



**GENERAL OPERATING SUPPORT – ARTS
FISCAL YEAR 2022**

OVERVIEW MATERIALS

Reference Only:

To apply, please go to www.sfgfta.org

Dear Applicant,

Over the past year, we have all been hit hard with the harsh realities of a what a global health crisis can do to our livelihood. With the health of our communities at the forefront of our concerns, we have experienced firsthand the devastating impacts on the arts sector and our direct work. Many of you have had to make the tough decisions to cancel productions, layoff or furlough colleagues, and debate closing your doors permanently as your operations come to a halt. Despite all of this, many of you have leaned into the current circumstances and have chosen to expand your audiences and continue programming by taking your work online through a variety of digital platforms. The response to this pandemic varies across the community and very difficult decisions have been made by the leadership of your arts organizations.

Grants for the Arts (GFTA) has felt the impacts of this pandemic as well due to the declined Hotel Tax revenue. Thankfully, due to the legislation of Prop E, GFTA's funding can only be reduced up to 10% each fiscal year. Coming into Fiscal Year 2022, we expect the agency's budget to be approximately 30% less than its budget in Fiscal Year 2020. In light of the decline in funding, we hope to keep the General Operating Support program as whole as possible, but we expect cuts to be made to all the grants that will be awarded.

Over the last few months, GFTA engaged the community in listening sessions that have continued to shape the agency and redefine its priorities. Highlights of these priorities include: a deeper focus on the communities served by organizations and the entities they partner with, and the economic impact organizations have on their neighborhoods and San Francisco as a whole. Within this General Operating Support Arts Overview packet, you will be able to review all the changes to the application and evaluation materials that were informed by our visioning work.

Despite the decrease in our budget, GFTA is committed to supporting the arts sector and administering grant programs that provide funding to nonprofit arts organizations in San Francisco. We will continue to do this important work and understand that the community is counting on us. We look forward to reviewing your applications for Fiscal Year 2022 funding. As a reminder, the application for the General Operating Support Arts program opens on January 4, 2021 and will close at 5pm on February 26, 2021. If you have any questions regarding applying or any of the materials in this overview packet, please contact the office at gfta@sfgov.org.

Wishing you all good health and prosperity,

Jason Blackwell
Associate Director, Grants for the Arts

ELIGIBILITY CRITERIA

**Grants for the Arts
General Operating Support – Arts
Fiscal Year 2022 Eligibility Criteria**

In order to qualify for consideration of funding, an applicant in this category must:

- possess valid 501(c)(3) public charity designation from the IRS, or have a valid fiscal sponsor that possess 501(c)(3) public charity designation from the IRS;
- not be a governmental entity;
- maintain a corporate address and have presented a season or series of public performances or display of art works in the City and County of San Francisco for at least three consecutive fiscal years at the time of application;
- have a mission with the primary purpose of public performance or display of art works in the City and County of San Francisco;
- be prepared to present a season or series of public performances or display of art works in the City and County of San Francisco within the grant year;
- be in compliance with Grants for the Arts (GFTA), other City Departments and programs, and GFTA fiduciary partners and grantees;
- demonstrate certain administrative and fiscal qualities, as evidenced by:
 - receiving non-GFTA sources of funding
 - maintaining insurance policies required by the City Risk Manager
 - not having one single source of income comprise 50% or more of operating budget and
- submit a completed application by the due date.

Applicants must meet all criteria to be eligible for funding.

APPLICATION FIELDS

Grants for the Arts
General Operating Support – Arts
Fiscal Year 2022 Application

Section 1: Organization Information

- Organization Name
- Website
- Proposal Contact (whom to direct questions about your application)
- Contact Phone Number
- Contact Email
- Executive Director's Name
- Discipline {drop down menu}
- Organization Description (one or two sentences stating what your organization's core mission is and who your target communities are if any)
- Current GFTA Grant (enter \$0 if none)
- What is the amount of your request?
- Fiscal Year Begin Date
- Fiscal Year End Date
- Organization History with GFTA {Drop Down Menu} (select the timeframe that is applicable to your organization) New to GFTA / Under 5 years / 5-10 years / Over 10 years
- Grant Plan: a short phrase summarizing the type of activity this grant will support. There is no need for specifics, it should be a general statement such as, "To produce a series of dance performances in San Francisco".
- Space Occupancy {drop down menu}: Rent/Lease; Ownership; Co-Op/collective; No physical space
- Are you at Risk of Displacement? Checkbox if Yes.
- If your organization has a Fiscal Sponsor, please enter that information in the Fiscal Sponsor section.

Section 1A: Fiscal Sponsor Information

- Organization's Name
- Contact (whom to direct questions about administration or finances)
- Contact Phone Number
- Contact Email
- Executive Director's Name
- Executive Director's Email

Section 2: Program Information

These responses will all be selected from picklists. Some will allow you to select more than one option. Please select all options that apply to your organization.

