

APPLICATION FORM

2014 – 2015 SFAC GRANT ALLOCATION \$ 100,231

CONTACT INFORMATION:

ORGANIZATION NAME: Queer Cultural Center

STREET ADDRESS: 762 Fulton Street

CITY/STATE/ZIP CODE: San Francisco, CA 94103

EXECUTIVE DIRECTOR: Pamela S. Peniston

OFFICE PHONE: (415) 935-5948 EMAIL: artistic@queerculturalcenter.org

IN CASE OF EMERGENCY/ CELL PHONE: (415) 298-3527



SIGNATURE: Kevin Seaman DATE: 6/27/2014
(SUBMITTED BY PERSON AUTHORIZED TO SIGN CONTRACTS, REPORTS, AND INVOICES)
PRINTED NAME: Kevin Seaman TITLE: General Manager

HOURS OF OPERATION: N/A
(IF OPERATING A FACILITY)

MPP APPLICATION CHECKLIST:

Please be sure the Management and Programming Plan includes all of the following:

- Completed Management and Programming Plan with signature
- SFAC Grant budget (projected income and expense) and organizational budget for FY 2014-2015
- Organization Chart with staff (including contractors and volunteers)
- Resumes for key staff (if staff has changed) including executive director, facility manager, and bookkeeper
- Personnel Policies and Procedures (if this has changed)
- Current list of Board of Directors with contact information (if members have changed)
- Proof of Insurance Policies including the following: Worker's Compensation, General Liability, Automobile Liability, and Property Insurance
- List of sub-tenants
- List of building rental rates for the public and sub-tenants
- List of office rates for the sub-tenants

NARRATIVE QUESTIONS:

The San Francisco Arts Commission's Cultural Center Program is prioritizing the following four goals based on our Charter Mandate and the 2014-2019 Strategic Plan. **Please use up to four pages** to describe how your organization will achieve these goals this year noting SMART (specific, measurable, attainable, realistic, and time-sensitive) goals, objectives and outputs.

- **Support cultural equity and access to high quality arts experiences for all**
 - What are your programmatic and curatorial goals? What is your organization's creative decision-making process? How is your constituency engaged in developing programs?
 - How does your organization serve a diverse audience? Who is your current audience and how will you assess this?
- **Support artists and arts organizations**
 - How does your organization provide employment or earned income opportunities for artists?
 - How does your organization provide technical assistance and professional development opportunities for artists and arts administrators?
 - What is your organization's strategy for integrating these opportunities into programming?
 - What are the needs around artist work, rehearsal, and presentation space in your community? How is your organization addressing those needs?
- **Play a critical role in strengthening neighborhoods and communities**
 - How does your organization gather information about community needs? How does your organization decide to create and implement programming that responds to those needs?
 - What kinds of artistic collaborations (creative decision making between the Center and one or more external partners with a written agreement outlining goals, roles, and responsibility) will your organization foster with artists, arts organizations, service organizations, non-arts entities, and other community stakeholders?
- **Invest in a vibrant arts community**
 - How does your organization develop staff and artistic leadership that can contribute to the arts ecosystem? What systems are in place to encourage and allow them to do this work?
 - In what way does your organization strive to provide livable wages and benefits to your staff?

[Maximum four (4) pages – you need not use all the pages allowed. Use Arial 12-point font with 1" margins, single line spacing with one line of space between paragraphs.]

Support cultural equity and access to high quality arts experiences for all: In FY14-15, QCC will implement our mission by actively promoting the artistic and economic evolution of Queer art and culture. Our programs will: commission and present emerging queer artists; provide them art services that strengthen their artistic planning, grantwriting, production and social networking skills; foster the development of culturally diverse queer arts organizations; promote community wellness and document significant queer arts events taking place in San Francisco.

Our programs include: the month-long annual *National Queer Arts Festival* in June (NQAF); *Creating Queer Community* (CQC), a capacity-building commissioning and presenting program that strengthens emerging queer artists' planning, fundraising, production and marketing skills; the Healthy Community program that employs the arts to explore LGBT wellness issues; www.queerculturalcenter.org, a website that documents the history and on-going development of queer arts in the San Francisco Bay Area; Queer Conversations on Culture and the Arts brings together local and nationally-renowned artists and scholars to discuss a broad range of LGBTQ topics.

