



# Commission for Arts and Culture

City of San Diego Commission for Arts and Culture

## POLICY & FUNDING COMMITTEE

### AGENDA

City Council Committee Room, 12th Floor, City Administration Building

202 C Street, San Diego, California 92101

Friday, April 13, 2018

8:00 a.m. – 9:30 a.m.

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8:00 a.m.	I.	Call to Order	Jason Whooper, Chair
8:01 a.m.	II.	Non-agenda Public Comment	
8:05 a.m.	III.	Chair's Reports	
		A. <b>ACTION</b> – March 9, 2018 Committee Meeting Minutes	
		B. Commission Business	
		C. Other Reports	
8:15 a.m.	IV.	<b>ACTIONS</b>	Christine E. Jones, Acting Executive Director
		A. FY19 Departmental Budget Distribution Priorities	
		B. FY19 OSP/CCSD RFP Ranks	
9:00 a.m.	V.	<b>PRESENTATION AND DISCUSSION</b> – Timeline and Priorities for FY20 Funding Cycle	Whitney Roux, Civic Art Project Manager
9:20 a.m.	VI.	Reports	Christine E. Jones
		A. Staff Reports	
		B. Committee Member Reports	
9:30 a.m.	VII.	Adjourn	

Meetings may be recorded. **NON-AGENDA PUBLIC COMMENT:** Any member of the public may address the Committee on any subject in its area of responsibility on any matter not presently pending or previously discussed at the Committee. Comments are limited to two (2) minutes and are non-debatable. At the conclusion of the comment, the Committee Chair shall have the discretion to determine appropriate disposition of the matter. To exercise this right, members of the public wishing to address the Committee under Public Comment must submit a Public Comment Request form prior to the meeting. Subject matter and time limitations are noted on the form. Pursuant to open meeting laws, no discussion or action, other than a referral, shall be taken by the Committee on any issue brought forth under Public Comment. The information contained in this agenda is available in alternative formats and can be requested by calling 619-236-6800 at least three (3) working days prior to the meeting in order to insure availability.



# Commission for Arts and Culture

City of San Diego Commission for Arts and Culture

## **POLICY & FUNDING COMMITTEE**

### **MINUTES**

**Friday, March 9, 2018**

Members Present

Jason Whooper, Chair  
Ann Bossler, Vice Chair  
Vernon Franck

Members Absent

Kirin Macapugay

Guest Commissioner Present

Rebecca Smith

Staff Present

Darrin Schwabe  
Christine E. Jones  
Whitney Roux  
J Noland

- 
- I. Call to Order – Commissioner Jason Whooper called the City of San Diego (City) Commission for Arts and Culture’s Policy & Funding Committee to order at 8:05 a.m. at the City Council Committee Room, 12<sup>th</sup> Floor, City Administration Building, 202 C Street, San Diego, California 92101.
- II. Non-agenda Public Comment
- Peter Comiskey (Balboa Park Cultural Partnership) commented on external trustees.
- III. Chair’s Reports – Commissioner Jason Whooper asked Commissioners to make any necessary conflict of interest disclosures. Commissioner Vernon Franck disclosed that he is an unpaid board member of A Ship in the Woods Foundation.
- A. **ACTION – February 09, 2018 Meeting Minutes** – Commissioner Jason Whooper initiated discussion on this item. Commissioner Bossler and Commissioner Franck expressed concern that important points of discussions during meetings were not being captured in minutes and requested that minutes in general include key points and important topics of discussion. Chief of Civic Art Strategies Christine E. Jones shared that staff would review information being included and that if there were any points that Commissioners would like to see reflected in the minutes, those additions could be requested as part of the motion. **Commissioner Vernon Franck made a motion to approve the Policy & Funding Committee meeting minutes of February 09, 2018. Commissioner Ann Bossler seconded the motion. Commissioner Ann Bossler made an amendment to the original motion to request that staff include the following four (4) items: edits to the minutes: 1) Add that Commissioners are willing and desire to participate in any way that is helpful in the Executive Director search; 2) Add that Commissioners expressed concern about the short timeframe for FY18 Arts Education Enrichment initiative to have the desired impact; 3) Add that Commissioners provided feedback on FY19 applicants and communications to them about Option to Extend. 4) Commissioner Ann Bossler also requested the inclusion of discussion items from the agenda beyond action items. Commissioner Vernon Franck seconded the amendment to the original motion. The vote was 3-0-0; the amendment to the original motion passed.**

