

SUBMISSION FORM

2018 – 2019 SFAC GRANT ALLOCATION \$ 344,078

CONTACT INFORMATION:

ORGANIZATION NAME: Bayview Opera House

STREET ADDRESS: 4702 3rd Street

CITY/STATE/ZIP CODE: San Francisco, CA 94124

EXECUTIVE DIRECTOR: Barbara Ockel

OFFICE PHONE: 415-824-0386 EMAIL: manager@bvoh.org

IN CASE OF EMERGENCY/ CELL PHONE: 415-640-6626

SIGNATURE:  _____ DATE: 6/4/18
(SUBMITTED BY PERSON AUTHORIZED TO SIGN CONTRACTS, REPORTS, AND INVOICES)
PRINTED NAME: Barbara Ockel TITLE: Executive Director

HOURS OF OPERATION: __10-5 MON – FRI, AND DURING EVENTS _____
(IF OPERATING A FACILITY)

MPP APPLICATION CHECKLIST:

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

- Completed Management and Programming Plan with signature
- SFAC Grant budget (projected income and expense) and organizational budget for FY 2018-2019 - attached
- Organization Chart with staff (including contractors and volunteers) - attached
- Resumes for key staff (if staff has changed) including executive director, facility manager, and bookkeeper – no changes
- Current list of Board of Directors with contact information - attached
- Proof of Insurance Policies including the following: Worker's Compensation, General Liability, Automobile Liability, and Property Insurance – on file
- List of sub-tenants – N/A
- List of building rental rates for the public and sub-tenants - attached
- List of office rates for the sub-tenants N/A

After reviewing the menu of grant activities provided, please list the activities your organization will engage in this fiscal year.

- For Activity, please provide a thorough explanation of the activity (no more than a paragraph).
- For Outputs, provide the quantifiable goals; examples were provided in the menu above.
- For Reporting Measure, please let us know what you will submit to show that the activity has been completed.
- For Completed By, please note when the activity will be completed: September 30, December 31, March 30, or June 30. These outputs should be completed and reflected in your progress report when you invoice for your quarterly payments: October 31, January 31, and April 30.

Outcome 1: Promote cultural equity and enhance the understanding of and respect for diverse cultural traditions, heritages and forms of expression.

Activity	Outputs	Reporting Measure	Completed by:
<p>1. Film/Media Productions or Screenings As part of Black Light Cinema series, screen film of both social relevance and wide appeal to the Bayview community, and augmented by live performers such as poets or panelists.</p>	<p>1 movie screened 2 artists compensated At least 100 audience members Required permits</p>	<ul style="list-style-type: none"> • photos from the exhibition • # of actual attendees • List of artists and/or project stipend awards • Required permits 	<p>9/30/18</p>
<p>2. Film/Media Productions or Screenings As part of Black Light Cinema series, screen film of both social relevance and wide appeal to the Bayview community, and augmented by live performers such as poets or panelists.</p>	<p>1 movie screened 2 artists compensated At least 100 audience members Required permits</p>	<ul style="list-style-type: none"> • photos from the exhibition • # of actual attendees List of artists and/or project stipend awards • Required permits 	<p>3/31/19</p>

<p>3. Dare 2 Dream ARTS youth enrichment program Teach the arts to elementary and/or preschool age Bayview children during the summer and/or school year, collaborating with existing after school programs, who bring children as whole groups</p>	<ol style="list-style-type: none"> 1. At least three participating programs 2. At least 200 children served 3. At least 150 class hours taught 4. At least 5 teaching artists compensated 5. At least 5 event art forms taught 	<ul style="list-style-type: none"> • List of participating programs • Number of kids enrolled in classes • Number of lessons taught • List of artists compensated for teaching • List of classes taught 	<p>6/30/19</p>
<p>6. Interdisciplinary Event Annual Winter Wonderland celebration</p>	<ol style="list-style-type: none"> 1. At least 5 vendor participants 2. At least 5 artists compensated 3. At least 4 collaborators 4. 300 audience surveys taken 5. Required permits 	<ol style="list-style-type: none"> 1. List of participating vendors 2. List of artists/performers compensated 3. List of collaborators 4. Photos of event 5. Survey report 6. Required permits 	<p>12/31/18</p>

Outcome 2: Support artists, arts administrators, and technicians rooted in historically underserved communities to build their capacity, resilience and economic viability.

