

Cultural Equity Initiatives Grant Program Overview

The Cultural Equity Initiatives (CEI) grant program offers grants to small- and mid-sized arts organizations for capacity-building initiatives that ensure the artistic and cultural vitality and the sustainability of San Francisco's arts organizations that are deeply rooted in historically marginalized communities.

Panel Composition

The five-member peer review panel convened on February 20 and 21, 2019 to rank CEI applications according to the stated review criteria in the published CEI 2018-19 guidelines.

Panelists brought a wide range of professional experiences as practicing artists, arts administrators, funders, and artistic programmers in disciplines such as theater arts, film and media, traditional arts, visual arts, music and multi-disciplinary arts. They identified as African American, Latinx, Chinese American, and Caucasian. 60 percent identify as LGBTQ.

FY18-19 CEI Funding Recommendations

35 grant applications were received requesting a total of \$2,571,901.

The panelists reviewed 35 CEI applications according to the stated review criteria. (See attached CEI Guidelines). Funding recommendations include 23 applicants for a total of \$1,556,618.

High scoring applicants clearly articulated the historically marginalized community(ies) that their organizations engage and demonstrated that their staff/board/volunteer members have deep connections to or relevant experience as members of these communities. Strong applicants articulated a clear need and organizational readiness for the capacity-building support requests. Requests included the creation of first-time strategic plans; updating and implementing aspects of existing strategic plans; and hiring staff support, particularly in development and increasing staff to stabilize the organization.

The applicants that did not score well did not articulate a clear connection to historically marginalized communities, nor did they demonstrate strong partnerships or strategies to connect with those communities. They also failed to articulate a clear strategy, implementation plan, and impact that the initiative would have on the current and future state of the organization.

Attachments

Attachments to this memo include the list of CEI applicants with scores and project descriptions, panelist biographies, and the FY2018-19 CEI Guidelines.

Community Investments

FY18-19 Cultural Equity Initiatives (CEI) Funding Recommendations



Applicant Category Grant Amount	Budget Size	Average Score	Project Description
Abada-Capoeira San Francisco \$100,000	>\$400K	93.8	SFAC funds will be used to support the transition of the founding Executive Director to Development Director, and the hiring of a new full-time Executive Director. This initiative is a core component of our 2019-2021 strategic plan, and supports efforts to expand leadership to provide ACSF's founders the capacity to focus on artistic and fund development - critical to the long-term sustainability of ACSF. The intended outcome is to conduct a mindful process of expanding and transitioning leadership while maintaining continuity of services.
Anne Bluethenthal and Dancers \$100,000	\$150K - \$400K	93.2	SFAC funds will be used to support a capacity-building initiative that includes: establishing an Executive Director position and undergoing a strategic planning process with a Planning Consultant. The ED position will be filled during year one of the grant period; the ED will take over administrative and fundraising duties from Artistic Director Anne Bluethenthal, significantly increasing her time for program-related duties. During year 2, the ED will contract with a Planning Consultant who will lead the core staff and Board in a strategic planning process, resulting in a written plan.
Bernal Heights Outdoor Cinema \$11,250	<\$150K	84.4	SFAC funds will be used to support the development of a strategic plan for Bernal Heights Outdoor Cinema that will guide the 15-year organization into the next phase of growth with a sound, detailed plan for a sustainable infrastructure to operate the annual season including a 4-day film festival and three quarterly screenings that occur year-round. The SFAC funds will also support the creation of a succession plan for the organization encompassing a year of support and training of key personnel, leading up to the transition of the project into the hands of new organizational leadership.
Bindlestiff Studio \$65,830	<\$150K	84	SFAC funds will be used to support 2 years of full-time employment for the Managing Director to oversee the implementation of the strategic plan with special emphasis on the following areas: 1) secure funding to pay our Artistic Director and Technical Director; 2) expand Bindlestiff's activities to two satellite locations - the Filipino Cultural Center in SOMA Pilipinas and a branch in Seattle, Washington; and 3) coordinate our 30-year gala, scheduled for December 2019.

