Diego's diverse artistic and cultural assets, integrating arts and culture into community life and showcasing San Diego as an international cultural tourist destination.

The Commission also develops, administers, evaluates and/or recommends changes to public policy, legislation and advocacy strategies; facilitates partnerships; administers funding in support of nonprofit arts and culture organizations, artists, neighborhood arts programs, festivals, and artworks in public and private development; manages artworks owned and controlled by the City of San Diego; supports cultural tourism and innovative arts and culture programming; undertakes other initiatives that contribute to the quality of life, the economic vitality and the vibrancy of San Diego.

Mayor, City Council and Commissioners

Jerry Sanders, Mayor

Commissioners

City Council Offices

District 1

Councilmember Sherri Lightner

District 2

Council President Pro Tem Kevin Faulconer

District 3

Councilmember Todd Gloria

District 4

Council President Tony Young

District 5

Councilmember Carl DeMaio

District 6

Councilmember Lorie Zapf

District 7

Councilmember Marti Emerald

District 8

Councilmember David Alvarez

Victoria Reed, Chair

Larry Baza

Colette Carson Royston

Garet Clark

Robert Gleason

Joanne Hayakawa

Dea Hurston

Lew Klein

Judy McDonald

Laurie Mitchell

Bennett Peji

Sharletta Richardson

Lorin Stewart

John Venekamp

Sheryl White

Victoria L. Hamilton, Executive Director

City of San Diego Commission for Arts and Culture

Organizational Support Program

FY 2014 Guidelines and Application

Deadline	Must be postmarked by November 16, 2012 Hand deliveries must be received in our office by 5:00 PM
Mailing Suggestion	We strongly recommend that you either hand-deliver or send your application “return receipt requested.” Without proof of mailing from the delivery service, the Commission will not accept applications delayed or lost in the mail.
Early Submissions	Please do not submit applications prior to November 14, 2012.
Late Submissions	No new or revised application materials will be accepted after the deadline unless requested by staff.
Electronic Submissions	The Commission will not accept any application of any portion of an application submitted by electronic transmission (e.g. fax or email) unless requested by Commission staff.
California Cultural Data Project (CDP)	Applicants must complete CDP profiles for a minimum of two years, and the City of San Diego Commission for Arts and Culture Organizational Support Program Funder Report must be included with the application. See pages 50-51 for details.
Disqualifying Omissions	Any omission of a required component of the application may be grounds for disqualifying an application.
Delivery Address	Commission for Arts and Culture 1200 Third Ave, Suite 924 San Diego, CA 92101-4106
Questions:	Gary Margolis, Program Manager Email: gmargolis@sandiego.gov Phone: 619-236-6788
Staff Listing:	See page 61.

The publication can be downloaded from the Commission’s website at www.sandiego.gov/arts-culture.

NEW!! All of the required Forms for this application are available in **pdf fillable** format. These can be downloaded from the website.

Table of Contents

The Diversity Commitment and the OSP Application Evaluation Process	3
Introduction to the Organizational Support Program.....	4
The OSP Cycle.....	5
Eligibility & Other Requirements.....	7
Insurance Requirements.....	10
What We Do Not Fund	11
Getting Started	12
How Awards are Determined.....	14
Amount You May Request	17
Table A: What Percentage of My AOI May I Request?.....	18
Preparing the Application	19
Form A-1: Long Form Application Checklist (All Levels)	21
Form A-2: Short Form Application Checklist (All Levels).....	22
Form B. Application Cover Page.....	23
FY14 Season Highlights	24
Form C: Mission Statement Goals and Objectives	25
Long Form - Levels I and II - Narrative Section	27
Long Form – Level III - Narrative Section.....	32
California Cultural Data Project (CDP) and Budget Notes	37
Form D: Calculating Your AOI and Amount Requested.....	40
Form D: Calculating Your AOI and Amount Requested - Notes	41
Form E: Participation - Schools, Community Groups & Tourists.....	42
Form F: Board Resolution	46
Form G: Governance Inventory	47
Short Form - All Levels - Narrative Section.....	48
California Cultural Data Project (CDP).....	50
Descriptions of Selected Criteria	52
How to calculate the average operating fund deficit	55
Definitions.....	56
Contact Information	61

Statement of Purpose

The Organizational Support Program (OSP) provides core support or general operating support for organizations whose missions and goals are substantially aligned with the City of San Diego Commission for Arts and Culture. These organizations foster the stabilization and diversification of San Diego’s cultural base, enhance the quality of life in the city’s neighborhoods and pursue the vision of San Diego as an international cultural tourism destination. Core support may be used not only for the delivery of services or other activities directly in pursuit of the organization’s mission, but also for administrative and fundraising expenses (overhead).

The Diversity Commitment and the OSP Application Evaluation Process

Diversity and the inclusive environment that it engenders are core values of the City of San Diego Commission for Arts and Culture (Commission). This is a commitment shared by both the Commissioners and staff as it informs policies and practices and improves the Commission's ability to fulfill its mission. Diversity and freedom of expression are intrinsically connected; artists and arts organizations must be free to express diverse views, and people should be able to experience a wide range of artwork and cultural offerings.

As San Diego grows more diverse, the Commission realizes that in order for the arts and culture community to succeed in an increasingly competitive marketplace, becoming more inclusive – that is, engaging the full spectrum of the community in all aspects of an organization's culture and structure - is no longer just “the right thing to do” – it is also good business practice. These guidelines and application represent the Commission's attempt to establish diversity and inclusiveness as indicators of organizational excellence. Under no circumstance, however, will an applicant's rank be influenced by the ethnic or gender composition of its board, volunteers, or employees. Organizations are encouraged, therefore, to discuss what they are doing to promote and achieve diversity comprehensively in the way of planning, programs, services, tracking, evaluation, etc. without actually reporting ethnic or gender numbers.

Applicants to the FY 2014 OSP may address how diversity, in all its dimensions, is realized as an organization-wide commitment. As it is applicable, this commitment may be evidenced throughout the application – in the mission statement, goals and objectives, the responses to the Narrative section, Participation Table and in the required and optional attachments. This discussion must, of course, be balanced with the discussion of all other criteria that attest to the applicant's excellence.

Application review panelists will be instructed to look for evidence that the organization is aware of diversity and its benefits, that a commitment to diversity has been made and that steps to become more inclusive, if this is necessary, are being considered and implemented. Panel determinations of how well the commitment is being fulfilled can impact rank, given an applicant's capabilities, relative to those of competing applicants of similar stature, budget size and discipline. For examples of how an organization's diversity commitment might be evidenced in the OSP application and for more technical assistance, please visit the Commission's website at www.sandiego.gov/arts-culture, click on the *Diversity Initiative*.

The Commission believes that building an inclusive organization is an exciting and rewarding process that takes time, commitment and intentional action toward the fulfillment of short and long range goals. Organizations that welcome this challenge and are ready to embrace diversity will be better positioned to grow and become more vital, which will ultimately benefit us all.

Introduction to the Organizational Support Program

- Goals**
1. To make fair and equitable recommendations to the City Council regarding all City funding decisions for arts and culture.
 2. To support the artistic and administrative quality of artists and arts and cultural organizations.
 3. To support opportunities for San Diego residents and visitors to develop throughout their lives knowledge of, skills in, and appreciation for arts and culture except as otherwise excluded by these guidelines (see page 11).
 4. To foster the vitality and stability of the City's prominent and established arts organizations and cultural institutions.
 5. To promote an environment that attracts and nurtures emerging artists and arts and cultural organizations.
 6. To work in partnership with the City of San Diego and the private sector to promote San Diego as a cultural destination.
 7. To expand the availability of arts and cultural activities throughout all social, ethnic and economic sectors of the City to foster, promote and expand cultural diversity.
 8. To foster programmatic and organizational support for artists representing all cultural traditions and to increase the involvement of those artists and communities in the planning and implementation of arts and cultural activities.
 9. To support the artistic and organizational growth and capacity of artists and arts and culture organizations.

Funding Source Funding for the OSP is derived from the Transient Occupancy Tax (TOT). The purpose of the TOT is to advance the City's economic health by promoting the City of San Diego as a visitor destination in the national and international marketplace. The TOT also supports programs that increase hotel occupancy and attract industry, resulting in the generation of TOT and other revenue; it develops, enhances and maintains visitor-related facilities, and supports the City's cultural amenities and natural attractions.

Authorization Council Policy 100-03 provides a set of uniform guidelines, conditions and criteria governing the application for, and allocation of TOT funds to private nonprofit organizations for the purpose of supporting their ongoing operational expenses and/or their sponsorship of special events. A copy of Council Policy 100-03 is available upon request.

The OSP Cycle

The complete OSP cycle is a multi-step process beginning with the filing of an Intent to Apply Form then an application and continuing with funding approval, the completion of contracts, invoices and final reports. Each step requires its own specific tasks and responsibilities. Below is a summary of the steps of which the applicant should be aware.

Steps leading up to an award:

Technical Assistance	<ul style="list-style-type: none">▪ Workshops and Consultations: Applicants are encouraged to take advantage of technical assistance workshops and individual consultations provided by staff. Technical assistance provides new and returning applicants with guidance in the completion of applications, particularly in understanding eligibility requirements, procedures and policies. Receiving technical assistance does not guarantee funding or predetermine ranks.▪ New applicants, applicants that did not receive funding the last time they applied, and applicants that will be submitting a Long Form application after submitting one or more years of Short Form applications are strongly encouraged to attend a technical assistance workshop.▪ Site Visits: The Commission arranges, at its discretion, site visits with contractors and potential applicants. Usually conducted by Commissioners and/or staff before the application deadline, site visits provide applicants with technical assistance and an opportunity to discuss organizational challenges and opportunities with community experts.
Intent to Apply	All organizations planning to submit an application must first submit an Intent to Apply Form so that staff can verify eligibility and the correct application form to submit (Long or Short).
Application	Applications must be complete at the time of submission and submitted by the deadline.
Staff Review	Staff reviews the applications for compliance with requirements and site visit reports (if any) and may pull applications from the review process for being ineligible or incomplete, for having significant discrepancies between the site visit report (if applicable) and the content of the application or if the organization has experienced significant organizational change since the application was submitted.
Panels	Applications are reviewed by panels which consist of Commissioners and members of the community representing diverse cultures, occupations and artistic disciplines.

Appeals	Applicants have the right to appeal the rank assigned to them by the panel if their appeal meets the eligibility requirements (see page 15).
Funding Committee Review	After applicants have been given an opportunity to appeal a ranking decision, ranks are finalized and awards are calculated. The Commission's Funding Committee reviews the ranks and a funding scenario prepared by staff. Applicants receiving the highest ranks receive the highest percentage of their request, applicants at the next level receive a lesser percentage, and so on, until available funding is exhausted.
Commission Review	The Funding Committee will submit a funding recommendation to the Commission's Executive Committee, then to the full body of the Commission.
Mayor and City Council Approval	The final approval of the funding recommendation is the responsibility of the City Council and Mayor; this approval takes place during the City Council's budget deliberations.

Steps after an award is offered:

Contracts	Once the City Council and Mayor approve funding and the City budget is finalized, a contract is issued. The contract includes terms and conditions and the organization's scope of work and budget. The City reserves the right to reduce or terminate for convenience any and all contracts.
Requesting Funds	<ol style="list-style-type: none"> 1. OSP funding is provided through a contract for service process. 2. All funds are awarded on a cost reimbursement basis. There can be no payment in advance. 3. Requests for payment shall be submitted no more than one (1) time per three-month period unless approved by the Contract Administrator. 4. Submission of a Request for Payment form is required. 5. Documentation of expenses and match may be required.
Compliance with current and/or prior contracts	<p>Payments may be withheld until all prior year and/or current year requirements are met.</p> <p>Failure to comply with City financial disclosure requirements will negatively impact your rank and may cause the withholding of current or future funding until all financial disclosure documents are received.</p>
Final Performance Reports	The Final Performance Report details how the program objectives outlined in the contract were met and how they were measured. Final reports are due within 90 days after the contract's closing date.

