

SAN FRANCISCO ARTS COMMISSION
2013-2014 Management and Programming Plan

received
5/24/13

Deadline: ~~Open submission~~ 5/24/13 ✓

2013 – 2014 SFAC/HTF Grant Allocation \$ ~~694607~~ (\$596,044 SOMArts)

Contact Information

Organization Name: SOMArts Cultural Center

Street Address: 934 Brannan Street

City/State/Zip Code: San Francisco, CA 94103

Executive Director: Lex Leifheit

Telephone: 415-863-1414 Fax: 415-522-0136

In case of emergency/ cell phone: _____

E-mail Address: info@somarts.org Website: www.somarts.org

Twitter: @somarts Facebook facebook.com/somarts

YouTube _____ Flickr _____

Hours of Operation: admin hours: Mon-Fri 9AM-6PM, gallery hours: Tue-Fri 12PM-7PM, Sat 12PM-5PM; event hours: various

(if operating a facility)

Signature:  Date: _____

(Submitted by person authorized to sign contracts, reports, and invoices)

Printed Name: Lex Leifheit Title: Executive Director

CHECKLIST:

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

- Completed Management and Programming Plan
- Signed original form
- SFAC/HTF Grant Budget (projected income and expense) and organizational budget for FY 2013-2014
- Organization Chart with staff (including contractors and volunteers)
- Resumes for key staff (if staff has changed) including executive director, facility manager, and bookkeeper No new key staff. Currently hiring Director of Facilities & Technical Operations.
- Personnel Policies and Procedures (if this has changed) No change.
- List of Board of Directors with contact information (if members have changed) No change.
- Proof of Insurance Policies including the following: Worker's Compensation, General Liability, and Automobile Liability
- List of sub-tenants
- List of building rental rates for the public and sub-tenants
- List of office rates for the sub-tenants

Cultural Center Goals

The Hotel Tax Fund is allocated to the Arts Commission to “support the operation, maintenance and programming of the City-owned community Cultural Centers to assure that these Cultural Centers remain open and accessible and remain vital contributors to the cultural life of the City.”

1. What goals (what you hope to achieve) and objectives (how you plan to get there) does your organization plan to achieve this year? How do the goals and objectives build on the accomplishments from the previous year? What challenges will your organization face this year and how will you address them? [Response should be no more than 2 pages, single spaced, in Times Roman 12 point]

Goal #1 Continue to promote strategic thinking and problem solving among community staff and board by investing resources in measuring impact.

Activities:

- 1) Implement the support services surveys created in FY13 with a target of 100% distribution.
- 2) Test incentivized responses for Affordable Space Program and Tech Services (rather than mandatory responses).
- 3) Align and refine direct-participant surveys (artists, audiences, curators and students) to look at quality of experience as well as different types of diversity including: race/ethnicity, age, gender, household income, political affiliation, marital status and educational attainment.

Goal #2 Successfully execute fund development plan

The goals of the FY13 plan build on the FY12 plan by refining what worked and continuing to deepen donor’s relationship with SOMArts. Success will be achieved if at least 10 of 12 activities outlined in the plan are completed, including

- 1) Convert at least 5 donors to a higher donor level
- 2) Obtain recurring donations (more than 1 a year) from 5 or more individuals
- 3) Create a sponsorship deck and distribute to 20 or more sponsors

See attached fund development plan for more details.

Goal #3 Continue to provide access to the arts to SoMa residents who experience barriers to participation elsewhere. In FY14, SOMArts will offer the communities of social services organizations within a 1 mile radius the opportunity to engage with SOMArts in a low-cost, free, or personalized way by discounting event tickets to \$5 or under and offering free group tours of exhibitions with a goal of 10 organizations participating in building awareness of these opportunities

Goal #4 Complete a renovation which will result in ADA compliant access to the second floor offices, ceramics and dance studios. In FY14 SOMArts will continue to plan a renovation working with the SFAC and the Mayor’s Office of Disability, and move into the construction phase. The renovation will be most successful if it is completed on a timeline is clearly communicated to tenants several months in advance and if the construction phase is planned far enough in advance and with a specific enough window of time that SOMArts does

not have to turn away community requests for the space unnecessarily. The impact on community access can be determined by a previous-year comparison.

Goal #5 Successfully plan and implement the new nonprofit partner practices required by the SFAC MPP. SOMArts will review its policies and procedures including but not limited to: board composition, board self-assessment, Executive Director assessment, distribution of financial statements, emergency operations and training and budget approval. We will be successful if we are compliant in all required areas by June 30, 2014.

2. How will you measure success? Feel free to include reporting requirements of other funding sources such as DCYF. [Response should be no more than 1 page, single spaced, in Times Roman 12 point]

The goals above include specific, measurable activities that will be monitored by program directors throughout the year. These goals are shared with SOMArts Board of Directors who meet quarterly to review progress. SOMArts will also issue reports to its funders and collaborators including The San Francisco Foundation (exhibition programming) and the Community Broadband Access Program (student access to computer literacy tools).

3. What is your strategy for attracting and engaging San Francisco residents in your activities? How is this the same or different from last year? [Response should be no more than 1 page, single spaced, in Times Roman 12 point]

SOMArts has experimented with various methods for engaging San Francisco residents, and has identified that the most fruitful return on investment comes from 1) deepening and expanding relationships with marketing, programming and co-presenting partners 2) nurturing relationships with exhibiting artists and collaborating organizations who are already invested in SOMArts' exhibitions and public programming, and empowering them with the necessary tools and a platform to introduce San Francisco residents to their creative work.

In 2012-13 first-time outreach partnerships were formed with the following organizations to introduce new audiences to the exhibitions program: American Friends Service Committee, Bayanihan Community Center, California Coalition for Women Prisoners Friendship House, Institute on Aging, Laguna Honda Hospital's Art with Elders Program Oasis for Girls, San Francisco Parks & Recreation , San Francisco Rock Project, Safe California.org, Sunday Streets , Larkin Street Youth Services

In 2013-14 SOMArts also continues to activate existing marketing and programming relationships with ArtSpan, CounterPULSE, Potrero Hill Neighborhood House and SFAI City Studios, as well as more than 20 San Francisco-based organizations who annually co-produce or rent space at SOMArts for classes, exhibitions and large events. SOMArts provides below-market space, equipment and production services to these partners and extends the largest subsidy to the Asian Pacific Islander Cultural Center and Queer Cultural Center for their events and exhibitions.

In 2012-2013 The News, SOMArts' series for monthly queer performance, provided a monthly artist fee to a new guest curator or group to book the evening's creative talent, drawing record

attendance for the series, showcasing artists never before seen at The News and introducing the evening to many first-time SOMArts attendees connected to those artists.

