



2018 Needs Assessment

Process & Findings



Process: Online Surveys

Target: 272 organizations which included all current grantees (as of FY19) and all new applicants from the FY 18 and FY 19 application cycles.

Result: 151 organizations completed the survey, 56% of target respondents.

Of these, 25 were new applicants, or organizations not currently receiving GFTA General Operating Support

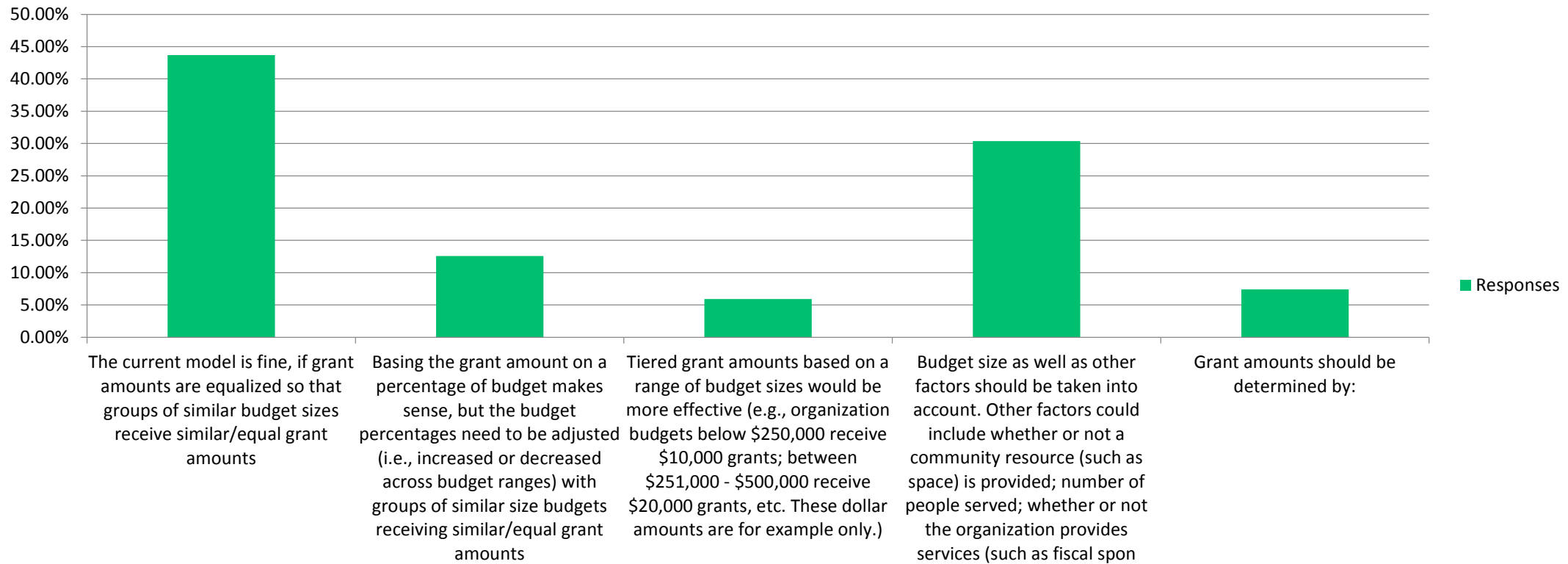
Findings: Online Surveys

Online Survey Respondents by Budget Cohort

- < \$125,000: 24 / 16% of total
- \$125,001 - \$300,000: 37 / 25% of total
- \$300,000 - \$1,000,000: 44 / 29% of total
- >\$1,000,000: 45 / 30% of total

