



## CULTURAL EQUITY INITIATIVES | LEVEL 2 FY2011-2012

Cultural Equity Initiatives (CEI) grants seek to foster an environment in which all the diverse cultures of San Francisco are represented in thriving, visible arts organizations of all sizes, and whose programming reflects the experiences of historically underserved communities.

### GOALS & PURPOSE

To this end, Cultural Equity Initiatives – Level 2 (CEI-L2) grants are investments in capacity-building initiatives that ensure the artistic and cultural vitality and the sustainability of San Francisco's arts organizations that are deeply rooted in historically underserved communities, such as African/American, Asian, Disabled, Latino, L/G/B/T, Native American, Pacific Islander, and Women.

Initiatives will point toward substantive organizational change by significantly enhancing organizational efficiencies and *focusing on new or unrealized organizational capacity*, in keeping with an organization's mission and long-range goals as articulated in the Board-approved strategic plan. Initiatives will be well planned, are undertaken at an opportune time, and, of necessity, their ambitions will span a two- to three-year period in order to be realized. Initiatives must lead to greater sustainability and financial health.

<b>Grant Amount:</b>	up to \$100,000 for two- or three-year initiatives	
<b>Deadlines:</b>	June 3, 2011	Required: Interview with the Director of Grants to determine eligibility and assess readiness.
	June 8, 2011	Optional: Draft Narrative
	June 23, 2011	Full Application
<b>Panel Review:</b>	August 2011 - Dates TBA	Applicants participate in an interview with the grants review panel
<b>Award Announcement:</b>	October 2011	
<b>Grant Window:</b>	Two or three years from January 1, 2012	

### CONTACT INFORMATION FOR CEI-L2

To schedule an assessment interview: San San Wong, [SanSan.Wong@sfgov.org](mailto:SanSan.Wong@sfgov.org)

For general questions: Sylvia Sherman, [artsandcommunity@gmail.com](mailto:artsandcommunity@gmail.com)

For eligibility questions: Weston Teruya, [weston.teruya@sfgov.org](mailto:weston.teruya@sfgov.org), 415-252-2593

For work sample questions: Corinne Matesich, [corinne.matesich@sfgov.org](mailto:corinne.matesich@sfgov.org), 415-252-2558

## **CEI-L2 EVALUATION CRITERIA**

Proposals to Cultural Equity Initiatives – Level 2 are assessed using the following criteria. Read these carefully and keep them in mind when filling out your application.

### **Quality of Organization's Programming & Relationship with Community.**

- »» Quality of artistic work and programmatic activities of the organization in expressing/supporting the experiences of the historically underserved community.
- »» Quality and depth of the organization's relationship and services to the historically underserved community on which its mission is focused.
- »» Demonstrated substantial and continuing support from the historically underserved community.

### **Initiative Merit & Impact on Organization.**

- »» Consistency and appropriateness of the proposed Initiative with the organization's mission, stage of organizational development, and Board-approved strategic or business plan.
- »» Thoroughness of the organization's assessment of its own and its community's needs, and how well the proposed Initiatives addresses those needs.
- »» The soundness, clarity, credibility and internal consistency of the proposed Initiative.
- »» The proposed Initiative's likely impact on the development and sustainability of the organization, and its ability to serve its community.
- »» The viability of the plans to foster organizational sustainability and financial health beyond the term of the grant.

### **Organization Capacity.**

- »» The availability of appropriate human resources, including active support of the Board, and financial resources for the Initiative.
- »» The organization's ability to implement the Initiative given its existing operational needs.
- »» The organization's soundness as reflected in their programming, finances and staffing.

## **EXAMPLES OF SUCCESSFUL CEI-L2 INITIATIVES**

The initiatives cited below are provided only as examples of the kinds of initiatives that can be supported:

- »» To implement a rebranding and social media engagement campaign to increase individual donor participation and contributions.
- »» To expand specific programs and services which were identified and prioritized through a community needs assessment.
- »» Hire a distribution coordinator for development and distribution of artistic and educational products, increasing income and reach of the organization.

## **ELIGIBILITY REQUIREMENTS**

To demonstrate that the arts organization is deeply rooted in a historically underserved community, such as African Americans, Asian Americans, the Disabled, L/G/B/T, Native Americans, Pacific Islanders and Women, the organization must have the following:

- »» a mission statement that is specifically focused on the development, production and/or presentation of arts activities that express the experiences of the historically underserved community.
- »» a substantive and substantial history of working with and/or presenting on-going activities to members of the historically underserved community identified in the organization's mission.
- »» continuing financial/material support from within that community and/or substantial input from members of that community in the organization's governance.
- »» at least fifty percent of the organization's governing body must be members of that historically underserved community.

Note: Simply being located in a historically underserved community or periodically offering programs addressing that community does not define the organization as being eligible to apply to CEI.

### **CEI-L2 applicants must also:**

- »» Be a 501(c)(3) tax-exempt organization and be based in San Francisco.
- »» Have a three-year average operating budget that does not exceed \$1 million in income or expense (averaged over the past three completed years).
- »» Have received a CEI-L1 or CEI-L2 grant at least once in the prior five completed fiscal years.
- »» Have a current Board approved business plan or strategic plan.
- »» Have organized at least 2 public arts activities in San Francisco in the past 24 months.
- »» Be up-to-date on previous or ongoing SFAC grants.
- »» Have a recent history of financial stability, as reflected by an absence of unplanned operating deficits of significance and/or by a positive fund balance and/or a meaningful cash reserve.