- Intended Ethnicity Served:** Asian/Pacific Islander; Black or African American; Caucasian; General Audience, no specific ethnicity; Latinx; Middle Eastern; Mixed Race/Multi-Race; Native American/Indigenous
- Intended Economic Status Served:** Low-Income; General, No Specific Income Level
- Intended Population Served:** Disabled; General; LGBTQ+; Refugees/Immigrants; Seniors; Trans/Gender Non-conforming; Veterans; Youth and Families
- Intended Neighborhood Served:** Bayview; Bernal Heights; Castro/Upper Market; Chinatown; Citywide; Crocker Amazon; Diamond Heights; Central Market; Civic Center; Excelsior; Fillmore/Western Addition; Financial District; Glen Park; Golden Gate Park; Inner Richmond; Inner Sunset; Lakeshore; Lower

Haight; Marina; Mission; Nob Hill; Noe Valley; North Beach; Ocean View; Outer Mission; Outer Richmond; Outer Sunset; Pacific Heights; Russian Hill; Seacliff; South of Market; Treasure Island/Yerba Buena Island; Tenderloin; Twin Peaks; Upper Haight; Visitacion Valley; West of Twin Peaks

- District Intentionally Served:** Districts 1 – 11 are options.
- Intended Cultural District:** Bayview African American; Calle 24; Castro; Chinatown; Comptons Transgender; Japantown; Leather LGBTQ; Mission Expansion; Native American; SOMA Pilipinas; Western Addition

Section 2A: Site Visit Planning

Here we ask you to specify an event you'd particularly like GFTA staff or Advisory Panel members to attend.

- Event
- Date(s)
- Venue

Due to scheduling we may not be able to attend the specified event, but will make it our highest priority for site visitation.

Section 3: Events Overview

Here we ask for your FY20 or 2020 totals for the following, online/virtual events can be counted here:

- Number of Ticketed Events
- Number of Free Events
- Total Events (Auto-Sum)
- Total Ticketed Attendance
- Total Free Attendance
- Total Attendance (Auto-Sum)
- Lowest Ticket Price
- Highest Ticket Price

Total Attendance and Total Events fields will be auto-summed.

Section 4: Financial Information

We ask for the same five numbers for four fiscal years. You can use the chart below to prepare your figures before you log into the system to enter them. Each year will open its own separate page in the system.

NB: Total Personnel Expenses includes salaries, benefits, payroll taxes, and independent contractors; it does NOT include payment to artists.

If you are on a fiscal year, use your fiscal year. If you are on a calendar year, use the calendar year.

	FY17 or 2017	FY18 or 2018	FY19 or 2019	FY20 or 2020
Total Contributed Revenue				
Total Earned Revenue				
Total Revenue (Auto-Sum)				
Total Expenses				

Of the Total Expenses, how much was for Personnel?				
Of the Total Expenses, how much was payment to artists?				

Section 5: Personnel Information

- Number of Full-time Employees
- Number of Part-time Employees
- Total Employees (auto-sum)
- Of the Total Employees, approximately what percentage of them reside in San Francisco?
- Number of Volunteer Workers
- Number of Volunteer Artists
- Total Number of Volunteers (auto-sum)
- Of the Total Number of Volunteers, approximately what percentage of them reside in San Francisco?
- Number of Independent Contractors
- Number of Paid Artists
- Number of Board Members
- Of the Number of Board Members, approximately what percentage of them reside in San Francisco?

Checklist

The following attachments are **required**. The page after Personnel Information is where you will be able to upload the requested items. **All attachments should be uploaded in PDF format.**

1. List of Board of Directors or Advisory Committee
2. Letter of Authorization signed by the President of your Board or your Fiscal Sponsor's Board
3. Grants List: Grants received or expected for FY20 and FY21 (2020 and 2021 if on a calendar year)
4. Operating Budget for your CURRENT year
5. Financial Statements (Recent) – Please upload your 2020 financials:
 - **Organizations with budgets up to \$2 million that have received a past GFTA grant of \$50,000 or more must provide a Financial Review.**
 - **Organizations with budgets of \$2 million or more, regardless of GFTA grant history, must provide a Financial Audit.**
 - If you do not fall into the two categories above, or at the time of application submission you do not have audited financial statements, please upload your Statement of Activities (Profit & Loss Sheet) and Statement of Financial Position (Balance Sheet) for the most recently completed fiscal year.
6. Financial Statements (Older) – Please upload your 2019 financials:
 - **Organizations with budgets up to \$2 million that have received a past GFTA grant of \$50,000 or more must provide a Financial Review.**
 - **Organizations with budgets of \$2 million or more, regardless of GFTA grant history, must provide a Financial Audit.**
 - If you do not fall into the two categories above, or at the time of application submission you do not have audited financial statements, please upload your Statement of Activities (Profit & Loss Sheet) and

Statement of Financial Position (Balance Sheet) for the most recently completed fiscal year.

7. Proof of San Francisco corporate address. This must be in the form of a utilities (water, gas, electricity) bill, telephone/internet bill, bank statement, renter's agreement with date, or mortgage documentation. This document should be no more than three (3) months old and must include the applicant or applying organization's name.
8. IRS Form 990 or 990-N Postcard dated within the last two years
9. IRS Form 941 (if applicable) for your last completed quarter
10. Enter <https://apps.irs.gov/app/eos/> and provide your Employee Identification Number.
11. List of your 2020 San Francisco Events
12. List of your planned 2021 San Francisco events
13. Program Samples: these may include programs, brochures, flyers, press clippings, etc. in **a single PDF**. Please include your best/favorite samples and not every single item produced in the past year.

See next page if you are using a Fiscal Sponsor.

If you are using a Fiscal Sponsor, these additional items will also be required.