Ultimately, QCC's artistic vision and curatorial goals are rooted in cultural equity. The Artistic Director is responsible for all curatorial and artistic program decisions after seeking the input and feedback of QCC's Board and staff and the community of Queer artists we serve. The Artistic Director makes all artistic decisions after soliciting the Board and staff's input; she curates QCC's artistic programs to reflect the racial, gender, economic and age diversity of the LGBT community we serve. QCC engages the community in our artistic decision making by annually asking local LGBT artists to propose innovative artistic program ideas and by awarding an average of 20 \$1,000 commissions that support their production and promotional costs.

Who is your audience? QCC's audience development strategy recognizes the importance of presenting artists and content reflective of our community's diverse perspectives. Because of our community's inherent diversity, we are a microcosm of the larger society, encompassing people of all colors, ethnicities, genders, ages, classes, religions, abilities and every citizenship status.

Because QCC consciously presents a wide range of culturally diverse artists and programs, our annual presentations attract some of the Bay Area's most culturally diverse audiences. An audience survey distributed at the 2013 National Queer Arts Festival found that: 52.9% of our audience self-identified as people of color, 90% are LGBT and 72.1% stated their annual household income was \$50,000 or less.

Support artists and arts organizations: QCC annually provides paid employment opportunities to approximately 50 local LGBT artists: 3 of QCC's 6 ongoing staff are practicing professional artists and a majority of QCC's annual expenses are payments to artists for the services they provide.

QCC's staff integrates our arts services and our artistic programs in *Creating Queer Community*. Launched in 2000 as a commissioning program, over the past 14 years the program has evolved into an arts services program that combines commissioning, presenting, production, fundraising and marketing activities. Participating artists attend approximately 15 hours of capacity-building workshops where QCC's staff provide individualized hands-on advice about artistic program planning, grantwriting, individual donor solicitation and social networking marketing.

This program's fundraising component annually assists emerging artists to leverage their \$1000 commissions by successfully pursuing matching funds from government, foundation and corporate sources and individual donors. In FY12-13, the commissioned emerging LGBT artists leveraged their \$1000 commissions by raising over \$100,000 from external sources. To enhance the artists' income earning potential, QCC operates an on-line box office, publishes and distributes a Festival catalogue, and incentivizes the artists to sell tickets by returning 75% of the box office to them.

Like all segments of the City's arts community, Queer artists are experiencing the economic pressures of gentrification: increased costs of renting rehearsal, performance, screening and exhibition spaces. Because of her long-standing relationships with the operators of many of the City's arts venues, the Artistic Director assists the artists we commission to identify and secure affordable rehearsal, production and exhibition spaces. QCC's Production Coordinator oversees these events' production logistics and hires and supervises the respective productions' technical staff to promote professional-quality production values.

To extend *Creating Queer Community's* community-building impact, in 2013-14 QCC launched a Facebook group where artists can access QCC's leadership to discuss questions or concerns. In 2013-14, QCC pilot-tested a ticket exchange program that encouraged the commissioned artists to attend each other's productions. As a result of the successful pilot-test, QCC will annually incorporate this component into *Creating Queer Community* moving forward. In 2014-15, QCC will add several Board members to our Facebook this group to interact with the commissioned artists.

Several artists who secured their first grant through Creating Queer Community began one-time events that subsequently evolved into independent nonprofits. These include Fresh Meat Productions, Radar Productions, the Queer Women of Color Media Arts Project and the Transgender Film Festival.

Play a critical role in strengthening neighborhoods and communities: Since 2000, the Artistic Director has solicited the observations and opinions of emerging queer artists to inform QCC's programming choices. Every year, QCC solicits proposals about social justice issues from the Queer arts community and commissions the 20 most compelling submitted projects. QCC's program staff actively participate in the selection process by ranking the submitted program concepts. The Artistic Director takes the staff's opinions into account before making her final program decisions.