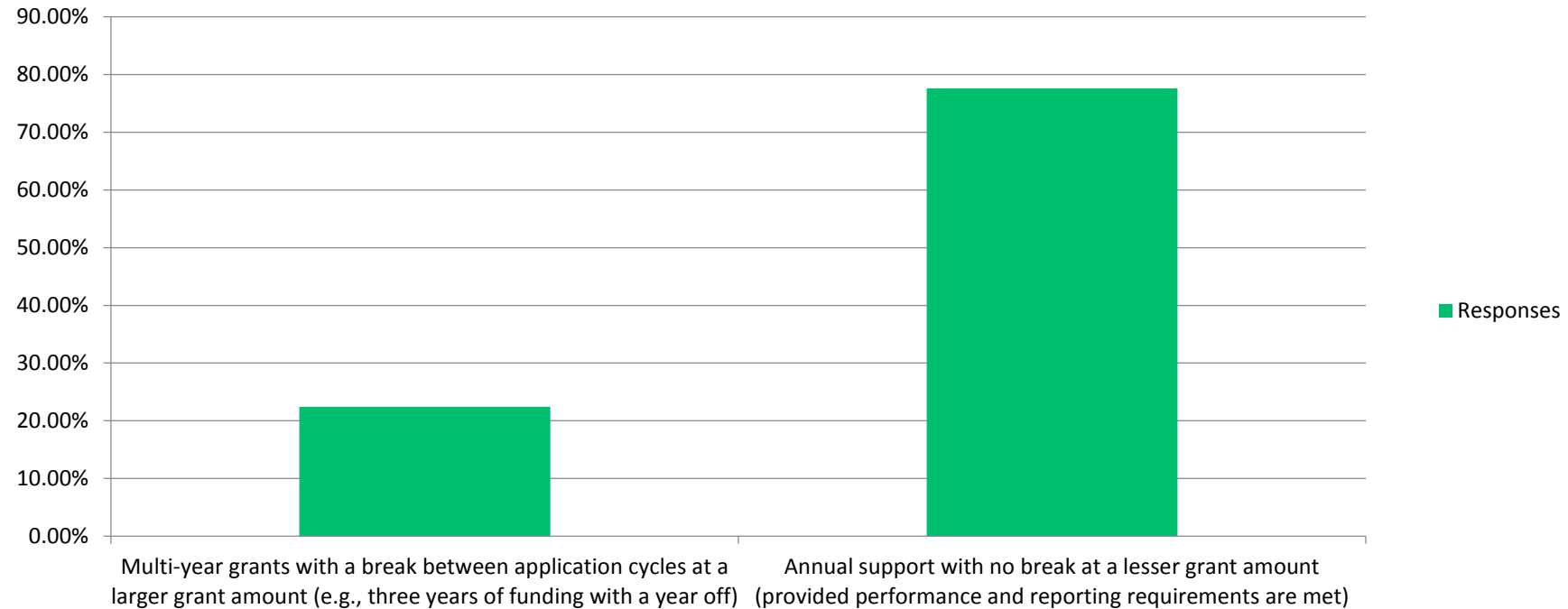
Findings: Online Surveys

GFTA has historically set target grant amounts based on a percentage of budget with smaller-budget groups receiving larger percentages and larger-budget groups receiving smaller percentages. Do you feel:



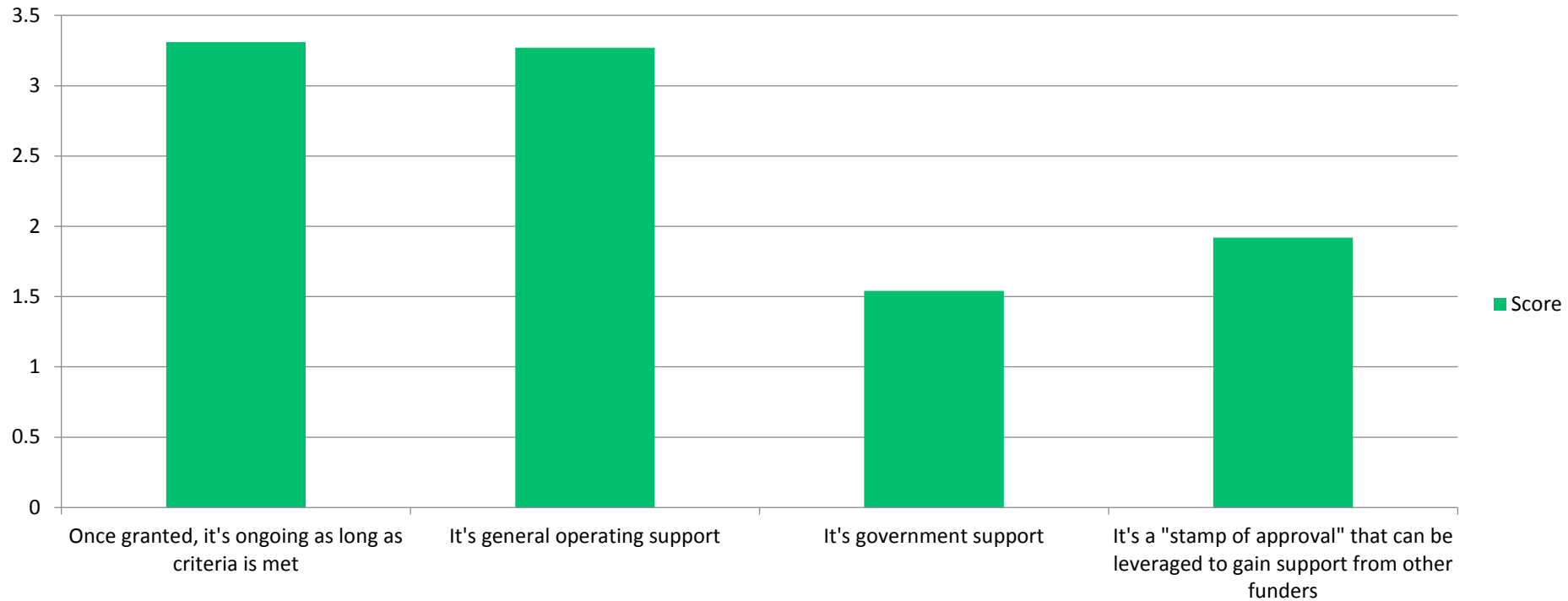
Findings: Online Surveys

Which scenario would serve your organization better?