FS1. Letter of Authorization signed by the President of your Fiscal Sponsor's Board

FS2. Copy of Fiscal Sponsorship Agreement detailing roles and responsibilities of both parties

FS3. Current list of Fiscal Sponsor's Board of Directors or Advisory Committee

FS4. Letter signed by Fiscal Sponsor stating that the submitted financial information has been reviewed for accuracy

FS5. Fiscal Sponsor's most recent 990. **If your Fiscal Sponsor is a GFTA recipient and will be submitting their 990 with their own application, this can be skipped.**

FS6. Fiscal Sponsor's Financial Statement including Profit & Loss Statement and Balance Sheet. **If your Fiscal Sponsor is a GFTA recipient and will be submitting their own financials, this can be skipped.**

FS7. Fiscal Sponsor's 501(c)(3) Determination Letter from the IRS. **If your Fiscal Sponsor is a GFTA recipient, this can be skipped.**

Certification

The final screen before submitting the application is a **Certification and Release**.

- Organization Name
- Name of person making this representation on behalf of the organization

This certification and release must be signed by the individual applicant or principal officer of the organization with the knowledge of the matters contained herein and with legal authority to obligate the organization.

The undersigned certifies that all information contained herein is accurate or represents a reasonable estimate of future operations, based on data available at the time of application; and, that there are no misstatements or misrepresentations contained herein or in the attachments. The individual applicant or organization will comply with the federal laws that regulate Fair Labor, Civil Rights, Accessibility, and other regulations and City requirements in this grant application. The undersigned hereby releases the City & County of San Francisco, Grants for the Arts, and their respective officers, employees and agents, from any and all liability and/or responsibility concerning damage to or loss of materials submitted to FormAssembly, whether or not such damage or loss is caused by the negligence or intentional acts or omissions of FormAssembly, its respective officers, employees & or agents.

➤ I acknowledge and agree to the terms stated above: (Pick List)

- Yes
- No

This date constitutes a signature

➤ Date

NARRATIVE PROPOSAL GUIDELINES



Proposal Guidelines
General Operating Support – Arts

At Grants for the Arts (GFTA), our mission is to promote the diverse and unique communities of San Francisco by supporting the arts through equitable grantmaking.

This is accomplished by supporting arts organizations' general operating expenses; while a grant one year does not guarantee a grant the next, there is no limit to how often an organization can apply, or how many grants can be received in the life of the organization. GFTA strives to be a stable, dependable resource for organizations who successfully meet its funding criteria and align with GFTA's goals of promoting vibrancy, transparency, accountability, and equity in the city; and is committed to supporting the full spectrum of arts organizations in San Francisco. General Operating Support grants are intended to be used for needs defined by the grantee and at the grantee's discretion. GFTA only provides General Operating Support grants to 501(c)(3) nonprofit organizations, or to organizations fiscally sponsored by 501(c)(3) nonprofits.

The following guidelines are intended to help you prepare your proposal and gather the required documentation. **Please note that all proposals should be submitted via the FormAssembly link.** You must access the application online. If you have trouble accessing the application or need other accommodations, please contact GFTA.

You will be asked to submit some of the information directly into fields in the application. You will also need to upload your organization's budget, financial statements, and other required materials as attached documents.

If you experience any difficulty or have any questions, please contact:

Grants for the Arts
Phone: 415-554-6710
Email: gfta@sfgov.org

PROPOSAL CHECKLIST

The following documents must be attached separately.

- Board of Directors or Advisory Committee – Please upload the list of your current Board of Directors or Advisory Committee, and include each member’s name, profession, and office held on the Board (if any) and their outside affiliations.
- Letter of Authorization – Please attach a signed letter by the President of your Board of Directors (or your fiscal sponsor organization) stating endorsement of this funding request.
- Grants List – Please upload a list of grants your organization has received or expects to receive in 2020 and in 2021.
- Operating Budget – Please upload your organization’s operating budget for the current fiscal year.
- Financial Statements (Recent) – Please upload your 2020 financials:
 - **Organizations with budgets up to \$2 million that have received a past GFTA grant of \$50,000 or more must provide a Financial Review.**
 - **Organizations with budgets of \$2 million or more, regardless of GFTA grant history, must provide a Financial Audit.**
 - If you do not fall into the two categories above, or at the time of application submission you do not have audited financial statements, please upload your Statement of Activities (Profit & Loss Sheet) and Statement of Financial Position (Balance Sheet) for the most recently completed fiscal year.
- Financial Statements (Older) – Please upload your 2019 financials:
 - **Organizations with budgets up to \$2 million that have received a past GFTA grant of \$50,000 or more must provide a Financial Review.**
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 - If you do not fall into the two categories above, or at the time of application submission you do not have audited financial statements, please upload your Statement of Activities (Profit & Loss Sheet) and Statement of Financial Position (Balance Sheet) for the most recently completed fiscal year.
- Proof of San Francisco Corporate Address – This must be in the form of a utilities (water, gas, electricity) bill, telephone/internet bill, bank statement, renter’s agreement with date, or mortgage documentation. This document should be no more than three (3) months old and must include the applicant or applying organization’s name.
- IRS Form 990 or 990-N Postcard – Please upload a signed copy of your most recently submitted IRS Form 990 or 990-N Postcard. This should be dated within the last two years.
- IRS Form 941 – Please upload the most recently completed quarter as proof of payment of payroll taxes. This is applicable only if you report full or part-time employees.
- Proof of Good Standing with the IRS – Enter <https://apps.irs.gov/app/eos/pub78Search.do> and provide your Employee Identification Number. contributions.” Please create a PDF of the page that shows your organization listed and attach it below.
- List of Completed San Francisco Activities for 2020 – Please include San Francisco activities only (live performance or digital).
- List of Planned San Francisco Activities for 2021 – Please include San Francisco activities only (live performance or digital).
- Program Samples – These can include programs, brochures, flyers, press clippings, etc. in **a single PDF**. Please include your best/favorite samples and not every item produced in the past year.

