

ORDINANCE 2018-02-15-0109

ADOPTING NEW ARTS FUNDING GUIDELINES TO BE  
EFFECTIVE FOR THE FISCAL YEAR 2018-19 ARTS  
FUNDING CYCLE.

\* \* \* \* \*

**WHEREAS**, one of the traditional functions of the Department of Arts & Culture has been the distribution of funds to local non-profit arts organizations through a competitive funding process in order to further artistic excellence and public awareness of the role the arts play in San Antonio; and

**WHEREAS**, the proposed Arts Funding Guidelines, a component of the Cul-TÚ-Art Plan, focus on funding allocations being distributed with an equity lens and will provide a policy and process for the City to fund qualifying San Antonio based non-profit arts agencies in the following categories: Festivals, Artist Re-granting, Base Operational Support, Cultural Specific Support and Capacity Building; and


**WHEREAS**, the Department hosted detailed stakeholder feedback workshops to collect feedback on the proposed Guidelines and to be eligible for funding, organizations must meet criteria in the areas of collaboration, diversity, professional artist payment policy, accessibility, audience engagement, artistic excellence, and administrative capability and, if approved, the Guidelines will govern the next Arts Funding process beginning March 2018 and will replace the current Guidelines approved by City Council on May 8, 2014 through Ordinance No. 2014-05-08-0323; **NOW THEREFORE:**


**BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF SAN ANTONIO:**

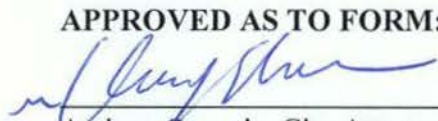
**SECTION 1.** The Arts Funding Guidelines are authorized and approved. A copy of the new Arts Funding Guidelines are attached to this Ordinance as **Exhibit I**. All prior Arts Funding Guidelines are repealed, except for their application to contracts previously approved by City Council.

**SECTION 2.** This Ordinance shall take effect immediately upon the receipt of eight affirmative votes; otherwise it shall be effective ten days after its passage.

**PASSED AND APPROVED** this 15<sup>th</sup> day of February, 2018.

  
**FULL** M A Y O R  
Ron Nirenberg

**ATTEST:**  
  
Leticia M. Vacek, City Clerk

**APPROVED AS TO FORM:**  
  
Andrew Segovia, City Attorney

<b>Agenda Item:</b>	<b>18</b>						
<b>Date:</b>	02/15/2018						
<b>Time:</b>	01:21:10 PM						
<b>Vote Type:</b>	Motion to Approve						
<b>Description:</b>	Ordinance adopting the Arts Agency Funding Guidelines, a component of the Cul-TU-Art Plan. [Lori Houston, Assistant City Manager; Debbie Racca-Sittre, Director, Arts & Culture]						
<b>Result:</b>	Passed						
<b>Voter</b>	<b>Group</b>	<b>Not Present</b>	<b>Yea</b>	<b>Nay</b>	<b>Abstain</b>	<b>Motion</b>	<b>Second</b>
Ron Nirenberg	Mayor	x					
Roberto C. Treviño	District 1		x				x
William Cruz Shaw	District 2		x				
Rebecca Viagran	District 3	x					
Rey Saldaña	District 4		x			x	
Shirley Gonzales	District 5	x					
Greg Brockhouse	District 6		x				
Ana E. Sandoval	District 7		x				
Manny Pelaez	District 8		x				
John Courage	District 9		x				
Clayton H. Perry	District 10		x				

LB  
02/15/18  
Item No. 18

## **EXHIBIT I**



**CulTÚArt**

The Future of San Antonio Arts  
& Culture is in **YOUR** hands!

Agency Arts Funding Guidelines

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## CITY OF SAN ANTONIO DEPARTMENT OF ARTS & CULTURE

**DEPARTMENT MISSION:** To enrich **quality of life** by leading and investing in San Antonio's Arts & Culture.

The goal of Arts Agency Funding provided by the City of San Antonio Department of Arts and Culture (DA&C), is to invest in arts and cultural programs that deliver authentic, excellence, innovation and engage audiences in the unique experience of San Antonio. To achieve this goal, the Department has designed programs that support a wide range of arts and cultural organizations to collectively animate the economic vitality of the arts for our diverse community.

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### ***CULTURAL EQUITY STATEMENT***

*To support a full creative life for all, the San Antonio Arts Commission and Department of Arts & Culture commit to championing policies and practices of cultural equity that empower a **just, inclusive, equitable** city.*

## SECTION 2

### DEFINITIONS

**ACCESSIBLE** - The opportunity and the means for San Antonio citizens and visitors to participate in the arts and cultural activities that are provided by the programs that DA&C invests in. These opportunities must exist regardless of race, gender, ethnicity, language, sexual orientation, physical ability, or neighborhood.

**AGENCY ART FUNDING** - means the total amount of money available for granting through these Arts Agency Funding Guidelines.

**ART** - Arts encompass visual disciplines (i.e. painting, sculpture, design, photography, printing, mosaic, video, film, mixed-media, textiles, etc.), performing disciplines (i.e. music, theater, dance, spoken word, etc.) and literary disciplines (i.e. poetry, fiction, non-fiction, etc.)