Some additional initiatives that proved successful in 2012-13 and will continue in 2013-14 include:

- Collaborating with an N3 Media Fellow in the creation of monthly video documentation as a valuable service to performing artists and to provide audiences with cultural learning opportunities both online and via SF Commons, San Francisco's Public Access Television station, which receives a minimum of 30 minutes of video content from SOMArts each month
- Supervising a CCA Connects Fellows whose tasks augment the outreach function of SOMArts; fellowship tasks include event-specific promotional partner outreach and an online interview series featuring local artists
- Location-based social coupon & deals marketing (e.g. LivingSocial)
- Generating mission-driven questions about art and culture to engage the SOMArts community online between events
- Actively pursuing logo presence and verbal/written recognition of Tech Services at fairs and festivals and at Affordable Space Program events
- Enlisting artists with an "outreach toolkit" to promote exhibitions and events and providing more services to artists, such as photographic and video documentation of their work, to nurture their investment

4. Please attach a fundraising plan that provides a sense of how the organization will ensure it has the resources necessary to succeed. The plan should outline your efforts over the next one to three years. [Response should be no more than 2 pages, single spaced, in Times Roman 12 point]
5. The Hotel Tax Fund legislation requires an active community support board which meets six times a year. The board should be "dedicated to community outreach, fundraising and advocacy on behalf of the Cultural Center." List below the tentative dates for the six required community support board Meetings or equivalents.

Thursday, July 25: Outreach meeting for Day of the Dead artists, discussion of outreach and advocacy to engage San Franciscans in education and programmatic activities.

Monday, October 14: Information session to discuss fundraising, outreach and partnership strategies for the 2014-15 Commons Curatorial Residencies.

Wednesday, November 6: Discussion of outreach, fundraising and advocacy at SOMArts Board of Directors Meeting

Wednesday, December 11 : Open meeting to report on mid-year fund development and collect ideas and suggestions.

Wednesday, February 5: Discussion of outreach, fundraising and advocacy at SOMArts Board of Directors meeting (open session)

Wednesday, April 2: Open meeting, SOMArts annual report to the community for FY13

Programming

6. In order to fulfill Cultural Center guidelines, list and describe all planned events including classes and performances **within a City-owned Cultural Center**.

- Please follow the instructions outlined in the guidelines.
- Feel free to attach additional pages as necessary, but include the categories of information listed below.

DATE **NAME & BRIEF DESCRIPTION** **PROJECTED ATTENDANCE**

7/12-8/17/13	<i>Electronic Pacific</i> exhibition	350
7/11/13	<i>Electronic Pacific</i> exhibition opening reception	500
8/1/13	Convergence Line: A Mixed Reality Concert	250
8/15/13	<i>Electronic Pacific</i> exhibition closing reception	125
7/13/13	Staff, Volunteer & Donor Thank You Party	100
7/16/13	Feast of Words: A Literary Potluck	50
7/27/13	Swingalicious Dance Party	200
7/30/13	ArtSpan Workshop for Artists	25
8/6/13	The News: Fresh, Queer Performance	75
8/17/13	PHOTOETRY: Poetry & Photography from South Central	150
8/18-19/13	2013 La Cocina Food & Entrepreneurship Conference	450
8/20/13	Restaurant Trends Panel Discussion	60
8/20/13	Feast of Words: A Literary Potluck	50
8/27/13	ArtSpan "Preparing for Open Studios" workshop	60
8/2013	Community Volunteer Garden Work Party	17
9/3-10/1/13	Murphy & Cadogan Annual Contemporary Art Awards exhibition	300
9/6/13	Murphy & Cadogan exhibition opening reception	550
9/18/13	Murphy & Cadogan lecture	80
9/28/13	Murphy & Cadogan Workshop	30
10/1/13	Murphy & Cadogan closing reception	300
9/3/13	The News: Queer Fresh Performance	75
9/12/13	Coalition on Homelessness Benefit Art Auction	500
9/21/13	The ArtWear Archive fundraiser	200
9/24/13	ArtSpan Workshop for Artists	60
9/27/13	Catapult Design Annual Party	100
9/28/13	A Night for City Hope fundraiser	400
9/2013	ReBuilding Together SF Fundraiser	250
9/2013	Community Volunteer Garden Work party	15
10/1/13	The News: Fresh, Queer Performance	75
10/11-11/9/13	Annual Dia de los Muertos exhibition	3500
10/11/13	DoD exhibition opening reception	700
10/16-11/8	DoD school tour program	800
10/19/13	Bringing the Embers	150

10/26/13	DoD Performance	100
11/9/13	DoD closing reception	350
10/9-11/2/13	ArtSpan's Open Studios exhibition	4000
10/9/13	Open Studio ART LAUNCH party	400
10/6/13	Artists' Barbecue	100
10/16-23/13	Open Studios student tours	400
10/17/13	Open Studios Tour & Discussion	25
10/24/13	Open Studios Tour & Discussion	25
10/31/13	Open Studios Tour & Discussion	25
11/5/13	The News: Fresh, Queer Performance	75
11/15/13	Natacha Merritt Art Show	150
11/19/13	ArtSpan Workshop for Artists	25
11/19/13 – 1/4/14	<i>All Good Things</i> exhibition	400
11/19/13	<i>All Good Things</i> exhibition opening reception	350
11/22/13	<i>All Good Things</i> Performance	125
12/11/13	<i>All Good Things</i> event	75
1/3/14	<i>All Good Things</i> closing reception	80
12/3/13	The News: Fresh Queer Performance	75
11/21/13	Chrysalis Studio Art Show & Sale	75
12/2013	NorCal Free Flight Film Festival	450
12/2013	Flaming Lotus Girls Calendar Release Event	500
12/2013	Youth Arts Summit	250
12/2013	SFAI City Studio student showcase	30
1/4-14/14	Bay Gallery SAMPLE exhibition	100
1/5/14	SAMPLE reception	200
1/4/14	100 Performances for the Hole #4	1000
1/7/14	The News: Fresh Queer Performance	75
1/10-2/8/14	<i>All Possible Futures</i> exhibition	300
1/2014	<i>All Possible Futures</i> supporting event 1	50
2/2014	<i>All Possible Futures</i> supporting event 2	75
1/9/14	<i>All Possible Futures</i> opening reception	400
2/4/14	The News: Fresh Queer Performance	75
2/2014	SF Weekly 7 th Annual Artopia	250
2/21-3/22/14	<i>Hidden Cities</i> exhibition	300
2/20/14	<i>Hidden Cities</i> opening reception	400
2/2014	<i>Hidden Cities</i> exhibition supporting event 1	100
3/2014	<i>Hidden Cities</i> exhibition closing reception	75
3/4/14	The News: Fresh, Queer Performance	75
3/2014	ArtsSpan Auction Preview	100
3/2014	Auction Volunteer Training	25
3/2014	ArtsSpan Annual Benefit Art Auction	500
3/24-4/23/14	<i>Work More</i> exhibition	300

3/27/14	Work More exhibition opening reception	400
3/2014	Work More exhibition supporting event 1	100
4/2014	Work More exhibition closing reception	125
3/2014	Community Volunteer Garden Work party	15
4/1/14	The News: Fresh Queer Performance	75
4/26/14	Night Light IV Multimedia Garden Party	1200
5/2014	APICC 17 th Annual USAAF exhibition	350
5/2014	APICC USAAF opening reception	250
5/2014	APICC USAAF Performance	55
5/2014	APICC USAAF Performance	100
5/2014	APICC USAAF closing reception	150
5/6/14	The News: Fresh Queer Performance	75
5/2014	A Taste of Potrero: Daniel Webster ES fundraiser	400
5/2014	USF Student Art Exhibition	150
5/2014	USF Exhibition opening	100
6/3/14	The News: Fresh Queer Performance	75
6/2014	QCC NQAF exhibition	350
6/2014	QCC exhibition opening reception	300
6/2014	Performance	200
6/2014	NQAF exhibition closing reception	75
6/2014	Frameline: Meet the Programmers	75
6/2014	Community Volunteer Garden Work party	15
	TOTAL:	27,667