PROPOSAL NARRATIVE QUESTIONS

The following outline is intended to help you in preparing your proposal. You must include all sections in your proposal narrative, but it is not necessary to answer every single question. The questions are prompts to indicate the topic GFTA staff needs you to address. However, it is not necessary to answer every leading question. Please be sure to review the evaluation criteria and make sure you address those topics. Your responses will directly correlate to the score you receive on each criterion, so please stay on topic. It is recommended that you bullet-point your responses rather than write full paragraphs.

Please limit your proposal narrative answers to the space and word limit provided after each question within FormAssembly. Clear and concise content is of greatest importance, not length. We encourage you to contact GFTA staff if you have any questions.

Organization Description

A brief statement of your organization's mission, history, core programming, and any major accomplishments. (250 words)

Audiences & Communities Served

Please describe the audiences and communities your organization serves. Your answer should address many of the following questions. (450 words)

- How do you define your core audience and how are you retaining them? Why have you chosen to serve them and what are your goals in doing so?
- How do you use data to define and understand your audience?
- How does your organization and programming reflect your community/place?
- Does your staff and board reflect the community you serve?
- How does your organization engage with people and neighborhood(s) with limited arts opportunities? Do you participate in and support local community meetings (i.e., neighborhood, merchant, other associations)?
- How do you demonstrate a commitment to racial equity, diversity, and inclusion?
- How does your community support your organization (monetary and in-kind contributions, volunteers, collaboration/partnerships, etc.)?
- How do you use digital platforms to reach audiences due to limitations on in-person events, and do you plan to continue to use them long-term?

Collaborations, Partnerships & Engagement

Please describe the collaborations, partnerships, and engagement your organization participates in with other entities. Your answer should address many of the following questions. (450 words)

- Describe any partnerships you have with other arts organizations.
- How do you share best practices with your peers?
- What types of collaborations and shared resources do you engage in with non-arts organizations such as schools, places of worship, businesses, nonprofits, etc.?
- Do you offer space support, technical expertise, and personnel to other arts organizations?
- Does your organization maintain connections with neighborhood, merchant, and/or professional associations, and do members of these associations attend your programs?

Quality of Programming

Please describe your organization's programming. Your answer should address many of the following questions but is not limited to them. (375 words)

- What uniqueness or vibrancy do you think your organization brings to the city, and what distinguishes you from others in the field?
- What is the value of your programming to the community and how does it fulfill an artistic need? How does data or outside endorsements support this?
- Who are the artists in your organization? Who leads your artistic programming? What are their roles and responsibilities?
- How do you support artists, including emerging and/or student artists?

Budget, Governance, Space & Strategic Planning

Please describe the administrative aspects of your organization. Your answer should address many of the following questions. (350 words)

- What is your approach/strategy for translating your organization's mission into programming? Has it been successful?
- How is your financial system organized, and who handles the day-to-day financial activities and oversight? What kind of financial safeguards do you have in place? Do your non-City revenue sources reliably meet annual expenses?
- Who administers your organization and how have they been effective?
- Do you have a written racial equity statement or policy? Do the board and staff effectively recruit and engage diverse artists, audiences, and staff, and provide them access to leadership opportunities?
- Do you have a strategic plan/ programming road map? Does your budget reflect this? Is racial equity part of this plan?
- Do you share office or performance space with other organizations?
- How do you measure success and positive impacts? How do you track these?

Economic Impact

Please describe your organization's economic impact to your community and the city of San Francisco. Your answer should address many of the following questions. (350 words)

- What efforts do you make to hire San Francisco residents?
- How many visitors attend your programs? What are you doing to explicitly attract visitors? What is the reach of your digital programs?
- What types of cross-promotional partnerships do you engage in?
- How do you promote and foster economic development for San Francisco businesses?
- Do you engage and/or support local emerging artists? If so, what kind of employment opportunities do you provide for them?
- What are your marketing and promotional efforts?