Brava for Women in the Arts \$100,000	>\$400K	93	SFAC funds will be used to support capacity building in two key areas outlined in Brava's strategic plan with the goal of achieving financial sustainability. To expand development capacity, Brava will establish a Development Manager position at 32 hours per week. The strategic expansion we propose will provide crucial support to our current staffing structure, yielding increases in contributed revenue.
Chrysalis Studio \$24,150	<\$150K	94.6	SFAC funds will be used to support Chrysalis Studio's evolution into a professionally managed and sustainable non-profit arts organization. The initiative will increase the Artistic Director's time commitment from 32 to 65 hours a month and increase her pay to \$40/hour, increase our intern's time and compensation, implement the strategic plan and update the Chrysalis Website. Awarded funds will support the Artistic Director's increased compensation, the intern's increased compensation, and a website Consultant.
Circo Zero \$70,000	<\$150K	89.8	SFAC funds will be used to support Circo Zero's two-year capacity building initiative, which includes developing a three year strategic plan, expanding current part-time admin positions, and hiring a new staff member. SFAC funds will enable Circo Zero to hire both a planning consultant and a new administrative assistant, as well as enhancing our current staff capacity by increasing the Artistic Director's chronically underpaid admin compensation, and increasing by 50% the hours-per-week for our Producing Director. The initiative will also motivate increased activation of Circo Zero's Board.
Cubacaribe \$96,400	\$150K - \$400K	88.25	SFAC CEI funds will be used to support the next phase of CubaCaribe's work, building fundraising and staffing capacity. The two-year initiative will fund updating of the organization's current Strategic Plan, fund key existing and one new personnel position and activities associated with maintaining year-round institutional fundraising and developing a more robust individual donor program with the implementation of an annual gala. CubaCaribe needs to continue to grow its organizational capacity in order to maintain the excellence of its artistic and educational programs.
Cultura y Arte Nativa de las Americas \$100,000	>\$400K	93	SFAC funds will be used to support Carnaval San Francisco's Strategic Plan by hiring a fund development director for July 2019 to June 2021. Funding for the fund development director will help in the implementation of two priorities in the strategic plan: 1) fund development; and 2) succession planning.
Duniya Dance and Drum Company \$64,880	<\$150K	91.6	CEI funds will be used to support strategic planning, to develop marketing materials for corporate performances and classes, establishing a formalized individual donor program and increasing Managing Director hours to further support the Artistic Director and the above-listed areas of growth.

Eugenie Chan Theater Projects \$26,120	<\$150K	92	SFAC funds will be used to support Eugenie Chan Theater Projects (ECTP) in the research, development, and creation of a strategic plan designed to address ECTP's capacity, income-generating, and administrative challenges as a small project-based organization. This includes a refinement of mission and vision statements; a re-examination of goals, objectives, and activities; an assessment of current resources, and a strategic analysis of strengths, weaknesses, opportunities and threats (SWOT analysis).
Foglifter Press \$8,106	<\$150K	86.4	SFAC funds will be used to support Foglifter in its strategic planning and implementation process. This includes hiring a strategic planning consultant, hosting an annual board and staff retreat, and utilizing remaining funds to implement a monetary incentive program to retain key staff.
Fresh Meat Productions \$100,000	>\$400K	95	SFAC funds will be used to expand Fresh Meat Productions' management and administrative infrastructure. In recent years, our organization's rapid artistic, programmatic and budgetary growth has far outpaced the capacity of our staff. As a result, administrative work is increasingly consuming the Artistic Director's time and energy. The initiative will reverse this process by expanding our management and administrative staff's time commitments and responsibilities, reducing Dorsey's engagement in non-artistic activities and supporting our sustainability as we enter our 20th Anniversary Season.
Jess Curtisgravity Inc. \$100,000	\$150K - \$400K	92	SFAC funds will be used to support Jess Curtis/Gravity in a two-year capacity building initiative, pursuing outcomes articulated in the organization's recently adopted five-year strategic plan: shifting Jess Curtis's workload to focus more significantly on guiding locally-based access, incubation, and international exchange and presentation programs; investing in additional time from Program Director Alley Wilde and Administrative Assistant Chibueze Crouch; and creating a new strategic plan to guide the organization moving forward.
Juneteenth \$62,200	<\$150K	83.4	SFAC funds will establish a new General Manager position that will provide year-round coordination to Juneteenth's fundraising, financial management and administrative activities. SFAC funds will also support the fees of a Planning Consultant who will assist Juneteenth's Steering Committee to formulate its first strategic plan. The Initiative will strengthen Juneteenth's administrative infrastructure, enhance the Steering Committee's planning skills, deepen the organization's roots in the Black community and improve its marketing, fundraising, production and financial management capacities.
Kearny Street Workshop Inc. \$71,400	<\$150K	89.6	SFAC funds will be used to support capacity building efforts identified in our strategic plan such as stabilizing staff salaries, improving administrative systems and engaging consultants to aid KSW capacity building efforts. These efforts will support Kearny Street Workshop ("KSW") in providing critical platforms for Asian Pacific American ("APA") artists. KSW is a hub for deep and lasting artistic