NON-PUBLIC EVENTS:

DATE	NAME & BRIEF DESCRIPTION	PROJECTED ATTENDANCE
7/6/13	Family community event	100
7/9/13	ArtSpan Committee meeting	12
7/11/13	Open Studios Committee meeting	10
8/7/13	SOMArts Board meeting	12
8/8/13	Open Studios committee meeting	10
8/2013	DoD Artists meeting 1	60
8/13/13	ArtSpan committee meeting	12
8/17/13	Family community event	100
9/5/13	ArtSpan Committee meeting	12
9/10/13	ArtSpan Committee meeting	12
9/12/13	Open Studios committee meeting	10
9/2013	DoD artists meeting 2	60
10/2013	Commons Tour and Q&A	15
10/2013	Commons Artists computer assistance	10
10/8/13	ArtSpan Committee meeting	12
11/6/13	SOMArts Board meeting	12
11/12/13	ArtSpan Committee meeting	12
11/14/13	Open Studios committee meeting	10
12/5/13	ArtSpan committee meeting	12
12/10/13	ArtSpan committee meeting	12
12/2013	SPCA Holiday party	200
12/2013	SOMArts Holiday party	75
2/5/14	SOMArts Board meeting	12
5/7/14	SOMArts Board meeting	12
	TOTAL:	789

CLASSES:

DATE	NAME & BRIEF DESCRIPTION	PROJECTED ATTENDANCE
7/1/13-6/30/14	Okinawan Karate	17
7/1/13-6/30/14	6 th Street Photo – Beginner’s class	25
7/1/13-6/30/14	6 th Street Photo – Intermediate class	25
7/1/13-6/30/14	Tay Son Vo Dao	12
7/1/13-6/30/14	Life Drawing class	110
7/1/13-6/30/14	Chrysalis Studios Printmaking classes, various (monotype, linocut, matting, drawing, etc.)	125
7/1/13-6/30/14	Yoga class	20
9/16-12/15/13 & 1/15-5/15/14	SFAI City Studios Ceramics class for youth	24
9/16-12/15/13 & 1/15-5/15/14	SFAI City Studios Computer Graphics class for youth	13
	TOTAL:	371

7. Please list the programming you plan to hold off-site

8/3-4/13	Nihonmachi Street Fair	7000
9/13	Bernal Heights Outdoor Cinema	600
9/13	El Grito Celebration	1100
9/13	One Love Black Family Day	400
10/3-7/13	Hardly, Strictly Bluegrass	30000
10/2013	A Taste of South Beach	500
10/2013	Castro Street Fair	16000
10/2013	Indigenous Peoples Sunrise Gathering	300
10/2013	Potrero Hill Festival	7500
11/2013	Veteran's Day Parade	800
11/2013	American Indian Thanksgiving	550
11/2013	DoD Community Performance	800
2/2014	Chinese New Year's Parade	30000
3/2014	Black Cuisine Festival	1500
3/2014	St. Patrick's Day Parade	8000
4/2014	Easter w/ Sisters of Perpetual Indulgence	7000
4/2014	Cherry Blossom Festival	4000
4/2014	Cesar Chavez Parade & Festival	50000
5/2014	20 th Annual Brain Tumor Walk	2000
5/2014	Carnaval	10000
5/2014	Annual Haight Street Fair	20000
6/2014	Juneteenth Festival	600
6/2014	SF Pride Parade	50000
	TOTAL:	248650

8. Please note why these events were not held at a City-owned Cultural Center. SOMArts provides critical support services for these events, without deeply subsidized staging, wheelchair lifts and pa systems many of these events wouldn't happen or wouldn't include live arts. We do not determine the event location.

9. Please list other ways your organization serves the community including items like G3a (online/radio/television programs), G7a (publications), G12 (world premieres), G13 (national premieres), G14 (local premieres), and G15 (works commissioned). [Response should be no more than 1 page, single spaced, in Times Roman 12 point]

SOMArts is planning a minimum of three live television broadcasts in 2013-14 and will create at least 12 online videos that highlight SOMArts' programming and the various communities that utilize SOMArts. SOMArts N3 Media Fellow will provide a minimum of 30 minutes of video content each month to Commons, San Francisco's Public Access Television station. We will premiere a minimum of 40 short works as part of the queer performance series The News. SOMArts will commission 3 curators to create exhibitions as part of the Commons Curatorial Residency Program, and we expect to hire and/or commission a minimum of [20] additional

artists for exhibition programming. SOMArts will mentor 9–15 interns who apply individually or who are paired with SOMArts through through programs at USF, SFAI and CCA in the areas of Gallery Communications, Installation, Curatorial and Photography. SOMArts will also provide space and rentals to non-profit and for-profit organizations for meetings, rehearsals and other events not open to the public, as well as staging, catwalks, bleacher seating, PA systems and consultation for San Francisco’s many street fairs and festivals ranging from small neighborhood film screenings to San Francisco Pride to the Chinatown New Year Parade.

SOMArts Fiscal Sponsorship in 2013-2014

- Asian Pacific Island Cultural Center (APICC—SFAC funds only)
- Barbary Coast Amusements
- Come Out and Play SF
- Fil-Am Art Archive
- forageSF
- Qbox
- Queer Youth Printmaking Program
- Seeing Peace
- Sun & Moon Ensemble

Facility

10. Describe the regular maintenance plan that you implement to fulfill the requirements in your lease. Please tell us about any facilities projects you plan to execute this year that require SFAC approval.

The facility and maintenance coordinator inspects the building for repair and safety issues two to three times each week. Weather often affects the maintenance needs of SOMArts and we react as needed to flooding, downed branches and other hazards caused by severe weather. We work on minor improvement projects during quieter times in our event schedule. Below is a list of some of the maintenance tasks we perform on a regular basis:

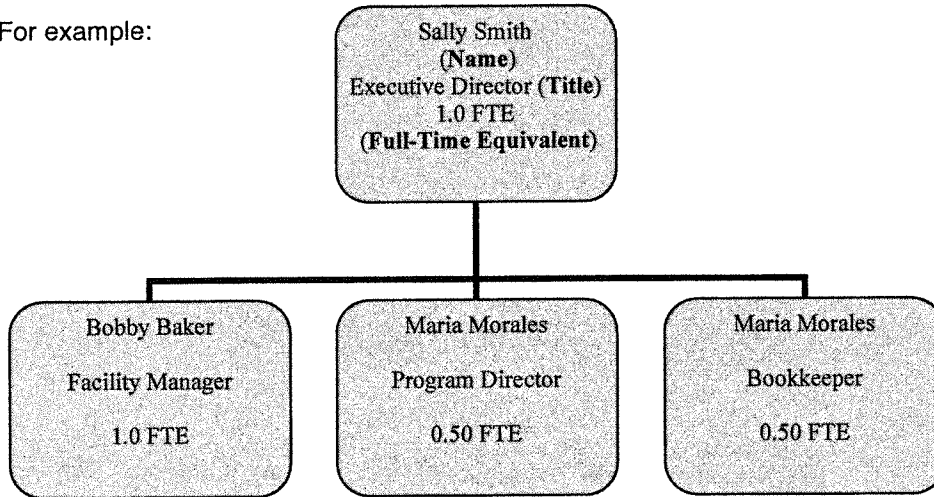
Perform minor plumbing and electrical repairs.
Touch up interior and exterior paint.
Maintain equipment and tools necessary to maintain the building.
Regularly adjust doors and locking mechanisms.
Patch driveway as needed for safety and drainage issues.
Clean rain gutters every 4-6 weeks.
Clean debris off the roof every 8 weeks.
Replace broken windows
Replace ceiling tiles.
Request service from the Dept. of Real Estate to clear out driveway drains.
Strip, clean, wax and paint floors.
Adjust heaters and thermostats.
Change filters on heaters.