## **FISCAL RESPONSIBILITY**

- »» Organizations with accumulated surpluses/deficits must provide a budget narrative that details how the surplus/deficit developed and plans for the surplus/deficit reduction.
- »» Organizations that hold outstanding loans or have defaulted on loans must provide a budget narrative that details the terms of the loan repayment or circumstances of the default.
- »» If you have a significant fund balance, detail your plans/policies for it. Explain significant operating deficits and negative fund balances, including if you have a deficit, how you plan to address it.

## FUNDING POLICIES

- »» “Sit-Out” Policy. After an organization receives a CEI-L2 grant, it is ineligible to receive a CEI-L2 or CEI-L1 grant for a period equal to the duration of their CEI-L2 grant (measured from the start of their grant period to receipt of a complete final report).

For CEI-L2 FY2012 applicants, an organization in their sit-out period is eligible to apply if their sit-out period ends before January 2013. Please note that if your organization is still in a CEI-L2 sit-out period at the start of the grant window, expenses may not be incurred until the sit-out period ends.

- »» Calculating Your Grant Request for CEI-L2. The maximum grant award for CEI-L2 is \$100,000 over two or three years. Applicants are expected to request grant amounts that are appropriate to the scale of their initiative and organizational budget.
- »» Matching Funds Required. For all applicants, the SFAC grant can constitute up to 75 percent of the projected cash expenses for the proposed initiative, i.e., applicants must provide a minimum 25 percent case match.
- »» Organizations receiving a CEI-L2 can apply for an OPG in the last year of their grant, but must close out their CEI grant before they can receive their OPG funds.
- »» Applicants cannot receive simultaneous funds from multiple SFAC programs to support the same project, e.g. *Community Arts and Education, Public Art, Cultural Equity Grants, etc.*
- »» Programs that are directly administered by other City agencies are not eligible to apply.
- »» Applicants cannot submit more than one application in any single category. Note: this does not apply to fiscal sponsors who are submitting applications on behalf of different fiscally sponsored projects.
- »» Cultural Equity Initiatives will NOT fund:
  - »» Any existing activities and/or ongoing operating expenses that are not directly related to the proposed Initiative. Note: The initiative may comprise a reasonable and appropriate allocation of existing staff time and salaries.
  - »» Proposals that will culminate in an arts project. (See Organization Project Grants.)
  - »» Projects that primarily involve the planning and development of space. (See Creative Space.)

## CONSIDERATIONS IN WHETHER TO APPLY FOR CEI-L2 OR FOR CEI-L1

In addition to the scope of the applicant’s proposed initiative and the above CEI eligibility requirements and funding restrictions, please take into consideration:

- »» An organization can receive only two consecutive years of CEI-L1 support, after which they must sit out for one cycle of CEI-L1.
- »» For CEI-L1, applicants that have an average cash income of less than \$150,000 over the past three years may apply for no more than 50% of their actual cash income of their last closed fiscal year.
- »» Important Dates for CEI-L1

Letter of Intent (mandatory): August 2, 2011

Application Deadline: August 25, 2011

Grant Announcement: January 2012

Grant Window: April 1, 2012 – September 30, 2013

## SPECIAL NOTES IN PREPARING YOUR APPLICATION

- »» **Application Checklist.** Prepare the forms and attachments for submission with the number of copies, in the order indicated on the Application Checklist. Submit the Application Checklist as your cover sheet, with each required item checked off.
- »» **Project and Organization Budgets & Budget Notes.** The Project Budget is particularly helpful for: clarifying your project narrative; representing the financial plan for your project, including priority areas; and outlining the allocation of SFAC support. Budget Notes are required because they provide a level of detail that helps the panelists understand how you arrived at your amounts, as well as, an opportunity to explain external or unusual factors and your decision-making process. Panelists carefully review budgets and budget notes.

These points will assist you in providing the panel with the necessary information to evaluate your proposal:

- »» Project budgets should not project a deficit. If you are projecting a surplus, provide an explanation.
  - »» Be as detailed as you can in your budget notes and explain how the numbers are derived.
  - »» If you had significant in-kind support, discuss this in your budget notes.
  - »» Indicate your plans for obtaining additional support (indicate: secured, pending, to apply) and if you have had previous success with each support sources.
  - »» Detail any large support or expense items. Explain any anomalies or inconsistencies, i.e., if there was a fluctuation in any line item of more than 20% from year to year.
- »» **CCDP Report.** If your CCDP profile report does not include the prior year, please submit the prior year information on the Organizational Budget form. It is expected that if six months have passed since your last fiscal year ended, that you will have filled that year out in the CCDP profile.
  - »» **Updates & Changes.** If there are any relevant updates or changes to your project after submission, contact CEG staff in advance to inform us of these changes. We will accept updates up to one week before the panel meets. Acceptable updates may include: further developments in project design, updates about pending funds, changes in personnel, and work samples of activities that took place between two weeks prior to the deadline and one week prior to panel. You may provide seven (7) copies of additional information in writing to be distributed to the panel.