			communities across a multitude of marginalized backgrounds and experiences. For decades, KSW has created pathways to resources and tools for artists at all levels of their careers.
Queer Women of Color Media Arts Project-Qwocmap \$100,000	\$150K - \$400K	87.8	SFAC funds will be used to support Queer Women of Color Media Arts Project - QWOCMAP to complete a new strategic plan that includes work plans fundraising, communications and engagement, business development, and capacity building.
Safe House for the Performing Arts \$100,000	\$150K - \$400K	86.75	SFAC funds will be used to support the creation of SAFEhouse Arts' first ever strategic plan. We have settled into our new home at 145 Eddy Street, established a co-operative Lead Artist program, and continuously support a diverse group of more than 100 artists each year. CEI funds will enable us to engage a consultant to direct the planning process and to provide compensation for the vital and in-depth participation of our hard-working staff and Lead Artists. SAFEhouse has built the organizational framework needed for the serious work of creating a multi-year plan, and we are ready to begin.
San Francisco Transgender Film Festival \$38,702	<\$150K	91.8	SFAC funds will be used to support the San Francisco Transgender Film Festival (SFTFF) in an initiative designed to align with our recently completed strategic plan, positioning SFTFF to be well-resourced in this critical moment for Trans people, who are facing increased attacks on Trans bodies and creative expression. The initiative will support the Artistic Director to become a salaried employee with benefits, increased hours and wages for the Festival Coordinator, increased roles for the Development Consultant and Social Media Coordinator, and expanding the Advisory Board.
San Francisco Youth Theatre \$100,000	\$150K - \$400K	91.6	SFAC funds will be used to support San Francisco Youth Theatre's (SFYT) organizational infrastructure and sustainability, strengthening its capacity to provide innovative arts programming that impacts youth, advances the field of youth theatre and inspires social change. This will be accomplished by implementing strategies identified in SFYT's 2018-21 strategic plan, including adding new program staff, increasing the FTE of current staff, and engaging specialized consultants to assist the organization with program evaluation, individual donor development, grant writing and board training.
StageWrite \$75,000	\$150K - \$400K	90	SFAC funds will be used to support the creation of a new strategic plan and the expansion of staff leadership roles in the 1st year that will evolve into Program Manager positions in the 2nd year. We will expand our teaching artist team, prioritizing the recruitment of more artists of color, with enhanced training and increased pay to support staff retention. Executive coaching will support implementation of the strategic plan and the transition of managerial

			responsibilities. A fundraising consultant will assist in creating a new development strategy for future funding of these initiatives.
The Diasporic Vietnamese Artists Network (DVAN) \$21,580	<\$150K	86	SFAC funds will be used to support DVAN in 2019-20 to improve our development strategies, add staffing, and expand programming. Funds will go toward executive director (.5 FTE) and program director (.5 FTE) staffing; contracting a development manager (15% of awarded grant); and implementation of a 5-year strategic plan (FY19-24) in which we increase fundraising and programming capacities. Our programs create impact on local community through offering 2 writing residencies per year, 4-6 public events, and cultivating projects that center diasporic Vietnamese women and underrepresented voices.
US Japan Cultural Trade Network Inc. \$21,000	<\$150K	85.4	SFAC funds will be used to support the U.S./Japan Cultural Trade Network Inc. (CTN) in developing its strategic plan. This includes fees to hire consultant(s) to facilitate the process, compensations for the Executive Director and the Associate Director, local transportation reimbursements for the meeting participants, and copying/printing expenses.