In FY14 SOMArts staff will coordinate with the SFAC to upgrade security cameras and install an elevator that will provide access to the second floor dance studio, ceramics studio and offices.

Personnel

- 11. Date scheduled for the annual review of the executive director: 11/6/13
- 12. Attach an organizational chart showing all staff positions and the time committed to that position. If a member of the staff serves in more than one role in the organization, show the person in each position and the amount of time dedicated to each position. Include contractors and volunteers to reflect the breadth of your community. Be mindful of the requirement to have a bookkeeper and facility manager.

For example:



Budget and Revenue Target

Complete the following budget for FY12 following the definitions described by the CCDP. **Budget notes are required** for the areas with an asterisk and 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	0
2	Ticket Sales	14825
3	Tuitions	475
4	Workshop & Lecture Fees	7050
5	Touring Fees	
6	Special Events - other	
6a	Special Events - Non-fundraising	
7	Gift Shop/ Merchandise	400
7a	Gallery/Publication Sales	1750
8	Food Sales/ Concession Revenue	10000
8a	Parking Concessions	
9	Membership Dues/Fees	
10	Subscriptions - Performance	
10a	Subscriptions - Media	
	Contracted Services/ Performance Fees	
11		88750
12	Rental Income - Program Use	17500
13	Royalties/Rights & Reproductions	
14	Advertising Revenue	
15	Sponsorship Revenue	
16	Investments-Realized Gains/Losses	
17	Investments-Unrealized Gains/Losses	
18	Interest & Dividends	3000
19	Other Earned Revenue	2050
20	Total Earned Revenue	303300
	SUPPORT	
21	Trustee/ Board Contributions	4000
22	Individual Contributions	8000
23	* Corporate Contributions	1000
24	* Foundation Contributions	45000
26	* Government - County	694647
27	* Government - State	
28	* Government - Federal	1373
28a	Tribal Contributions	

29	Special Events - Fundraising	10000
30	* Other Contributions	
30c	Related Organization Contributions	
31	* In-Kind Contributions	100100
32	Net Assets Released from Restrictions	15502

	Total Contributed Revenue and Net Assets Released from Restrictions	879622
33		
34	Total Earned and Contributed	1182922
	Total Earned and Contributed (minus your HTF allocation)	488275
	Previous Year's Total Revenue	n/a
	Was the 20% Revenue Target met?	yes
36	Total Revenue	1182922
	Of the total unrestricted revenue reported on line 36, what was the total amount intended for operating/programmatic purposes?	1133717
37		
	Of the total unrestricted revenue reported on line 36, what was the total amount intended for capital purposes?	19205
38		
39	Total Operating and Capital Revenue	1152922

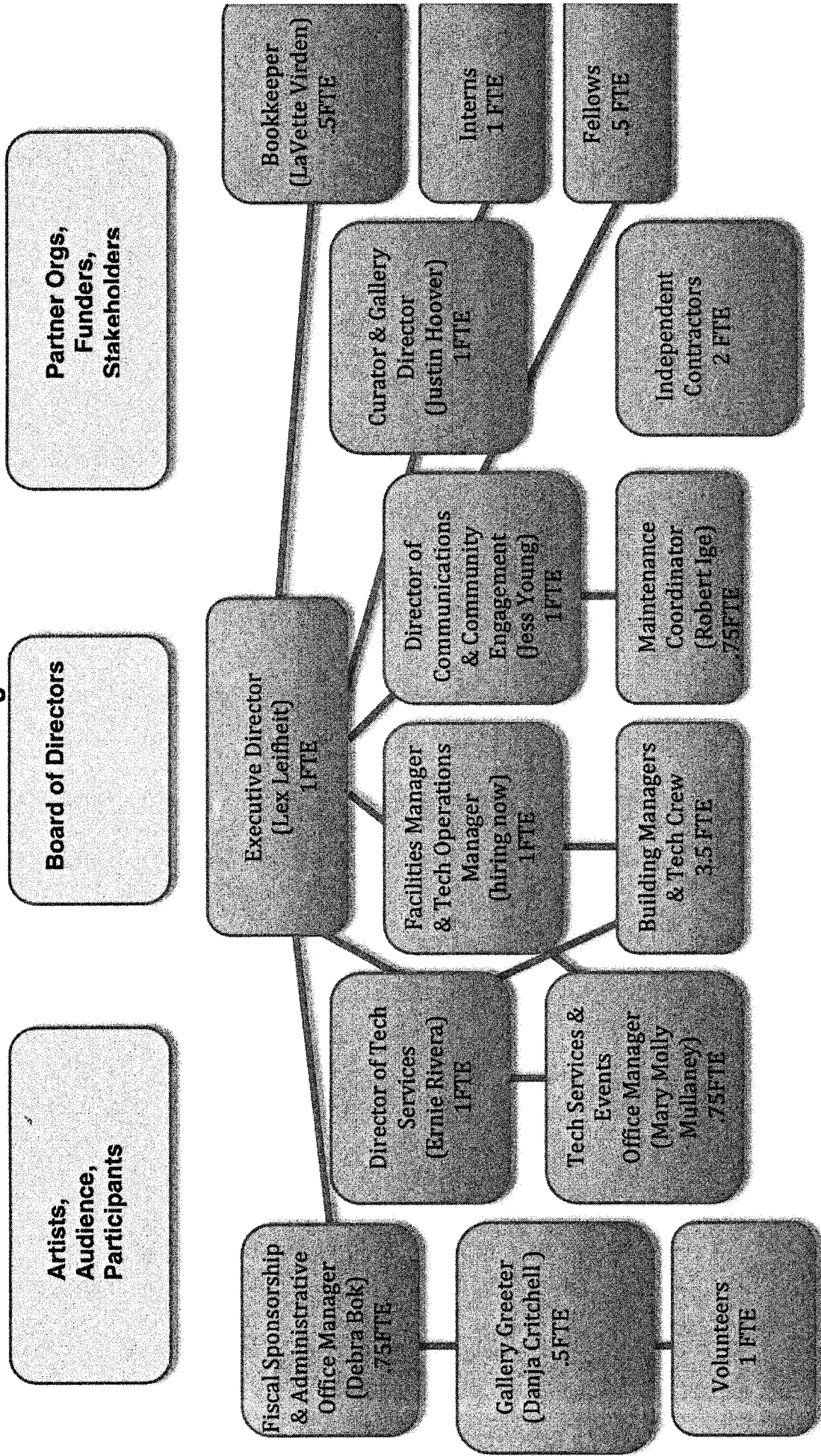
		TOTAL ORG.	SFAC HTF
	EXPENSES		
1	* Salaries	508400	378800
2	Commissions		
3	Payroll Taxes	47333	37638
4	Health Benefits	59452	44732
5	Disability		
6	Workers' Compensation	21188	
7	Pension and Retirement		
8	* Benefits, Other	7545	
9	Total Salaries and Fringe	643918	461107
2	Accounting	5500	2000
3	Advertising and Marketing	27845	2000
4	Artist Commission Fees	13000	
4a	Artist Consignments		
5	Artist & Performers - Non-Salaried	16490	
6	Audit	7500	7000
7	Bank Fees	100	
8	Repairs & Maintenance	27675	18210
9	Catering & Hospitality	11860	
10	Collections Conservation		