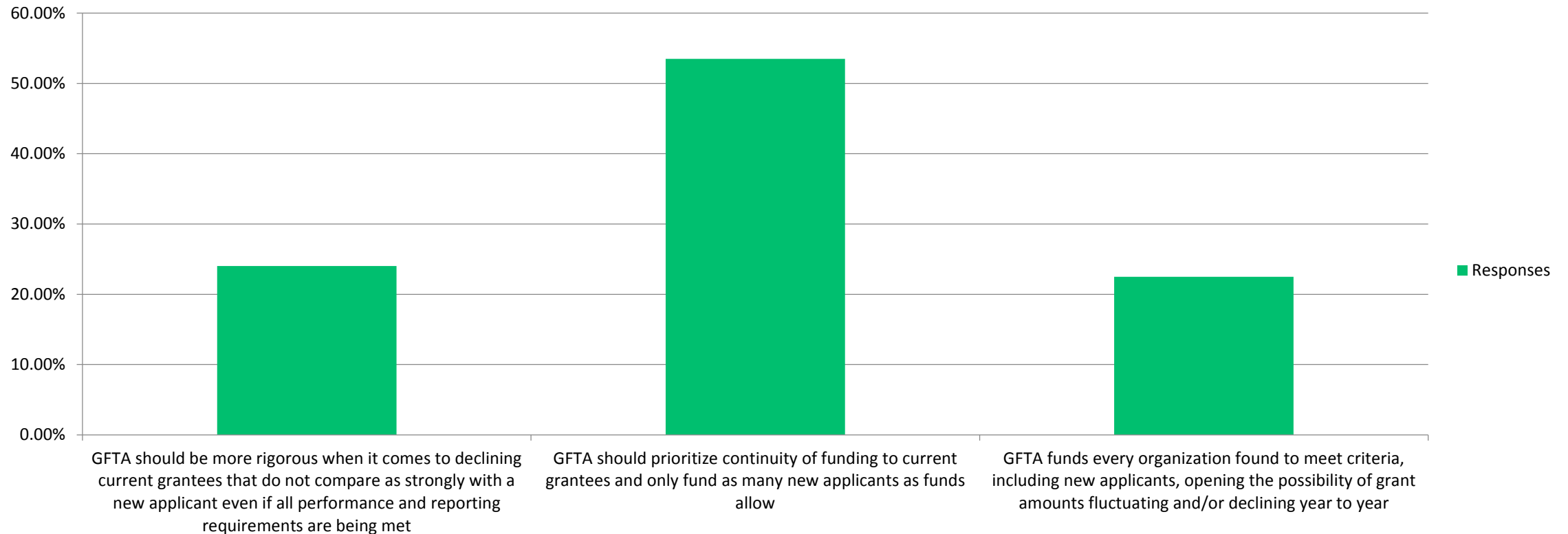
Findings: Online Surveys

What do you value most about GFTA support? Please rank in order of importance:



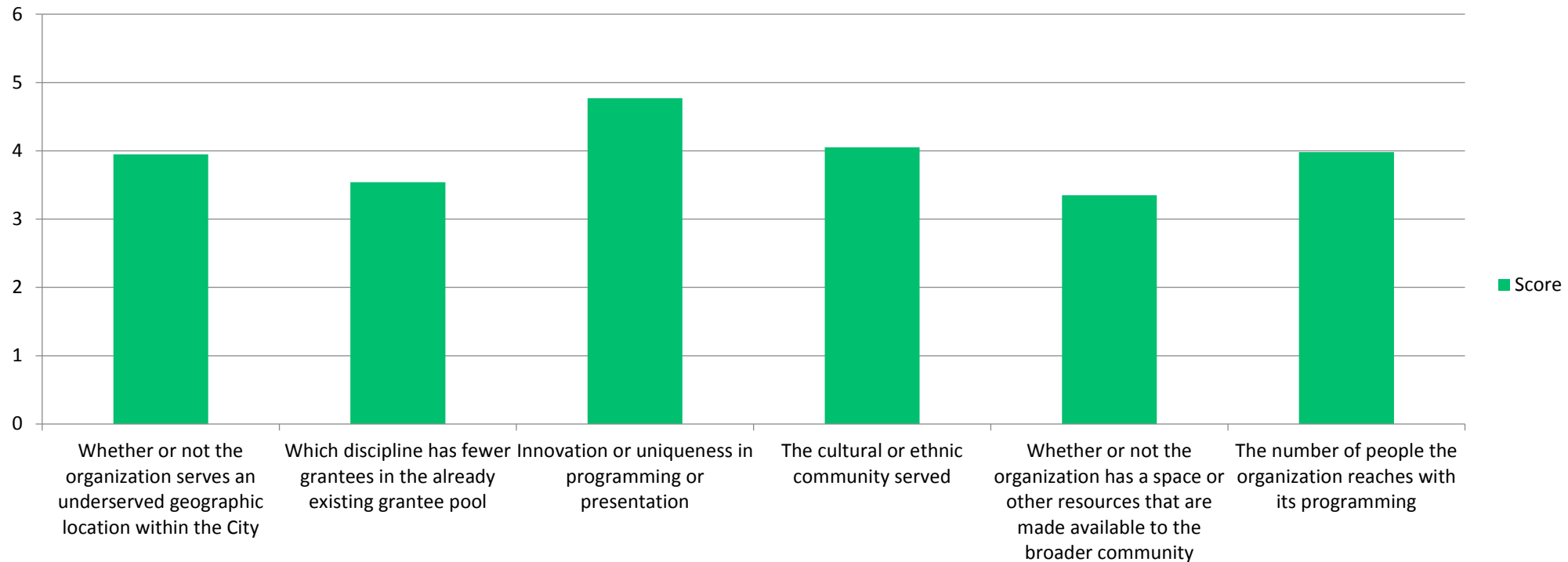
Findings: Online Surveys

With the understanding that the ideal scenario would be GFTA annually funding every organization found to meet criteria at its requested amount, and understanding that the current fiscal reality does not allow for this, choose one:



Findings: Online Surveys

If more new applicants are found to meet basic criteria than funds allow, GFTA should base its decision of which organizations to fund by (rank top three choices):



Process: Focus Groups

Budget Cohorts

- < \$125,000
- \$125,001 - \$300,000
- \$300,000 - \$1,000,000
- >\$1,000,000

Considered Factors

- Discipline
- Length of time on the docket
- Budget size within cohort range
- Cultural background



Process: Focus Groups

12 organizations included in each budget cohort

48 organizations of 208 current general operating support recipients participated.

Findings: Focus Groups

Off-mission Suggestions

“City should give organizations discounts for putting up events”

“Subsidized or free artist housing”

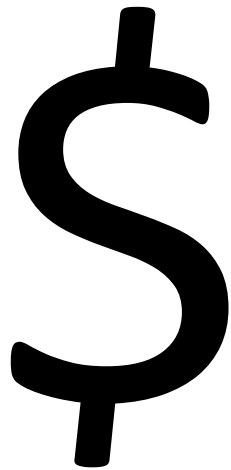
“Advocate for arts in public housing and jails”

Findings: Focus Groups

Common Misconceptions

- Do organizations with budgets over \$25 Million get any percentage of their budget?
- GFTA should not immediately defund an underperforming current grantee, but rather work with them to correct issues and/or put them on a “probationary” period.
- What happens when organizations fall off the roster, could that money go to new organizations?