EVALUATION CRITERIA

**Grants for the Arts
General Operating Support – Arts
Fiscal Year 2022 Evaluation Criteria**

CATEGORY	POSSIBLE POINTS (% OF TOTAL POINTS)	EVALUATION CRITERIA FOR EXCELLENT SCORE	LEADING QUESTIONS & INDICATORS
Audiences & Communities Served	25 points (25%)	<ul style="list-style-type: none"> • Programming is well attended as evidenced by audience data, strong ticket revenue, effective use of digital platforms, and growing number of programs. • Reaches and is deeply engaged with communities of color, low-income, LGBTQ+, disabled, or other communities who experience barriers to arts participation and funding. • Is deeply rooted in a place/community, enriching the lives of the residents there and/or produces programming with residents clearly having a stake in the organization's mission, staff, board, programming, and artistic opportunities. • Reaches and sustains neighborhood(s) with less arts programming and funding. 	<ul style="list-style-type: none"> • How do you define your core audience and how are you retaining them? Why have you chosen to serve them and what are your goals in doing so? • How do you use data to define and understand your audience? • How does your organization and programming reflect your place/community? • Does your staff and board reflect the community you serve? • How does your organization engage with people and neighborhood(s) with limited arts opportunities? Do you participate in and support local community meetings (i.e., neighborhood, merchant, other associations)? • How do you demonstrate a commitment to racial equity, diversity, and inclusion? • How does your community support your organization (monetary and in-kind contributions, volunteers, collaboration/partnerships, etc.)? • How do you use digital platforms to reach audiences due to limitations on in-person events, and do you plan to continue to use them long-term?
Collaborations, Partnerships, & Engagement	25 points (25%)	<ul style="list-style-type: none"> • Is a cornerstone for the arts ecosystem in San Francisco and maintains a deep, multifaceted connection with its community/place. • Is widely recognized as vital to the success of their community/place, and has a mission and significant programs that align resources to support this community/place. • Provides services to San Francisco artist and arts nonprofit communities, including fiscal sponsorships and/or technical assistance. • Employs artists, engages with local businesses, activates community, works with local schools, and pursues social justice issues through deep, long-term engagement. • Engages in peer-learning activities with other arts nonprofits, seeking and developing partnerships to teach and/or learn from others' best practices, models, and methods. 	<ul style="list-style-type: none"> • Describe any partnerships you have with other arts organizations. • How do you share best practices with your peers? • What types of collaborations and shared resources do you engage in with non-arts organizations such as schools, places of worship, businesses, nonprofits, etc.? • Do you offer space support, technical expertise, and personnel to other arts organizations? • Does your organization maintain connections with neighborhood, merchant, and/or professional associations, and do members of these associations attend your programs?
Quality of Programming	20 points (20%)	<ul style="list-style-type: none"> • Programming is strong and clearly aligned with the organization's mission and a series of public exhibitions, displays, and/or 	<ul style="list-style-type: none"> • What uniqueness or vibrancy do you think your organization brings to the city, and what distinguishes you from others in the field?

CATEGORY	POSSIBLE POINTS (% OF TOTAL POINTS)	EVALUATION CRITERIA FOR EXCELLENT SCORE	LEADING QUESTIONS & INDICATORS
		<p>performances are presented in San Francisco.</p> <ul style="list-style-type: none"> • Programming is thriving and consistently successful, as demonstrated by maintaining or growing the number of events presented per year; high-quality and diverse artists selected to participate; professional, creative, innovative artistic leadership; and commitment to support of emerging and/or student artists. • Consistently produces and/or presents professional-grade work as demonstrated by critical media reviews, site visits, and word-of-mouth. • Qualified professional artists are essential in developing programming. • Programming focuses on arts activities of a type or quality not currently offered by other organizations. • Programming targets populations with fewer arts resources, or contributes to the cultural development of San Francisco in new ways. 	<ul style="list-style-type: none"> • What is the value of your programming to the community and how does it fulfill an artistic need? How does data or outside endorsements support this? • Who are the artists in your organization? Who leads your artistic programming? What are their roles and responsibilities? • How do you support artists, including emerging and/or student artists?
Budget, Governance, Space, & Strategic Planning	15 points (15%)	<ul style="list-style-type: none"> • The organization is stable or improving in its financial condition as demonstrated by balanced budgets that include a diverse portfolio of funders. • Has ended the fiscal year breaking-even or with a surplus and has a plan to sustain this success. • Has a clear, robust, and proven plan for accessing and deploying staffing, financial, and other resources to sustain programming and its entire organization. • Has an operating model that efficiently and effectively allows for the organization to thrive despite San Francisco's space challenges. • Makes space and cost sharing part of your business model. • Maintains a space available to other organizations or individuals at free or reduced cost, or utilizes another organization's space. • Has an internal culture placing strong value on learning and evaluation, dedicates staff to this work, and uses insights gained to inform programmatic and other operational decisions. 	<ul style="list-style-type: none"> • What is your approach/strategy for translating your organization's mission into programming? Has it been successful? • How is your financial system organized, and who handles the day-to-day financial activities and oversight? What kind of financial safeguards do you have in place? Do your non-City revenue sources reliably meet annual expenses? • Who administers your organization and how have they been effective? • Do you have a written racial equity statement or policy? Do the board and staff effectively recruit and engage diverse artists, audiences, and staff, and provide them access to leadership opportunities? • Do you have a strategic plan/programming road map? Does your budget reflect this? Is racial equity part of this plan? • Do you share office or performance space with other organizations? • How do you measure success and positive impacts? How do you track these?