11	Collections Management		
12	Conferences & Meetings		
13	Cost of Sales	1480	
14	Depreciation	13039	
15	Dues & Subscriptions	1565	
16	Equipment Rental	3300	2500
17	Facilities - Other	2000	2000
18	Fundraising Expenses - Other		
19	Fundraising Professionals		
20	* Grantmaking Expense	98603	98603
21	Honoraria		
22	In-Kind Contributions	100100	
23	Insurance	16912	10000
24	Interest Expense		
25	Internet & Website	8600	2500
26	Investment Fees		
27	Legal Fees	12500	
28	Lodging & Meals	250	
29	* Major Repairs	19205	15000
30	Office Expense - Other	800	
31	* Other		
32	Postage & Shipping	2154	500
33	Printing	2400	
34	Production & Exhibition Costs	16500	
34a	Programs - Other	49556	19500
35	Professional Development	9220	1000
36	* Professional Fees: Other	7980	5000
37	Public Relations	900	900
38	Rent	19964	19964
38a	Recording & Broadcasting Costs		
38b	Royalties/Rights & Reproductions		
39	Sales Commission Fees		
39a	Security		
40	Supplies - Office & Other	11930	8000
41	Telephone	8750	3800
42	Touring	1000	
43	Travel	1375	
44	Utilities	18950	15000
45	TOTAL EXPENSE	1182922	694647
	Total Expenses Less In-kind	1082918	694647
46	Change in Net Assets	0	

Budget Notes:

- Line 23: Donations from Wells Fargo Bank's employee donation program and one other corporate sponsor (TBD)
Line 24: San Francisco Foundation \$26,000; Zellerbach \$6,000, Chan Foundation \$5,000 and other foundations \$8,000
- Line 26: SFAC Line Item Grant
Line 27: n/a
- Line 28: Health care credit
- Line 30: n/a
- Line 31: Rent \$80000; Salesforce \$15000; CCA fellow \$3,000, Gallery misc equipment \$2000 Grantstation \$100
-
- **Expense:**
- Line 1: Admin \$120,170; Fundraising \$17,778; Facility \$37,479; Programming \$333,073
- Line 8: Union Benefits paid according to Local 16 agreement, one-time performance payments
- Line 20: virtual centers APICC \$98603
- Line 29: exterior business sign; contingency \$6k
- Line 31: n/a
- Line 36: year-round IT support, database support, strategic planning

SOMArts Cultural Center: Organizational Chart 2013-14



Tech Services Crew: Diamond McFarland, Manuel Rosario, Zach Slater & Seasonal Employees*
Building Managers & Technicians: Cathie Anderson, Katie Gilmartin, Alex Lukas, Dion Reiner-Guzman, Alex Turner, Colin Johnson, Rene Yanez, Rio Yanez & Seasonal Employees*
2013-14 Interns & Fellows
 *Several employees work as both building managers and technical service crew members when needed. Rene Yanez is also Director of Special Projects, and oversees Day of the Dead (.1 FTE)



BOARD OF DIRECTORS

- President** **Brian Freeman** 76 Santa Marina St., SF, CA 94110
Playwright, Director, former director of the Pomo Afro Homos theater group, 415-282-3228, brian.freeman@mac.com , member since 1998.
- VP/
Secretary** **Iris Fluellen** 152 Duncan St., SF, CA 94110
Development Director of Omega Boys Club, 415-826-2034, Iris@IrisFluellen.com, member since 2009.
- Treasurer** **Peter Sizgoric** 77 Dow Place, Unit 706, San Francisco, CA 94107
Consultant, peter.sizgoric@gmail.com, 312-731-9088, member since 2011.
- Members** **Jacob Foster** 1090 Montgomery St., Apt. 304, SF, CA 94133
Attorney, 510-207-0012, jacobnfoster@gmail.com, member since 2010.
- Rhodessa Jones** 741 Elizabeth St., SF, CA 94114
Co-artistic Director of Cultural Odyssey, founder of the Medea Project, actress, dancer, singer, writer and teacher, 415-821-3538, rhodessa@culturalodyssey.org, member since 1994.
- Lex Leifheit** 4520 Irving St 2, SF, CA 94122
SOMArts executive director, 415-863-1414 lex@somarts.org, member since 2008.
- Josette Melchor** 923 Market Street, Suite 200, SF, CA 94103
Executive Director and Co-Founder of Gray Area Foundation For The Arts (GAFFTA.) 415-484-3184, josette@gaffta.org, member since 2012.
- Anita Sanchez** 44 Restani Way, SF CA 94112
Former Board President of West Bay Pilipino Multi-Service Corp., a non-profit Pilipino American community service agency South of Market. Recently retired as Executive Officer of the San Francisco Civil Service Commission. 415-640-3306, anita_h_sanchez@yahoo.com member since 1997.
- Dorothy Santos** 141 A Mirada Drive, Daly City, CA 94015
Arts Editor and Curator, Asterisk SF Magazine + Gallery, Blogger for ZERO1: The Arts and Technology Network and Gray Area Foundation for the Arts; 415-748-2679, Dorothy.r.santos@gmail.com, member since 2012.
- Sherry Suisman** 21 Walter Street, SF, CA 94114
Senior Program Associate, Career Ladders Project, 415-864-6402, cell: 415-596-9600 sherrysuisman@gmail.com, member since 2010.



Emeritus Board

Sarah Davis 300 Channel St. Box 22, SF, CA 94158
Producer, event planner, 415-621-8243, sarah.davis.events@gmail.com, member since 2009, emeritus as of August 2012

Drake Hawthorne 1418 Innes Avenue, SF CA 94124
Architect and Designer at Perkins + Will; sculptor. 415/856-3028, cell: 917/881-7448, drake.hawthorne@perkinswill.com. Member since May 6, 2009, emeritus as of November 2011.

David Kennedy 1415 Kearny St., SF, CA 94133
Attorney at Law. 415-788-7887, mgaffney@batnet.com, member since 1994, emeritus as of August 2012

Carlos Loarca 250 Duncan St., SF, CA 94131
415/282-5594, loarca@somarts.org, member since 1992, emeritus as of August 2009.