Yea: Bossler, Franck, Whooper (3)

Nay: (0)

Abstention: (0)

Recusal: (0)

B. Commission Business – Commissioner Jason Whooper commented on major improvements in the Organizational Support Program and Creative Communities San Diego applicant evaluation process, and offered accolades to Civic Art Project Manager Whitney Roux for her role in the improvements; announced that City Council ratified the Mayor’s appointments of Udoka Nwanna, Julie Z. Cramer and Roberta Alexander to the Commission on February 26, 2018 as well as reappointments of Michael Brown, Gina Jackson, Vernon Franck, and Benjamin Meza; and commented on the presence and purpose of the 2018 committee work plan.

C. Other Reports – None

IV. **ACTION – FY19 Departmental Budget Distribution Priorities** – Commissioner Jason Whooper initiated discussion on this item. Acting Executive Director Darrin Schwabe presented the staff recommendation for departmental budget distribution priorities. Discussion topics included the use of percentages to determine distribution priorities, budget season timeline and the desire on the part of Commissioners for more departmental budget information to help them in making recommendations on budget distribution priorities. Commissioner Ann Bossler and Commissioner Vernon Franck requested a breakdown of the budget vs. actuals for the past two fiscal years; information related to the City’s contractual obligation to Horton Plaza Theatre Foundation; and information about the proposed 2% cut to the department budget that was previously submitted to the Mayor. Commissioner Ann Bossler requested that clarity on the proposed 2% cut to the department budget be either provided in person or via an official letterhead from Kris Michell. **Action was postponed to the next Policy & Funding Committee Meeting.**

Public Comment

- Peter Comiskey (Balboa Park Cultural Partnership) commented on FY2019 departmental budget distribution.

V. PRESENTATION AND DISCUSSION – Timeline and Priorities for FY20 Funding Cycle – Commissioner Jason Whooper postponed this item in the interest of time.

VI. Staff Reports – Commissioner Jason Whooper postponed this item in the interest of time.

VII. Adjourn – Commissioner Jason Whooper adjourned the meeting at 9:49 a.m.



# Commission for Arts and Culture

## STAFF REPORT

DATE ISSUED: April 9, 2018

ATTENTION: Policy & Funding Committee

SUBJECT: FY19 Departmental Budget Distribution Priorities

REFERENCES: 1) Slide Presentation: FY19 Departmental Budget Distribution Priorities  
2) Spreadsheet: Scenarios re: FY19 Departmental Budget Distribution Priorities  
3) Spreadsheet: FY16 and FY17 Departmental Budget vs. Actuals  
4) [Fiscal Year 2019-2023 Five-Year Financial Outlook](#)  
5) [IBA Review of Mayor's FY 2019-2023 Five-Year Financial Outlook](#)

STAFF CONTACT: Christine E. Jones, Acting Executive Director

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### STAFF RECOMMENDATION:

Recommend to the City of San Diego Commission for Arts and Culture (Commission) on how to advise the Mayor and City Council on FY19 departmental budget distribution priorities and percentages.

Commission for Arts and Culture  
**Policy & Funding Committee Meeting**  
April 13, 2018



## Fiscal Year 2019 Departmental Budget Distribution Priorities

**Agenda Item IV A**

**Today's Action: Recommend Departmental  
Budget Distribution Priorities & Percentages**

## Commission's Role

**With regards to the City's Arts & Culture budget distribution, pursuant to the San Diego Municipal Code 26.0704, the Commission's role is to:**

- g) Review the annual proposed budget for the Commission as prepared by the Executive Director of the Commission and provide recommendations, as appropriate; and
- h) Advise on the administration of the budget for the Commission, and the arts and culture allocations within TOT funds including, but not limited to, the Special Promotional TOT Revenue and the Arts, Culture and Community Festivals category

### **So what does this mean?**

- 1) Review City's proposed FY2019 budget for Arts & Culture; and
- 2) Provide recommendations for distribution of that proposed budget

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## Commission's Role

**With regards to other budget related roles for the Commission, pursuant to the San Diego Municipal Code 26.0704, the Commission:**