CATEGORY	POSSIBLE POINTS (% OF TOTAL POINTS)	EVALUATION CRITERIA FOR EXCELLENT SCORE	LEADING QUESTIONS & INDICATORS
		<ul style="list-style-type: none"> • Systematically tracks audience feedback and data, using this information to inform programming. • Employs robust racial equity practices for administrative staff, board, artists, and audiences. 	
Economic Impact	15 points (15%)	<ul style="list-style-type: none"> • The organization serves as an economic driver for its neighborhood, community and the city as a whole, aligning with its mission and values. • Programming aims to market San Francisco as an attractive place to live, visit, and do business evidenced by local and national recognition, strong community support and advocacy by residents and local businesses, and world-renowned talent. • Intentionally presents programs of interest to tourists, as represented through non-local ticket sales data and marketing campaigns. • Supports San Francisco's economic strength as a key employer through the purchase of local goods and services, and partnerships with government entities. • Provides employment opportunities for San Francisco-based artists, arts administrators, and other cultural workers as an integral part of its hiring practice. • Carries out cross promotional partnerships with local businesses (hotels, restaurants, retail, etc.), which are essential to its business model. • Serves as a central component to its neighborhood and community's economic development. 	<ul style="list-style-type: none"> • What efforts do you make to hire San Francisco residents? • How many visitors attend your programs? What are you doing to explicitly attract visitors? What is the reach of your digital programs? • What types of cross-promotional partnerships do you engage in? • How do you promote and foster economic development for San Francisco businesses? • Do you engage and/or support local emerging artists? If so, what kind of employment opportunities do you provide for them? • What are your marketing and promotional efforts?

EVALUATION RUBRIC

**Grants for the Arts
General Operating Support – Arts
Fiscal Year 2022 Evaluation Criteria**

	<u>Unsatisfactory</u> 0-6	<u>Needs Improvement</u> 7-11	<u>Fair</u> 12-16	<u>Good</u> 17-21	<u>Excellent</u> 22-25
<p>Audiences & Communities Served</p> <p>25 possible points (25% of total)</p>	<p>Did not address the evaluation criteria or provided an incomplete response. Applicant failed to communicate an understanding of the questions being asked.</p>	<p>Programming is poorly attended, reaching a small, limited audience that continues to dwindle. No defined audience or any plan to attract new audiences. The organization lacks understanding of and intentionality for serving communities of color, low-income, LGBTQ+, disabled, geographically under-resourced, or other communities who experience barriers to arts participation and funding; and does not reside or program in these communities.</p>	<p>Programming reaches a small, but stable and defined audience, but is experiencing little growth with respect to reaching a larger and/or more diverse group of patrons. Is beginning to develop a plan to build a larger audience base and attract new visitors. The organization shows some understanding of the communities it intentionally serves; sometimes provides programming in communities of color, low-income, LGBTQ+, disabled, geographically under-resourced, or other communities who experience barriers to arts participation and funding. The organization might also reside in these communities, beginning to develop a strategy for meeting the needs of the residents.</p>	<p>Programming is experiencing moderate success reaching an increasingly large and more diverse group of patrons and their defined audience continues to grow. The organization demonstrates general understanding of the communities being internationally served; mostly serves communities of color, low-income, LGBTQ+, disabled, geographically under-resourced, or other communities who experience barriers to arts participation and funding. The organization resides in these communities and has developed a tenable strategy for meeting the needs of the culturally specific communities it serves; engages in meaningful relationships with the residents.</p>	<p>Programming is well attended as evidenced by audience data, strong ticket revenue, effective use of digital platforms, and growing numbers of programs. Reaches and is deeply engaged with communities of color, low-income, LGBTQ+, disabled, or other communities who experience barriers to arts participation and funding. Is deeply rooted in a place/community, enriching the lives of the residents and/or produces programming with residents clearly having a stake in the organization’s mission, staff, board, programming and artistic opportunities. Reaches and sustains neighborhood(s) with less arts programming and funding.</p>
	<u>Unsatisfactory</u> 0-6	<u>Needs Improvement</u> 7-11	<u>Fair</u> 12-16	<u>Good</u> 17-21	<u>Excellent</u> 22-25
<p>Collaborations, Partnerships & Engagement</p> <p>25 possible points (25% of total)</p>	<p>Did not address the evaluation criteria or provided an incomplete response. Applicant failed to communicate an understanding of the questions being asked.</p>	<p>There is no known evidence of the organization’s value to the arts ecosystem and/or nonprofit field of San Francisco beyond the artistic experiences it provides to its audiences. There is little to no demonstrated connection with a specific San Francisco community or the city itself.</p>	<p>There is limited evidence of the organization’s value to the arts ecosystem and/or nonprofit field, but it is beginning to develop a connection to a specific community or to the city itself. Working to align programming, resources, and support to the place/community it resides in. Seldomly seeks out partnerships or collaborations with other entities; provides little to no technical assistance or services to San Francisco artists or other arts nonprofits; does not serve a fiscal</p>	<p>There is moderate evidence of the organization’s value to the arts ecosystem and/or nonprofit field; and it maintains a connection with its community/place and to the city itself. Integral to the success of the community/place it resides in. Initiates partnerships and collaborations with other groups, engaging deeply with them; provides some technical assistance and services to San Francisco artists and other arts nonprofits; and serves as a fiscal sponsor. Is actively working to</p>	<p>The organization is a cornerstone for the arts ecosystem in San Francisco and maintains a deep, multifaceted connection with its community/place. Is widely recognized as vital to the success of its community/place, and has a mission and significant programs that align resources to support this community/place. Provides services to San Francisco artists and arts nonprofit communities, including fiscal sponsorships and/or technical assistance. Employs artists, engages with</p>