Activity	Outputs	Reporting Measure	Completed by:
1.Artist Residency: Codeling 2.0 6-week Artist Residency by Raissa Simpson, engage transitional age youth in a program that teaches dance and the use of technology as part of the dance performance.	1. At least 8 participants 2. Curriculum for residency 3. Final Performance with PUSH professional dancers	1. List of student participants 2. Pictures of final performance 3. Student evaluations	6/30/19
2.Theatre Tech Internship 3-month program for young adults 18-26 teaching them live sound, theatre lighting and projection, stage management and related skills	1. At least 5 participants 2. Curriculum	1. List of graduates 2. Curriculum 3. Pictures of student graduates at work	12/31/18
2.Theatre Tech Internship 3-month program for young adults 18-26 teaching them live sound, theatre lighting and projection, stage management and related skills	3. Graduates get paid work opportunities at BVOH events, after they have successfully completed their internship hours.	4. \$ Paid out to graduates	6/30/19

Outcome 3: Invest in a vibrant arts community by playing a critical role in strengthening neighborhoods and communities and responding to community needs.

Activity	Outputs	Reporting Measure	Completed by:
<p>3.1: Collaborative Project National Night Out Community Event Collaborate with SFPD, BMAGIC, Rec & Park and others to put on activities focused on building trust between police and community on NNO day</p>	<ol style="list-style-type: none"> 1. 100 participants 2. Basketball tournaments between police and youth – at least 4 officers and 50 kids, count 3. Provision of free meeting space for at least 3 group meetings leading up to the event 4. At least 4 collaborators 	<ol style="list-style-type: none"> 1. List of collaborators 2. List of Activities 3. Audience count 4. Count of tournament participants (youth and officers) 5. Photos of event 	9/30/18
<p>3.2: Representation on Community Leadership Teams ED participates as board member for Shipyard Trust for the Arts (STAR). STAR represents 280 artists with Bayview studios and aims to increase availability of low-cost studio space to Bayview artists.</p>	<ol style="list-style-type: none"> 1. Create list of Bayview (or connected to Bayview) artists interested in studio space 	<ol style="list-style-type: none"> 1. List of artists 	12/31/18
<p>3.2: Representation on Community Leadership Teams ED participates as board member for Shipyard Trust for the Arts (STAR). STAR represents 280 artists with Bayview studios and aims to increase availability of low-cost studio space to Bayview artists.</p>	<ol style="list-style-type: none"> 2. Conduct one community outreach meeting soliciting input for a planned art center at the Shipyard at the BVOH 	<ol style="list-style-type: none"> 2. Audience count 3. List of questions for breakout groups 4. Pictures of event 	3/20/19

<p>3.2: Representation on Community Leadership Teams ED and/or Director of Programs participates in discussions and meetings about forming a Bayview African American Cultural District (AACD)</p>	<ol style="list-style-type: none"> 1. Support AACD groups with surveys and outreach to our audiences. 2. Support one community event that engages a broader audience in the discussion around the district. 	<ol style="list-style-type: none"> 1. Two examples of social media posts or emails supporting the AACD 2. Community event agenda, audience count, pictures 	<p>6/30/19</p>
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Outcome 4: Ensure the sustainability of a healthy nonprofit arts organization and the adequate compensation and retention of staff.