Tom Mazzolini 573 Hill St. SF, CA 94114
Producer of SF Blues Festival, Member of President's Advisory Committee of National Blues Foundation, 415/647-9591, sfblues@earthlink.net, member since 1992, emeritus as of December 2010.

Ruth Passen 987 Rhode Island #1, SF, CA 94107
Coordinator of Potrero Hill Festival, Staff of Potrero Hill Neighborhood House, 415/641-8011, member since 1992, emeritus as of May 2009.

Ernest Rivera 15 Bessie Street, SF, CA 94110
Director of SOMArts Technical Services. 415-806-5992, rivera@somarts.org, Member since 1992, emeritus as of November 2008.

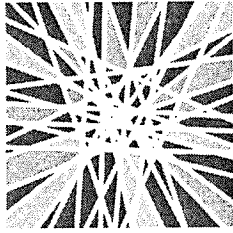
List of Sub-Tenants
SOMArts Cultural Center
934 Brannan Street
San Francisco, CA 94103

ArtSpan

www.artspan.org
info@artspan.org
415-861-9838

Asian Pacific Islander Cultural Center (APICC)

www.apiculturalcenter.org
info@apiculturalcenter.org
415-829-9467
877-808-1842 fax



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SOMArts Cultural Center offers a unique, flexible and versatile venue that can be used as a whole or divided into the following partitions. (Please see our "Rental Policies" sheet for more information on policies.)

Bay Gallery

The Bay Gallery is approximately 3200 square feet (108'x 30') with over 4,000 feet of wall space plus additional movable walls that can be configured for your exhibition or event. The Bay Gallery walls are painted white to accommodate most exhibitions. Painting of walls a different color requires advance written permission (see details in Rental Policies) plus cost of materials and labor to return walls to the standard color. Rental of the Bay Gallery includes use of the lobby, kitchen and patio areas.

Theater

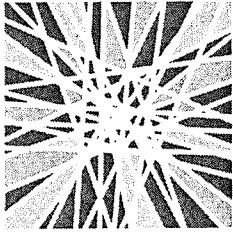
The Theater is ideal for performances and other events that require a stage and stage lighting. House dimensions are 54' x 35' (L x W). House walls are painted black to create a black box venue within our larger venue. Stage lighting and theatrical soft goods are available on a pipe grid over the stage. A movable tech booth is available for a FOH tech operating position for stage managers and lighting/sound operators. Seating includes 140 padded (non-folding) chairs. Additional chairs may be brought in from an outside source. Sound reinforcement, additional lighting to supplement the house rep plot and soft goods can be rented to supplement the included equipment. Rental of the Theater includes use of the lobby, kitchen and patio areas.

Patio

One of the more unique features of SOMArts are the grounds outside the building. The patio, garden and surrounding grounds provide a place for your audience to congregate and enjoy the outdoors in our urban oasis. The patio and grounds can also be utilized as an integral part of your event. For example, some events use the grounds for additional space to accommodate vendors, fairs, performances or other activities.

Classrooms

SOMArts offers several classrooms and rehearsal space options please refer to the "Classroom Rental Policies" sheet rental information and rates.



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ROOM RENTAL RATES

Room rental rates are based on per day usage. Events taking place in the building can only be open to the public between the hours of 8:00 AM and 2:00 AM. Room rates include one on-site Building Manager during our normal building operating hours: Monday through Friday 9:00 AM to 7:00 PM and Saturday 11:00 AM to 5:00 PM. A SOMArts staff Building Manager is required to be on-site at all times during your load-in, event and load-out. If your reservation includes hours outside of our normal operating hours, you will be billed at the rate of \$35/hour per building manager. Additional building manager(s), staff and technicians may be required based on your event needs. Almost all events require additional labor charges for the event's installation, operation and restoration. These costs will be estimated in your event quote and actual labor hours will be billed/adjusted accordingly post event. See rental policies for more information.

Bay Gallery Events

Standard room rate: \$750/day*

Non-profit room rate: \$500/day*

Holiday room rate: \$1000/day*

*Plus required labor, equipment, janitorial and trash/recycling/compost charges

Bay Gallery Exhibits

Standard room rate: \$300/day*

Non-profit room rate: \$150/day *

Holiday room rate: \$1000/day*

*Plus required labor, equipment, janitorial and trash/recycling/compost charges

Theater Events

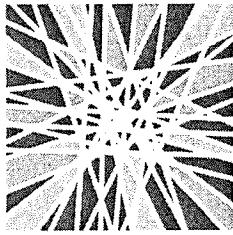
Standard room rate: \$750/day*

Non-profit room rate: \$500/day*

Holiday room rate: \$1000/day*

*Plus required labor, equipment, janitorial and trash/recycling/compost charges

The average cost for one-day event is between \$1,300 and \$3,000. Please note that the actual cost may vary outside of this average based on your event's individual needs.



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SOUND REINFORCEMENT

Small PA package \$150

2 Mackie SRM450 powered speakers and stands (flexible speaker placement)

Behringer MX802A 4CH Mixer

1-4 wired microphones, cables and stands

Suitable for announcements and background music for events of 100-400 people.

Theater Sound System \$285

2 Mackie 3-way powered speakers 2 Mackie powered subs (fixed speaker placement)

Presonus 16.4.2: 16 channel digital mixer

16 wired microphones, cables and stands

Suitable for DJs and live music for events of 100-500

Bay Gallery Sound System \$175

2 EAW JF60 passive speakers and amp (fixed speaker placement)

2 EAW JF80 passive speakers and amp (fixed speaker placement)

1 wireless microphone

Suitable for announcements and background music for events of 100-600 people.

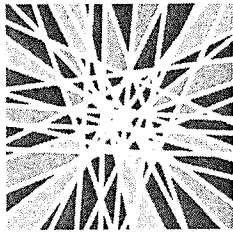
Stage monitors \$150

1 pair of QSC K12 or Mackie SRM 450 powered speakers.

Rental of SOMArts sound reinforcement packages requires a SOMArts staff sound engineer to set-up and operate at the rate of \$35/hour for a 4 hour minimum call. Actual time will be estimated in the contract and actual hours will be billed/adjusted post-event. Overtime fees may apply, depending on the event production schedule. The client may choose to provide their own audio equipment or contract through a third-party vendor. Use of non- SOMArts audio equipment does not require a SOMArts staff technician.

THEATER AND GALLERY LIGHTING

Base rental rates include work lights during the client's load-in, set-up, installation, rehearsal, strike and load-out. Base rates also include the house rep lighting plot for each room during the contracted hours of your event. The existing plot will be turned on at 100% intensity and must not require further adjustments. Should your event require changes or adjustments to the house plot(s), a lighting operator to make adjustments during the event and/or a lighting designer, it will



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require a SOMArts staff lighting technician, for which additional labor charges will apply. Minimum labor charges for lighting demands outside the pre-installed house rep plots are 8 hours of installation and 4 hours of restore at the rate of \$35/hour. Overtime fees may apply based on the requirements of your event. Actual labor costs for installation, operation, design and restoration will be invoiced accordingly.

Event ambient lighting designs are available. Contact the Technical Director for information on custom, ambient lighting packages.