Last year, QCC expanded our Queer Conversations about Culture and the Arts program, presented in collaboration with the CA College for the Arts (CCA). QCC's Board of

Directors, several of whom teach classes exploring race and gender at CCA, originated this program. Curated by QCC's Board, most of these programs take place at CCA's main auditorium and are financially supported by CCA's annual allocation from Grants For The Arts.

QCC operates a second collaborative program with the San Francisco LGBT Community Center and Openhouse, the City's largest Queer senior services provider. QCC currently holds an SFAC Artists in Communities/Innovative Partnerships grant to organize and conduct arts programs for the City's growing senior population, estimated by the City at approximately 25,000 people. This partnership was originally underwritten by the California Arts Council's Creating Public Vitality program.

Finally, QCC has forged and maintained ongoing partnerships with culturally diverse organizations, including the African American Art and Culture Complex, The Mission Cultural Center, the Asian Pacific Islander Cultural Center, 3rd I's International South Asian Film Festival, Asian American Women Artists, Cultural Odyssey and Galería de la Raza. These partnerships have been central to the successful diversification of QCC's audiences, and QCC has enabled our partners to develop programs serving Queer audiences of color.

Both our Development Director and General Manager also currently work with the 509 Cultural Center. Similarly, our Production Manager also works for Brava, which has allowed us secure favorable rental rates for several productions of the 2014 National Queer Arts Festival.

Invest in a vibrant arts community: Because QCC employs contractors who work from their home offices on an hourly basis instead of salaried employees, QCC's staff compensation averages over \$35 per hour, a rate much higher than most nonprofit arts organizations with budget sizes similar to ours. We invest our financial resources in retaining our staff rather than in administrative expenses such as office space, furniture, supplies, office equipment and utility bills. This approach has also reduced staff turnover and has promoted longevity: 4 of our 6 current staff have worked for QCC for more than 15 years. Our staff's longevity has made it possible for QCC to systematically promote the evolution of the City's Queer arts community and has strengthened San Francisco international reputation as the epicenter of Queer art and culture.

QCC's staff longevity has also strengthened the LGBT arts ecosystem: our staff members are recognized experts in the areas of presenting, commissioning, audience engagement, grantwriting, technical production, space rentals, individual donors social marketing and fiscal sponsorship. QCC's staff has provided emerging Queer artists services in these areas for the past 17 years.

The staff's above-average hourly wages, flexible work schedules and low staff turnover rate have sustained QCC for many years and have enabled them to pursue additional employment opportunities.. QCC's Development Director offers financial advice and tax assistance to our staff (who pay their own taxes) to assist them to maximize their allowable tax deductions. All staff have secured health insurance through independent providers,

other employers or their spouses/partners. They take advantage of the self-employment health insurance deductions on their annual federal and state income tax returns.

Indicators/ measures of successful outcomes related to the 4 above goals:

During FY 2014-15, QCC will:

- Curate, present and promote at least 35 culturally diverse arts programs.
- Present at least one well-known nationally recognized artist at the month-long 18th National Queer Arts Festival.
- Stimulate public dialogues around LGBTQ issues by organizing at least 4 Queer Conversations on Culture and the Arts programs in collaboration with CCA.
- Commission at least 20 emerging artists to create original work.
- Assist the 20 artists to leverage their \$1,000 commissions by securing at least \$70,000 in government, foundation and corporate sources.
- Assist already incorporated LGBT arts groups to raise at least \$300,000.
- Generate box office sales of at least \$30,000, returning 75% of ticket revenues to the artists.
- Assist commissioned artists to raise an additional \$15,000 in individual contributions.
- Establish a social networking/audience engagement service program that strengthens artists ticket-sales capacity.
- organize at least 10 Healthy Community programs exploring LGBT medical and mental health issues;
- Document all QCC presentations on our website.
- Attract over 700,000 visitors to our website.
- Explore new strategies that transcend traditional notions of how non-profit arts groups can engage their Board members.

DATA COLLECTION:

This information ties in to the goals and objectives you've described in your narrative response. They should be consistent with your narrative and your financial reports.