FY2018-2019 Cultural Equity Initiatives Panelist Biographies

Julián Antonio Carrillo

Program Manager, Alliance for California Traditional Arts (ACTA)

Julián Antonio Carrillo is an anthropologist and folklorist originally from Ciudad Juárez and El Paso on the U.S.-Mexico border, with an interest in intangible cultural heritage. He holds an M.A. in folklore from Indiana University Bloomington (IUB) and is currently also a Ph.D. Candidate in anthropology at IUB. A cultural programs producer and former university instructor, he has worked with a number of cultural institutions including the Center for Traditional Music and Dance in New York City. A native bilingual speaker, Julián has published in both Spanish and English and in 2018 was a Visiting Fellow at the Smithsonian Center for Folklife and Cultural Heritage in Washington, D.C. When not writing his dissertation or enjoying peaceful bike rides, he works from ACTA's San Francisco field office managing the Living Cultures grant program, supporting ACTA's technical assistance contracts with arts organizations, and contributing to a number of other regional and statewide projects. Julián joined ACTA in September 2018.

Jenny Leung

Director of Communications & Partnerships, Chinese Culture Center of San Francisco

Jenny Leung is a key member of the Foundation's leadership team, responsible for CCC's internal and external communications, as well as branding strategies. She plays a pivotal role in transforming the image of CCC into a contemporary and vibrant organization. During her time at CCF, she has led a major public art project, "Sunrise" activating a crucial site for the community, launched a new exhibition series, "Episode," and developed partnerships across government, philanthropy and community. Previously, she graduated from the University of California, Berkeley with her Master's in Asian Studies, and the University of Washington in Seattle. She is a Getty Leadership Institute, NextGen 2017 Fellow and has served on panel for the California Arts Council.

Michelle Mulholland

Managing Director, Golden Thread Productions

Michelle Mulholland is the Managing Director of Golden Thread Productions, the first American theatre company devoted to the Middle East. She has more than 17 years of non-profit management experience from some of San Francisco's finest arts and environmental justice organizations, including Theater Artaud, Beach Blanket Babylon, Brava Theater, the Commonwealth Club of California, The Coral Reef Alliance and Forests Forever. Since joining Golden Thread in 2012, Michelle has been enhancing day-to-day operations, enabling the company's exponential growth by professionalizing policies and procedures, implementing a fully integrated patron management system and establishing a donor focused individual giving protocol. A freelance costume designer since 2008, she has designed for numerous Bay Area companies, including Crowded Fire Theater, New Conservatory Theatre Center,

Golden Thread Productions, Word for Word, African-American Shakespeare Company, Z Space, Lorraine Hansberry Theatre, Cutting Ball Theater, and Brava Theater. She has also worked with Teatro Zinzanni, ACT and the SFMOMA.

Denise Pate

City of Oakland, Cultural Funding Program Coordinator

As the Cultural Funding Coordinator, Denise manages the City of Oakland's competitive, cultural arts grants process awards over \$1 million dollars to Oakland individual artists and nonprofit organizations. She has spent over 25 years working in the non-profit management community as an executive director, program manager, board member, development professional, dancer, and choreographer. She has raised funds, managed programs, and provided technical assistance for over 20 non-profit organizations in San Francisco, Alameda, Solano, Marin and Sonoma counties. She is the former Associate Director of Operations for California College of the Arts' Center for Art and Public Life (2005-2007). Her past affiliations include Young Audiences of the Bay Area, Wolftrap Institute for Early Learning through the Arts, Youth in Arts, Community Action Marin, and World Arts West (Producers of the SF Ethnic Dance Festival). She is the former Executive Director of CitiCentre Dance Theatre, a multi-cultural arts center that was once headquartered in Oakland's Malonga Casquelourd Center for the Arts. She received her B.A. in Movement Education, and has an M.B.A.

Natalia Neira Retamal

Co-Executive Director, La Peña Cultural Center

Natalia has worked as both Editor and Marketing Manager at the Santiago Times in Chile, and as Multimedia & Marketing Executive at the Dallas Observer. Born in Temuco, Chile, Natalia migrated to the US with her parents and sister when she was 7 years old. She grew up in Dallas, Texas where she studied Journalism and Public Relations at the University of North Texas, minoring in Women Studies and Spanish. She has been involved with La Peña since she moved to the Bay Area in 2015. She started as a volunteer and was then brought on as Communications Manager. In 2017 she and Bianca Torres were elected to lead the organization as Co-Executive Directors. She is honored to be entrusted with reorganizing La Peña's communications, fundraising and programming to better serve our diverse communities who make La Peña their home. Natalia is also excited about implementing outreach strategies and cultural events programming to continue to develop relationships with communities that could benefit from La Peña's mission.