Everyone needs more



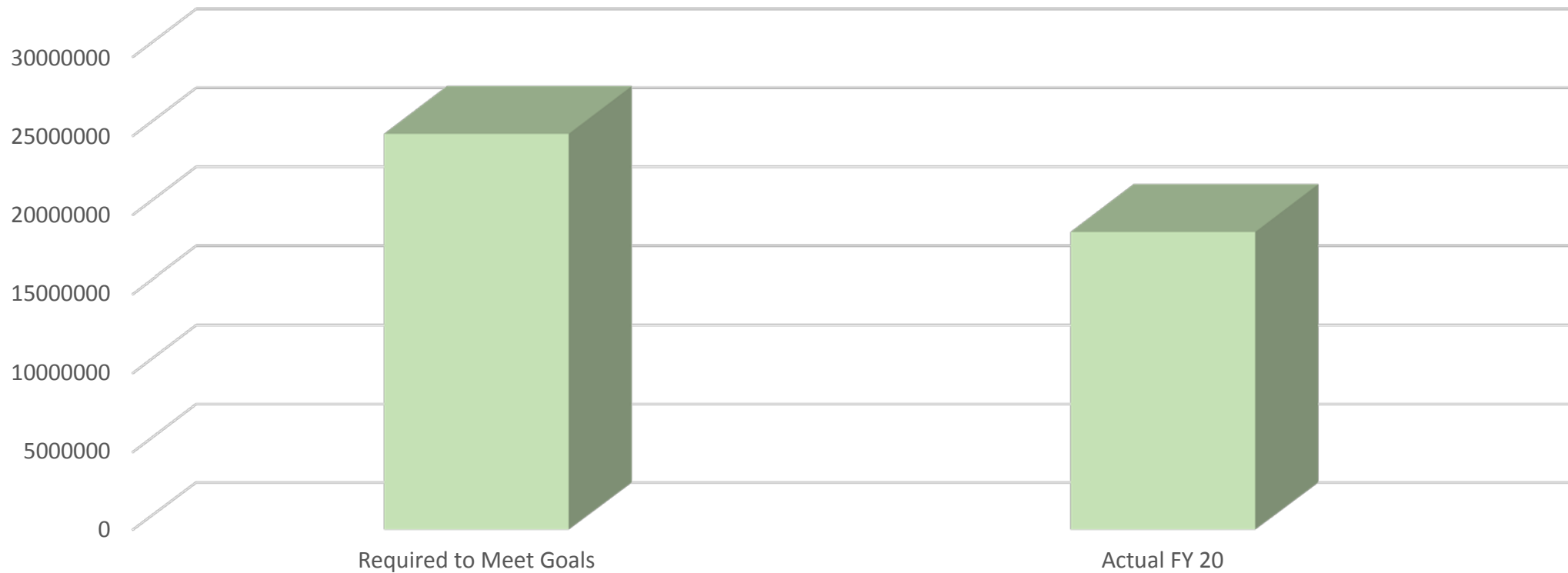
Post-Prop E Budget Projections

in Millions

	FY 20	FY 21	FY 22	FY 23	FY 24
GFTA	\$16.6	\$17	\$17.7	\$18.4	\$19.2
C.E.E.	\$6.4	\$7.0	\$7.2	\$7.5	\$7.8
C.C.	\$3.5	\$3.7	\$3.8	\$4.0	\$4.2

GFTA Immediate Budget Need

Current Goals Versus Available Funds



Findings: Focus Groups

Common Themes

- The need for **equity** to be incorporated into GFTA's work
- Increased **transparency** in funding and allocation decisions
- Considering the impact of gentrification and the **high cost of living** and doing business in San Francisco, as well as the **displacement** of artists and communities served

Findings: Focus Groups

“Look at organizations **holistically**”

- Community Impact
- Vibrancy

Findings: Focus Groups

Future Initiatives

- Convenings
- Peer-to-peer learning
- Technical Assistance

Citizens Advisory Committee Recommendations

Recommendations: FY20

- No longer require DataArts Funder Report
- New questions on application relating to how organizations engage with the communities they serve
- Addition of criteria to specifically emphasize an organization's community engagement contributions such as:
 - Broadly reflecting, celebrating, and preserving the cultural identity and/or traditional activities of the City's diverse demographics;
 - Producing activities or serving an audience which may not be served by the majority of arts programming currently funded;
 - Serving an area of the City not reached by the majority of arts programming;
 - Maintaining a space or venue available to other arts organizations or individual artists;
 - Providing active fiscal sponsorship or technical assistance for other arts organizations

Recommendations: FY20

- Continuing to use goal percentages as a guideline for equitable and transparent grant amounts
- Expand access to local and national resources available to provide technical assistance and support to nonprofit arts organizations
- Direct GFTA staff to provide technical assistance on completing the application in order to ensure that applicants are making their best case for inclusion

Considerations: FY20 and Beyond

- Target new money to the smallest community organizations by adopting a “bottom up” approach to allocating grant dollars
- Continue bringing on new groups as funding allows, at or near their goal amount
- Fund current grantees newly added in the last three to five years at or near their goal amount
- Increase funding to grantees in the Annual Celebrations/Parades category
- Work with SFAC to pilot a new grant pool to “double down” on specific organizations meeting new vibrancy and community criteria
- Increase the Neighborhood Arts Collaborative pool for collaborations with arts and community service nonprofits.

Considerations: Beyond FY20

- With community input, develop definition of “vibrancy” as it relates to San Francisco nonprofit arts organizations
- Engage the arts community in a process to expand alternative funding strategies that might involve changes in criteria and current practice
- Increase funding for organizations that provide technical assistance with the preparation of grant applications/financial statements and capacity building
- Pilot a small grant pool for discipline-specific cohorts to self-organize cohort convenings
- Devise a method for organizations to self-identify demographics re: audience, cultural community, staff, volunteers and participants
- Create a mentoring pilot program between large and small grantee organizations using best practices from other cities