Activity	Outputs	Reporting Measure	Completed by:
4.1: Maintain Adequate Staffing The ED, Director of Programs, Event and Marketing Coordinators, Bookkeeper and Development Assistant share responsibilities for raising funds, creating and adhering to the budget, and conducting and marketing events and programs for the benefit of the community.	At least 1 FTE working in programming, fiscal oversight, and development	List of staff and their FTE that comprise the required staffing for programming, fiscal oversight, and development	9/30/18
4.2: Non-Profit Monitoring & Compliance [to be filled out by SFAC staff]	Participation in the annual site visit	Site visit	3/30/19
4.3: Professional Development for Staff	Two professional development opportunities provided to each of 5 full-time employees, and at least one opportunity offered to each of 2 part-time employees, for a total of 8 or 4 hours, respectively.	1. List of professional development activities that each employee participated in. 2. Budget line item of \$3500 for staff professional development	6/30/19
4.4 Board Development	Complete process of adding 3 new board members	3. Names and resumes of new board members 4. Date of vote on new members	9/30/18
4.4: Board Development	1. Full Board will engage in an intense strategic planning effort, and in the	1. Minutes from two strategic planning sessions.	12/31/18

	<p>process be educated about the process by our strategic planning consultants.</p> <p>2. At least two full board meetings dedicated to strategic planning.</p> <p>3. 2 new board members added</p>	2. Board Roster	
4.5: Adequate Healthcare for Staff	100% employer funded health plan available to employees working 20 hours or more per week	Sample health care bill	9/30/18
<p>4.6: Diversified Revenue Plan</p> <p>Work towards a goal of 50% non-City funding by developing new foundation grant proposals and individual and corporate giving campaigns, increase earned income by rental sales, concessions at events, and merchandise sales such as T-shirts, postcards and art. Our current budget reflects less than 50% City income.</p>	<p>1. Apply to at least 3 new foundations</p> <p>2. Attempt to renew all foundation grants we received in 17-18,</p> <p>3. Increase rental income by at least 20%, from 95,878 to \$115,054. Look for other earned revenue for services such as event management for our renters, and provide arts education paid for by other entities.</p> <p>4. Develop a broader individual donor base, increase individual donations by at least 10%, from \$8,878 to \$9,765.</p>	<p>1. List of new foundations applied to</p> <p>2. List of renewal foundation applications</p> <p>3. Total of rental revenue</p> <p>4. Description and total of other earned revenue income</p> <p>5. Total of individual donations</p>	6/30/19

4.7: Liquidity Plan	We currently meet this standard.		
4.8: Program Reserve Plan	Budget for a \$5k annual surplus to make progress towards the goal of \$50k.	Balance sheet reflecting \$15,000 in reserve	6/30/19
4.9: Website Increase ADA compliance of existing website	Survey of existing website for ADA deficiencies.	1. Survey of deficiencies	12/31/18
4.9: Website Increase ADA compliance of existing website	Address at least one major deficiency this year	2. List of issue addressed	3/30/19
4.10: Evaluation	1. Create organizational SWAT analysis as part of the strategic planning effort. 2. Create SMART goals through the strategic plan.	1. Strategic Plan	3/30/19
4.11: Third Party Organizational Support [to be filled out by SFAC staff]			
4.12: Debt Repayment Plan (If applicable)	N/A		
4.13: Bylaws Ensure that term limits are clearly defined for each member, and have annual term renewal elections for members whose current terms is expiring, but who still have additional terms they may serve.		1. List of board members and their terms 2. Minutes of annual term renewal board meeting	6/30/19

4.14: Supervision of Minors	Continue to have all new staff, regular contractors and volunteers live scanned.	List of ATI number of all new persons scanned.	6/30/19
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Outcome 5: Maintain, enhance and increase access to neighborhood-based arts and cultural facilities.