OTHER EQUIPMENT

Video

9' x 12' DA-LITE Fast Fold Video Screen (front or rear projection) with dress kit: \$75/day (not including labor)

Sanyo 4000 Lumen compact projectors: \$75/day (not including labor)

Communication

Motorola 2-way Radios to communicate with SOMArts staff (6 radios): no charge Clear-Comm base station with up to 4 belt packs and headsets: \$60/day, no charge for theater rentals.

Staging

Runways: Contact the Events Manager for more information

Risers

12" or 18" tall, 3' x 8' section \$35 each

Tables

\$3/table for 6' and 8' tables

Lighting, projection or follow-spot towers

Truss 12' or 16' tall: \$75

Scaffolding Tower 4' x 8' x 10'H: \$100

Chairs

140 black padded (non-folding) chairs included in theater rental. Non-theater rentals: \$50

Stage soft goods are included in the theater rental. Changes to the position of soft goods that require additional labor will be estimated in the contract and actual labor hours will be billed.

Pipe and Drape

\$2/foot

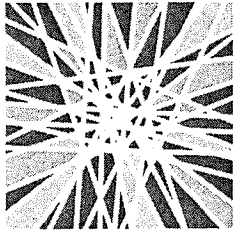
Movable Walls

Included in the rental of the Bay Gallery. Additional labor rates apply for installation and restore.

Janitorial and Trash monitoring:

Post event janitorial services are required for all events. Depending on your event the charges are \$50-120.

Janitorial services and trash sorting services during your event are required for all events serving food and/or beverages. The rate for these services is \$25/hour.



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Garbage, Recycling & Composting Fees cover disposal/hauling of trash, recycling and compost using the City of SF disposal services and are based on the attendance of your event and are as follows:

\$35.00 Fee for events with fewer than 50 people.

\$70.00 Fee for events with 50-150 people.

\$138.00 Fee for events with 151-300 people.

\$208.00 Fee for events with 301-500 people.

\$247.00 Fee for events with over 500 people.

*** All rates are subject to change. Please see actual pricing in the quote and invoice for your rental. ***



CLASSROOM RENTAL POLICIES AFFORDABLE SPACE PROGRAM

FEES FOR CLASSROOM RENTALS:

- Ongoing rental: \$20 per hour (non-profit \$15/hour)
- Short-term rental: \$25 per hour (non-profit \$20/hour)

SOMArts operates on a 2-tier pricing structure for base rates: standard and non-profit. To qualify for the non-profit rate, your organization must have proof of 501(c)3 tax exempt status from the IRS or proof of fiscal sponsorship by an umbrella 501(c)3 organization.

CLASSROOM SPACES AVAILABLE:

DANCE STUDIO: 720 sq. ft. (18' x 40')

Located on the second floor, the Dance Studio has 2 walls of full-length mirrors, one at each end; hardwood floor (not sprung); lots of natural light from windows along Westside wall; high ceilings.

Dance studio is not ADA accessible.

Special Requirement for Flooring: NO Shoes are allowed on the studio floor with the exception of leather-soled dance shoes not worn outdoors.

CLASSROOM A: 450 sq. ft. (18' x 25')

Classroom A is ADA accessible, on the first floor of the building; there is a utility sink in the corner; painted cement floor; high ceilings.

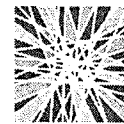
CLASSROOM B: 630 sq. ft. (18' x 35')

Classroom B (also known as the Drawing Studio) is located on the second floor so it is not ADA accessible; lots of natural light from windows along Westside wall; linoleum tile floor; average ceiling height. There are two large work tables (4' W x 10' L x 39" H) available for use.

POLICIES AND REQUIREMENTS:

INSURANCE: If you have your own liability insurance policy, you may include an insurance rider, naming SOMArts Cultural Center and the City & County of San Francisco as additional insured. Otherwise there is a fee of \$20 per rental day to be covered by SOMArts insurance. If you choose to use SOMArts insurance each participant (including instructor) must fill out a waiver form.

The Client takes all responsibility and liability for items, both artwork and personal property, brought onto the SOMArts premises. The Client needs to take precautions to secure items to prevent theft and/or damage. SOMArts is not responsible for the



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client's lost, stolen or damaged property, nor for any personal items that are left on the premises. Failure to remove bulky items or hazardous materials (eg. paint) that require special disposal may result in additional charges applied to the rental deposit or billed to the client.

Due to the frequent and varied uses of the rental spaces, the need to store any items for repeating classes or rentals must be arranged in advance with the Events Manager.

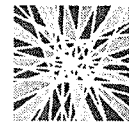
\$100 REFUNDABLE SECURITY DEPOSIT: SOMArts will return this deposit within 21 days after the rental ends if the rented space is restored to original condition or better. Deductions will be made for any cleaning, repairs, restore of the rental space, or additional rental time or Building Manager time. If any portion of the security deposit is retained, SOMArts will provide a written report detailing the deductions.

It is required that upon arrival the client contacts the Building Manager for a walk-through of the rented space. At that time, the Client will be asked to sign a statement that they have received the room(s) in good condition. Should the Client wish to note any damages or unsatisfactory conditions of the room(s) they must do so at the time of the walk-through. The Building Manager will either note or correct the unsatisfactory condition. This check-in and receipt of the room(s) will be used to assess the condition (and possible damages) of the room(s) post-rental. Before leaving the building at the end of the rental, after full restore of the space, the Client must do a walk-through with the SOMArts Building Manager as part of the final check-out process. The final walk-through is needed before the refund of the security deposit can be authorized.

PERMITS: Client will provide any needed permits including but not limited to: ABC liquor license, Fire Marshall Permit for use of propane or other heaters. Copies of all permits must be e-mailed or faxed to the Events Manager at least 7 days in advance of your rental. Please be aware that ALL open flames for performances or otherwise are strictly prohibited on the entire premises. Should a performer, client or attendee ignite any object, it will result in a \$1,000 penalty billed to the contracting client.

FEES INCURRED: Any expenses or fees incurred during the Client's use of the rental space resulting directly or indirectly from the Client's rental, such as fees for false fire alarm response, will be the sole responsibility of the Client.

PAYMENT: To reserve the date a deposit of 50% is required along with the signed contract, \$100 refundable security deposit and if applicable, the insurance fee. Payment in full is accepted at any time, and is due in full 14-days prior to the rental.



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Make checks payable to: SOMArts Cultural Center. Include the contract number on the check. Checks returned by the bank upon which they are drawn for any reason will result in a \$40.00 fee. The balance of any additional fees incurred will be billed after the rental and is due immediately upon receipt of the invoice. Charges for damages, cleaning, additional equipment rentals, services or labor, or violation of the contract will be invoiced on the final bill.

CANCELLATION POLICY: Classroom rentals must be cancelled at least 14 full days prior to rental date or you will need to pay the full final balance. You are financially responsible for all the time booked even if it is not used or even if you do not have any students. "No shows" will still be billed the full amount. **NO EXCEPTIONS.**

BUILDING HOURS: SOMArts normal building operating hours are Monday through Friday 9:00 AM to 7:00 PM and Saturday 11:00 AM to 5:00 PM. A Building Manager is required to be on-site at all times when the building is open. If a building manager is required for hours outside of our normal operating hours, you will be billed at the rate of \$35/hour before Midnight and \$50/hour after Midnight.