- j) Recommends to the Mayor and City Council the fair distribution of TOT funds to nonprofit arts and culture organizations to support local arts and culture programming
- c) Evaluates the City's allocation of Transient Occupancy Tax (TOT) funds for arts and culture and strongly advocates for increasing arts and culture funding to levels which measurably support the vitality and stability of established arts and culture organizations and which foster an environment attractive to and nurturing of emerging arts and culture organizations

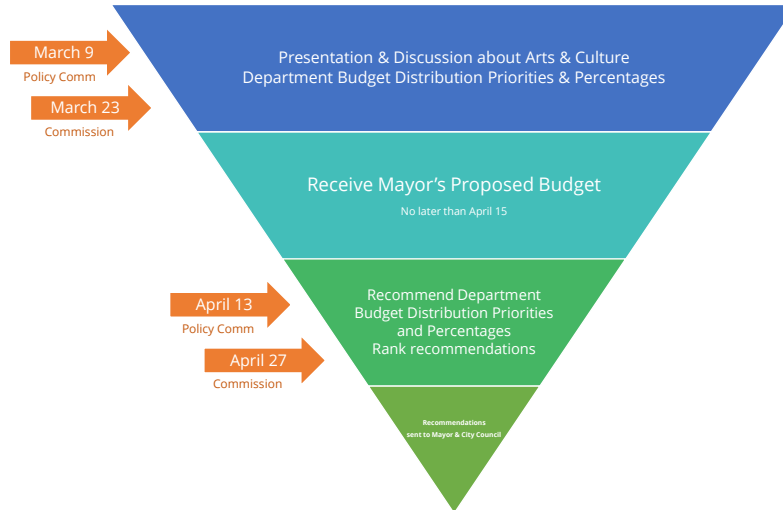
### **So what does this mean?**

- 1) Review and ratify panel ranks for Arts & Culture funding programs
- 2) Recommend award amounts for Arts & Culture funding programs
- 3) Strongly advocate for more funding

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## Commission's Role



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## Budget Priorities for Art & Culture

### Last Year's Budget Priorities Recommended by Commission

1. Fund OSP at 73% of total department budget, including a distribution to Horton Plaza Theatre Foundation/RDA Obligation at \$435,000
2. Fund CCSD at 8% of total department budget
3. Fund Collections Management at 3% of total department budget
4. Fund Commission-Initiated Public Art Projects at 2% of total dept. budget
5. Fund the Mayor/City Council Allocation at \$400,000
6. Fund Arts Ed Enrichment at 2% of total department budget

All numbers are approximate and based on final budget distribution recommendation ratified by Commission on June 23, 2017.

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## What's Organizational Support Program?

- Department's arts and culture funding program for nonprofits
- **OSP allows for:**
  - General operating support for nonprofits
  - Types of applicants: Theaters, Museums, Dance, Music, Heritage and Cultural, Arts Service Organization, etc.
  - Delivery of arts and culture programs and services that engage residents & visitors
  - Impact on San Diego's quality of life and tourism



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## What's Creative Communities San Diego Program?

- Department's arts and culture funding program for nonprofits
- **CCSD allows for:**
  - Project specific support for nonprofits
  - Types of projects: Festivals, parades, and celebrations
  - Promote neighborhood pride and community reinvestment
  - Arts and culture activities more available and accessible in neighborhoods



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## What's Collections Management?

- Department's stewardship of City's Civic Art Collection
- Collections management allows for:
  - Compliance with local, state and federal laws
  - Public art conservation/restoration projects
  - Regular monitoring / inventorying of City-owned assets
  - Display of collection in public spaces and online
  - Ability to quickly address public safety issues, requests for graffiti removal, etc.
  - Preservation of San Diego's artistic heritage



before



after



before



after

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## What are Commission-Initiated Public Art Projects?

- Department-initiated public art programming
- Commission-Initiated Public Art Projects allow for:
  - Funding for Public Art Program that can leverage momentum and engage more residents & visitors
  - Public art in more neighborhoods which can lead to improved equity and access to the arts
  - Quality of life impact and enhancement of neighborhoods
  - Allows for public art projects that are permanent, semi-permanent, temporary, ephemeral, social
  - Strategically planned public art projects for greater impact



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## What are Mayor/City Council Allocations?