			<p>sponsor. Does not host, but occasionally participates in learning exchanges within the field. Has not demonstrated any dedication to learning from other organizations or any will to teach its best practices or methods to others.</p>	<p>connect with arts organizations and other nonprofit entities as a tool for capacity building, field-wide learning, and long-term interdisciplinary engagement. The organization is dedicated to learning from other institutions and sharing its best practices and methods.</p>	<p>local businesses, activates community, works with local schools, and pursues social justice issues through deep, long-term engagement. Engages in peer-learning activities with other arts nonprofits, seeking and developing partnerships to teach and/or learn from others' best practices, models, and methods.</p>
	<p><u>Unsatisfactory</u> 0-6</p>	<p><u>Needs Improvement</u> 7-10</p>	<p><u>Fair</u> 11-14</p>	<p><u>Good</u> 15-17</p>	<p><u>Excellent</u> 18-20</p>
<p>Quality of Programming</p> <p>20 possible points (20% of total)</p>	<p>Did not address the evaluation criteria or provided an incomplete response. Applicant failed to communicate an understanding of the questions being asked.</p>	<p>The work demonstrates minimal skill/artistry and poorly connects to the organization's mission; it lacks relevance and vibrancy. Programming is declining or extremely limited. The organization offers no free programming. Does not produce diverse artists and there is little evidence of the high-quality nature of its work. Programming is not unique or contributes little to the cultural development of San Francisco.</p>	<p>The work lacks professional polish and needs improvement in the level of skill/artistry and a closer connection to organization's mission. Programming is inconsistent and often not successful, but the organization is beginning to discuss enhancing and expanding its offerings. Produces or hosts at least one free program and is working to incorporate additional free programming. Committed to increasing the number of high-quality and diverse artists it produces or presents. Works with emerging and student artists, but this work is not integral to its mission. Inconsistently produces and/or presents professional-grade work demonstrated by media reviews and site visits. Arts activities are of a type or quality offered by a few other arts organizations. Is working to contribute to the cultural development of San Francisco.</p>	<p>The work demonstrates professional-grade skill/artistry and a connection to the organization's mission. The programming is relevant and often, but not consistently considered to be successful. The organization is committed to enhancing and expanding programming and is actively doing so. Produces or hosts numerous free programs as an equitable part of its overall programming. High-quality and diverse artists are essential to its programming. Committed to increasing its support of emerging and/or student artists. Produces and/or presents professional-grade work, and qualified professional artists are engaged in developing programming. Programming focuses on arts activities of a type or quality rarely offered by other organizations. Programming generally focuses on populations with fewer arts resources and contributes to the cultural development of San Francisco.</p>	<p>Programming is strong and clearly aligned with the organization's mission. Public exhibitions, displays, and/or performances are presented in San Francisco. Programming is thriving and consistently successful, as demonstrated by maintaining or growing the number of events presented per year; high-quality and diverse artists selected to participate; professional, creative, innovative artistic leadership; and commitment to supporting emerging and/or student artists. Consistently produces and/or presents professional-grade work as demonstrated by critical media reviews, site visits, and word-of-mouth. Qualified professional artists are essential in developing programming. Programming is unique and not currently offered by other organizations. Programming targets populations with fewer arts resources and contributes to the cultural development of San Francisco in a new way.</p>

	<u>Unsatisfactory</u> <u>0-5</u>	<u>Needs Improvement</u> <u>6-8</u>	<u>Fair</u> <u>9-11</u>	<u>Good</u> <u>12-13</u>	<u>Excellent</u> <u>14-15</u>
<p>Budget, Governance, Space & Strategic Planning</p> <p>15 points possible (15% of total)</p>	<p>Did not address the evaluation criteria or provided an incomplete response. Applicant failed to communicate an understanding of the questions being asked.</p>	<p>The organization is in a state of deep financial crisis; debt-to-income ratio is overwhelming, severe reduction in institutional funding and/or earned income, and has ended multiple years in a deficit. Has not yet considered how it will access and deploy staff, financial, and other resources to sustain programming or its entire organization. The organization is at risk of relocation without a plan; or has an operating model that is strongly hindered by the City's space challenges; or owns or operates a space that does not provide utility to the field or other organizations. Places little to no value on learnings and evaluation, and dedicates no resources towards collecting data, reflecting on findings, and using these learnings to inform programmatic and operational decisions. There are no systems in place to track the amount and/or who is in attendance. The board, senior leadership, and staff are not at all diverse in demographics, skills, experience, and perspectives, and there is little to no attentiveness to shift the composition. Board and staff lack cultural competency, and there is no investment in understanding other cultures; it is not at all a priority.</p>	<p>The organization is unstable in its financial condition, which is shown by a decrease in operating budget, a loss of funding sources, and ending the past year in a deficit. Has begun to articulate how it will access and deploy staff, financial, and other resources to sustain, identifying new potential funding sources, but the approach may be vague and/or relies on untested assumptions. The organization has somewhat of an understanding of the City's space challenges and has a plan to adapt its operating model, but is struggling to implement this plan. Beginning to establish partnerships with other entities to utilize its space, but has not established any significant relationships; or maintains a space that is not available (or has very limited availability) for other groups to activate. Places relatively little value on learning and evaluation, and dedicates little staff, time, and resources toward collecting data, reflecting, and using these learnings to inform decisions. Has begun steps to track attendance. The board, senior leadership, and staff are somewhat diverse and the organization is taking further steps to diversify. Board and staff have limited cultural competence, but inconsistently connects it to planning and decision-making.</p>	<p>The organization is currently stable in its financial condition but may have recently weathered a period of instability or exhibit signs of future instability. Has identified some potential ways to sustain, but is still working towards a plan to secure funding resources. The organization understands the space challenges of the City and has an operating model that navigates those challenges fruitfully. Has established relationships with external entities that allow the organization to utilize its space, but the relationships are predominantly transactional; or maintains or owns a space that is available for other groups to activate, but this is not core to its business model and most external events are one-offs or not integral to its mission. The organization has begun to develop an internal culture that places strong value on learning and evaluation, and dedicates staff, time, and resources toward collecting data and reflecting on findings. There are some systems in place to track attendance and the organization remains committed to making those systems more robust and to monitor participant data. The composition of the board, senior leadership, and staff is shifting with an increased level of diversity and there is a commitment to shifting further. There is an investment in the board and staff's cultural</p>	<p>The organization is stable or improving in its financial condition as demonstrated by balanced budgets that include a diverse portfolio of funders. Has ended the fiscal year breaking-even or with a surplus and has a plan to sustain this success. Has a clear, robust, and proven plan for accessing and deploying staffing, financial, and other resources to sustain programming and its entire organization. Has an operating model that efficiently and effectively allows for the organization to thrive despite San Francisco's space challenges. Makes space and cost sharing part of its business model. Maintains a space available to other organizations or individuals at free or reduced cost, or utilizes another organization's space. Has an internal culture placing strong value on learning and evaluation, dedicates staff to this work, and uses insights gained to inform programmatic and other operational decisions. Systematically tracks audience feedback and data, using this information to inform programming. Employs robust racial equity practices for administrative staff, board, artists, and audiences.</p>