1. Total amount of money expected to be spent on artist fees and commissions: \$150,000 Please do not include money paid by fiscally sponsored projects.
2. Total percent of your budget expected to be spent on artist fees and commissions? (\$ paid to artists/total expenses): 40%
3. Total value of space provided for arts and cultural activity, according to your organization's published rates: N/A
4. Total value of discounts provided on space for arts and cultural activity: \$ amount N/A and % N/A (\$ received/true value based on published rates)
5. Total value of support services provided for arts and cultural activity, according to your organization's published rates. \$110,000
6. Total value of discounts on support services provided: \$ amount N/A, and percentage (discount amount /actual value) N/A
7. Number of artistic collaborations (defined above): 23
8. Average amount of money spent on professional development per FTE (\$ spent/# of FTE): 0
9. Number of employees who attended professional development activities: 0

BUDGET AND REVENUE TARGET:

Complete the following budget for FY15 following the definitions described by the CCDP.

Budget notes are required for 1) the line items with an asterisk and 2) for significant changes from the previous year (increase or decrease by 50 percent) to explain external or unusual factors and how you arrived at those figures.

	EARNED	
1	Admissions	
2	Ticket Sales	\$40,000
3	Tuitions	
4	Workshop & Lecture Fees	
5	Touring Fees	
6	Special Events - other	
6a	Special Events - Non-fundraising	
7	Gift Shop/ Merchandise	
7a	Gallery/Publication Sales	
8	Food Sales/ Concession Revenue	
8a	Parking Concessions	
9	Membership Dues/Fees	
10	Subscriptions - Performance	
10a	Subscriptions - Media	
11	Contracted Services/ Performance Fees	\$35,000
12	Rental Income - Program Use	
13	Royalties/Rights & Reproductions	
14	Advertising Revenue	
15	Sponsorship Revenue	
16	Investments-Realized Gains/Losses	
17	Investments-Unrealized Gains/Losses	
18	Interest & Dividends	\$1,000
19	Other Earned Revenue	
20	Total Earned Revenue	\$76,000
	SUPPORT	
21	Trustee/ Board Contributions	\$2,500
22	Individual Contributions	\$22,500
23	* Corporate Contributions	\$5,500
24	* Foundation Contributions	\$152,000
26	* Government - County	\$186,189
27	* Government - State	\$24,000
28	* Government - Federal	\$10,000
28a	Tribal Contributions	
29	Special Events - Fundraising	

30	* Other Contributions	
30c	Related Organization Contributions	
31	* In-Kind Contributions	
32	Net Assets Released from Restrictions	

Total Contributed Revenue and Net Assets Released from Restrictions		
33		\$405,689
34	Total Earned and Contributed	\$481,689
	Total Earned and Contributed (minus your HTF allocation)	\$381,420
	Previous Year's Total Revenue	\$344,541
	Was the 20% Revenue Target met?	Yes
37	Of the total unrestricted revenue reported on line 34, what was the total amount intended for operating/programmatic purposes?	100%
38	Of the total unrestricted revenue reported on line 34, what was the total amount intended for capital purposes?	0%
39	Total Operating and Capital Revenue	\$481,689

EXPENSES		TOTAL ORG.	SFAC HTF
1	* Salaries		
2	Commissions		
3	Payroll Taxes		
4	Health Benefits		
5	Disability		
6	Workers' Compensation		
7	Pension and Retirement		
8	* Benefits, Other		
9	Total Salaries and Fringe		
2	Accounting	\$9,400	
3	Advertising and Marketing	\$7,500	
4	Artist Commission Fees	\$22,000	
4a	Artist Consignments		
5	Artist & Performers - Non-Salaried	\$90,200	
6	Audit	\$5,250	\$4,500
7	Bank Fees	\$350	
8	Repairs & Maintenance		
9	Catering & Hospitality	\$2,000	
10	Collections Conservation		
11	Collections Management		
12	Conferences & Meetings		
13	Cost of Sales		
14	Depreciation		