Cultural Equity Initiatives (CEI) | Grant Guidelines

FOR PROJECTS TAKING PLACE JULY 2019 – JUNE 2021

APPLICATION DEADLINE: November 8, 2018, 12 p.m. (noon) PST
([submission through sf.culturegrants.org](http://sf.culturegrants.org))

For any questions about the CEI program, please contact Program Officer Debbie Ng at Debbie.H.Ng@sfgov.org or 415-252-2216.

San Francisco Arts Commission

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Director of Cultural Affairs

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*A translation of this grant application is available upon request; however, only applications in English will be accepted. For more information, please contact 311.

Una traducción de esta solicitud de aplicación está disponible a petición; sin embargo, solamente se aceptarán solicitudes en inglés. Favor comunicarse con Kate Patterson-Murphy al 415-252-2229 kate.patterson@sfgov.org para una traducción al español.

本資助申請表的翻譯版本將應請求而提供；但僅受理英文版本的申請表。查詢詳情，請聯絡311。

Ang pagsasalin sa Tagalog ng aplikasyon para sa pagkalooban na ito ay makukuha kung hihingilin. Ngunit ang aplikasyon sa Ingles lamang ang aming tatanggapin. Para sa tulong, maaring i-contact si Cece Carpio, 415-252-2217 o cece.carpio@sfgov.org.

Information about Cultural Equity Initiative (CEI)

Important Dates

Community Investments Grants Webinar	September 5, 2018, 12 NOON
Technical Assistance Workshops	October 2, 2018, 4 pm.
Applications Due	November 8, 2018, 12 NOON
Panel Review	February 2019
Funding Recommendations	April 2019
Commission Approval	May 2019
Grant Period	July 1, 2019 – June 30, 2021

About CEI

The Cultural Equity Initiatives (CEI) grant program offers grants up to \$100,000 to small and mid-sized arts organizations for capacity-building initiatives that ensure the artistic and cultural vitality and the sustainability of San Francisco's arts organizations that are deeply rooted in historically marginalized communities.

Alignment with SFAC's Cultural Equity Goals

The San Francisco Arts Commission is committed to creating a city where all artists and cultural workers have the freedom, agency and platform to share their stories, art and culture.

Priority funding goes to organizations that foster artistic expression deeply rooted in and reflective of historically marginalized communities. Using both the Cultural Equity Endowment Legislation and the Grantmakers in the Arts' "Racial Equity: Statement of Purpose," these communities include: African and African American; Latino/a; Asian and Asian American; Arab; Native American; Pacific Islander; Lesbian, Gay, Bisexual, Queer; Transgender and Gender Variant People; People with Disabilities; and Women. (SF ADMIN. CODE CHAPTER 68: CULTURAL EQUITY ENDOWMENT FUND. Sec. 68.6. PROJECT GRANTS).

Please note: We recognize that some marginalized communities may not be listed here and encourage applicants to articulate and provide supporting evidence about the marginalization for any community not named above. Please also note the legislation pertains to marginalized communities and not fringe artistic disciplines.

Organizations must align with one of SFAC's goals for equitable grantmaking:

- **Capacity Building:** Build capacity, resilience and economic viability of individual artists from historically marginalized communities.
- **Accessibility:** Provide a space to access art and creativity for historically marginalized communities.
- **Cultural Integrity:** Create or present work that demonstrates integrity and ethical use of material with specific cultural origins and context.
- **Intersectionality:** Address how race, gender, sexuality, ability, socioeconomic status, immigration status, religion, class, etc. are interconnected and expressed through artistic programming or process.

Eligible Request Amount

Up to \$100,000 for a period of two years. The applicant organization's two-year average annual operating revenue detailed in the DataArts SFAC Funder Report determines the eligible funding amount. Organizations can request up to 50 percent of their two-year average annual operating revenue for an amount not to exceed \$100,000 paid over two years.