## APPLICATION REVIEW & APPROVAL PROCESSES

Announcement of awards can take up to six months from the deadline.

- »» **Application Review Panelists.** Panels of professionals in various disciplines and fields, and who represent the diversity of San Francisco, are engaged throughout the year to assess applications. Panelists may change from year to year.
- »» **Attending the Panel Review.** All CEG panel meetings are open to the public. A time schedule of each panel meeting is e-mailed to applicants in advance. Please be sure that you include a working e-mail address in your application materials; take steps to ensure that e-mails from CEG are not lost in your spam filter. While applicants are welcome to observe the meetings they should not engage in discussion with the panelists or with CEG staff outside of the allotted interview time.
- »» **CEI-L2 Applicant Interview at Grant Application Review.** Up to two representatives from each applying organization participate in an interview with the panel during their application review.

- »» **Funding Recommendations.** Based on an evaluation of the proposals, panels make recommendations for funding and grant amounts. Grant amounts are either the full amount of the grant sought or a substantial portion of the requested grant—usually not less than 75 percent.
- »» **Panel Notes.** CEG staff take notes on panel comments during the deliberations. As another learning tool, applicants may contact CEG staff—within one or two months of the grant award/decline notification—to obtain panel comments.
- »» **Arts Commission.** Panel recommendations are subject to the approval of the Arts Commission. Recommendations are usually first reviewed by the Community Arts, Education & Grants Committee, then by the Full Commission. Panel notes are supplied to the Commission members as part of their consideration in approving the grant awards. Meetings of the Commission are public; the schedule, agenda and minutes are available on the Arts Commission website: <http://www.sfartscommission.org>.
- »» **Grant Awards.** Notifications will be mailed. Award letters will include instructions about contracting procedures. Also in Appendix C: Managing Your Grant Award & Required Documentation.

## **SUBMITTING YOUR COMPLETED APPLICATION PACKET**

All applications must be in the Cultural Equity Grants office by 5pm the day of the deadline or postmarked by the U.S. Postal Service by the deadline date. We do not accept postmarks from office postage meters or applications sent via e-mail or fax. Proposals sent via mail carriers other than USPS (i.e., UPS, FedEx) are subject to the in-office deadline.

Deliver application packets to:

Cultural Equity Grants  
 San Francisco Arts Commission  
 25 Van Ness Ave., Suite 200, Second Floor  
 at Oak St, just north of Market Street

Mail application packets to:

Cultural Equity Grants  
 San Francisco Arts Commission  
 25 Van Ness Ave., Suite 240  
 San Francisco, CA 94102

### **In fairness to others, late and substantively incomplete applications will not be accepted.**

Applications are immediately determined as incomplete and ineligible if missing any of the following: Application Form, Application Narrative, Project Budget, CCDP Report, Artistic Work Samples, or the correct number of application packets and copies.

Applications missing any documents not listed above will automatically result in a 5% deduction from the grant award (if recommended for funding) for each missing document.

## **INSTRUCTIONS FOR THE CEI-L2 NARRATIVE**

Maximum of six (6) pages – you need not use all the pages allowed. Use 12pt font size or larger. Use single line spacing, adding one line space between paragraphs, and a minimum of one-inch margins. Be sure to put the name of the applicant in the upper right corner of each page.

### **YOUR ORGANIZATION & YOUR COMMUNITY.**

Provide your mission, vision, and position in San Francisco and your community. Give an overview of the evolution of your organization including the community needs that led to your organization's founding. Describe your community and/or audience, and how your organization engages them. This section may include: artistic practice and lines of investigation; continued relevance of programming; critical junctures; major accomplishments; etc.

### **THE PROPOSED INITIATIVE.**

- »» Describe the proposed initiative and planning process in detail, including how you will know the initiative is successful, benchmarks, and your plans for evaluation.
  - »» Describe your strategic planning process, and the relationship between the proposed initiative and the main goals and strategies identified in your strategic plan.
  - »» If previously funded by CEI-L1, please describe the impact of the work supported and its relationship (if any) to the current request.
- »» Describe the current state of your organization, including any opportunities, challenges and/or critical junctures.
- »» How is the proposed initiative important and relevant to your community, and your organization's ability to serve it?
- »» Describe how the artistic and administrative leadership, the Board of Directors, and/or community members (if appropriate) are involved in the initiative; and the decision making process.
- »» What are the existing and new human, financial and other resources needed for implementation?
  - »» How will implementation of the initiative affect the organization's normal operations and resources?
  - »» Be specific in describing whether the resources already exist within the organization; need to be obtained from outside and how; your experience in managing and securing the necessary resources; and any contingency plans.
- »» How will the gains from this initiative be sustained after the term of the grant? How does this initiative make your organization more sustainable?

### **DETAILED WORKPLAN.**

Provide a detailed workplan for the implementation of the Initiative.

**Required for CEI-L2: Submit your Strategic or Business Plan.**

## CEI-L2 APPLICATION CHECKLIST

**REMINDER: An assessment interview is required before June 3, 2011.**

Submit ten (10) sets in the following order; copied, double-sided and three-hole-punched.

- Application Form**
- Initiative Narrative.** Please adhere to length requirements.
- Detailed Initiative Budget with Budget Notes.** Please use the following columns, detailing revenue and expense.