15	Dues & Subscriptions	\$100	
16	Equipment Rental		
17	Facilities - Other		
18	Fundraising Expenses - Other		
19	Fundraising Professionals	\$38,000	\$25,371
20	* Grantmaking Expense	\$5,000	
21	Honoraria		
22	In-Kind Contributions		
23	Insurance	\$5,200	
24	Interest Expense		
25	Internet & Website	\$30,000	\$20,370
26	Investment Fees		
27	Legal Fees	\$500	
28	Lodging & Meals		
29	* Major Repairs		
30	Office Expense - Other		
31	* Other	\$20,000	
32	Postage & Shipping	\$500	
33	Printing	\$200	
34	Production & Exhibition Costs	\$4,000	
34a	Programs - Other		
35	Professional Development		
36	* Professional Fees: Other	\$85,000	\$45,740
37	Public Relations		
38	Rent	\$20,000	
38a	Recording & Broadcasting Costs		
38b	Royalties/Rights & Reproductions		
39	Sales Commission Fees		
39a	Security		
40	Supplies - Office & Other	\$200	
41	Telephone		
42	Touring		
43	Travel	\$20,000	
44	Utilities		
45	TOTAL EXPENSE	\$428,800	\$100,231
	Total Expenses Less In-kind	\$428,800	\$100,231
46	Change in Net Assets	\$52,689	\$0

Queer Cultural Center
MPP Budget Notes

Income

23	Corporate Contributions	Amount	Note
	US Bank	\$3,500	Pending
	Rainbow Grocery	\$2,000	To be submitted Spring 2015
	Total	\$5,500	

24	Foundation Contributions	Amount	Note
	SF Foundation	\$20,000	Awarded
	Doris Duke	\$50,000	Awarded
	Arcus Fdn	\$10,000	
	Akonadi Fdn	\$6,000	
	Ctr for Cultural Innovation	\$2,000	
	Zellerbach	\$7,000	To be submitted Jan. 2015
	Horizons	\$11,000	To be submitted Aug. 2014
	Sisters of Perp. Indulgence	\$1,000	awarded
	Hewlett Foundation	\$35,000	Year 2 of a 3-year grant
	Waller and Elise Haas	\$10,000	awarded
	Total	\$152,000	

26	Government - County	Amount	Note
	Cultural Centers	\$100,231	awarded
		\$35,838	Awarded (Chrysalis @ \$11,050, Queer Rebels @ \$15,530, Girl Talk @ \$7,500, Still Here @ \$1,758)
	SFAC - OPG		
	SFAC - Level One	\$25,000	Awarded
	SFAC - ACIP	\$25,000	Awarded
	Total	\$186,069	

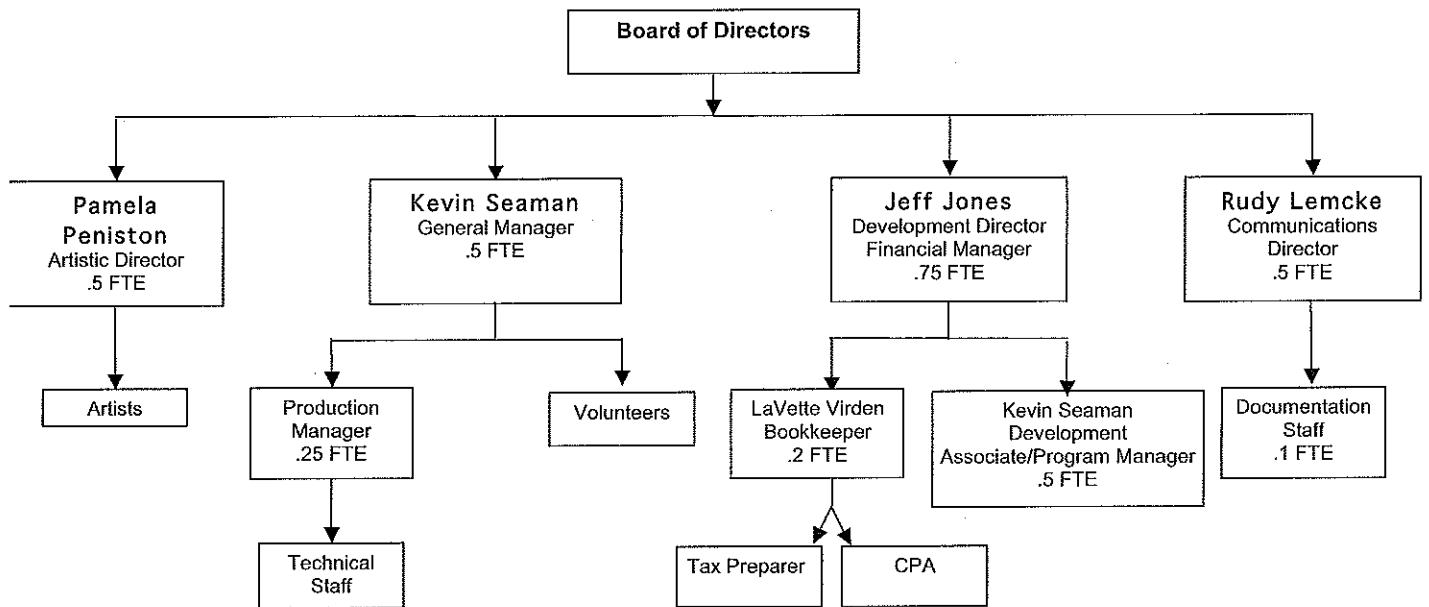
26	Government - State	Amount	Note
	CAC Creating Public Value	\$12,500	Awarded
	CAC Creating Public Value	\$11,500	Queer Rebels - Awarded
		\$24,000	