NEW: CEI grants are paid over two years, however if the total grant request is less than \$30,000 organizations have the option to apply for a one year grant.

Applicants must receive an average score of 75 percent or above by the review panel to be considered for funding. Funding will be determined by the availability of funds and is not guaranteed for a score of 75 percent or above.

Native American Arts & Cultural Traditions (NAACT-CEI)

Native American Arts & Cultural Traditions (NAACT) category is aligned with Cultural Equity Grants. Applicants are to apply through the applicable grant category, and will be prompted to choose if they would like to apply through NAACT. By choosing this prompt, these applications will be reviewed by a panel of community members that represent the Native American community in San Francisco Bay Area.

Applicants to NAACT-CEI should clearly substantiate that they are connected to the Native American community within their narrative responses. Please follow all of the instructions for CEI and check the box at the end of the Applicant Information Page to confirm that you would like to be considered under the NAACT-CEI program.

Who Can Apply

Eligibility

- The applicant organization or fiscal sponsor must be tax-exempt under Internal Revenue Code Section 501(c)(3).
- The applicant organization (and its fiscal sponsor, if applicable) must be San Francisco-based, and must demonstrate two years of programmatic activity with at least four programmatic San Francisco activities.
- The applicant organization's mission statement must be clearly focused on the development, production, and/or presentation of arts activities in San Francisco.
- The applicant organization cannot be part of another City agency or department.
- The applicant organization must have a fundamental and substantial history of working with and/or presenting ongoing activities to members of the historically marginalized community(ies) identified in its proposal.
- The organization's two-year average annual operating budget must not exceed \$1.5 million in income (determined by the line: Total Operating Revenues (2-year average) in the DataArts SFAC Funder Report).

New for Fiscal Sponsors: Organizations that exceed the \$1.5 million budget cap due to regranting must verify their operational budget without pass-through funds at the time of application. Applicants must upload their most recently completed IRS Form 990.

- **Applicants must not be in default on any grants or loans from:** (1) SFAC, (2) other City departments (including, without limitation, Department of Children, Youth, and their Families; Office of Economic and Workforce Development; Mayor's Office of Housing and Community Development; and Grants For The Arts), (3) Northern California Grantmakers Arts Loan Fund; (4) Northern California Community Loan Fund, (5) Community Arts Stabilization Trust; or (6) the Center for Cultural Innovation. This default clause was expanded due to the fact that SFAC has a fiduciary relationship with these particular organizations, through either shared City resources or other pooled philanthropic funds.

- The proposed initiative must take place in San Francisco between July 1, 2019 and June 30, 2021.
- The organization must be willing and able to meet the requirements associated with receiving funds from the City and County of San Francisco. In order to receive a grant from the San Francisco Arts Commission, you must become a registered, compliant supplier (formerly called vendor) and meet the City of San Francisco's insurance and business tax requirements. For more information about supplier requirements, visit: sfgov.org/oca/qualify-do-business. Please note if you are not already a City supplier, you will only be required to register if you are awarded a grant. Insurance and business tax requirements will be explained and made available upon approval of grant awards.
- **For NAACT-CEI:** The organization must have a strong track record and demonstrated leadership that substantiates that they are connected to a Native American* community and engaged in significant programming that is rooted in Native American arts and cultural traditions.
**Per the Human Rights Commission, Native American is defined as people of indigenous descent from North, Central, and South American heritage as well as Native Hawaiians, Samoans, Marshall Islanders, and the indigenous people of Guam (whether enrolled, federally or nationally recognized or not). All groups indicated are encouraged to apply, but due to limited funds, priority will go to artists that are affiliated and connected to groups falling under the jurisdiction of the United States.*

Restrictions

- **A proposed initiative cannot receive simultaneous funds from multiple SFAC funding sources;** this includes collaborators applying to work on different components of the same project and applying separately.
- **Only one application per organization may be submitted to the CEI category.** This includes CEI and NAACT-CEI. This does not apply to fiscal sponsors who are submitting applications on behalf of different fiscally sponsored projects.
- **Applicants cannot receive funding for two consecutive grant cycles in the Cultural Equity Initiatives category.** This includes NAACT-CEI. A CEI grant (or cycle) is for two years. All of our grantees are required to sit out for one year after each grant cycle. In addition, they are required to close out a grant before reapplying. Generally, applicants that received a two year CEI in FY2016 would be eligible to reapply in FY2019 and an applicant that received a two year CEI in FY17 would be eligible to reapply in FY2020.