Eligibility & Other Requirements

To be eligible, the applicant organization must meet the following requirements derived in part from Council Policy 100-03:

- Nonprofit Status** All applicants, including fiscal sponsors, must demonstrate proof of nonprofit tax-exempt status under Section 501(c)(3) or 501(c)(6) of the Internal Revenue Code.
- Primary Mission and Budget Priority** The applicant’s mission must be strongly aligned with that of the Commission and may include the creation, preservation and presentation of arts and culture programming and/or support services.
- The majority of the applicant’s income must be used for the purpose of fulfilling its mission.
- Track record** The applicant must have a **three (3) year** history of ongoing arts and culture programming **within the City of San Diego** prior to the OSP deadline.
- Location** At least 75% of the applicant’s core programming must take place within San Diego City limits.
- For the purposes of this application, core programming is defined as the artistic and/or cultural activities produced or presented by your organization that are essential to the fulfillment of your mission and purpose, your highest priority, and fundamental to your organization’s sustainability.
- With some exceptions, core programming does not include education, outreach, touring and cultural tourism marketing activities.
- Matching Requirement** **3:1 Cash Match:** All successful applicants must provide a \$3 cash match for every \$1 the City provides. The cash match may be from private contributions, other local, state or federal government or earned income. Commission funding cannot be used as a cash match.
- State of California Good Standing** Applicants must be in good standing with the Secretary of State, the Attorney General and Franchise Tax Board. All required filings must be current and the status of the corporation must be active. **“Active”** status means that your corporation has not been dissolved, suspended, surrendered or forfeited.
- Debarment Status** Any organization debarred from entering into contracts with any government entity cannot enter into a contract with the City of San Diego.

**City of San Diego
Good Standing**

Current and former contractors must have submitted all required paperwork by the applicable deadlines. Examples of required paperwork include current contract initiation components (Exhibit A, insurance documents, etc.) and acceptable Final Report packages on completed OSP contracts.

Review panels will be provided with and instructed to give consideration to information related to applicants not in compliance with current and/or prior contracts.

In addition, organizations awarded funding are subject to forfeiture of their award if all contract requirements are not submitted by the deadline(s) set forth in the award letter and/or contract.

**Dun & Bradstreet
Data Universal
Numbering
System (DUNS)
Number**

Applicants are required to have an active DUNS number. For more information:
(866) 705-5711
http://www.dnb.com/US/duns_update/index.html
<http://fedgov.dnb.com/webform>

**Limitation on
Acceptance of
Transient
Occupancy Tax
(TOT) Funds**

Organizations that receive TOT funds through the City's "Economic Development" categories as defined in Council Policy 100-03 may not also receive funds through the Commission. Economic Development categories include funds administered by the Financial Management Department and the Community and Economic Development Department.

**California
Cultural Data
Project (CDP)**

All applicants to the OSP must have entered a minimum of two years' worth of data into the CDP and included the Funder Report for the City of San Diego Commission for Arts and Culture as part of the application. Applications submitted with a "draft" watermark on the CDP Report will be deemed ineligible for funding.

Please note that ALL sections of the CDP profile are REQUIRED, including Section 8, the Balance Sheet. The only exception to this rule is Section 2 (audit verification) is not required for unaudited organizations.

The applicant should also be aware that the CDP reviews all data submissions and may contact you regarding possible errors. Applicants, therefore, should plan to complete their CDP profile at least two weeks prior to the application deadline.

See pages 50-51 for more information about the CDP.

**Council Policy
100-04
(Americans with
Disabilities Act)**

Contractors will comply with Council Policy 100-04, adopted by Resolution No. 282153 relating to the federally mandated Americans with Disabilities Act (ADA). Contractors and subcontractors will be individually responsible for their own ADA program.

Council Policy 100-17 (Drug-Free Work Place)	Contractor agrees to comply with Council Policy 100-17, which establishes that all City contractors must provide a drug-free work place and a drug education program for all employees.
Non-Discrimination clause	Contractors will comply with Title VII of the Civil Rights Acts of 1964, as amended; the California Fair Employment Practices Act; and any other applicable federal and state laws and regulations hereinafter enacted, as well those requirements addressed by the City's Non-discrimination in Contracting Ordinance (Municipal Code Section 22.3401-22.3417).
Fair Labor Standards	Applicants must comply with Fair Labor Standards and compensate professional performers, artists and other personnel at the prevailing local compensation level.
Equal Benefits Ordinance	Applicants must comply with the City's Equal Benefits ordinance which requires employers to offer the same employment benefits to employees with spouses and employees with domestic partners.
Visual Art in Public Places	Proposals for such projects, both permanent and temporary, must follow the Public Art Program policies and procedures.
Acknowledgement of City Funding	All organizations awarded funding through the OSP program must acknowledge the City of San Diego Commission for Arts and Culture according to guidelines set forth in the Commission's <i>Acknowledgement Policy</i> . Copies of this document are available from the website.
Financial Statements	Financial disclosure information is required of all funding recipients. Organizations receiving funding shall provide the Commission, each year, copies of true, accurate and complete financial disclosure documentation evidencing the financial status of the organization's last complete fiscal year within 90 days of the end of that fiscal year.
Audits	If City funding is \$75,000 or greater, audited financial statements must be prepared in accordance with generally accepted accounting principles (GAAP) and audited by an independent Certified Public Accountant, in accordance with generally accepted auditing standards (GAAS).

Insurance Requirements

All Contractors must maintain the following:

Commercial General Liability Insurance

- The ACORD certificate should show \$1,000,000 per occurrence; \$2,000,000 aggregate.
- A separate Additional Insured Endorsement page (CG 2010, CG 2026 or equivalent) naming the City of San Diego, its respective elected officials, officers, employees, agents and representatives as additional insured on your insurance should be referenced on the ACORD certificate and endorsement page and should be submitted as well.

Auto Liability Insurance

- The ACORD certificate should show \$1,000,000.
- Auto Liability Insurance: A separate Additional Insured Endorsement page naming the City of San Diego, its respective elected officials, officers, employees, agents and representatives as additional insured on your policy should be referenced on the ACORD certificate and endorsement page and should be submitted as well.
- In the event that a Contractor does not currently own any vehicles AND the contractor has obtained, and shall maintain during the term of the Agreement, automobile insurance coverage for “hired autos” and “non-owned autos,” the contractor may complete and submit an “Auto Declaration Form” and is not required to purchase “Any Auto” automobile insurance. This form is available from the website.

Workers’ Compensation Employer’s Liability Coverage

- The ACORD certificate should show \$1,000,000 in coverage for all staff employed under the agreement.
- A separate Certificate waiving the Right of Subrogation should be referenced on the ACORD certificate and Right of Subrogation page should be submitted as well. Note: State Fund Right of Subrogation will not appear on the ACORD certificate.
- If a contractor has no paid employees, the contractor may complete and submit a “Workers’ Compensation Waiver.” This form is available from the website.

Contracts will not be signed by City of San Diego officials until all insurance requirements are in place.

What We Do Not Fund

Under these guidelines, funding is not available for:

Ineligible Applicants

- Universities, community colleges, school districts, and private educational enterprises
- Organizations whose primary purpose is grant making
- Commercial (for-profit) enterprises
- Organizations that receive TOT funds through the City's "Economic Development" categories as defined in Council Policy 100-03. These include funds administered by the Financial Management Department and the Community and Economic Development Departments
- Individuals

Ineligible Expenses

- Anything occurring before July 1, 2013 or after June 30, 2014
- Programs not accessible to the public
- Programs not accessible to people with disabilities
- Travel, meals, lodging or entertainment expenses
- Hospitality or food costs
- Capital or equipment outlay
- Competitions, contests, pageants or awards programs to honor or recognize achievement including awards, trophies, or gifts
- Uniforms
- Programs with religious, sectarian or political purposes
- Activities taking place in schools, during normal school hours unless they are part of a broader project that includes out-of-school activities
- Activities that are the curricula base of schools, colleges or universities
- Trust or endowment funds
- Cash advances, deposits or the replacement of deficit funds
- Ticket subsidy programs

Getting Started

Intent to Apply Form All new and returning applicants must complete an online *Intent to Apply* Form by September 28, 2012. This form may be obtained from the Commission's website or by contacting staff.

Levels Applicants may submit only one application and will identify their level according to their last completed fiscal year Annual Operating Income (AOI):

- Level 1: \$2,000,000 or more
- Level 2: \$300,000 - \$1,999,999
- Level 3: Up to \$299,999

See Form D (pages 40-41) for information on how to calculate AOI.

Forms Applicants are further categorized by the version of the application they are eligible to submit (Long Form or Short Form). The OSP **Long Form** is the standard form that all new applicants and many returning applicants must submit.

The OSP **Short Form** rewards consistently high performing contractors with an opportunity to submit an abbreviated version of the application, saving preparation and processing time and money. Short Form Applications are not reviewed by a panel.

Organizations submitting Short Forms maintain the rank they earned the last time they submitted a Long Form.

After three (3) consecutive years of submitting a Short Form application, a Long Form application is required.

- Long Form Eligibility Criteria**
1. First-time applicants or applicants that missed the FY 2013 application process must submit a Long Form application for a minimum three (3) year period.
 2. Applicants who received a rank of 3 or lower for FY 2013 must submit a Long Form.
 3. Applicants who have submitted a Short Form application for the past three years must submit a Long Form application this year.

**Short Form
Eligibility**

**(Returning
applicants only)**

1. The applicant has satisfactorily completed City contracts over a three (3) year period.
2. The applicant holds a rank of 3+ or higher.
3. Executive artistic and/or administrative staff has not changed during the past year.
4. The venue has not changed in the past year.
5. The average annual operating fund deficit for the two most recently completed fiscal years is not greater than 5%. See page 55 for how to calculate the average operating fund deficit.
6. There have been no significant changes in program objectives as stated in the current year contract, and objectives have been met as outlined in the contract.
7. The contractor has successfully met all of its current (e.g. an Exhibit A for a contract and insurance documents) and prior year obligations, including Final Report Packets.
 - FY13 Contract Components Deadline: August 31, 2012
 - FY12 Final Report Deadline: September 28, 2012
8. This would **not** be the 4th consecutive Short Form application submitted by the applicant. (There is a 3-year limit to short form applications before a Long Form must be submitted again.)

How Awards are Determined

**Step 1:
Panel Review** A Commission Advisory Panel (CAP) composed of community experts and Arts and Culture Commissioners reviews OSP applications. The panelists evaluate all applications individually and as a group. They consider each applicant's:

- Current and past contractual performance (if applicable).
- The appropriateness of the program goals and objectives given the organization's mission statement.
- Quality of the responses to the review criteria, previous panel comments and other sections.
- Strength of collateral and support materials.

The application review process takes place in two rounds. In Round One, panelists vote according to a **four-point ranking system described below**. The ranks are then averaged for an initial score. In Round Two, applicants are clustered by rank from the highest to lowest rank. Rank adjustments may take place when the panel finds an applicant out of place within the cluster. Panel comments and rank recommendations will be mailed to applicants. The applicant may appeal its rank if it meets one of the criteria listed on page 15.

Four Point Ranking System

The Ranks of 4 (4 and 4-)

The ranks of 4 and 4- designate an applicant as the highest priority for funding. Applications ranked "4" are considered to be "model" in stature; and given the nature of the arts discipline or genre, and the resources of the community, etc. meet all the review criteria to the highest degree possible.

If there are no "model" applications, no "4" rankings should be given; this is not a grading curve but a rarefied achievement of near perfection given the criteria.

The Ranks of 3 (3+, 3 and 3-)

The ranks of 3 (3+, 3 and 3-) are considered good. Some improvements or development are needed.

The Ranks of 2 (2+, 2 and 2-)

The ranks of 2 (2+, 2 and 2-) are considered marginally fundable. Funding, if available, may be awarded once all the "4" and "3" ranked applications are awarded funding. These applications have some merit, but do not meet the criteria in a strong or solid way.