- Mayor/City Council
- Arts, Culture and Community Festival allows for:
  - Support for arts and culture in San Diego
  - Neighborhood pride and community reinvestment
  - Arts and culture activities more available and accessible in neighborhoods



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## What About Special Initiatives?

- Department's special initiatives in recent years have included arts education enrichment, nonprofit academy & cultural tourism
- These initiatives allow for:
  - Targeted art education project support for nonprofits
  - Trainings to strengthen organizational capacity of nonprofits
  - Promotion of San Diego as an arts and culture destination

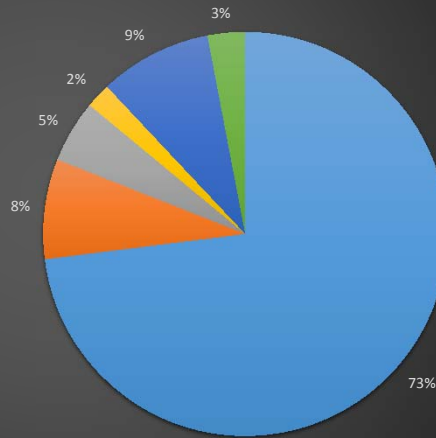


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## LAST YEAR'S Budget Priorities

- FUNDING PROGRAM: OSP - 73%
- FUNDING PROGRAM: CCSD - 8%
- PUBLIC ART FUND - 5%
- ARTS ED ENRICHMENT - 2%
- DEPARTMENT ADMINISTRATION - 9%
- MAYOR/CITY COUNCIL ALLOCATIONS - \$400k = 3%



## Considerations for Budget Distribution Priorities

**What are the factors and current conditions that could matter in making a recommendation?**



## City's Core Services via Arts & Culture

1. Directed by [San Diego Municipal Code \(SDMC\) 26.0722-26.0723](#):  
"Control" & "Management " of Artworks (a.k.a. Civic Art Collection)
2. Directed by [SDMC 26.0716](#):  
Manage Developers' Compliance with Civic Enhancement Allocation Regulations
3. Directed by [SDMC 26.0718](#):  
Expend "In-Lieu" Civic Enhancement Allocations Within 5 Years of Deposit
4. Directed by [Council Policy 900-11](#):  
Include Public Art in Selected Capital Improvement Projects
5. Directed by [Council Policy 100-03](#):  
Administer the application process for TOT through OSP and CCSD

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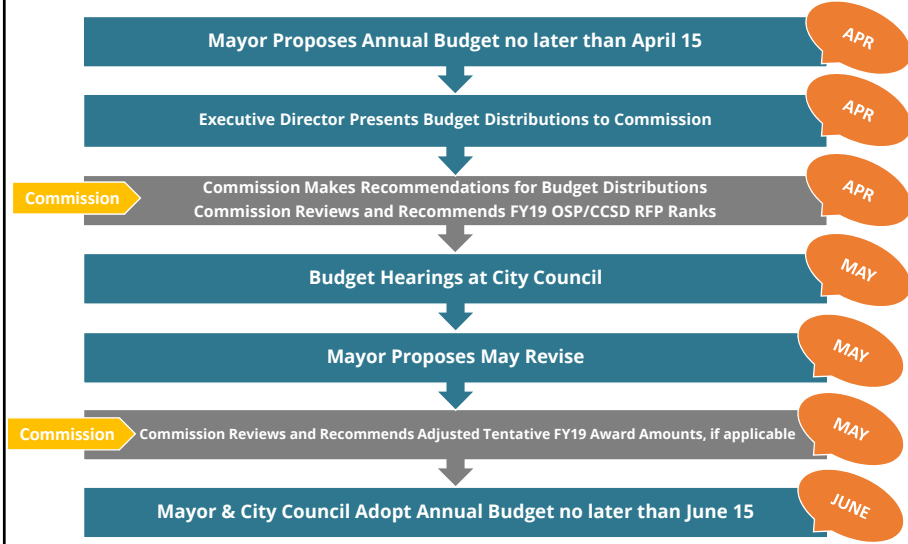
## Factors and Current Conditions

1. City's Legal Obligations
2. Preservation of City's core services via Arts & Culture
3. Sustaining same percentage levels as prior-year budgets
4. Public Will/Customer Satisfaction (Citizens)
5. Citywide Executive Priorities (Mayor)
6. Citywide Legislative Priorities (City Council)
7. Branch/Department Priorities (Commissioners & Staff)
8. Stakeholder Expectations (Current and Potential Contractors)
9. Media Interest and Interpretation
10. Current Position of Department among Regional and National Peers
11. Current State/Forecast of the Local Arts Ecosystem
12. Current State/Forecast of the Regional and National Arts Ecosystem

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## What Happens Next?