				competence which is often connected to decision making.	
	<u>Unsatisfactory</u> <u>0-5</u>	<u>Needs Improvement</u> <u>6-8</u>	<u>Fair</u> <u>9-11</u>	<u>Good</u> <u>12-13</u>	<u>Excellent</u> <u>14-15</u>
Economic Impact 15 points possible (15% of total)	Did not address the evaluation criteria or provided an incomplete response. Applicant failed to communicate an understanding of the questions being asked.	There is no known evidence of the economic impact that the organization has on its neighborhood, community, or the city as a whole beyond its own financial stability. There is little to no substantiation that their programming helps market San Francisco or the neighborhood it resides in. There are no marketing efforts to attract tourists. Most employees or hired artists are not San Francisco residents. Minimal to no partnerships with local businesses.	There is little evidence of the economic impact that the organization has on its neighborhood, community, and the city as a whole, but it is beginning to develop a plan to intentionally increase its impact in this area. Programming inconsistently helps to market San Francisco as an attractive place to live, visit, and do business, and there is no plan to improve their programming or marketing efforts to do so. Attracting tourists is not a priority, but ticket sales data shows that tourists make up a small portion of their audience. The organization hires San Francisco-based artists, arts administrators, and other cultural workers, but there is no intentional hiring practice to do so. Organization has limited partnerships with local businesses and seldomly cross-promotes with them.	There is moderate evidence of the economic impact that the organization has on its neighborhood, community, and the city as a whole, and it is implementing a plan to deepen its work in this area. Programming consistently helps to market San Francisco as an attractive place to live, visit, and do business, and there is a plan to continue to do so. Attracting tourists is a growing priority and ticket sales data shows that tourists make up an increasing amount of their audience. Supports San Francisco's economic strength as an employer and through the purchase of local goods and services. Intentionally provides employment opportunities for San Francisco-based artists, arts administrators, and other cultural workers as part of its hiring practice. Carries out cross promotional partnerships with local businesses, but this is not an essential component of its business model.	The organization serves as an economic driver for its neighborhood, community and the city as a whole, aligning with its mission and values. Programming aims to market San Francisco as an attractive place to live, visit, and do business evidenced by local and national recognition, strong community support and advocacy by residents and local businesses, and world-renowned talent. Intentionally presents programs of interest to tourists, as represented through non-local ticket sales data and marketing campaigns. Supports San Francisco's economic strength as a key employer through the purchase of local goods and services, and partnerships with government entities. Provides employment opportunities for San Francisco-based artists, arts administrators, and other cultural workers as an integral part of its hiring practice. Carries out cross promotional partnerships with local businesses (hotels, restaurants, retail, etc.), which are essential to its business model. Serves as a central component to its neighborhood and community's economic development.

SITE VISIT REVIEW FORM



Site Visit Evaluation

Presenting Organization:

Date and Time of Event:

Title of Event:

Location of Event:

In-person or Digital:

Ticket Price(s):

Submitted by:

What uniqueness or vibrancy does this organization bring to the city? Describe the technical and artistic qualities of their work. If presented via a digital platform, describe the technical qualities here.

Who was in the audience? Describe the composition and size of the audience.

Was there any evidence of collaboration or partnership with other organizations? Describe the relationships.

How did the organization demonstrate an understanding of the community the event served? Did the program present appear to reach under-resourced communities? Describe their engagement.

Was GFTA's support recognized? If so, how?

Was this event affected by the COVID-19 pandemic? How did the organization appear to adapt this program to fit current health regulations?

Any follow up necessary? A GFTA staff member will follow up with the organization for any additional information.

YES _____

NO _____