Initiative Total Budget	SFAC Grant Allocation	Year 1	Year 2	Year 3 (if needed)
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- Current Balance Sheet**
- Explanation of surplus/deficit**
- California Cultural Data Project Funder Report with Budget Notes** for the San Francisco Arts Commission, for the two most recently completed fiscal years, generated by the applicant from the CCDP Website.
- Organizational Budget Form with Budget Notes** for prior (if not entered in the CCDP), current and projected budget years. Budget Notes should include explanations of year-to-year variances of over 20%.
- Key Initiative Personnel:** For each, include a one-paragraph bio and description of roles, and indicate if the person is a regular staff member or specifically engaged for the Initiative. If a key position(s) is vacant, provide a list of the qualifications and describe the search process.
- List of Staff members with positions:** Add a "V" next to the name of each volunteer and a "P" next to the name of each person who will be paid.
- List of Board of Directors.** Include their affiliation, length of time served and term expiration dates. Describe the roles and responsibilities of the board, specifically for the proposed Initiative.
- Your organization's calendar of arts activities** for the last completed program year, current year, and proposed next year.
- Work Sample Sheet.** See Appendix A for instructions.
- Optional: up to two (2) letters of support,** signed and dated. From members of the community in which your organization is deeply rooted, discussing the organization's relationship with that community. Writers should indicate their affiliation, and how they know your work.
- Optional: Up to two (2) recent press reviews or articles** of your organization's work.
- Current Strategic or Business Plan** (unbound if possible).

**Promotional Materials. Submit three (3) labeled sets in separate envelopes.**

- Up to three samples of your organization's promotional materials, such as brochures, fliers, catalogues, etc. If you are submitting a more complicated or costly item, such as a book, you need only submit two (2) sets.

**Digital File of Application. Submit one (1) set.**

- Digital File of Application on CD. Include application form and all attachments in digital form.



# APPLICATION FORM

CEG GRANT CATEGORY \_\_\_\_\_

GRANT APPLICANT \_\_\_\_\_

LEGAL NAME, IF DIFFERENT \_\_\_\_\_

CONTACT PERSON + TITLE \_\_\_\_\_

CORPORATE ADDRESS \_\_\_\_\_

MAILING ADDRESS IF DIFFERENT \_\_\_\_\_

CHECK IF NEW ADDRESS  CHECK IF NEW MAILING ADDRESS

DAY PHONE \_\_\_\_\_ MOBILE \_\_\_\_\_ FAX \_\_\_\_\_

EMAIL \_\_\_\_\_ WEBSITE \_\_\_\_\_

PROVIDE A VALID E-MAIL. PANEL NOTICES AND IMPORTANT GRANT INFORMATION WILL BE SENT TO THIS E-MAIL.

NUMBER OF THE SUPERVISOR'S DISTRICT WHERE YOUR OFFICE IS: \_\_\_\_\_

NUMBER OF THE SUPERVISOR'S DISTRICT WHERE YOUR PROPOSED ACTIVITIES WILL TAKE PLACE: \_\_\_\_\_

YOUR DISTRICT NUMBER CAN BE FOUND AT: [HTTP://GISPUBWEB.SFGOV.ORG/WEBSITE/NUVIEWER/MONSMAP.ASP](http://GISPUBWEB.SFGOV.ORG/WEBSITE/NUVIEWER/MONSMAP.ASP)

HAS YOUR ORGANIZATION APPLIED FOR OR RECEIVED FUNDS FROM GFTA THIS FISCAL YEAR?  YES  NO

IF YES, PLEASE INDICATE THE AMOUNT EXPECTED OR RECEIVED: \$ \_\_\_\_\_

IF YES WHAT PORTION OF THE FUNDS WILL BE USED FOR THIS PROJECT? \$ \_\_\_\_\_

## ELIGIBILITY

CHECK THE BOX IF YOUR ARTS GROUP IS A 501(C)(3) ARTS ORGANIZATION:

DOES YOUR ORGANIZATION'S MISSION STATEMENT INVOLVE **MAINLY AND CLEARLY** THE DEVELOPMENT, PRODUCTION AND/OR PRESENTATION OF ARTS ACTIVITIES?  YES  NO

YEAR FOUNDED: \_\_\_\_\_ YEAR INCORPORATED: \_\_\_\_\_

IF NOT A 501(C)(3) ORGANIZATION, STATE OTHER EXEMPT CATEGORY: \_\_\_\_\_

NAME OF FISCAL SPONSOR, IF APPROPRIATE: \_\_\_\_\_

IF YOU ARE APPLYING FOR CULTURAL EQUITY INITIATIVES, STATE THE HISTORICALLY UNDERSERVED COMMUNITY IDENTIFIED IN YOUR MISSION STATEMENT: \_\_\_\_\_

STATE THE PERCENTAGE OF BOARD MEMBERS WHO ARE FROM THE HISTORICALLY UNDERSERVED COMMUNITY: \_\_\_\_\_%

DO YOU HAVE A TWO-YEAR HISTORY OF CREATING AND PRESENTING ORIGINAL WORKS TO THE PUBLIC?  YES  NO

### DATES/LOCATIONS OF LAST TWO PUBLICLY ACCESSIBLE ARTS ACTIVITIES IN SAN FRANCISCO:

DATE	BRIEF ACTIVITY DESCRIPTION	PLACE

**LIST 3 MOST RECENT SFAC GRANTS RECEIVED (CALL IF YOU'RE UNSURE OF GRANT TYPE OR PROGRAM):**

GRANT NAME OR NUMBER	FROM WHAT PROGRAM AND CATEGORY?	YEAR AWARDED	HAS REPORTING BEEN COMPLETED? IF NOT, STATE THE PROJECT END DATE?