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	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q
1	City of San Diego Commission for Arts and Culture Total Departmental Budget Development	FY14	% of Total	FY15	% of Total	FY16	% of Total	FY17	% of Total	FY18 ADOPTED BUDGET	% of Total	FY19 IF FLAT BASE BUDGET**	% of Total	FY19 IF 2% CUT***	% of Total	FY19 IF INCREASED	% of Total
3	<b>Funding Programs</b>																
4	Organizational Support Program (OSP)	\$ 6,460,000	67.19%	\$ 6,792,356	67.65%	\$ 8,679,887	71.63%	\$ 10,633,603	70.24%	\$ 10,197,147	69.80%	\$ 6,666,501	66.43%	\$ -		\$ -	70.00%
5	Horton Plaza Theatre Foundation (Req'd RDA Obligation)	\$ -		\$ -		\$ -		\$ 440,838	2.91%	\$ 435,000	2.98%	\$ 420,000	4.19%	\$ 420,000		\$ 435,000	
6	Creative Communities San Diego (CCSD)	\$ 650,000	6.76%	\$ 935,792	9.32%	\$ 1,155,230	9.53%	\$ 1,189,847	7.86%	\$ 1,168,789	8.00%	\$ 786,799	7.84%	\$ -		\$ -	8.00%
7																	
8	<b>Public Art Program</b>																
9	Collections Management	\$ 102,814	1.07%	\$ 108,709	1.08%	\$ 299,643	2.47%	\$ 454,195	3.00%	\$ 438,296	3.00%	\$ 299,491	2.98%	\$ -		\$ -	3.00%
10	Commission-Initiated Public Art Projects	\$ -		\$ -		\$ -		\$ 215,094	1.42%	\$ 357,130	2.44%	\$ -		\$ -		\$ -	1.50%
11																	
12	<b>Department Administration</b>	\$ 1,021,372	10.62%	\$ 1,053,584	10.49%	\$ 1,057,526	8.73%	\$ 1,136,983	7.51%	\$ 1,392,632	9.53%	\$ 1,461,950	14.57%	\$ 1,461,950		\$ 1,461,950	
13																	
14	<b>Special Initiatives</b>																
15	Cultural Tourism Promotions	\$ 150,000	1.56%	\$ 300,000	2.99%	\$ 340,000	2.81%	\$ 374,802	2.48%	\$ -		\$ -		\$ -		\$ -	
16	Arts & Culture Festival Revolving Fund	\$ 750,000	7.80%	\$ 300,000	2.99%	\$ -		\$ -		\$ -		\$ -		\$ -		\$ -	
17	Conversion to Online Applications	\$ 100,000	1.04%	\$ -		\$ -		\$ -		\$ -		\$ -		\$ -		\$ -	
18	Building Capital Grants Fund	\$ 50,000	0.00%	\$ 50,000	0.50%	\$ -		\$ -		\$ -		\$ -		\$ -		\$ -	
19	Arts Education Enrichment Initiative	\$ -		\$ 100,000	1.00%	\$ 100,000	0.83%	\$ 147,244	0.97%	\$ 220,873	1.51%	\$ -		\$ -		\$ -	
20	Arts & Culture Contractor "Nonprofit Academy"	\$ -		\$ -		\$ 75,000	0.62%	\$ -		\$ -		\$ -		\$ -		\$ -	
21	Commission Professional Development	\$ -		\$ -		\$ 10,000	0.08%	\$ -		\$ -		\$ -		\$ -		\$ -	
22	Community Engagement & Training: Building Public Will	\$ -		\$ -		\$ -		\$ 147,244	0.97%	\$ -		\$ -		\$ -		\$ -	
23																	
24	<b>Mayor/City Council Allocations (a.k.a. "ACCF")</b>	\$ 380,000	3.95%	\$ 400,000	3.98%	\$ 400,000	3.30%	\$ 400,000	2.64%	\$ 400,000	2.74%	\$ 400,000	3.99%	\$ -		\$ -	
25																	
26	<b>TOTAL</b>	<b>\$ 9,614,186</b>	<b>100%</b>	<b>\$ 10,040,441</b>	<b>100%</b>	<b>\$ 12,117,286</b>	<b>100%</b>	<b>\$ 15,139,850</b>	<b>100%</b>	<b>\$ 14,609,867</b>	<b>100%</b>	<b>\$ 10,034,741</b>	<b>100%</b>				