The Rank of 1

The rank of 1 is not fundable under any circumstance; inappropriate for Commission support, extremely marginal in quality, etc. This application would not receive funding even if the funding were available. Ineligible applications, such as those submitted after the deadline or with incomplete information, will not be reviewed by the CAP, but will receive a rank of "1".

Ranks and Funding

No rank is assured of funding. In any given year, the Commission may recommend to fund ranks of, for example, 2+ or better, 3- or better, 3 or better, etc.

Recommendations are not final until they have been approved by the Mayor and City Council.

Step 2: Appeals Process (if necessary)

Written appeals may be made after the preliminary ranking and notification period. In a public hearing, the Commission's Executive Committee considers appeals and makes recommendations to the full Commission.

Comments from the panels will be divided into two categories :

1. **Material comments** are those comments that evaluate the extent to which an applicant has met one or more of the stated criteria. These comments impact the rank a panelist assigns to an application.
2. **Non-material comments** do not directly evaluate the extent to which one or more criteria have been met. These comments might be suggestions related to how an applicant might improve or they might be questions asking for clarity or for additional information in a subsequent application. These comments may not be used by a panelist in the assignment of a rank.

Applicants will be permitted to appeal material comments only that they can prove are incorrect given what was submitted in the application.

Applicants may also appeal a rank if they can prove one or more Commission staff errors that negatively influenced the panel's evaluation of the applicant's request for funding.

Note: Dissatisfaction with an application's denial or ranking is not sufficient grounds for an appeal. The appeals process is not a forum for correcting information that was incorrectly stated in, or omitted from, the application.

Step 3: Calculation of Funding

The Commission uses a formula to determine funding recommendations. The formula includes guidelines such as:

- Applicants receiving the highest ranks receive the highest percentage of their request, applicants at the next level receive a lesser percentage, and so on, until available funding is exhausted.
- Funding to a single organization will not exceed 10% of total available funds.
- New or returning applicant funding may be adjusted to 50% of the computed allocation the first year and 75% the following year.
- When an allocation computes to less than \$1,500, awards may be increased to a \$1,500 minimum.
- Overall decreases and increases may be capped.

- Step 4:
Funding
Committee** After the appeals process has been completed, final ranks and funding calculations are forwarded to the Commission’s Funding Committee for review. The Funding Committee makes funding recommendations based on panel rankings and other criteria determined by the Commission.
- Step 5:
Executive
Committee** The Funding Committee’s recommendations are reviewed by the Commission’s Executive Committee which then forwards its recommendations to the full Commission.
- Step 6:
Full Commission** The full Commission reviews the entire process and makes its recommendations to the Mayor and City Council.
- Step 7:
Mayor and
City Council** The Mayor and City Council have the final responsibility for approving all funding.
- Contingent
Nature of
Funding** In the event that funding for OSP is reprogrammed or reappropriated in whole or in part, upon recommendation by the Mayor and approval by the City Council, funding may be terminated or reduced.

A complete description of the panel review process and of the Funding Committee is located in the Commission Panel Handbook (available upon request).

Amount You May Request

How Requests are Calculated	The amount you may request (amount requested) is based on an organization's annual operating income (AOI) from the most recently completed fiscal year at the time of application and Table A (page 18) which sets forth the percentage of one's AOI that may be requested. Use <i>Form D: Calculating Your AOI and Amount Requested</i> (pages 40-41) to determine this amount. Because awards are calculated as a percent of the amount requested, applicants should always request the maximum amount allowable.
Annual Operating Income - Definition	The AOI is an applicant's total Financial Accounting Standards Board (FASB) unrestricted income exclusive of the following: <ul style="list-style-type: none">▪ Temporarily and permanently restricted income▪ In-kind donations▪ Value of collections▪ Unrealized capital or investment gains, losses, and income▪ Any income that was used for fixed assets (property or equipment) or capital improvements
Annual Operating Income - Calculating	Follow the instructions on <i>Form D: Calculating Your AOI and Amount Requested</i> (pages 40-41), to convert the "Total Unrestricted Income less Inkind" line from the CDP-generated Funder Report) to your AOI.
Determining Your Maximum Request	Continue following the instructions on <i>Form D: Calculating Your AOI and Amount Requested</i> , and use Table A (next page) to find the percentage of AOI you are allowed to request.
Instructions for Using Table A (next page)	<ol style="list-style-type: none">1. Find the amount in Column A (arts and culture organizations) or Column C (AAM accredited museums) closest to your organization's Annual Operating Income (AOI) for the most recently completed fiscal year. If your AOI is not equal to the amount in Column A use the figure directly below it. For example: a \$927,000 AOI uses \$794,000 for calculating the request.2. Now locate the corresponding percentage number in Column B or Column D, for example, the percentage number for \$794,000 is 14%.3. Only museums that are currently accredited by the American Association of Museums (AAM) may use Columns C and D.

Table A: What Percentage of My AOI May I Request?

(See instructions on previous page.)

Column A	Column B	Column C	Column D
Arts & Culture Organizations		AAM Accredited Museums Only	
If your AOI is greater than this amount	You may request this percentage of it	If your AOI is greater than this amount	You may request this percentage of it
\$ 11,483,000.00	5.50%	\$ 11,483,000.00	5.50%
\$ 9,813,000.00	6.00%	\$ 9,813,000.00	6.00%
\$ 8,386,000.00	6.50%	\$ 8,386,000.00	6.50%
\$ 7,166,000.00	7.00%	\$ 7,166,000.00	7.00%
\$ 6,124,000.00	7.50%	\$ 6,500,000.00	7.50%
\$ 5,233,000.00	8.00%	\$ 6,000,000.00	8.00%
\$ 4,472,000.00	8.50%	\$ 5,500,000.00	8.50%
\$ 3,822,000.00	9.00%	\$ 5,000,000.00	9.00%
\$ 3,266,000.00	9.50%	\$ 4,500,000.00	9.50%
\$ 2,791,000.00	10.00%	\$ 4,000,000.00	10.00%
\$ 2,385,000.00	10.50%	\$ 3,500,000.00	10.50%
\$ 2,038,000.00	11.00%	\$ 3,000,000.00	11.00%
\$ 1,742,000.00	11.50%	\$ 2,500,000.00	11.50%
\$ 1,488,000.00	12.00%	\$ 2,000,000.00	12.00%
\$ 1,272,000.00	12.50%	\$ 1,500,000.00	12.50%
\$ 1,087,000.00	13.00%	\$ 1,087,000.00	13.00%
\$ 929,000.00	13.50%	\$ 929,000.00	13.50%
\$ 794,000.00	14.00%	\$ 794,000.00	14.00%
\$ 678,000.00	14.50%	\$ 678,000.00	14.50%
\$ 580,000.00	15.00%	\$ 580,000.00	15.00%
\$ 423,000.00	16.00%	\$ 423,000.00	16.00%
\$ 309,000.00	17.00%	\$ 309,000.00	17.00%
\$ 226,000.00	18.00%	\$ 226,000.00	18.00%
\$ 165,000.00	19.00%	\$ 165,000.00	19.00%
\$ 120,000.00	20.00%	\$ 120,000.00	20.00%
\$ 88,000.00	21.00%	\$ 88,000.00	21.00%
\$ 64,000.00	22.00%	\$ 64,000.00	22.00%
\$ 47,000.00	23.00%	\$ 47,000.00	23.00%
\$ 34,000.00	24.00%	\$ 34,000.00	24.00%
less than \$34,000	25.00%	less than \$34,000	25.00%

This table only identifies the maximum percentage of an organization's AOI that it may request. It does not determine or guarantee any level of funding.

Preparing the Application

Introduction	To help us prepare your application for panel review, please adhere to the guidelines below. Make certain that your application package (originals and copies) is complete and submitted (hand delivered or postmarked) by the due date and time.
Order of Materials	Assemble the various sections of the application <u>in the order set forth on the checklist</u> and format requested. Failure to do so may result in the disqualification of your application or a low rank.
Private Information	Please remember that applications are public documents and as such are available upon request for the public to review. Please keep this in mind as you decide what kinds of information to include with your board and staff rosters.
Formatting Fonts, Point Size and Margins	All sections of the application must be typewritten in black ink in an easy to read font and type size; we recommend 12 point CG Times or Times New Roman. Margins of at least one inch on all sides of the paper are encouraged.
Paper Size	Submit all material (excluding program and marketing collateral materials) on 8 ½ inch by 11 inch white paper. Do not exceed the amount of space or pages allowed.
Printing	Applications may be submitted either single-sided or double-sided, but please do not mix it up. Make it all single-sided or all double-sided – including support materials. For double-sided applications, it is permissible to leave the back sides of pages blank if the following page begins a new section of the application.
Binding the Application	Do not bind applications. <u>Do not use any staples, paper clips or any other binding.</u> 3-hole punch all the copies, but <u>do not</u> 3-hole punch the <u>original</u> . Place each copy of the application in a separate envelope.
Label Audio-Visual Materials	Label audio-visual materials clearly with the applicant name and descriptive title.
Number of Copies to Submit	<i>Long Form Applicants:</i> Submit an original application (signatures in blue ink) plus 14 copies 15 envelopes total. <i>Short Form Applicants:</i> Submit an original application (signatures in blue ink) plus 4 copies 5 envelopes total.

How to Label Envelopes

Each complete application copy must be submitted in a separate envelope. 10” x 13” envelopes are the preferred size (organizations with unusually shaped or large amounts of support materials may need to use larger envelopes). With the envelope situated in the “portrait position” (shorter side to the top), label each envelope with the name of the organization in the upper right corner and the number of the application in the upper left corner, for example 1 of 15 (Original), 2 of 15, 3 of 15, etc.

See diagram below.

Where to deliver applications

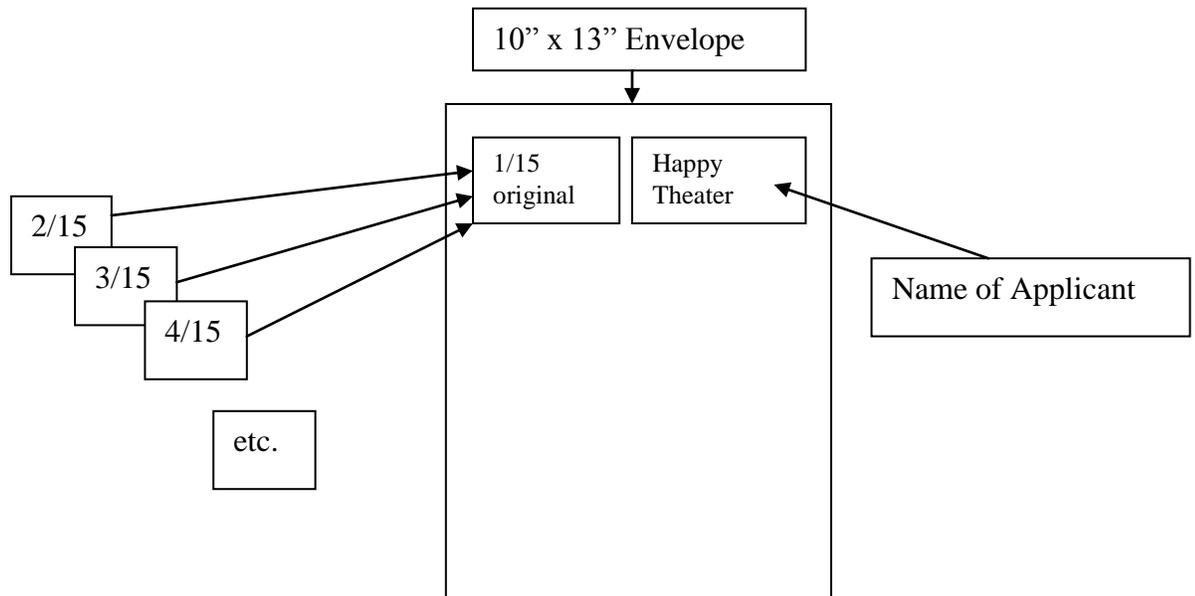
Submit your application by November 16, 2012 to:

Commission for Arts and Culture
Attn: Gary Margolis
1200 Third Avenue, Suite 924
San Diego, CA 92101-4106

Hand deliveries are due by 5:00 p.m.
Please do not deliver applications prior to Wednesday, November 14.