Activity	Outputs	Reporting Measure	Completed by:
5.1: Facilities Manager	1 FTE Facilities Manager	Facilities manager job description & confirmation that the position has not been vacant for more than 60 days	6/30/19
5.2: Maintenance and Repair	List of projects to be completed by BVOH in this fiscal year and requests for work by SFAC.	<ul style="list-style-type: none"> • Maintenance & Repair Check List • List of projects 	9/30/18
5.3: Recycling Program Continue to train new employees and contractors in recycling policy.	Participation in the city's recycling and compost program. Update signage: https://sfenvironment.org/recycle-compost-how-to - plastic	Evidence of staff training; photos of updated signage	12/31/18
5.4: Affordable Rental Program BVOH offers discounted space to artists, community residents and small non-profits	Updated affordable rental policy to meet new developments and current needs, 30 of discounted rentals 4 of free rentals	<ol style="list-style-type: none"> 1. List of free or discounted rentals 2. Updated affordable rental policy 	6/30/19
5.5: Facilities Reserve Fund	Continue to set aside 5k each year towards a 50k goal for a facility reserve fund. 15k by end of FY	Balance Sheet reflecting \$15,000	6/30/19



BAYVIEW OPERA HOUSE FY 2018-2019

Organizational Budget		2018-2019	SFAC
INCOME			
Earned Income			
2	Ticket Sales	\$ 10,000.00	
4	Program Fees	\$ 16,500.00	
6a	Special Events - Non Fundraising	\$ 22,500.00	
7	Gift Shop/Merchandise	\$ 500.00	
8	Food Sales/Concession Revenue	\$ 16,000.00	
12	Total Rental Income	\$ 130,000.00	
18	Interest & Dividends	\$ 250.00	
19	Other Earned Revenue (fiscal agent fee)	\$ 3,000.00	
20	Total Earned Income	\$ 198,750.00	
Support (Government Contributed Income)			
26	Government - City	\$ 536,078.00	\$ 353,348.65
27	Government - State	\$ 30,600.00	
28	Government - Federal	\$ 24,600.00	
	Total Government Income	\$ 591,278.00	\$ 353,348.65
Support (Other Contributed Income)			
21	Trustee/Board Contributions	\$ 5,000.00	
22	Individual Contributions	\$ 20,000.00	
23	Corporate Contributions	\$ 20,000.00	
24	Foundation Contributions	\$ 339,000.00	
31	In-Kind Contributions	\$ 6,000.00	
31	In-Kind Contributions Building	\$ 223,829.00	
32	Net Assets Released from Restrictions	\$ 154,000.00	
	Total Other Support Income	\$ 767,829.00	\$ -
33	Total Contributed Revenue and Net Assets Released from Restrictions	\$ 1,359,107.00	\$ 353,348.65
34	Total Earned and Contributed	\$ 1,557,857.00	
	Total Eamed and Contributed (minus your SFAC allocation)	\$ 1,204,508.35	
	Previous Year's Total Revenue	\$ 1,400,000.00	
	Was the 20% Revenue Target met?	YES	
37	Of the total unrestricted revenue reported on line 34, what was the total amount intended for operating/programmatic purposes?	\$ 1,327,857.00	
38	Of the total unrestricted revenue reported on line 34, what was the total amount intended for capital purposes?	\$ 230,000.00	
39	TOTAL OPERATING AND CAPITAL REVENUE (TOTAL INCOME)	\$ 1,557,857.00	\$ 353,348.65
EXPENSES			
Personnel Expenses			
1	Salaries	492,450	244,000
3	Employer Payroll Taxes	39,396	19,520
4	Health Benefits & 401k	60,000	25,000
6	Worker's Compensation	17,236	8,540.00
	<i>Personnel Subtotal</i>	609,082	297,060
Operating Expense			
2	Accounting	11,000	5,000
3	Advertising , Marketing & Outreach	30,500	4,000
5	Artist & Performers Non-Salary	133,100	5,271
6	Audit	6,000	5,800
7	Bank Fees	3,500	2,000
8	Repairs and Maintenance	20,000	5,000
9	Catering & Hospitality	15,700	
14	Depreciation	84,600	
15	Dues & Subscriptions	500	
17	Facilities - Other (floor, building signage, kitchen, misc capital 230k) depr.	46,000	
19	Fundraising Professionals	10,000	
22	In-Kind Expense	6,000	
22	In-kind Expense Building	223,829	
23	Insurance	20,000	8,000
27	Legal Fees (Licenses & Permits)	2,600	2,000