29

30 \*Base budget is \$10,034,741. \*\*Base budget with 2% cut is \$9,834,046

31 This spreadsheet is a working document to assist Policy & Funding Committee on 4/13/18 in developing recommendations to Commission for Arts and Culture for FY19 budget distribution scenarios

32 The amount specified in Dept. Admin line 12 in Column L, N & P is a financial projection by City's Financial Management Dept. and may change after Mayor's FY19 proposed budget is released

33 Acting ED recommends that any surplus left in "tray" following percentage calculations and flat allocations goes to OSP

34 Likewise, Acting ED recommends that the OSP line item be the source for covering any deficit, if found following percentage calculations and flat allocations

35 All numbers are subject to variability in the final amounts due to the nature of the City's accounting processes and City-wide critical strategic expenditures

City of San Diego  
Commission for Arts and Culture

April 9, 2018

	A	B	C	D	E	F
1	City of San Diego Commission for Arts and Culture Departmental Budget vs. Actuals	FY16 ADOPTED BUDGET	FY16 ACTUALS		FY17 ADOPTED BUDGET	FY17 ACTUALS
3	<b>Funding Programs</b>					
4	Organizational Support Program (OSP)	\$ 8,679,887	\$ 8,615,010		\$ 10,633,603	\$ 10,593,726
5	Horton Plaza Theatre Foundation (Req'd RDA Obligation)	\$ -	\$ 435,000		\$ 440,838	\$ 440,838
6	Creative Communities San Diego (CCSD)	\$ 1,155,230	\$ 1,187,024		\$ 1,189,847	\$ 1,135,517
7						
8	<b>Public Art Program</b>					
9	Collections Management	\$ 299,643	\$ 299,643		\$ 454,195	\$ 454,195
10	Commission-Initiated Public Art Projects	\$ -	\$ -		\$ 215,094	\$ 215,094
11						
12	<b>Department Administration</b>	\$ 1,057,526	\$ 892,547		\$ 1,136,983	\$ 847,975
13						
14	<b>Special Initiatives</b>					
15	Cultural Tourism Promotions	\$ 340,000	\$ 340,000		\$ 374,802	\$ 374,802
16	Arts Education Enrichment Initiative	\$ 100,000	\$ 100,000		\$ 147,244	\$ 147,244
17	Arts & Culture Contractor "Nonprofit Academy"	\$ 75,000	\$ 75,000		\$ -	\$ -
18	Commission Professional Development	\$ 10,000	\$ 10,000		\$ -	\$ -
19	Community Engagement & Training: Building Public Will	\$ -	\$ -		\$ 147,244	\$ -
20						
21	<b>Mayor/City Council Allocations (a.k.a. "ACCF")</b>	\$ 400,000	\$ 345,143		\$ 400,000	\$ 393,437
22						
23	<b>Penny for the Arts Misc.</b>	\$ -	\$ 1,164		\$ -	\$ -
24						
25	<b>TOTAL</b>	<b>\$ 12,117,286</b>	<b>\$ 12,300,531</b>		<b>\$ 15,139,850</b>	<b>\$ 14,602,828</b>
26	*All numbers are subject to variability due to the nature of the City's accounting processes.					



# Commission for Arts and Culture

## STAFF REPORT

DATE ISSUED: April 9, 2018

ATTENTION: Policy & Funding Committee

SUBJECT: FY19 Organizational Support Program and Creative Communities San Diego Request for Proposal Ranks

REFERENCES: 1) List of FY19 Organizational Support Program Applicants and Ranks  
2) List of FY19 Creative Communities San Diego Applicants and Ranks  
3) [City of San Diego Council Policy 100-03, Transient Occupancy Tax](#)

STAFF CONTACT: Christine E. Jones, Acting Executive Director

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### **STAFF RECOMMENDATION**

Recommend that the City of San Diego Commission for Arts and Culture (Commission) recommend to the City of San Diego Mayor and City Council the Request for Proposal ranks for FY19 Organizational Support Program and Creative Community San Diego funding categories, as submitted by Commission Advisory Panelists.