Mailing Suggestion

We strongly recommend that you either hand-deliver or send your application “return receipt requested.” Without proof of mailing from the delivery service, the Commission will not accept applications that are delayed or lost in the mail. The Commission will not accept any application or any portion of an application submitted by electronic transmission (e.g. fax or email) unless requested by Commission staff.



Form A-1: Long Form Application Checklist (All Levels)

Name of Applying Organization: _____

Please submit an original plus 14 copies of the following **in the following order**:
Please 3-hole-punch all copies. DO NOT 3-hole punch the original.

REQUIRED DOCUMENTS

- Form A-1: Long Form Application Checklist (Authorized signature required)
- Form B: Application Cover Page
- Season Highlights for the City's fiscal year for which you are requesting funding
- Form C: Mission Statement, Goals and Objectives
- Narrative Section (Questions vary for Levels I and II and Level III)
- California Cultural Data Project (CDP) Funder Report for City of San Diego Commission for Arts and Culture – Organizational Support Program Application (printout from the CDP website)
- Budget Notes
- Form D: Calculating Your Annual Operating Income (AOI) and Amount Requested
- Form E: Participation Table and Questions plus THREE (3) attachments:
 - Outreach to K-12 Schools Details
 - Outreach to Community Organizations Details
 - Inreach from Schools and Community Organizations Details
- Form F: Board Resolution (Authorized signature required)
- Form G: Governance Inventory
- Printout of a sandiego.org/artsandculture (ConVis website) User Report
- Key Staff Roster and Short Bios (dated)
- Board Roster and Short Bios (voting members clearly indicated and dated)
- Articles of Incorporation (**Include with the Original copy only**) Check here if **on file**:
- Certificate of Tax-Exempt Status (**Include with the Original copy only**) Check here if **on file**:

NON-REQUIRED ATTACHMENTS

Applicants are highly encouraged to support and substantiate statements made in the Review Criteria Narrative with credible, relevant and current documentation, such as:

- Plans, for example strategic, diversity, debt reduction, etc.
- Program information, such as teacher guides, student guides, sample curricula or lesson plans, sample evaluation instruments (no more than 3 samples)
- Recent critical reviews or feature articles (no more than 3 clippings, no older than 3 years (10 years for national publications) with dates clearly indicated)
- Support letters (no more than 3)
- Programs or brochures (no more than 3 samples)
- Websites (up to 5 printed pages from the website)

AUDIO-VISUAL DOCUMENTATION (OPTIONAL)

Accepted formats:

- CD or DVD (14 copies), containing, but not limited to: PowerPoint slide shows, Website imagery, audio files, video files, photographic documentation
- Publications (14 copies)

*Please note, these audio-visual materials will be viewed outside the panel meeting by application reviewers and will **not** be returned.*

EXECUTIVE DIRECTOR'S CERTIFICATION:

By checking every required box above and by signing below, I certify that this application is complete, in the correct order and reviewed by me.

Printed Name and Title: _____

Signature: _____

Form A-2: Short Form Application Checklist (All Levels)

Name of Applying Organization:	
--------------------------------	--

Please submit an original plus 4 copies of the following **in the following order**:
Please 3-hole-punch all copies. DO NOT 3-hole punch the original.

REQUIRED DOCUMENTS

- Form A-2: Short Form Application Checklist (Authorized Signature required)
- Form B: Application Cover Page
- Season Highlights for the City’s fiscal year for which you are requesting funding
- Form C: Mission Statement, Goals and Objectives
- Narrative Section (Refer to the Guidelines for all of the questions to be addressed)
- California Cultural Data Project (CDP) Funder Report for City of San Diego Commission for Arts and Culture – Organizational Support Program Application (printout from the CDP website)
- Budget Notes
- Form D: Calculating Your Annual Operating Income (AOI) and Amount Requested
- Form E: Participation Table and Questions plus the following
 - Outreach to K-12 Schools Details
 - Outreach to Community Organizations Details
 - Inreach from Schools and Community Organizations Details
- Form F: Board Resolution
- Form G: Governance Inventory
- Printout of a sandiego.org/artsandculture User Report
- Key Staff Roster and Short Bios (dated)
- Board Roster and Short Bios (voting members clearly indicated and dated)

EXECUTIVE DIRECTOR’S CERTIFICATION:

By checking every required box above and by signing below, I certify that this application is complete and has been reviewed by me.

Printed Name and Title: _____

Signature: _____

Form B. Application Cover Page

Legal Name of Applicant	
Mailing Address	
City, State, Zip	
Phone	
Fax	
Website	
City Council District	

Chief Executive	
Title	
Phone	
Email	

Contact Person	
Title	
Phone	
Email	

Authorized Signatory Name	
Title	
Phone	
Email	

Type of Application Submitted: Long Form Short Form

Operating Level 1 Level 2 Level 3
 Budget: \$2M or more \$300K - \$1.99M Up to \$299K

Are you an AAM accredited museum? Yes No

From Form D:
 Annual Operating Income _____ Amount Requested _____

100-words description of your organization (mission, history, and core programming and services):

Form C: Mission Statement Goals and Objectives

Name of Applying Organization:	
--------------------------------	--

No page limit

See following page for instructions.

Please follow this format (number of goals and/or objectives will vary by applicant)

Mission Statement:

Goal 1 (related to programming and services):

Measurable Objective 1:

Measurable Objective 2:

Measurable Objective 3:

Goal 2 (related to diversity):

Measurable Objective 1:

Measurable Objective 2:

Measurable Objective 3:

Goal 3 (related to financial health):

Measurable Objective 1:

Measurable Objective 2:

Measurable Objective 3:

Goal 4 (related to deficit and/or debt reduction, if applicable):

Measurable Objective 1:

Measurable Objective 2:

Measurable Objective 3:

(Remainder of Goals and Objectives are up to the applicant to identify.)

Goal 5:

Measurable Objective 1:

Measurable Objective 2:

Measurable Objective 3:

Etc.

Instructions for Form C:

Provide your organization's brief mission statement followed in the format shown by your organization's goals and objectives for FY 2014. You are strongly encouraged to prioritize your top five goals and objectives above and beyond the three or four that are required (see below). Any noteworthy challenges you describe in the Challenges and Progress section should be addressed strategically in your goals and objectives. **The objectives will become the terms of your contract with the City should your proposal be recommended for funding.**

Required Topics

The following three (four if applicable) topics must be your first three (or four) goals with accompanying objectives:

1. A goal with measurable objectives related to the programming and services you plan to implement during the fiscal year for which you are requesting funding. Some of this will be a repeat of what you included in your season highlights section. This goal and objectives, however, should be much more detailed and include operating hours (if applicable) along with titles of new and continuing exhibits (with dates) and or performances (with dates and numbers of) and other major goods and services.
2. A goal with measurable objectives related to diversity and inclusion.

Measurable objectives related to a diversity goal should focus on strategies and/or outcomes related to organizational and audience development as opposed to demographics. For example, implement three board training workshops, produce one additional bilingual publication, etc. Please do not identify measurable outcomes related to the demographics of your board, employees, or volunteers. If you are awarded funding, you will be required to submit workforce-related data at a later date.

3. A goal with measurable objectives related to maintaining and/or improving the financial health of the organization. It is anticipated that most if not all of the measurable objectives for this goal will deal with maintaining and/or increasing revenue and/or maintaining and/or decreasing expenses.
4. If the most current year reported in your CDP shows a deficit as indicated by a negative Change in Total Net Assets or if the Balance Sheet for the most recent report year shows any "Loans & Other Debts," a goal with objectives related to reducing these deficits and/or loans/debts.

Long Form - Levels I and II - Narrative Section

Failure to follow application instructions may impact your rank.

Directions

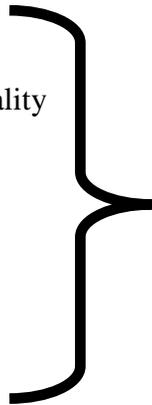
Respond to Review Criteria items 1 – 6 below on separate paper. Number and label your response to each criterion. Limit your response to **5 pages or less**. (Do not include instructions.)

Museums responsible for the ongoing care of collections may use one additional page to respond to criterion 7.

You may also use one additional page each (total of two pages) for items 8 and 9.

Outline

1. Programs and Services
2. Professionalism and Organizational Quality
3. Operations
 - 3.1. Governance
 - 3.2. Human Resources
 - 3.3. Financial Management
4. Cultural Tourism Marketing
5. Education and Access
6. Interorganizational Activities



5 pages
MAXIMUM

7. Museums Only – 1 additional page if applicable
8. Challenges and Progress – 1 additional page
9. Response to Panel Comments – 1 additional page, if applicable

Levels I and II Narrative Questions

Websites

Applicants that would like panelists to view sections of their website in support of comments made in the narrative should do the following: At each place in the narrative where an applicant believes a portion of the website will provide added value to an understanding of that section, provide the specific web addresses, a brief description of what will be found there, and a brief description of why the referenced website section is relevant to a better understanding of the narrative section. Panelists have the option to view websites or not, so applicants should not use their websites as a substitute for complete narrative answers.

1. Programs and Services

Core Programs and Services Briefly describe your core programs and services and describe any plans for change, growth or reduction in the proposed year. Discuss any unusual or particular programming risk that your organization will undertake.

Diversity Please read page 3 before responding to this question.

- Briefly describe your programming philosophy and how it meets the needs of San Diego's diverse populations.
- Describe specific initiatives your organization has undertaken in the past year and plans for the coming year to diversify its board, staff, volunteers and audiences.
- How does your organization evaluate the successfulness of these initiatives?

2. Professionalism and Organizational Quality

Limit your discussion to the last three years (ten years for national recognition), and identify the year within which a specific recognition or other quality indicator occurred.

To avoid repetition, museum applicants should refer to question #7 (Museums Only) prior to completing this section.

Quality How is quality measured in your discipline or field and in what ways has your organization excelled, in terms of local, regional and national recognition, importance of collections, original productions or exhibitions?

Summarize the organization's recent history of achieving quality, including grants received, awards, honors or other significant accomplishments.

Professionalism What other factors attest to the professionalism of your organization, for example:

- memberships in professional associations
- accreditations
- performance or exhibition venues
- technology
- management policies and practices

3. Operations Part 1: Governance

- Board of Directors/Trustees**
1. Briefly summarize your organization's governing structure, and discuss the functions and working relationships of the various entities, including board, committees, volunteers, members at large and staff. How frequently do the board and its committees meet?
 2. How actively involved is your board with the organization (e.g. policy oriented only, hands-on production assistance, fundraising, etc.)?
 3. What strategies do you use to develop and retain board members and to nurture new leadership?
 4. What is your organization's policy on board giving and how well is it being implemented?

Planning Discuss how your board addresses short and long-range organizational planning. Attach an executive summary of your strategic plan, if applicable, and discuss how the plan is currently being implemented.

- Conflicts of Interest**
1. Are any of your volunteers or board members compensated in any way? If so, please disclose specifics and provide the rationale for your decision to do so.
 2. Are any staff, contractors, vendors, volunteers or board members related to each other? If so, please disclose specifics and provide the rationale for your decision to do so.
 3. What steps has your organization taken to prohibit employees, volunteers, or board members from using their positions for a purpose that is, or that gives the appearance of, being motivated by the desire for private gain for themselves or others, particularly those with whom they have family, business, or other relationships? Possible steps include, but are not limited to, language in your by-laws, stand-alone conflict of interest statements, and training board members and staff.

Operations Part 2: Human Resources

Qualifications Describe the qualifications of your participating artists, curators, researchers and other key artistic and administrative staff members.

Staff Changes Discuss any significant staff changes over the past 12 months or plans to hire or contract new artistic or administrative personnel for key positions within the next 12 months.