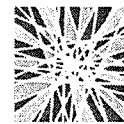
PENALTIES FOR FAILURE TO VACATE BY CONTRACTED END TIME: If Client has not vacated and restored premises to the original condition by the contracted end time, a penalty of \$35 per each 30 minute increment will be billed to cover the Building Manager's labor and overtime expenses. This is in addition to extra rental space fees.

CLEANING RESPONSIBILITIES: The Client is responsible for cleaning up after their rental. This includes waste sorting, waste removal to the appropriate city bin, cleaning, sweeping/dust mopping and wet mopping as needed. Return rental space to same condition or better. Any furniture or equipment used must be returned to original location or designated storage space. Food is strictly prohibited in the Dance Studio.

All Clients must adhere to city guidelines for waste disposal regarding separation of compostable, recyclable and garbage items. It is the Client's responsibility to monitor their attendees' use of event recycling, compost and trash bins to ensure proper separation of items.

Penalties: a \$300 sorting fee will be assessed if there is not a proper separation of garbage, compost and recycling by the Client.

SOMArts CULTURAL CENTER PROPERTY/EQUIPMENT: Use of SOMArts owned property, equipment and supplies is at the discretion of, and requires the permission and supervision of a SOMArts Building Manager. This includes but is not limited to ladders, paint, paint tools, carts, expendables, drapes, chairs, table cloths,



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tables, offices, dressing room, loading zones, roll up/bay door, etc. All items must be signed out by the Client with a SOMArts Building Manager. Should the Client and/or designated representatives and vendors move any SOMArts equipment, prior to or during a rental, the Client is responsible for returning equipment to its original position. Failure to do so will result in additional hourly restore charges being deducted from the rental deposit or billed to the Client. SOMArts Cultural Center property (chairs, tables, etc.) may not be removed from SOMArts premises. It is the Client's responsibility to return all rented and borrowed items to the Building Manager and have the Building Manager check the items in. All items must be returned in the same condition they were received. Failure to return items or the return of items in unacceptable condition will result in additional rental, repair or replacement charges.

OTHER EQUIPMENT: All equipment rentals and special requests should be made in advance for proper accommodation.

PUBLICITY: Getting publicity information about your event to us will help SOMArts to get your event listed on our website, blog, calendar and e-group (e-mail announcement) as quickly as possible. Guidelines for submitting images and text are listed below and are also available on our website, <http://www.somarts.org>. The Client is responsible for all additional event publicity, including flyers, press releases, etc.

FORMAT FOR PUBLICITY INFO

First Line: Day/s, Date & Time

Second Line: Title of Event and/or name of Organizers

Description: 75-200 words. Include website and box office information when needed. Include descriptive words that are particular to the event (size, art form, duration of performance) or awards and accolades a group has received (e.g. Voted "Best New Dance Company 2007 by the SF Chronicle"). Try to avoid vague or endorsement words such as "great, awesome, best".

Digital Images for SOMArts publicity

Individuals and organizations participating in SOMArts' Affordable Space or Technical Services Programs may submit up to four images for SOMArts' use on its website, publications, calendar and other promotion in print and online. Do not submit TIFF's, PDF's, Word or Access files, or any other non-JPEG formats. Image size should be consistent; suggested size is 800 pixels x 600 pixels. Each image file should not exceed 2 MB. When possible, images should include a credit with the name of the artist and media used, and photographs should include the names of the individuals pictured. Images submitted more than two weeks prior to the event date have a significantly greater chance of being used.



Example:

Friday, April 10, 8:00pm & 10:00pm

Saturday, April 11, 7:00pm & 9:00pm

A Portrait by Means of the Sun

This unique intimate journey of dance, scent and space is performed by Dawn McMahan in the SOMArts Bay Gallery. Live music, sculpture, costumes, and lighting combine in this multi-installation performance exploring the palpable reality of emotions. For more information, go to <<http://www.pythiadance.org>>

NON-PROFIT RATES IN EXCHANGE FOR RECOGNITION: SOMArts' on-site rental program is supported by the San Francisco Arts Commission. Please acknowledge SOMArts and your participation in this program in your print materials as follows (when possible, we request you also include the SOMArts logo):

Posters, press releases, flyers, postcards, etc.:

"[TITLE] is presented at SOMArts Cultural Center as part of the Affordable Space Program, which is supported by the San Francisco Arts Commission/Hotel Tax Fund.

Programs:

"This [TITLE of class/workshop] is supported by the SOMArts Cultural Center's Affordable Space program, which provides subsidized, affordable space and technical assistance to nonprofits. The mission of SOMArts (South of Market Arts, Resources, Technology and Services) is to promote and nurture art on the community level and foster an appreciation of and respect for all cultures. SOMArts programs are supported by the San Francisco Arts Commission with funding from Grants for the Arts / Hotel Tax Fund."

SOMArts Review: All publicity must be approved (proof read) by SOMArts before it goes out, and submitted at least five working days before planned distribution.

The Client is responsible for communicating all policies and responsibilities in the rental contract to Client's collaborators.

SOMArts
List of 2013-14 Office Space Rental Rates

- Artspan office space: \$510 per month

- APICC office space: \$357 per month

SOMArts 2013—14 Fund Development Work Plan

FY13 Facts (as of May 22, 2013)

of individual donors: 101

of individual donors who are SOMArts staff: 5

of individual donors who are Board Members: 9

% of Board giving: 100

<u>Amount of Donation</u>	<u>Goal</u>	<u>FY13</u>
<\$25	50	38
\$25-\$49.99	24	12
\$50-\$99.99	20	21
\$100-\$249.99	20	22
\$250-\$499.99	4	1
\$500-\$999.99	3	3
>\$1000	3	4
>\$5000	1	n/a

Staff & Stakeholder Suggestions

- Scale up summer thank you party for volunteers into SOMArts Summer Shindig, a social event for participating artists, volunteers of 10+ hours, and donors of \$25 or more
- Hold a silent auction
- Consider possibility of co-presenting a corporate partner event as a fundraiser (e.g. Yelp)
- Expand VIP list including donors, foundations, influencers and city stakeholders. Send at least three warm invitations to VIPS in FY14
- Host at least one VIP reception in 2013-14 to raise awareness of the quality and value of SOMArts programs among influencers and thought leaders.

Goals for FY14: Conversion, Refinement and Repetition

- Increase # of individual donors to 125.
- Obtain recurring donations from 5 or more individuals (more than 1 donation during the fiscal year).
- Convert 5 or more individuals to a higher donor level
- Design and install a donor recognition plaque in SOMArts lobby

Last updated: 1/2/13

- Plan and execute a summer fundraising event with 100+ attendees and revenue + donations over \$5,000
- Create a sponsorship deck
- Create list of potential business sponsors, donation ideas and a timeline for recurring sponsor requests
- Continue to facilitate donor acknowledgement and increase donor's interaction with artists, board members and staff.
- Continue to send donors > \$50 at least three warm invitations to events
- Schedule at least three email "asks": mid-year, Q4 and LYBNTY (Last Year But Not This Year request to FY13 donors who have not donated by Q3).
- Increase mailing list by 10% to make asks more effective.
- Maintain earned revenue target of 35% or more