**3-YEAR AVERAGE.** INDICATE INCOME AND EXPENSE FOR THE LAST THREE COMPLETED FISCAL YEARS AND INDICATE WHETHER YOU ARE ON A FISCAL YEAR OR A CALENDAR YEAR AND WHICH YEARS THEY ARE.

CHECK <input type="checkbox"/> CY OR <input type="checkbox"/> FY	YEAR:	YEAR:	YEAR:	3 YEAR AVERAGE
INCOME				
EXPENSE				
SURPLUS/(DEFICIT)				
ACCUMULATED SURPLUS/(DEFICIT)				
SIGNIFICANT IN-KIND				

**3-YEAR AVERAGE BUDGET NARRATIVE** SUMMARIZE THE REASONS FOR SIGNIFICANT VARIANCES, SURPLUSES OR DEFICITS. IF NECESSARY, ATTACH A SEPARATE SHEET THAT FURTHER DETAILS HOW IT DEVELOPED, THE PLANNED USE OF THE SURPLUS OR PLANS TO ADDRESS THE DEFICIT.

**DEMOGRAPHIC INFORMATION**

THIS INFORMATION IS VOLUNTARY, AND WILL HELP US IN MEETING CERTAIN MANDATES.

DEMOGRAPHICS OF YOUR ORGANIZATION'S STAFF AND BOARD OF DIRECTORS.

- |                                  |   |  |   |
|----------------------------------|---|--|---|
| <input type="checkbox"/> AFRICAN | <input type="checkbox"/> ASIAN            | <input type="checkbox"/> DISABLED        | <input type="checkbox"/> EUROPEAN/CAUCASIAN |
| <input type="checkbox"/> L/G/B/T | <input type="checkbox"/> LATINO           | <input type="checkbox"/> NATIVE AMERICAN | <input type="checkbox"/> PACIFIC ISLANDER   |
| <input type="checkbox"/> WOMAN   | <input type="checkbox"/> BI-/MULTI-RACIAL |  |   |

DEMOGRAPHICS OF YOUR TARGET AUDIENCES AND/OR COMMUNITIES SERVED.

- |                                  |   |  |   |
|----------------------------------|---|--|---|
| <input type="checkbox"/> AFRICAN | <input type="checkbox"/> ASIAN            | <input type="checkbox"/> DISABLED        | <input type="checkbox"/> EUROPEAN/CAUCASIAN |
| <input type="checkbox"/> L/G/B/T | <input type="checkbox"/> LATINO           | <input type="checkbox"/> NATIVE AMERICAN | <input type="checkbox"/> PACIFIC ISLANDER   |
| <input type="checkbox"/> WOMAN   | <input type="checkbox"/> BI-/MULTI-RACIAL |  |   |

FOR PROGRAM PURPOSES, ASIAN INCLUDES ALL PEOPLES WHOSE ETHNIC OR RACIAL ORIGINS ARE IN ASIA, INCLUDING THE FAR EAST, SOUTHEAST ASIA (INCLUDING THE PHILIPPINES), SOUTH ASIA (BANGLADESH, INDIA, PAKISTAN, SRI LANKA), CENTRAL ASIA, AND THE MIDDLE EAST.

**PROJECT INFORMATION**

**PROJECT SUMMARY.** SUMMARIZE YOUR PROPOSED PROJECT IN 75 WORDS OR LESS. WORD OVERAGE WILL **NOT** BE READ.

GRANT REQUEST AMOUNT \_\_\_\_\_ TOTAL PROJECT BUDGET \_\_\_\_\_

PERCENTAGE OF GRANT REQUEST OF TOTAL PROJECT BUDGET \_\_\_\_\_

PROJECT START DATE \_\_\_\_\_ PROJECT END DATE \_\_\_\_\_

**IF YOUR PROPOSED PROJECT INCLUDES PUBLIC ACTIVITIES:**

NUMBER OF ACTIVITIES: \_\_\_\_\_ DATE(S) OF PUBLIC PRESENTATIONS: \_\_\_\_\_

PROJECTED NUMBER OF PAID ARTISTS SERVED BY YOUR ORGANIZATION THIS YEAR: \_\_\_\_\_

PROJECTED AUDIENCE NUMBER TO BE REACHED BY THE PROPOSED ACTIVITY: \_\_\_\_\_

PROJECTED AUDIENCE NUMBER TO BE REACHED BY THE WEB (IF PROJECT APPROPRIATE): \_\_\_\_\_

**FOR ALL APPLICANTS:**

PROJECTED NUMBER OF ARTISTS SERVED BY YOUR ORGANIZATION THIS YEAR: \_\_\_\_\_

PROJECTED NUMBER OF PAID ARTISTS SERVED BY YOUR ORGANIZATION THIS YEAR: \_\_\_\_\_

PROJECTED AUDIENCE NUMBER SERVED BY YOUR ORGANIZATION THIS YEAR: \_\_\_\_\_

PROJECTED AUDIENCE NUMBER TO BE REACHED BY THE WEB: \_\_\_\_\_

TOTAL AUDIENCE NUMBER SERVED BY YOUR ORGANIZATION LAST YEAR: \_\_\_\_\_

**PROJECT ARTISTIC DISCIPLINE PRIMARY FOCUS.** THIS INFORMATION WILL HELP US ASSIGN YOUR APPLICATION TO THE APPROPRIATE DISCIPLINE-BASED PANEL. PLEASE CHECK ONE.