Salary & Benefits Briefly describe and discuss how your organization sets salaries/stipends, reimbursements, etc. and any benefits you offer to attract and retain a quality workforce, including competitive compensation packages, retirement benefits, health plans, or flex time.

Professional Development Please describe any professional development activities your organization implements designed to increase appreciation, knowledge or skills in the areas of diversity, nonprofit management, arts, culture and/or other subjects as appropriate. Activities may be targeted toward staff, board members, and/or volunteers.

Volunteers Describe how volunteers are utilized to extend staff resources and to support both ongoing and special activities.

Operations Part 3: Financial Management

Overall Health Keeping your last completed, current and projected fiscal budget years in mind, please provide a perspective of your organization's financial health, including but not limited to discussions of recent or anticipated growth or reductions in operating budgets, existing deficits and plans to retire deficits. Discuss the status of any debts owed, such as credit cards, bank or personal loans, lines of credit, etc., that will not be satisfied within the next two fiscal years.

Major financial activities Describe any other activity your organization is planning or currently implementing that will help the panel better understand your financial position, such as, capital campaigns, endowment drives or other fundraising activities, real estate transactions, infrastructure improvements or investments, etc.

New Programs and Services If you have described any new programs or services for the fiscal year for which you are applying, please describe any related budgeting decisions.

4. Cultural Tourism Marketing State how you track tourists (see definition, page 60), i.e. what methodology did you use to arrive at the number of tourists you provided in Form E. Please make certain that you are aware of legal constraints related to collecting personal information from credit cards as set forth in the State of California Song-Beverly Credit Card Act of 1971.

State how you use the ConVis website and any other efforts you employ to market your programs to cultural travelers. Please note that a San Diego Convention & Visitors Bureau website (sandiego.org) usage report is a required attachment to your application. *Refer to pages 53 for tips on how to respond to this question.*

5. Education and Access Please describe your organization's access and education activities. *Refer to pages 54 for tips on how to respond to this question.*

6. Inter-organizational Activities Provide an overview of any interorganizational activities planned for the proposed year and the intended benefits to your organization, your partnering organization(s) and constituents as a result of these activities. *Refer to page 54 for tips on how to respond to this question.*

7. Museums Only *The OSP urges museums to acquire and maintain professional standards as described by accrediting organizations such as the American Association of Museums.*
(One additional page maximum)

1. Briefly describe how your collections support your mission and statement of purpose. What is the significance of your collections to the museum community and constituents? What are the extent, purpose and use of research by staff, visitors and scholars? How does the museum care for, utilize, manage and exhibit its collections? What efforts are being made to expand your collections?
2. Briefly describe any publications or articles produced by your museum over the past three years (ten years for national publications). Please include dates.
3. Has your organization made any efforts within the last three years (ten years for nationally recognized) to develop and produce original exhibitions? If so, have they traveled outside the City of San Diego? Have there been catalogues produced in conjunction with this effort? Please include dates.

8. Challenges and Progress Please discuss significant issues, concerns, or challenges your organization is facing that will help the panel better understand your past, present and future status. Include in your discussion any progress your organization is making to resolve the issues. Additionally, any noteworthy challenges you describe in the Challenges and Progress section should be addressed strategically in your goals and objectives.
(One additional page maximum)

9. Response to Panel Comments Respond to last year's panel comments (if applicable). Include evidence of any change in programming or management that was made as a result of panel recommendations. The Commission office makes last year's panel comments available upon request.
(One additional page maximum)

Long Form Levels I and II application continues on page 37.

Long Form – Level III - Narrative Section

Failure to follow application instructions may impact your rank.

Introduction and Directions

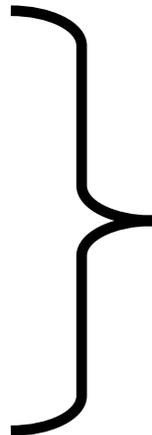
The Commission recognizes the considerable burdens experienced by smaller-budgeted organizations due to their inability to hire additional staff to work on writing applications and implementing extensive education and access programs. The purpose of these abbreviated criteria is to afford the Level III applicants an opportunity to adequately present their case for funding without imposing additional and possibly unrealistic expectations.

Respond to Review Criteria items 1 – 7 below on separate paper. Number and label your response to each criterion. Limit your response to **5 pages or less**. (Do not include instructions.)

You may also use one additional page each (total of two pages) for items 8 and 9.

Outline

1. Programs and Services
2. Professionalism and Organizational Quality
3. Operations
 - 3.1. Governance
 - 3.2. Human Resources
 - 3.3. Financial Management
4. Cultural Tourism Marketing
5. Education and Access
6. Interorganizational Activities
7. Innovation/Creativity in the Use of Resources



5 pages
MAXIMUM

8. Challenges and Progress – 1 additional page
9. Response to Panel Comments – 1 additional page, if applicable

Level III Narrative Questions

Websites

Applicants that would like panelists to view sections of their website in support of comments made in the narrative should do the following: At each place in the narrative where an applicant believes a portion of the website will provide added value to an understanding of that section, provide the specific web addresses, a brief description of what will be found there, and a brief description of why the referenced website section is relevant to a better understanding of the narrative section. Panelists have the option to view websites or not, so applicants should not use their websites as a substitute for complete narrative answers.

1. Programs and Services

History, Core Programs and Services Briefly describe your organization's history, core programs and services and describe any plans for change, growth or reduction in the proposed year. Discuss any unusual or particular programming risk that your organization will undertake.

Diversity Please read page 3 before responding to this question.

1. Briefly describe your programming philosophy and how it meets the needs of San Diego's diverse populations.
2. Describe specific initiatives your organization has undertaken in the past year and plans for the coming year to diversify its board, staff, volunteers and audiences.
3. How does your organization evaluate the successfulness of these initiatives?

Museums Only Given the size of your operating budget and longevity of your organization, please respond to the following:

1. The OSP urges museums to acquire and maintain professional standards as described by accrediting organizations such as the American Association of Museums. Briefly describe how your collections support your mission and statement of purpose. What is the significance of your collections to the museum community and constituents? What are the extent, purpose and use of research by staff, visitors and scholars? How does the museum care for, utilize, manage and exhibit its collections? What efforts are being made to expand your collections?
2. Briefly describe any publications produced by your museum over the past three years (ten years for nationally-recognized) publications and articles. Please include dates.
3. Has your organization made any efforts within the last three years (ten years for nationally recognized) to develop and produce original exhibitions? If so, have they traveled outside the City of San Diego? Have there been catalogues produced in conjunction with this effort? Please include dates.

2. Professionalism and Organizational Quality

Limit your discussion to the last three years (ten years for national recognition), and identify the year within which a specific recognition or other quality indicator occurred.

Quality How is quality measured in your discipline or field and in what ways has your organization excelled, in terms of local, regional and national recognition, importance of collections, original productions or exhibitions? Summarize the organization's recent history of achieving quality, including grants received, awards, honors or other significant accomplishments.

Professionalism What other factors attest to the professionalism of your organization, such as memberships in professional associations, accreditations, performance or exhibition venues, technology, and management policies and practices?

3. Operations Part 1: Governance

Board of Directors/Trustees How actively involved is your board with the organization (e.g. policy oriented only, hands-on production assistance, fundraising, etc.)?

Planning Discuss how your organization plans for the future. Attaching an executive summary or an actual copy of your strategic plan and then discussing how the plan is being implemented, while not a requirement in Level III, may enhance your organization's competitiveness.

Conflicts of Interest

1. Are any of your volunteers or board members compensated in any way? If so, please disclose specifics and provide the rationale for your decision to do so.
2. Are any staff, contractors, vendors, volunteers or board members related to each other? If so, please disclose specifics and provide the rationale for your decision to do so.
3. What steps has your organization taken to prohibit employees, volunteers, or board members from using their positions for a purpose that is, or that gives the appearance of, being motivated by the desire for private gain for themselves or others, particularly those with whom they have family, business, or other relationships? Possible steps include, but are not limited to, language in your by-laws, stand-alone conflict of interest statements, and training board members and staff.

Operations Part 2: Human Resources

Qualifications Describe the qualifications of your participating artists, curators, researchers and other key artistic and administrative staff members.

Staff Changes Discuss any significant staff changes over the past 12 months or plans to hire or contract new artistic or administrative personnel for key positions within the next 12 months.

Salary & Benefits Briefly describe and discuss how your organization sets salaries/stipends, reimbursements, etc. and any benefits you offer to attract and retain a quality workforce, including competitive compensation packages, retirement benefits, health plans, or flex time.

Professional Development Please describe any professional development activities your organization implements designed to increase appreciation, knowledge or skills in the areas of diversity, nonprofit management, arts, culture and/or other subjects as appropriate. Activities may be targeted toward staff, board members, and/or volunteers.

Volunteers Describe how volunteers are utilized to extend staff resources and to support both ongoing and special activities.

Operations Part 3: Financial Management

Overall Health Keeping your last completed, current and projected fiscal budget years in mind, please provide a perspective of your organization's financial health, including but not limited to discussions of recent or anticipated growth or reductions in operating budgets, existing deficits and plans to retire deficits. Discuss the status of any debts owed, such as credit cards, bank or personal loans, lines of credit, etc., that will not be satisfied within the next two fiscal years.

Major financial activities Describe any other activity your organization is planning or currently implementing that will help the panel better understand your financial position, such as, capital campaigns, endowment drives or other fundraising activities, real estate transactions, infrastructure improvements or investments, etc.

New Programs and Services If you have described any new programs or services for the fiscal year for which you are applying, please describe any related budgeting decisions.

- 4. Cultural Tourism Marketing** State how you track tourists (see definition, page 60), i.e. what methodology did you use to arrive at the number of tourists you provided in Form E. Please make certain that you are aware of legal constraints related to collecting personal information from credit cards as set forth in the State of California Song-Beverly Credit Card Act of 1971.
- State how you use the ConVis website and any other efforts you employ to market your programs to cultural travelers. Please note that a San Diego Convention & Visitors Bureau website usage report is a required attachment to your application. *Refer to pages 53 for tips on how to respond to this question.*
- 5. Education and Access** Please describe your organization’s access and education activities. *Refer to pages 54 for tips on how to respond to this question.*
- Note: While the Commission is always supportive of any efforts by organizations to set and work toward accomplishing education and access goals, Level III applicants are not expected to meet the same level of accomplishment in this area as Levels I and II.*
- 6. Inter-organizational Activities** Provide an overview of any interorganizational activities planned for the proposed year and the intended benefits to your organization, your partnering organization(s) and constituents as a result of these activities. *Refer to page 54 for tips on how to respond to this question.*
- 7. Innovation / Creativity in the use of Resources** Discuss how the size of your organization and budget challenges your ability to provide quality programs and services and/or presents special opportunities unavailable to larger organizations. Describe how your organization expands limited resources through a creative use of talent, volunteers, facilities, funding and other assets.
- 8. Challenges and Progress** Please discuss significant issues, concerns, or challenges your organization is facing that will help the panel better understand your past, present and future status. Include in your discussion any progress your organization is making to resolve the issues. Additionally, any noteworthy challenges you describe in the Challenges and Progress section should be addressed strategically in your goals and objectives.
- (One additional page maximum)
- 9. Response to Panel Comments** Respond to last year’s panel comments (if applicable). Include evidence of any change in programming or management that was made as a result of panel recommendations. The Commission office makes available last year’s panel comments upon request.
- (One additional page maximum)

California Cultural Data Project (CDP) and Budget Notes

See pages 50-51 for more information on using the CDP.

- What to Submit**
- **Funder Report** for the City of San Diego Commission for Arts and Culture. DO NOT submit your complete profile. Submit ONLY the Funder Report.
 - A minimum of two years of data is required.
 - ALL eleven (11) sections of the CDP profile are REQUIRED, including Section 8, the Balance Sheet. The only exception to this rule is unaudited organizations do not have to complete Section 2, but they do have to complete Section 8.
 - Submit data for completed fiscal years only. If you are an audited organization, you must submit your two most recent audited years.
 - Numbers should not be rounded (except to the nearest dollar).
 - The applicant should be aware that data must be “submitted” to the CDP to remove the “DRAFT” watermark from the Funder Report. Applications containing a “draft” Funder Report will not be forwarded to a panel for review and will not be funded.