32	Postage & Shipping	1,000	
34	Production & Exhibition	101,500	
35	Professional Development	4,000	
36	Professional Fees - Other	15,000	
38	Rent	15,000	10,000
40	Supplies - Office & Other	12,800	
41	Telephone	10,000	3,000
43	Travel	2,300	-
44	Utilities	20,000	6,218
	Total Operating Expenses	794,929	56,289
	Personnel and Operating Expenses	1,404,011	353,349
	Net Income or Loss	153,846	0
	<p>Large apparent profit is due to the fact that we are budgeting for \$230,000 in capital investments, and for the purpose of this budget we are assuming a 5-year life span of those items, and 20% depreciation in the first year, reflected in this chart as a Facilities expense, but it is actually depreciation on the NEW capital items. When counting the entire investment as an expense, we actually end up with approximately -\$30k, a loss. However, this "loss" is also not real, because it needs to be counted against the \$84,600 depreciation expense due to prior investments, that is not a cash expense. So counting in "cash only" terms, this is approximately a \$50,000 profit. A profit is needed to fulfill the SFAC requirement to build a 90-day operating reserve. This comes out to about \$300,000 when operating on a 1.2 million annual budget (not counting capital investments nor in-kind donations). We currently have a reserve of about \$200k (disregarding the deferred income due to the restored floor, again not a real cash liability).</p>		
	BUDGET NOTES		
	INCOME		
	2 - Ticket Sales up, more ticketed events		
	Government Income		
	26 - City: confirmed SFAC - \$344,078k OEWD 45k, prospective 100k SFAC Special Grant, 25k OEWD, 25k misc)		
	27 - State confirmed: California Arts Council 13.5k Artists in Schools, 15,1k Artists Activating Communities; pending CAC AIS Exposure)		
	28 - Federal National Park Service (deferred income, for floor) + NEA Art Works prospective 15k		
	Support (non-government)		
	21 - Board Contributions, increased focus on board member giving		
	22 - Individual Contributions, increased donor cultivation		
	23 - Corporate Contributions (Lennar 5k, Salesforce 5k, PUC contractors 5k, new opp 5k, active fundraising for event sponsorships)		
	24 - Foundation Contributions, more ED time spent on grant writing, confirmed: Rainin 25k; pending: National Trust for Historic Preservation 150k, Kimball 15.7k; Union Pacific Foundations 25k; prospective: Zellerbach 8k, Nicholson 20k, Gerbode 10k, Stulsaft 25k, Wallace 20k, Google 200k, Rainin 100k, Heller 10k, Fleishhacker 10k, Long 30k)		
	25 - In-Kind Contributions (Salesforce volunteers, Hands On Bay Area volunteers, donation of other services, separate line item building provided rent free)		
	Expenses		
	Salaries		
	1 - Salaries (108k ED 1FTE, 45k Custodian 1 FTE, 55k Program & Event Coordinator 1 FTE, 76k Facilities & Prod Manager 1 FTE, 76k Director of Programs 1 FTE, 27.5 Development & Executive Assistant .5 FTE, 56k Engagement Coordinator 1 FTE, 26k Production Assistant .5 FTE, 31.2k Bookkeeper .5FTE)		
	4 - Health coverage for all 20 hour plus employees plus 401k employer match		
	Other Expenses		
	17 - Facilities (100k floor repair (prospective), 50k signage (prospective), 50k kitchen remodel (confirmed - SFAC), 30k misc tbd (confirmed SF Foundation)		
	22 - In-Kind Expense (lunches consumed, volunteer labor expended, separate line item building provided rent free)		
	23 - insurance increase due to more property and events		
	36 - Professional Fees - Other (Strategic planning, IT, and other consultants)		