- DANCE    LITERARY ARTS    MEDIA ARTS    MUSIC    THEATER ARTS    VISUAL ARTS
- FOLK & TRADITIONAL ARTS, PLEASE SPECIFY \_\_\_\_\_
- INTER-/MULTI-DISCIPLINARY OR OTHER, PLEASE SPECIFY \_\_\_\_\_

**PROJECT ARTISTIC DISCIPLINE(S) SECONDARY FOCUS.**

- DANCE    LITERARY ARTS    MEDIA ARTS    MUSIC    THEATER ARTS    VISUAL ARTS
- FOLK & TRADITIONAL ARTS, PLEASE SPECIFY \_\_\_\_\_
- INTER-/MULTI-DISCIPLINARY OR OTHER, PLEASE SPECIFY \_\_\_\_\_

**CERTIFICATION**

I CERTIFY THAT, TO THE BEST OF MY KNOWLEDGE, THE APPLICANT FULLY MEETS ALL THE ELIGIBILITY REQUIREMENTS FOR FY2011-2012 CULTURAL EQUITY GRANTS AND THE DATA IN THIS APPLICATION AND ANY ATTACHMENTS IS TRUE AND CORRECT. I UNDERSTAND THAT ANY MISREPRESENTATIONS OF INFORMATION WILL AUTOMATICALLY DISQUALIFY THIS APPLICATION, AND RENDER THE APPLICANT INELIGIBLE TO APPLY TO ALL SFAC GRANTS IN FY2011-2012.

AUTHORIZED SIGNATURE OF **APPLICANT** \_\_\_\_\_

DATE \_\_\_\_\_

PRINT NAME AND TITLE OF PERSON SIGNING THIS FORM \_\_\_\_\_



# ORGANIZATIONAL BUDGET

GRANT APPLICANT: \_\_\_\_\_

MONTH FISCAL YEAR ENDS: \_\_\_\_\_

COMPLETE A CULTURAL DATA PROFILE THROUGH THE CCDP WEB SITE ([HTTP://WWW.CACULTURALDATA.ORG](http://www.caculturaldata.org)). THE CCDP REPORT WILL PROVIDE YOUR MOST RECENT COMPLETED FISCAL BUDGET, WHICH WILL SUPPLEMENT THE INFORMATION PROVIDED HERE ABOUT YOUR CURRENT AND PROJECTED FISCAL YEARS. IT IS EXPECTED THAT IF SIX MONTHS HAS PASSED SINCE THE END OF YOU'RE YOUR LAST FISCAL YEAR, YOUR INFORMATION WILL BE ENTERED INTO THE CCDP PROFILE. IF LESS THAN SIX MONTHS HAS PASSED, AND YOU HAVE NOT COMPLETED THE CCDP PROFILE, PLEASE USE THE FIRST COLUMN OF THIS FORM.

IF YOUR PRIOR YEAR IS NOT ENTERED INTO THE CCDP, PLEASE USE THE FIRST COLUMN ON THIS FORM.

ATTACH **BUDGET NOTES**, NUMBERED TO CORRESPOND WITH LINE ITEMS. PLEASE TYPE.

<b>INCOME EARNED</b>	<b>PRIOR FY</b>	<b>CURRENT FY</b>	<b>PROJECTED FY</b>
1. ADMISSIONS	_____	_____	_____
2. TICKET SALES	_____	_____	_____
3. TUITIONS	_____	_____	_____
4. WORKSHOP & LECTURE FEES	_____	_____	_____
5. TOURING FEES	_____	_____	_____
6. SPECIAL EVENTS – OTHER	_____	_____	_____
7. GIFT SHOP/MERCHANDISE SALES	_____	_____	_____
7A. GALLERY SALES	_____	_____	_____
8. FOOD SALES/CONCESSION REVENUE	_____	_____	_____
8A. PARKING CONCESSIONS	_____	_____	_____
9. MEMBERSHIP DUES/FEES	_____	_____	_____
10. SUBSCRIPTIONS	_____	_____	_____
11. CONTRACTED SERVICES/PERFORMANCE FEES	_____	_____	_____
12. RENTAL INCOME – PROGRAM USE	_____	_____	_____
13. RENTAL INCOME – NON-PROGRAM USE	_____	_____	_____
14. ADVERTISING REVENUE	_____	_____	_____
15. SPONSORSHIP REVENUE	_____	_____	_____
16. INVESTMENTS – REALIZE GAINS/LOSSES	_____	_____	_____
17. INVESTMENTS – UNREALIZED GAINS/LOSSES	_____	_____	_____
18. INTEREST & DIVIDENDS	_____	_____	_____
19. OTHER EARNED REVENUE	_____	_____	_____
20. <b>TOTAL EARNED REVENUE</b>	_____	_____	_____
<b>SUPPORT</b>	<b>PRIOR FY</b>	<b>CURRENT FY</b>	<b>PROJECTED FY</b>
21. TRUSTEE/BOARD CONTRIBUTIONS	_____	_____	_____
22. INDIVIDUAL CONTRIBUTIONS	_____	_____	_____
23. CORPORATE CONTRIBUTIONS	_____	_____	_____
24. FOUNDATION CONTRIBUTIONS	_____	_____	_____
25. GOVERNMENT – CITY	_____	_____	_____
26. GOVERNMENT – COUNTY	_____	_____	_____
27. GOVERNMENT – STATE	_____	_____	_____
28. GOVERNMENT – FEDERAL	_____	_____	_____
29. SPECIAL EVENTS – FUNDRAISING	_____	_____	_____
30. OTHER PUBLIC SUPPORT	_____	_____	_____
30A. PARENT ORGANIZATION SUPPORT	_____	_____	_____
31. IN-KIND CONTRIBUTIONS	_____	_____	_____
32. NET ASSETS RELEASED FROM RESTRICTIONS	_____	_____	_____
33. <b>TOTAL SUPPORT</b>	_____	_____	_____
34. <b>TOTAL REVENUE</b>	_____	_____	_____