### **SUMMARY**

The City of San Diego (City) issued the Request for Qualifications (RFQ) for FY19 Organizational Support Program (OSP) and Creative Communities San Diego (CCSD) funding categories on October 31, 2017. One hundred fifty-five (155) nonprofit organizations submitted an application in response to the RFQ. Of those applicants, one hundred forty-nine (149) were scored as qualified and asked to submit a proposal in response to the Request for Proposal (RFP). All qualified first-time applicants were required to submit a proposal; qualified applicants under contract with the City for FY18 OSP and CCSD funding, were able to select between submitting a proposal and requesting that the City exercise the Option to Renew their FY18 agreement. In total, fifty-five (55) proposals were submitted in response to the RFP and ninety-three (93) requests to exercise the Option to Renew were received. Organizations who were granted the Option to Renew agreed to retain their ratified rank from FY18.

In December 2017, the Commission appointed Commission Advisory Panels (CAP) to participate in the review of proposals received by the City for the FY19 OSP and CCSD funding categories. Over a two week period, CAPs convened in five separate public meetings; each panel evaluated a specific group of proposals using standard criteria and scoring. The panels also included a pilot process allowing applicants to address the panel at two prescribed intervals - prior to and following the panel discussion of each applicant's proposal. After evaluation of all proposals and scoring, each CAP voted to recommend ranks for their specific group of proposals. The lists included with this report show all qualified applicants, including the recommended ranks provided by the FY19 CAPs and ranks retained by applicants who were granted the Option to Renew.

### **NEXT STEPS**

Following Policy & Funding Committee's recommendation, the Commission will receive and vote to recommend the RFP ranks to the Mayor and City Council. Commission staff will use the recommended rank as one factor in the calculation of each applicant's contract award amount, using the standard award algorithm as stated in the FY19 OSP Funding Guidelines and FY19 CCSD Funding Guidelines. Tentative award amounts will be shared with applicants as they are available, and final award amounts will be announced by June 29, 2018.



## Fiscal Year 2019 Organizational Support Program - Final Ranks

Organization Name	Fiscal Year 2019 Final Rank
Art of Elan	3+
ArtReach	4-
Bach Collegium San Diego	4-
Balboa Park Cultural Partnership	4
Balboa Park Online Collaborative	4-
California Ballet Association, Inc.	3+
California Lawyers for the Arts	4-
CAMARADA	3+
Center for World Music	3+
Choral Club of San Diego	3
Choral Consortium of San Diego	3
City Ballet, Inc	4-
Classics for Kids, Inc	4-
Culture Shock Dance Troupe, Inc.	3+
Cygnnet Theatre Company	4-
Diversionsary Theater Productions Inc.	4-
Fern Street Community Arts, Inc.	4-
Finest City Performing Arts, Inc.	4
Flying Leatherneck Historical Foundation	3+
Gaslamp Quarter Historical Foundation	4-
Japan Society of San Diego and Tijuana	4-
Japanese Friendship Garden Society of San Diego	4-
La Jolla Historical Society	3+
La Jolla Music Society	4
La Jolla Symphony and Chorus Association	3+
Lambda Archives of San Diego	4
Library Association of La Jolla	4-
Mainly Mozart, Inc.	4-
Malashock Dance & Company	4-
Maritime Museum Association of San Diego	3+
Media Arts Center San Diego	4
Mingei International	4-
Mojalet Dance Collective	4-
Moxie Theatre, Inc	4-
Museum of Contemporary Art San Diego	4-
Museum of Photographic Arts	4-
New Americans Museum	4-
NTC Foundation	3+
Old Globe Theatre	4
Opera Neo	4