Notes

While revenue and expenses are the only sections of the CDP Report that require explanations (see following section), please review all sections of the report and provide explanations when you feel the panel may have questions, for example when changes from one year to the next are substantial. 1 page limit.

Budget Notes

Please place your Budget Notes immediately after the CDP Funder Report. There is no page limit for Budget Notes.

Budget notes are imperative for clarity and understanding of the CDP Funder Report. Your explanations should be brief and succinct but sufficient enough to clarify obscure income sources and expense purposes.

Explanations of changes to Income and Expenses If your CDP Funder Report shows Income or Expenses line items that changed by more than 10% between the two most recent completed fiscal years, you are required to provide a list of those line numbers and line labels followed by an explanation for the change. Please note that the % Change column in the Funder Report will show “n/a” if one of the years shows “0.” Any line that goes from “0” to something or something to “0,” must be also be listed and explained.

Explanations of Selected Assets If you have an amount other than \$0 on the “Assets-Receiveables” line of your CDP Balance Sheet Trends (refer to your Funder Report) for your most recently submitted fiscal year, please discuss, in general, the content of each of the five lines listed below (which comprise the Assets-Receiveable Line) and your organization’s policy (ies) for soliciting, recognizing, and accounting for these receivables.

- Line 2 Accounts receivable
- Line 3 Pledges receivable – current
- Line 4 Grants receivable – current
- Line 5 Contracts receivable
- Line 6 Receivables – other

Use a spreadsheet similar to the one on the following page for your budget notes:

Other (non-financial) changes in the CDP Report: 1 page limit

While revenue and expenses are the only sections of the CDP Report that require explanations, please review all sections of the report and provide explanations when you feel the panel may have questions, for example when changes from one year to the next are substantial

Sample Budget Notes Format

Revenue Line #	Description	FYXX	FYXX	% Change	Explanation
1	Admissions				
2	Ticket Sales				
3	Tuition				
etc.					

Expenses Line #	Description	FYXX	FYXX	% Change	Explanation
1	Salaries & Fringe				
2	Accounting				
3	Adv & Mktg				
etc.					

Notes:

- Use the years that are reported in your CDP Funder Report.
- List only those revenue and or expenses lines that require a budget note.

Form D: Calculating Your AOI and Amount Requested

Name of Applying Organization:	
--------------------------------	--

The purpose of this form is to help you take your “Total Unrestricted Income less Inkind” (TUI) from your CDP Funder Report and convert it into your Annual Operating Income (AOI) which you will use to determine the amount of funding you may request from the Commission. What this form does is subtract the things the CDP includes as part of TUI that we do not allow as part of your AOI and add back the things that the CDP subtracts from TUI that we allow you to count as part of AOI.

Use the CDP data **for the most recently reported year.**

Enter all numbers as **positive numbers**. The form will automatically add or subtract as appropriate.

For Line 14 (percentage), enter a decimal. For example, if you are allowed to request 15% of your AOI, enter **.15**, 2.5% would be **.025**, etc.

Shaded lines will auto-calculate.

1.	Enter Total Unrestricted Revenue Less In-kind from the CDP Funder Report	
----	---	--

SUBTRACTIONS: Amounts to be subtracted from Line 1:

If Line 1 includes any of the following, enter those amounts in the appropriate box:

2.	Income used for Fixed Assets (property & equipment) or Capital Improvements (*)	
3.	Temporarily or Permanently Restricted Income (*)	
4.	Value of Collections (*)	
5.	Unrealized Unrestricted Gains	
6.	Any portion of a multi-year donation recorded as unrestricted but not received (*)	
7.	Other subtractions (*)	
8.	Total of subtractions	
9.	Line 1 adjusted	

ADDITIONS: Amounts to be added to Line 1:

If any of the following apply, enter those amounts in the appropriate box:

10.	Unrealized Unrestricted Losses	
11.	Other additions (*)	
12.	Total additions	
13.	This is your Annual Operating Income (AOI)	

14.	Percentage of AOI you are allowed to Request (see Guidelines, Table A)	
15.	Amount Requested	

(*) If you entered any amounts on Lines 2, 3, 4, 6, 7, or 11, you must complete the **Notes** section of this form on the following page.

Multi-year Donations: The CDP has expressed to us that there is a way to properly record multi-year donations in the year in which they are spent. Please call them if you are not doing this.

Form D: Calculating Your AOI and Amount Requested - Notes

Name of Applying Organization: _____

If you have entered any of the following items (Lines 2, 3, 4, 6, 7, 11) as unrestricted sources of income in your CDP profile, you must use this form to describe those amounts and explain why they were included. If you have a source of unrestricted income that was not included in the CDP as income, explain that on Line 11.

Line #	Description
2	Income used for Fixed Assets (property & equipment) or Capital Improvements
3	Temporarily or Permanently Restricted Income
4	Value of Collections
6	Any portion of a multi-year donation recorded as unrestricted but not received
7	Other subtractions
11	Other additions

Form E: Participation - Schools, Community Groups & Tourists

Name of Applying Organization:	
--------------------------------	--

Please review instructions before completing this form.

Numbers provided in this table should be the most recent numbers you have. The year you are reporting here, therefore, may or may not be the same as the most recent year you reported in your CDP profile.

While all applicants are encouraged to make their best effort to serve as broad a cross section of the City as possible, panels will be instructed to expect greater accomplishments in this area from the larger budget organizations.

Outreach and Inreach Table – Required of ALL Applicants

The above table covers the period		through	
-----------------------------------	--	---------	--

City Council District	Outreach to K-12 Schools		Outreach Community Organizations (other than K-12 schools)		Inreach from all organizations (schools and other)	
	A	B	C	D	E	F
	Schools	Students and Teachers	Organizations	Participants	Organizations	Participants
1						
2						
3						
4						
5						
6						
7						
8						
Total						
REQUIRED Attachments to Form E »»»»»	A list by City Council District of these schools.		A list by City Council District of these “other” (non-school) organizations.		A list by City Council District of these schools and other organizations.	

See the following page for the required format for these attachment “Details” tables.

Tourists (see definition, page 60):

Number of Free or Sold Tickets/Admissions to Tourists:	
--	--

Required format for “Details Tables” to Form E (Inreach/Outreach Summary Table)

Name of Organization _____

Complete this Table 3 times:

Details for (check one) { 1. Outreach to K-12 Schools _____
 2. Outreach to Community Organizations _____
 3. Inreach _____

Council District	Name of Group	Number of People Served	Program Code
1			
1			
1			
2			
2			
3			
3			

Etc.

The above table will be completed 3 times:

1. Outreach to K-12 Schools
2. Outreach to Community Organizations
3. Inreach (all groups)

Key to Program Codes (for example)

Code	Description of Program
A	1-2 hour assembly program
B	Teaching artist residency (short term)
C	Teaching artist residency (long term – more than 100 hours)
D	Open house for families with art-making activities
E	Lecture
F	Lecture/demonstration
G	Booth at community event
etc.	

Instructions for Completing Form E
(Do not include with application)

- General** This table is designed to collect data related to your efforts to provide educational programs and to make all your programming more accessible to more people. Please include, therefore, all activities related to increasing appreciation of, knowledge of, or access to your programs and services, including fundraising events and award ceremonies.
- Groups Working Together** If two or more organizations are performing or presenting services together (for example a symphony performing with a chorus), the organizations should agree upon how they will “divide up” the numbers. Please do not report numbers that another organization will report. You are encouraged, however, to discuss numbers you are not reporting under this item in the appropriate narrative section.
- Contracted or Volunteered Services** If one or more organizations are performing or otherwise providing services for another organization, for example performing in a parade or at a street fair, attendance figures should not be reported by the contracted/volunteering organization. Organizations may, however, describe their participation as part of their narrative as applicable.
- Multiple Contacts** For Artists-In-Residence programs or any program where the same group of people is served more than one time, count those participants only once, even if multiple contacts are made.
- Definitions**
- **Outreach** is defined as programs and services implemented at locations not owned, operated, rented or otherwise controlled by the applicant.
 - **Inreach** is defined as attendance by groups of people at your venue(s).
- Column A** Indicate by City Council District the total number of City of San Diego pre-K – 12 public and private educational institutions served through outreach.
- Column B** Indicate by City Council District the total number of students and teachers served through outreach.
- Column C** Indicate by City Council District the total number of all community organizations (everything except pre-K – 12 schools) served through outreach by your organization.
- Column D** Indicate by City Council District the total number of individuals at these community organizations served through outreach.
- Column E** Indicate by City Council District the total number of groups (schools and non-school community organizations) that came to your venue(s).
- Column F** Indicate by City Council District the total number of individuals served.

Required Attachments to Form E

- 1) A list, sorted by City Council District, of City of San Diego K-12 schools served through Outreach
- 2) A list, sorted by City Council District, of City of San Diego organizations (other than pre-K-12 schools) served through Outreach
- 3) A list, sorted by City Council District, of City of San Diego organizations (pre-K-12 schools plus all others) served through Inreach

See required format for these “details tables” on page 43.

References Refer to the San Diego City Council District Maps and **Zip Code Search** to locate City Council Districts:

<http://www.sandiego.gov/citycouncil/index.shtml>

Exclusions

- Do not count any school or organization located outside of the City of San Diego, **and do not include them in the “details tables” either.**

You may describe the following efforts in your narrative, but do not count them on this form.

- Anything in places such as airports, libraries, hospitals, etc. where you did not have staff or volunteers to directly interact with the visitors.
- Anything online.
- Anything at a festival, street fair, parade, etc. except a booth where you can count the number of people with whom you had direct contact.
- Rentals or free use of your facilities.

Form F: Board Resolution

Name of Organization _____

Resolution of the Board of Directors of the aforementioned organization approving the application for Organization Support Program Funding from the City of San Diego Commission for Arts and Culture for Fiscal Year 2013.

WHEREAS, Chapter III, Article 5, of the San Diego Municipal Code provides for the imposition of a tax on transient occupants of hotel rooms in the City of San Diego, the proceeds of which are to be used for the promoting of the City of San Diego, including cultural purposes, and for certain other purposes as the Council may direct; and

WHEREAS Council Policy 100-03 sets forth guidelines, standards and procedures for the allocation and expenditure of TOT funds; and

WHEREAS, the aforementioned organization is a legally constituted 501-c-3 or 501-c-6 nonprofit corporation completely directing and in control of its own affairs through its own officers or members;

NOW, THEREFORE BE IT RESOLVED, that the Board of Directors of the above mentioned organization, hereby:

1. Approves filing an application for Organizational Support Program funding for the City's fiscal year 2013;
2. Certifies that said organization understands Council Policy 100-03 and will comply with the guidelines, standards and procedures thereof;
3. Appoints the person indicated as follows as its agent to conduct all negotiations; execute and submit all documents including but not limited to applications, contracts, amendments, billing statements, and so on which may be necessary to operate the aforementioned organization;

Name of authorized agent and title _____

4. Certifies support of the organizational goals and objectives as outlined in the accompanying application;
5. (For FY 2013 OSP Long Form Applicants Only): Certifies that both the chief elected and chief executive officers have read the FY 2013 OSP Panel Comments.

Chief elected officer initial here: _____

Chief executive officer initial here: _____

Adopted [insert date]: _____

Chief Elected Officer Printed Name and Signature (please specify title)

Chief Executive Officer Printed Name and Signature (please specify title)

Form G: Governance Inventory

Name of Applying Organization:	
--------------------------------	--

The following "Governance Inventory" is designed to be a tool to help applicants identify areas with which their board of directors might not currently be concerned, or areas wherein applicants might wish to consider operating more effectively. For this pilot program, panels will be instructed not to evaluate applicants that honestly respond to this inventory but to limit their review of governance to the responses to the narrative questions. The Commission will revisit this inventory before the FY14 application and guidelines are published.