28	Federal	Amount	Note
	NEA	\$10,000	Pending
	Total	\$10,000	

Expenses

	Item	Amount	SFAC	Note
2	Accounting	\$9,400	\$9,000	Bookkeeper LaVette Virden
3	Advertising and Marketing	\$7,500	\$0	NQAF Catalog, other postcards
4	Artist Commissioning fee	\$22,000	\$0	Creating Queer Community commissions
5	Artists and performers	\$0	\$0	Workshop facilitators @ \$4,000, CQC Manager @ \$4,000, Exhibition staff/curators @ \$4,000, Artistic Director Pam Peniston @ \$25,000, Payments to fiscal sponsors \$86,500, 75% of CQC events box office @ \$30,000
6	Audit	\$5,250	\$5,000	
7	Bank Fees	\$350	\$0	
9	Catering and Hospitality	\$2,000	\$0	
15	Dues & Subscriptions	\$100	\$0	
19	Fundraising Professionals	\$38,000	\$35,000	
20	Grant Making Expense	\$5,000	\$5,000	To AAACC
23	Insurance	\$5,200	\$3,000	
25	Internet & Website	\$30,000	\$20,000	Communications Director Rudy Lemcke
27	Legal Fees	\$500	\$0	
31	Other	\$20,000	\$0	QCC will add \$20,000 to our cash reserve
32	Postage & Shipping	\$500	\$0	
33	Printing	\$200	\$0	
34	Production & Exhibition Costs	\$4,000	\$0	Annual Festival exhibition
36	Professional Fees: Other	\$0	\$13,231	Financial Manager @ \$10,000, Summit Manager @ \$12,000, General Manager @ \$36,000, Production Manager @ \$8,000, Strategic Planning Consultant @ \$5,000, Technical production staff @ \$12,000
38	Rent	\$20,000	\$10,000	
40	Supplies - Office & Other	\$300	\$0	
43	Travel	\$20,000	\$0	For Summit
	Total	\$190,300	\$100,231	

**Queer Cultural Center
Organizational Chart 2013-14**



In September, QCC's staff and Board will re-evaluate our staffing structure and will adopt one of four options outlined in the response to Question One. The attached organizational chart reflects our current staffing structure. As soon as a decision is made, QCC will forward an organizational chart reflecting our agreed upon plan. All current QCC staff are independent contractors who work from their home offices. Since the organization does not hire salaried personnel, QCC does not have personnel policies.



Queer Cultural Center (QCC: The Center for LGBT Art & Culture)
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California College of the Arts
Member since 2008

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Member since 1993

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Cultural Affairs Taskforce 1 & 2 (1992 & 2006)
SF Artists Committee - 1993
Asst. Artistic Director - Theater Rhinoceros, 1992-94
Member since 1993

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Member since 2014