## Fiscal Year 2019 Organizational Support Program - Final Ranks

Organization Name	Fiscal Year 2019 Final Rank
Outside the Lens	4
Pacific Arts Movement	4
Persian Cultural Center	4-
Playwrights Project	4
Poway Center for the Performing Arts Foundation	4
Prophet World Beat Productions	4-
Putnam Foundation dba Timken Museum of Art	4-
Resounding Joy Inc	3-
Reuben H. Fleet Science Center	4
SACRA/PROFANA	4
San Diego Air & Space Museum	4-
San Diego Archaeological Society	4
San Diego Art Institute	4-
San Diego Automotive Museum	4
San Diego Ballet	4-
San Diego Center for Jewish Culture	3+
San Diego Children's Choir	4
San Diego Civic Youth Ballet	4
San Diego Comic Convention	4
San Diego Dance Theater	4
San Diego Early Music Society	3+
San Diego Guild of Puppetry, Inc.	4-
San Diego Hall of Champions	3+
San Diego Historical Society	4
San Diego Junior Theatre	4
San Diego Master Chorale	4-
San Diego Model Railroad Museum	4
San Diego Museum Council, Inc.	4-
San Diego Museum of Art	4-
San Diego Museum of Man	4
San Diego Musical Theatre	3+
San Diego Opera Association	4
San Diego Pro Arte Voices	4
San Diego Repertory Theatre	4-
San Diego Society of Natural History, DBA San Diego Natural History Museum	4
San Diego Symphony Orchestra Association	4

## Fiscal Year 2019 Organizational Support Program - Final Ranks

Organization Name	Fiscal Year 2019 Final Rank
San Diego Watercolor Society	4
San Diego Winds	4
San Diego Writers, Ink	3
San Diego Young Artists Music Academy	3+
San Diego Youth Symphony and Conservatory	4
Save Our Heritage Organisation	3+
Scripps Ranch Theatre	3
So Say We All	4-
Space 4 Art	4
Spreckels Organ Society	4
The AjA Project	4
The New Children's Museum	4-
The PGK Project, Inc.	3-
Theater and Arts Foundation of San Diego County dba La Jolla Playhouse	4
transcendANCE Youth Arts Project	4
Veterans Memorial Center, Inc	3+
Villa Musica	4
Westwind Brass	3
Write Out Loud	4
Young Audiences of San Diego	4-
Youth Philharmonic Orchestra	4-

## Fiscal Year 2019 Creative Communities San Diego - Final Ranks

Organization Name	Fiscal Year 2019 Final Rank
A Ship in the Woods Foundation	4-
Adams Avenue Business Association	4
American Water Works Association	4-
America's Finest City Dixieland Jazz Society	4-
Armed Servies YMCA of the USA- San Diego Branch	4
Asian Story Theater	3+
Balboa Park Conservancy	4-
Biocom Institute	4-
Bodhi Tree Concerts	4-
Brazilian Institute for Arts & Culture	3-
Cabrillo Festival	3
Casa Familiar	4-
Contact Arts dba San Diego Fringe Festival	3+
CoTA (Collaborations: Teachers and Artists)	4
Depositing Empowerment through Outreach and Urban	4
Friends of Balboa Park	4
Hillcrest Business Improvement Association	4
Indian Fine Arts Academy of San Diego	3+
Italian American Art and Cultural Association of San Diego	4-
Jacobs & Cushman San Diego Food Bank	3+
Karama	4
Karen Organization of San Diego	4-
La Maestra Family Clinic, Inc	4
Linda Vista Multi-Cultural Fair, Inc.	3
Little Italy Association	3+
Mandate Project Impact	3
Mariachi Juvenil de San Diego	4-
Mariachi Scholarship Foundation	4-
Musicians for Education	4
Ocean Beach Merchants Association	4
Pacific Beach Business Improvement Association	3
Pacific Beach Town Council	4-
Parade Band Foundation	4-
Point Loma Summer Concerts	3-
Rolando Community Council	4
San Diego Architectural Foundation	4-
San Diego Audubon Society	4
San Diego Earth Day	3
San Diego Film Foundation	3+

## Fiscal Year 2019 Creative Communities San Diego - Final Ranks

<b>Organization Name</b>	<b>Fiscal Year 2019 Final Rank</b>
San Diego Lesbian, Gay, Bisexual, Transgender Pride	4
San Diego Performing Arts League	3
San Diego Shakespeare Society	4-
Sherman Heights Community Center	4-
Sorrento Valley Town Council	4-
Speed of Change, Inc	3
Spirit of the Fourth	4
Teatro Mascara Magica	4-
The Bon Temps Social Club of San Diego	3+
The Cooper Family Foundation	3+
Torrey Pines Kiwanis Foundation	4-
Via International	4