For each of the items below type the word "yes" or place a check mark in the box next to the item that best describes your organization's accomplishments in that area.

Our Board of Directors...	Satisfactory	Needs Work
• Develops or reviews the mission for our organization.		
• Ensures organizational resources are dedicated to fulfilling our mission.		
• Developed and submitted OR regularly reviews our core organizational documents (by-laws).		
• Is informed and active in overseeing our operations and finances.		
• Ensures our organization obeys tax laws and safeguards our assets and furthers our mission.		
• Ensures our organization obeys all other applicable local, state and federal laws.		
• Is adequately sized and genuinely independent (not dominated by family, employees, or business partners).		
• Ensures executive compensation is reasonable and that appropriate taxes are withheld and reported.		
• Has developed, implemented and annually reviews a conflict of interest policy for all board members and staff.		
• Has adopted a written policy on investments.		
• Has a fundraising policy that ensures all fundraising materials are accurate, truthful and candid.		
• Keeps written minutes of ALL board and committee meetings.		
• Has adopted and monitors a policy for document integrity, retention and destruction.		
• Has adopted a code of ethics for board, staff and volunteers.		
• Annually reviews financial statements and our Form 990 for accuracy.		
• Supports transparency and accountability for all financial reports and public information (1023, 990, etc.)		
• Are any board members staff, contractors, vendors, etc. related to other, board members, staff, contractors, vendors, etc.? If "yes," describe.	Yes	No
• Are any of your board members paid in any way by the organization, e.g. as staff, vendor, contractor, etc.? If "yes," provide details, including amounts paid during your most recent completed fiscal year.	Yes	No

Short Form - All Levels - Narrative Section

Applicants are strongly encouraged to verify Short Form eligibility with Commission program staff prior to completing proposals. Commission staff reserves the right to designate Short Form eligibility based on organization stability and management and development issues determined outside the application process.

Short Form Requirements	Page
Form A-2: Short Form Application Checklist (authorized signature required)	22
Form B: Application Cover Page	23
FY13 Season Highlights	24
Form C: Mission Statement, Goals and Objectives	25
Abbreviated Narrative Section	48-49

Abbreviated Narrative Section:

- 1. Response to Diversity Commitment (2 pages maximum)**

Please read page 3 before responding to this question.

 - Briefly describe your programming philosophy and how it meets the needs of San Diego’s diverse populations.
 - Describe specific initiatives your organization has undertaken in the past year and plans for the coming year to diversify its board, staff, volunteers and audiences.
 - How does your organization evaluate the successfulness of these initiatives?

- 2. Conflict of Interest (1 pages maximum)**

 1. Are any of your volunteers or board members compensated in any way? If so, please disclose specifics and provide the rationale for your decision to do so.
 2. Are any staff, contractors, vendors, volunteers or board members related to each other? If so, please disclose specifics and provide the rationale for your decision to do so.
 3. What steps has your organization taken to prohibit employees, volunteers, or board members from using their positions for a purpose that is, or that gives the appearance of, being motivated by the desire for private gain for themselves or others, particularly those with whom they have family, business, or other relationships? Possible steps include, but are not limited to, language in your by-laws, stand-alone conflict of interest statements, and training board members and staff.

- 3. Challenges and Progress (1 page maximum)**

Please discuss significant issues, concerns, or challenges your organization is facing that will help the panel better understand your past, present and future status. Include in your discussion any progress your organization is making to resolve the issues. Additionally, any noteworthy challenges you describe in the Challenges and Progress section should be addressed strategically in your goals and objectives.

- 4. Response to Panel Comments (1 page maximum)** (only for applicants that submitted a long form application last year)
Respond to last year’s panel comments (if applicable). Include evidence of any change in programming or management that was made as a result of panel recommendations. The Commission office makes available last year’s panel comments upon request.
- 5. Budget implications of new programs and services (1 page maximum)**
If you have described any new programs or services for the fiscal year for which you are applying, please describe any related budgeting decisions.

Short Form Requirements (continued)	Page
California Cultural Data Project Funder Report	37, 50-51
Budget Notes	38-39
Form D: Calculating Your AOI, etc.	40-41
Form E: Participation Table and 3 Details tables	42-45
Form F: Board Resolution (authorized signature required)	46
Form G: Governance Inventory	47

Other Requirements

Printout of User Report from sandiego.org/artsandculture (see page 53)
Key staff roster and short bios dated
Board Roster and short bios (voting members clearly indicated and dated)

California Cultural Data Project (CDP)

Description	<p>The California CDP is a state-wide, collaborative effort of public and private funders throughout California and consists of an online system for collecting and standardizing historical financial and organizational data. The Commission, along with other funders in California, requires applicants to complete a Cultural Data Profile through the California CDP Web site (http://www.caculturaldata.org).</p>
Advantages	<p>The California CDP will provide the cultural community with consistent, reliable, comprehensive data on arts and culture in California, enabling organizations to view trends in their data, benchmark themselves against peer organizations, and enhance their organizational capacity.</p> <p>Applicants will fill out the Cultural Data Profile once each year and use that data as part of their application to all participating funders throughout the state.</p>
First-time Applicants	<p>If this is your first application to the Organizational Support Program, please contact the CDP for workshop schedules or for more information regarding how to complete the CDP Profile.</p>
Continuing Applicants	<p>If you have submitted a Data Profile in the past, you will see the previous year's information in the column(s) to the right of the current Data Profile's fields. In the financial sections, which break down a total into component parts (e.g., programming, fundraising and G&A), in the prior year column you will see the total column only. The prior year's data column will be read-only, and available for your reference. In sections that require a radio button response in addition to your data, the prior year's radio button response will appear in the column called Radio Button.</p>
Saving Your Work	<p>To guarantee that your work is saved as you move through the Data Profile, make sure you click one of the buttons at the bottom of each page: 'Save', 'Save and Next' or 'Save and Previous'. If you click 'Cancel', your unsaved entries on a Data Profile page will not be saved.</p> <p>If you close your browser without saving the Data Profile and properly logging out, your unsaved changes and additions to the Data Profile will be lost and you will be locked out of the Data Profile (see Sessions and Record Locking for full information about this).</p>
Submitting Your Form	<p>When you have completed the Data Profile and are ready to submit it, click 'Save and Exit' to return to the Data Profile Manager. For the relevant fiscal year, click 'Submit'. If you are certain that you are ready to submit, click 'Yes' at the prompt. This will activate the Website's error checking and submission process.</p>

System Error Check	<p>The system is designed to catch certain errors and inconsistencies in the data entered into the Data Profile. For instance, several items in the Data Profile must agree with the information entered in Section 2. If they do not, you will not be able to submit the Data Profile until you correct the errors.</p> <p>If the system finds any errors on your Data Profile, it will present you with a list of these errors. To correct an error, click on the error message, make the necessary corrections and click 'Save and Exit'. This will return you to the list of errors. Once all of the errors have been corrected, you will be able to submit your Data Profile.</p>
Self Error Check	<p>If you want to check your Data Profile for errors without submitting it, from the Data Profile Manager, click 'Error Check' in the applicable fiscal year.</p>
Required Selections	<p>Certain sections of the Data Profile require you to make radio button selections. You will not be able to submit your Data Profile until you make a selection.</p>
Printing	<p>To print a grant format or a copy of the full Data Profile, from the Data Profile Manager, click 'Reports' in the applicable fiscal year. Here you can print and/or download the full Profile for your records. DO NOT, HOWEVER, PRINT AND SEND A COPY OF YOUR PROFILE with the application. Make sure you print and send the Funder Report for the City of San Diego Commission for Arts and Culture – Organizational Support Program.</p> <p>To view any of the reports, you must have Adobe Acrobat Reader installed on your computer.</p>
Contact	<p>California CDP Help Desk Toll Free: 1-866-9-CAL-CDP Email: help@culturaldata.org The CA-CDP Help Desk is available Monday – Friday from 9:00am – 5:00pm PST. CA-CDP Web site: http://www.caculturaldata.org</p>

Descriptions of Selected Criteria

Mission Statements

A mission statement or statement of purpose is described as follows:

- It is written in terms of “quality of life” or the conditions of life you hope to achieve for some group through your efforts.
- It provides a frame of reference for the entire planning process.
- It sets the future direction of an organization.
- It should be singular and specific.

Example: The mission of The People’s Art Museum is to collect, preserve, study, exhibit, and stimulate appreciation for and advance knowledge of works of art that collectively represent the broadest spectrum of human achievement at the highest level of quality, all in the service of the public and in accordance with the highest professional standards.

Goals

A goal is described as follows:

- It is a broad statement. It addresses general future accomplishments (long-range plans).
- It relates to an identified problem or need.
- It is written in terms of the outcomes of a project or service that you hope to achieve (how things should be).
- It is no more than 1-2 sentences in length.

Example: To expand public access to the museum’s collections.

Objectives

An objective is described as follows:

- It is a means to achieve an organization’s goal.
- It explains the specific methods to be used for the outcomes expected.
- It should be precise, concrete, clear and measurable (what you are going to accomplish, who will be served, how many people will be served and when they will receive the services).
- It should act as a standard by which results can be measured, monitored during the course of service and eventually evaluated.
- It should be one sentence in length.

Example: Increase the number of hours the museum is open to the public each week from 48 to 60 hours.

Objectives are important because:

- They are the basis and primary selling points of your application.
- They reflect your program development skills.

Cultural Tourism Marketing

Since 1990, the Commission and the San Diego Convention and Visitors Bureau (ConVis) have worked together to increase cultural tourism in our city. An outcome of their significant financial investment in this partnership is the San Diego Art + Sol website that provides free space for arts and culture organizations to market their programs to residents and visitors:

www.sandiegoartandsol.com

- Using the ConVis website:
 - Posting events
 - Linking the ConVis website to your website
 - Directing guests to the ConVis website when asked about San Diego arts and culture events
 - Downloading cultural itineraries from the ConVis website, copying and distributing them to your guests
- Travel trade marketing:
 - Inviting tourism industry partners to openings and other special events
 - Partnerships with Destination Management Companies (DMC) and Tour Operators
 - Utilization of the California Travel and Tourism Commission website (Visit California) <http://www.visitcalifornia.com/AM/Template.cfm?Section=Home> (click on “Travel Industry” to enter an event)
 - Familiarization (FAM) tours for tourism industry professionals
- Advertising, publicity and promotions
- Cooperative marketing
- Cultural tourism planning and research
- Meetings, conventions and trade shows
- Festivals and special events
- Websites and other internet-based technologies
- San Diego Convention and Visitors Bureau membership
- Ongoing relationships with local concierges
- Partnering with local restaurants and hotels, for example offering “packages”

Please note that a San Diego Convention & Visitors Bureau website (sandiego.org) usage report is a required attachment to your application. Follow these steps:

1. Login to your MemberNet account
2. Click on “Publish Content”
3. Click on “Events”
4. Print page(s)

Education and Access

The Commission supports life-long education related to arts and culture and efforts to make arts and culture events available to everyone. Please refer to the definitions section for specific information on the difference between education and access. In general, for the purposes of this application, access refers to changing “things,” for example, the price of a ticket, hours of operation, location of facilities, availability of transportation, language of signs, ramps for wheelchairs, etc., while education refers to changing (i.e. developing) “people.”

Education programs fall anywhere along the “intensity” continuum from “exposure-type” programs primarily designed to increase appreciation or awareness, for example a booth at a festival, a one-hour lecture or performance, or a one-page handout to something very intensive specifically designed to increase knowledge of or skills in arts or culture, for example, an after-school theater program where the participants actually produce a play or a “school-in-a-museum” program where students spend a full day in a museum once a week for 3 months and use the museum’s exhibits as jumping off points for the study of all their subjects, i.e. the arts plus math, reading, science, languages, etc. Organizations are encouraged to experiment with a variety of educational programs throughout the “intensity continuum” to determine which ones most effectively serve their goals and objectives.