<b>EXPENSE</b>	<b>PRIOR FY</b>	<b>CURRENT FY</b>	<b>PROJECTED FY</b>
1. TOTAL SALARIES & FRINGE	_____	_____	_____
2. ACCOUNTING	_____	_____	_____
3. ADVERTISING AND MARKETING	_____	_____	_____
4. ARTIST COMMISSION FEES	_____	_____	_____
5. ARTISTS & PERFORMERS – NON-SALARIED	_____	_____	_____
6. AUDIT	_____	_____	_____
7. BANK FEES	_____	_____	_____
8. REPAIRS & MAINTENANCE	_____	_____	_____
9. CATERING & HOSPITALITY	_____	_____	_____
10. COLLECTIONS CONSERVATION	_____	_____	_____
11. COLLECTIONS MANAGEMENT	_____	_____	_____
12. CONFERENCES & MEETINGS	_____	_____	_____
13. COST OF SALES	_____	_____	_____
14. DEPRECIATION	_____	_____	_____
15. DUES & SUBSCRIPTIONS	_____	_____	_____
16. EQUIPMENT RENTAL	_____	_____	_____
17. FACILITIES – OTHER _	_____	_____	_____
18. FUNDRAISING EXPENSES - OTHER	_____	_____	_____
19. FUNDRAISING PROFESSIONALS	_____	_____	_____
20. GRANTMAKING EXPENSE	_____	_____	_____
21. HONORARIA	_____	_____	_____
22. IN-KIND CONTRIBUTIONS	_____	_____	_____
23. INSURANCE	_____	_____	_____
24. INTEREST EXPENSE	_____	_____	_____
25. INTERNET & WEBSITE	_____	_____	_____
26. INVESTMENT FEES	_____	_____	_____
27. LEGAL FEES	_____	_____	_____
28. LODGING & MEALS	_____	_____	_____
29. MAJOR REPAIRS	_____	_____	_____
30. OFFICE EXPENSE – OTHER	_____	_____	_____
31. OTHER	_____	_____	_____
32. POSTAGE & SHIPPING	_____	_____	_____
33. PRINTING	_____	_____	_____
34. PRODUCTION & EXHIBITION COSTS	_____	_____	_____
34A. PROGRAMS – OTHER	_____	_____	_____
35. PROFESSIONAL DEVELOPMENT	_____	_____	_____
36. PROFESSIONAL FEES: OTHER	_____	_____	_____
37. PUBLIC RELATIONS	_____	_____	_____
38. RENT	_____	_____	_____
39. SALES COMMISSION FEES	_____	_____	_____
40. SUPPLIES	_____	_____	_____
41. TELEPHONE	_____	_____	_____
42. TOURING	_____	_____	_____
43. TRAVEL	_____	_____	_____
44. UTILITIES	_____	_____	_____
<b>45. TOTAL EXPENSES</b>	_____	_____	_____
TOTAL EXPENSES LESS IN-KIND	_____	_____	_____
CHANGE IN UNRESTRICTED ASSETS	_____	_____	_____
CHANGE IN TEMPORARIRLY RESTRICTED ASSETS	_____	_____	_____
CHANGE IN PERMANENTLY RESTRICTED ASSETS	_____	_____	_____
<b>46. CHANGE IN TOTAL NET ASSETS</b>	_____	_____	_____

## **Appendix A: On-line Artistic Work Samples**

Panelists will review your artistic work samples on-line in advance of the panel meeting.

Provide no more than two links to samples that show the artistic work of your organization, reflecting the vision, artistic quality and relationship to expressing/supporting the experiences of the historically underserved community. Samples can be from your organization's website, a downloadable PDF, YouTube video, Flickr image set, or from another web-hosted media site.

Panelists will spend approximately 5-10 minutes with your samples. If there is a segment of a video, or particular image you want seen, direct panelists to it with notes, time-stamps or direct links.