- **The awarding of funds does not imply that the Arts Commission or any other City agency will produce, exhibit, or present the art created.** It is the responsibility of the applicant to secure a venue and any required permits and insurance for public presentations or workshops.

Ineligible Expenses

Grant funds may not pay for:

1. Activities outside of San Francisco;
2. Deficit reduction;
3. Start-up money for new organizations;
4. An arts project or programming (See Organization Project Grants or Artists and Communities in Partnership Grants);
5. Planning and development of space (See Creative Space grants).

Project Requirements

To apply for a CEI grant, applicants must have completed a strategic or business planning process. If the organization has none, this proposal must be aimed at supporting a strategic or business planning process. Applicants must upload their current business or strategic plan. If awarded, the final strategic or business plan must be submitted with the final report.

Grantee Requirements

- **City Permits and Permissions:** If the proposal includes components that require City permits or approval such as publicly installed art, street closures, sound amplification in public space, or murals, the artist will be solely responsible for securing the necessary permits, permissions, insurance, and approvals. This planning should be reflected in your project timeline.
- **Insurance Requirements:**
 - General Liability:** Awarded grantees will need to submit a certificate of General Liability Insurance and an Endorsement Page with first invoice. General liability insurance **cannot** be waived. This requirement can be met by the following:
 - Purchasing **General Liability Insurance** as an individual artist or organization.
 - Purchasing **Special Event Insurance** for any public events associated with the grant project.
 - Obtaining a **General Liability Insurance certificate from their host venue**, which adds the grantee and event to their policy by endorsement and lists the San Francisco Arts Commission as additionally insured.

Workers Comp Insurance: Workers Comp insurance is required for an organization that has employees. If you do not have employees, the San Francisco Arts Commission will provide a waiver for this requirement.

NEW: Waiver of Subrogation addendum is required for organizations to do work on ANY City-owned property.

Auto Insurance: Auto Insurance is required if the awarded grantee will use a vehicle for the purposes of the grant. The San Francisco Arts Commission will provide a waiver for this requirement.

Abuse and Molestation Insurance: Proof of Abuse & Molestation coverage in addition to General Liability coverage is required for working with vulnerable populations (minors, people with disabilities, or elderly people).

- **Art Installation:** Please note that any art installed with these grant funds on property owned by the City and County of San Francisco or on private property, must be reviewed and approved by the San Francisco Arts Commission starting with the Visual Arts Committee of the Commission. This applies to murals, public sculpture, and similar projects. It will be the responsibility of the grantee to build this process into their grant plan and timeline. Please contact the following Public Art Program staff if you have questions: Alyssa Torres at alyssa.torres@sfgov.org for murals.

Panel Evaluation and Scoring Criteria

Grants Panelists

CEI applications are evaluated in an open panel review process by a panel of peers. Grant review panelists reflect the diversity of San Francisco; have broad knowledge about the particular artistic discipline, cultural equity and other field issues; and have experience that aligns with the purpose of the specific grant category.

Application Review

SFAC staff process applications and sends them to panelists for review in advance of meeting. Prior to the review panel, you will receive an email containing information about the review schedule and instructions to attend the meeting. Panelists will convene to discuss applications and make funding recommendations.

Panel Review Attendance

CEI panel meetings are open to the public. A time schedule of each panel meeting is emailed to applicants in advance and will be posted on the SFAC website. **Please be sure that you include a working email address in your application. Take steps to ensure that emails from SFAC are not lost in your spam filter.** Applicants are welcome to observe the meetings, but may not engage in discussion with the panelists or SFAC staff during the panel. Many applicants find it insightful to listen to the discussions of applications because the panelists are seasoned professionals. An applicant that is found to have made attempts to influence a panelist in any way will be automatically disqualified.