Interorganizational Activities

The Commission believes that when arts and culture organizations work with a variety of other arts and culture and non-arts and culture organizations, the resulting synergy strengthens the capacity of San Diego to attract tourists and serve its citizens with the highest quality arts and culture programs and services.

Interorganizational activities fall along a “synergy continuum” from agreements to cooperation to collaboration. At the least synergistic end of the continuum, agreements occur when organizations provide goods and/or services to each other, for example offering one’s facility to another organization (for free or a fee). Cooperation occurs when two or more organizations work toward a common goal but remain independent, for example, a choral group performs with an instrumental group. Collaboration occurs when two or more organizations work together to accomplish a goal none of them could accomplish alone, for example, a festival.

How to calculate the average operating fund deficit

Some adjustments to this formula may be necessary in some situations). Please contact staff if you need help determining whether or not you have an average operating deficit greater than 5%.

Starting with your Total Unrestricted Income from your CDP Funder Report, do the following:

1. Subtract any unrestricted inkind contributions.
2. Subtract any unrestricted unrealized gains.
3. Add back any unrestricted unrealized losses.

This will give you your **Adjusted Unrestricted Income (AUI)**

Starting with your Total Expenses from your CDP Funder Report, do the following:

4. Subtract the same number you subtracted in number 1 above (inkind contributions).
5. Subtract depreciation.

This will give you your **Adjusted Total Expenses (ATE)**

6. Subtract ATE from AUI. This will give you your **Change in Unrestricted Assets. (Change)**
7. Divide **Change** by **AUI**
8. To convert the resulting number to a percentage, multiply by 100. This will give you your deficit or surplus for a single year.

To calculate your average percentage for the last two completed fiscal years, do the following:

9. Do steps 1-8 above for two years.
10. Add the two deficits and/or surpluses together.
11. Divide the sum from step #10 by two – that's your average deficit/surplus.

A deficit will appear as a negative number. Convert it to a positive number by multiplying by -1.

If your Average Deficit is greater than 5%, you must submit a Long Form Application.

Definitions

ACCESS (See EDUCATION AND ACCESS PROGRAMS)

ACCREDITATION

The following characteristics of an accreditable museum reflect the core values and concepts of the American Association of Museums Accreditation Program:

An accreditable museum has a clear sense of mission and organizes its governing authority, staff, financial resources, collections, public programs and activities to focus on meeting its formally stated mission.

The accreditation is predicated on the expectation that each museum complies with all local, state and federal laws, codes and regulations applicable to its facilities, operations and administration. These laws include, but are not limited to the following: the Americans with Disabilities Act (ADA); Equal Employment Opportunity (EEO); and Native American Graves Protections and Repatriation Act (NAGPRA).

ANNUAL OPERATING INCOME (AOI)

Annual Operating Income is a number derived from an organizations unrestricted income and is one of the variables used by the Commission to calculate funding levels (see page 17).

ART

The arts include dance, design art, folk and traditional art, literature, media arts, music, opera, musical theatre, theatre and visual arts. As applied to the funding process, art is the development and presentation of artistic elements in a manner that reflects levels of quality, accessibility, diversity and financial stability.

ART IN PUBLIC PLACES

The Commission's Public Art Program supports artist involvement in the design and construction of facilities sited on City property and projects with an emphasis on visual art; reviews proposed donations of artwork to the City; and assists private property owners and others in the selection and installation of artworks to be located in the public view.

ARTS AND CULTURE EDUCATION (See Education and Access Programs)

AUTHORIZED SIGNATORY

Dependent on the type and size of an applying organization, the authorized signatory may be the board president, executive director, program administrator, or any person who has direct contact with management or administration of the organization and who will be responsible for all requirements of the Organizational Support Program.

CERTIFICATE OF GOOD STANDING

The Certificate of Good Standing (Certificate of Status/Domestic Corporation) documents the organization as a legal entity in good standing as required by City Council Policy 100-03.C.4.

COLLABORATION (See Interorganizational Activities)

COMMUNITY

A unified body of individuals; people with common interests living in a particular area; the physical boundaries of an area; a group of people with a common characteristic or interest living together within a larger society; or the society at large.

CONTRACT FOR SERVICE

The Commission contracts services, rather than awards grants, to arts and culture organizations. The contract details the terms of the agreement between the contractor and the City and describes the specific scope of services arts and culture organizations are contracted to provide.

COOPERATION (See Interorganizational Activities)

CORE SUPPORT

Core support is funding for the ongoing costs that are central to an organization's mission.

CULTURAL TOURISM

Travel with a primary purpose to experience the arts, heritage, cultures, or special character of a place.

CULTURE

Culture is the total array of a transmitted heritage characteristic of a people. Cultural organizations are those devoted to the fine arts, humanities and broad aspects of a science distinguished from vocational, recreational and technical skills. As applied in the funding process, culture includes those institutions and groups dedicated to preserving and exhibiting some aspects of our culture, including art, architecture, science and history.

DANCE

Dance includes ballet, modern and experimental, jazz, ethnic dance and dance instruction.

DIVERSITY

Diversity refers to differences in race, gender, ethnicity, age, socioeconomic class, religion, sexual orientation, skills and abilities, and politics among other qualities. It can be described in a multitude of ways, some less visible than others; this by no means excludes a particular category. "Cultural Diversity" can be described as the values, practices, patterns and customs of a group of people or society.

DUNS NUMBER

Dun and Bradstreet (D&B) is a company that provides business information for credit, marketing, and purchasing decisions. Its "data universal numbering system," known as DUNS, issues unique 9-digit numbers that are used by businesses and the federal government to keep track of more than 70 million businesses and individuals world-wide. Some entities, such as states and universities, will also have what is known as "DUNS + 4," which is used to identify specific units within a larger entity.

EDUCATION (See Education and Access Programs)

EDUCATION AND ACCESS PROGRAMS

Education and access programs are those activities that an organization implements designed to make arts and culture more accessible and relevant to all San Diegans.

Sometimes this goal is accomplished through “access programs” – those programs targeted at changing “things,” for example, the price of a ticket, hours of operation, location of facilities, availability of transportation, language of signs, ramps for wheelchairs, etc. Sometimes this goal is accomplished through “educational programs” – those programs targeted at changing or developing “people,” for example programs designed to increase appreciation of an art or cultural form, programs designed to change the attitudes of board members and/or staff toward diversification, programs designed to increase the skills of staff to manage nonprofit organizations or to effectively serve diverse constituents, training in specific arts or culture disciplines in order to develop future artists and audiences, arts education programs for all ages, etc.

ENDOWMENT

Endowments are funds that are kept permanently and invested to create income for the organization.

ETHNIC

Ethnic refers to groups within a cultural and social system that claim or are accorded distinction on the basis of variable religious, linguistic or ancestral characteristics.

FAMILIARIZATION TOUR

Destination inspection tour designed to increase product knowledge, develop new products and build future sales. “Fam Tours” are complimentary or reduced-rate group programs often coordinated by the San Diego Convention and Visitors Bureau for the purpose of educating the tourism industry with the arts and culture industry and vice versa.

FASB

Since 1973, the Financial Accounting Standards Board (FASB) has been the designated organization in the private sector for establishing standards of financial accounting and reporting. Those standards govern the preparation of financial reports. They are officially recognized as authoritative by the Securities and Exchange Commission (Financial Reporting Release No. 1, Section 101) and the American Institute of Certified Public Accountants (Rule 203, Rules of Conduct, as amended May 1973 and May 1979).

HUMANITIES

Humanities programs and organizations contribute to the public understanding and appreciation of the humanities, history, art history, criticism, literature, philosophy, folklore and related fields.

INKIND CONTRIBUTIONS

In-Kind contributions are the value of goods or services donated to the applicant either as volunteer staff time or goods donated by vendors at no cash expense to the applicant.

INREACH

The attendance by groups of people coming to any venue owned, rented or otherwise controlled by an organization from any of the City’s Council Districts.

INTERORGANIZATIONAL ACTIVITIES

Interorganizational activities include the planning, implementation and evaluation of goods and services requiring the participation of more than one organization. These activities fall along a “synergy continuum” from agreements to cooperation to collaboration.

LITERARY

Literary organizations promote literature through readings and workshops as well as the development of small presses, which publish and distribute works of local, national and international writers.

LOCAL AUDIENCES

Those people living within fifty (50) miles of an event site attending the event as spectators (as opposed to participants.)

MATCHING FUNDS

Every dollar of City funding must be matched by three dollars of an organization’s earned and/or contributed income.

MEDIA ARTS

The production, exhibition, distribution, and preservation of film, video, audio and online/multimedia arts.

MUSEUM

A museum strives to preserve some aspect of culture, be it artistic, scientific or historic. A museum educates a people, instilling in them an understanding and appreciation of their world and serving as a permanent repository for their cultural artifacts. The support and use of museums are hallmarks of culturally mature people. A museum is devoted to the procurement, care, study and display of objects of lasting interest and value. It has regular business hours and is open to the public.

MUSIC

Music includes the production of or training in opera, vocal ensemble, orchestras, chamber music, jazz, contemporary and early music, concert and wind ensembles, and ethnic music performance.

NEIGHBORHOOD

The geographically defined area within the City of San Diego where programs and services are provided. The boundaries of neighborhoods or regions may be defined by police, city maps, council districts or the residents themselves.

ORGANIZATIONAL SUPPORT

Funding restricted for the cost of administering or operating an arts and cultural institution to carry out its programming.

OUTREACH

Programs and services implemented at locations other than an organization’s primary location, including those locations that are owned or rented and those that are not owned or rented by the applicant.

QUALITY

Quality is the result of high intention, sincere effort, intelligent direction and skillful execution; it represents the wise choice of many alternatives.

RANKING SYSTEM

Rank has meaning in terms of an applicant's funding request. For a more detailed account of the ranking and panel process on which your application is judged, please refer to the Panel and Committee Handbook available from the Commission upon request.

SERVICE ORGANIZATIONS

Service or trade associations for specific arts disciplines provide members with general management support, resource networks and philanthropic advocacy.

STRATEGIC PLANNING

Exploring alternatives (before they are implemented) and improving performance by adopting strategies to meet certain short and long-range goals.

THEATRE

Theatre includes all professional, community, experimental, children's theatre productions/organizations, and script and production development projects.

TOURIST

A person who travels more than 50 miles or is traveling from Mexico to visit San Diego and/or someone who stays overnight

TRANSIENT OCCUPANCY TAX

The transient occupancy tax is a 10.5% City of San Diego tax on hotel/motel rooms and is governed by City Council Policy 100-03.

UNDERSERVED

Underserved is defined as those who currently do not have full access to arts and cultural experiences, including multicultural groups, senior, children, differently-abled, institutionalized or those with financial constraints.

VISUAL ARTS

Visual arts refers to projects or organizations that are originated for the exhibition and documentation of the visual arts, both historical and contemporary, to further artist's interests and in general, to encourage groups that present, create or serve all aspects of the visual arts.

Contact Information

Commission for Arts and Culture
1200 Third Avenue Ste. 924
San Diego, CA 92101-4106

MAIN LINE: (619) 236-6800

FAX: (619) 236-6812

www.sandiego.gov/arts-culture

COMMISSION STAFF:

VICTORIA L. HAMILTON

Executive Director

(619) 236-6778

(619) 236-6820 FAX

vhamilton@sandiego.gov

NIGEL BROOKES

Arts Management Associate

(619) 236-6798

nbrookes@sandiego.gov

GARY MARGOLIS

Allocations Program Manager

(619) 236-6788

gmargolis@sandiego.gov

TERESA MONILLAS

Contracts Coordinator

(619) 236-6803

tmonillas@sandiego.gov

LINDA SOKOL

Executive Secretary

(619) 236-6778

lsokol@sandiego.gov

DANA SPRINGS

Public Art Program Manager

(619) 236-6790

dsprings@sandiego.gov

The City of San Diego Commission for Arts and Culture receives financial support for some of its programs from the National Endowment for the Arts and the California Arts Council.



California



Arts Council