**Attach a separate sheet, as part of the application packet, formatted to provide the following information for each clip:**

SAMPLE 1:

URL:

Navigation notes:

Title of Work:

Artists Involved:

Year Work Created:

Venue:

Organization Relationship to Work:

Total Length of Work:

Length of Sample:

Short Description of Work:

## Appendix B: Managing Your Grant & Required Documentation

This section is intended for applicants who are approved for a grant by our review panel and the San Francisco Arts Commission. Please retain this section as it contains useful information on managing your grant throughout the life of your funding.

### Payment of Awarded Funds

For Cultural Equity Initiatives – Level 2, the disbursement of awarded funds is made on an agreed upon schedule set by the grantee and approved by the Director of Grants. Due to the extended nature of the grant period, payments are typically broken into 3-5 increments including initial and final disbursements. An initial payment is made up front after satisfactory execution of grant agreements and other City requirements. The final disbursement is made available upon completion of the project and all reports. Intermediate disbursements can be made on approval of interim reports addressing benchmarks set in the approved disbursement schedule.

Please retain receipts and records of expenses covered by the grant. You will have to submit copies of proof of payment for expenses over \$100.

*Note: Disbursement forms (invoices) are attached to your grant agreement as an appendix. Blank forms are also available for download from the CEG website: [www.sfartscommission.org/ceg](http://www.sfartscommission.org/ceg)*

In some cases the initial disbursement of your grant funds may not be made until after the start of the grant period. If your project is set to begin early in the grant window, please plan accordingly. Eligible expenses can begin at the start of the grant period, regardless of disbursement. Handling the required paperwork as soon as possible will facilitate the payment process. However, it can still take a few months for all documentation to be approved and processed. Please note that if your organization is still in a CEI-L2 sit-out period at the start of the grant window, expenses may not be incurred until the sit-out period ends.

Since project time frames may overlap in successive grants, a grantee may still be working on a project from a previous grant cycle when the other grant is awarded in this round. At their discretion, Cultural Equity Grants staff may ask that prior grants be closed before new grant project funds can be disbursed.

### Required Documentation

Grantees must submit the following to set up their grant and show they are in compliance with the City of San Francisco's guidelines. These requirements are subject to change and applicable to any and all active grants.

### Grant Agreements

- Grantees must sign a standard contract with the City & County of San Francisco. This is a standard template required of all entities contracting with the City.

### Compliance Documentation

Cultural Equity Initiatives – Level 2: As a returning grantee, your basic compliance information should already be on file. However, if your organization has relocated or needs to update your City vendor information, please be sure to let Cultural Equity Grants staff know so that we can update your City records.

### Insurance and Waiver Requests

The City & County of San Francisco requires three forms of insurance coverage from grantees: General Liability, Workers' Compensation and Commercial Automobile Insurance. Certificates demonstrating adequate coverage must be provided.

- General Liability coverage must be maintained at a minimum of \$1 million each occurrence and \$2 million aggregate. The “City & County of San Francisco, its officers, agents and employees” must be named as additional insured and the Arts Commission must be named as the certificate holder.\*
- Workers’ Compensation insurance coverage must be a minimum of \$1 million.
- Automobile Insurance coverage must be at a minimum of \$1 million.

If you do not have the required insurance or do not have coverage at the required levels, you will have to submit a waiver request. Please note that all waiver requests are subject to approval by the City Risk Manager’s office. Additional proof of coverage or information may be requested by the Risk Manager at their discretion.

\* Organizations with a budget over \$100,000 must carry General Liability coverage and cannot request a waiver. A General Liability waiver request does not release grantees from the obligation to have coverage for your project activities through a venue or other presenting agent. If a venue will not be covering your events, you must purchase event insurance. Event insurance certificates must name the “City & County of San Francisco, its agents, officers and employees” as additional insured and the San Francisco Arts Commission as certificate holder.

## **Final Reports, Extension and Default Policy**

### *Final Reports*

Grantees must submit a satisfactory final report within 90 days of the end of the grant window. If a final report is not received within those 90 days, the grantee will have breached the Grant Agreement and be considered in default. Grantees are responsible for submitting a timely report. A reminder will *not* be sent at the end of the grant period. The most up-to-date report forms are always available for download at the CEG website. [www.sfartscommission.org/ceg/](http://www.sfartscommission.org/ceg/)

### *Extensions & Project Modifications*

Extension requests are meant to facilitate communication and keep CEG staff updated on the status of projects. During your grant period, grantees may submit a formal letter to the Director of Grants outlining changes to their grant project, including a revised grant timeline and, as needed, a budget update. Almost all extension requests are approved if the project retains the spirit and intent of the original grant, adequate rationale has been provided and the request is received before the end of the grant window.

Projects may be extended beyond the end of the original grant window, with a corresponding extension to the final reporting requirements. However, the maximum allowable extension is two years from the end of the original grant window. After this point projects will be considered in default.

### *Default Policy*

If a final report is not received in a timely manner, the grantee will have breached the Grant Agreement and be considered in default. Grantees in default will be ineligible to apply to Cultural Equity Grants for a period equal to the time they are in default (the period from end of their grant window until a complete final report is received), with **a minimum period of ineligibility of twelve months**. In addition, any remaining balance on the grants in default will be dissolved.

In those cases when there are outstanding reports for a project for which an individual artist and an associated organization may have received grant support for different project phases, both artist and organization will be held accountable and in default.