Funding Recommendations

Based on an evaluation of the proposals, panelist scores create a ranking for funding recommendations. Panelists will evaluate and rank proposals in three distinct budget categories: organizations with budgets under \$150,000; organizations with budgets between \$150,000 and \$400,000; and organizations with budgets between \$400,000 and \$1.5 million. Funding recommendations will be determined within each budget category. Staff may also take into consideration discipline when determining how deep into the ranking recommended funding will go. Applicants that do not score about 75 percent of the allotted points will not be eligible for funding. Grant amounts are either the full amount of the grant sought or a substantial portion of the requested grant—and never less than 75 percent.

Scoring Criteria

Panelists will be instructed to use the following scoring criteria that correspond with the noted application questions. Close review of this grid may help you focus your application responses.

CATEGORY	POINTS	SCORING CRITERIA	APPLICATION QUESTIONS
Alignment with SFAC's Cultural Equity Goals (30 points)	15	Thorough understanding of communities served and intentionality for serving those communities. The organization has a sound strategy for meeting the needs of the communities they serve.	<ul style="list-style-type: none"> - Who does your organization serve and why? - How does your organization meet the needs of the communities you serve?
	15	The organization strongly aligns with one of SFAC goals for equitable grantmaking; leadership has adequate relevant experience to work in communities served.	<ul style="list-style-type: none"> - Describe how your organization aligns with the selected goal - Describe the leadership team and staff's relevant experience and qualifications working in the communities you serve.
Artistic History (20 points)	10	The organization's artistic history and accomplishments are strong and demonstrate a meaningful evolution.	<ul style="list-style-type: none"> - Describe your organization's artistic progression or maturation. Focus on a few relevant accomplishments or benchmarks. - Complete the San Francisco Arts Activities table
	10	Work samples clearly demonstrate the organization's, mission, aesthetics, and audience.	<ul style="list-style-type: none"> - Provide a maximum of six Work Samples
Quality of Proposed Project (30 points)	10	The organization demonstrates awareness of its current state and positioning (opportunities, challenges, and major change) in relation to the capacity building issue to be addressed. The need for a strategic or business plan is clearly important for this organization at this moment or the proposed project has been identified in the strategic plan as necessary for the organization's cultural viability or financial sustainability.	<ul style="list-style-type: none"> - Describe the current state of your organization. - Have you completed a Strategic or Business Plan? - If NO, grant MUST be used for strategic or business planning. - Describe the ways that your organization is prepared to begin a planning process. - If YES, explain how the proposed project aligns with the main goals and strategies identified in your plan? - Cite the relevant section of your plan for the panel to review. - Attach Strategic or Business Plan
	10	Proposed initiative is sound; has great potential to foster artistic vitality and financial sustainability for	<ul style="list-style-type: none"> - Describe the proposed capacity-building or planning initiative. Note: For organizations that have not

		the applicant beyond the term of the grant; and strongly aligns with the organization's direction and current strategic (or business) plan OR proposed strategic (or business) plan.	completed a strategic or business planning process, this grant MUST be used for that purpose. - Complete the Grant Plan
	10	Desired outcomes and strategy to evaluate the impact and success of the initiative on the organization and community are clear and appropriate.	- Describe your desired outcomes and strategy for evaluation.
Ability to Complete the Project (20 points)	10	The budget and allocation of funds to the proposed initiative is clear and reasonable in relation to the scope of proposed initiative. The organization's financial and audience history as reflected in the CCDP supports the feasibility of the project plan and budget & includes detailed budget notes. Plans to address any organizational disruption and obtain additional resources are sound and reasonable.	- Complete Budget & Budget notes - Submit DataArts SFAC Funder's Report and Notes -What is the plan to address any disturbance to normal operations?
	10	Qualifications of key staff and/or personnel are strong and relevant to implementation of the proposed initiative; Board of Directors is active and supportive.	- List key personnel, staff members, partners, collaborators, and Board of Directors.

Panel Notes

SFAC staff takes notes on panel comments during deliberations. You may contact sfac.grants@sfgov.org to obtain panel comments.

Funding Approval

Panel recommendations are subject to the approval of the Arts Commission. Typically, recommendations are first reviewed by the Community Arts, Education and Grants Committee, then by the Full Commission. Meetings of the Commission are public. The agenda will be available on the Arts Commission website sfartscommission.org 72 hours in advance of the meeting.

Grant Awards

Notifications will be e-mailed. Award notification will include instructions about contracting procedures.