**ARTISTIC EXCELLENCE or MERIT** - "Artistic excellence" includes but is not limited to a mastery of artistic skills and techniques, professional approaches to process and presentation, and communication of a unique vision or perspective. "Artistic merit" includes but is not limited to a work that has an impact on the artistic or cultural development of a community or individuals; whose quality enhances the visibility and acceptance of art in the community or whose presentation has the potential to broaden access to, expand and diversify audiences. Artistic excellence is evaluated based on the material and work samples submitted with the application.

**CULTURAL DATA PROFILE** - an online survey that collects financial and programmatic data from nonprofit arts, culture, and humanities organizations - large and small, and across all disciplines - so they can share this information with funders in a standardized format, all in one safe, secure place.

**DIVERSITY** - diversity refers to the variety of differences between people in an organization based on race, ethnicity, socio-economic status, gender, age, sexual orientation, religion or disability.

**HOT - Hotel Occupancy Tax** - A tax paid by persons staying in San Antonio hotels. The Texas Tax Code Section 351.101 (A)(4) allows that HOT funding may be used for the encouragement, promotion, improvement, and application of the arts. In September 2012, the City of San Antonio City Council adopted a set of financial policies for the HOT Fund which included 15% are to be made to HOT-supported operations such as Arts (after the debt service transfer).

#### **INNOVATION/INNOVATIVE PROGRAMS**

Innovative programs are activities that have the potential for meaningful change, whether in the development or enhancement of new or existing art forms, new approaches to the creation or presentation of art, or new ways of engaging the public with artistic and cultural excellence by utilizing unconventional solutions.

**PROFESSIONAL ARTIST** - Must be a resident of San Antonio and must meet the following criteria:

- o At least five years of relevant work experience, or has received specialized training in his or her artistic field, such as a degree or certification
- o Derives a portion of individual earned income from their artistic practice or areas related to their field or demonstrates a clear investment of time and resources into the creation of new works.
- o Has a professional portfolio that includes published or publicly displayed works.

**SAN ANTONIO BASED** - An organization that has its headquarters within the city limits of San Antonio and does a significant part of its work/outreach/programming within the San Antonio community. Significant in this instance can refer to either a qualitative measure, like importance, and/or quantitative, as in a percentage of time.

**SHOWCASE** - An exhibit or display of an event. A setting or place for displaying.

**TRANSPARENT** - means "open and visible to all."

## SECTION 3

### GRANTS FUNDING PROGRAMS OVERVIEW

The Arts Funding Programs are supported by the Hotel Occupational Tax (HOT) and invested to promote and engage residents, visitors and the convention and hotel industry in the San Antonio experience through the creation, encouragement, promotion and exhibition of the arts and culture of San Antonio. Occasionally other funding sources are made available to DA&C and at such time additional awards and funding opportunities can be offered and support projects that otherwise cannot be supported by the HOT Tax.

Department of Arts & Culture (DA&C) has prioritized funding in several categories which have been obtained from feedback received of City Council, Artists, Arts Agencies, Arts Patrons, Residents and Visitors. Funding will be for a three-year period contingent upon availability of funds and stability of the recipient organization.

Grants Programs will be funded in the following priority order:

1. Festivals
2. Artist Re-Granting
3. Cultural Specific Support
4. Capacity Building (a minimum of \$75,000 shall be allocated in this category with additional funds as available)
5. Base Operational
  - a. Cultural Specific Agencies
  - b. Agencies receiving a decrease based upon the new scale and level funding safeguard.
  - c. Small Organizations (budget under \$1M)
  - d. Small Organizations that have not received funding in previous 3 years.
  - e. Mid-size Organizations (budget between \$1M - \$3M)
  - f. Mid-size Organizations that have not received funding in previous 3 years.
  - g. Large Organizations (budget greater than \$3M)
  - h. Large Organizations that have not received funding in previous 3 years.

These grants are aimed to support a diverse portfolio of art organizations working across the City of San Antonio in the production of on-going, sustainable, high quality artistic activities.

**Rental of City Owned Facilities** for performances and arts/cultural events. Upon written request from the agency, Department of Arts & Culture will make efforts to work with the Department that manages the facility to reduce or waive rent whenever possible.



## SECTION 4

### GENERAL POLICIES AND REQUIREMENTS

Each Arts Grant category has its own eligibility standards, guidelines, and review criteria and are detailed in each of the sections that follow. Below are the general policies and eligibility requirements which at a minimum all applicants must meet to be eligible for any funding. PLEASE BE SURE TO THOROUGHLY REVIEW THESE GRANT GUIDELINES PRIOR TO STARTING YOUR APPLICATION TO ENSURE ELIGIBILITY.

#### ELIGIBILITY REQUIREMENTS

*To be Eligible for funding in any of the five Programs (Festivals, Artist Re-Granting, Cultural Specific Support, Base Operational Support, and Capacity Building) from the DA&C all applicants must:*

1. Be a San Antonio Based IRS recognized 501(c)3 tax-exempt non-profit in "good status" as a nonprofit corporation and up to date with IRS 990 filings;
2. Have been in existence and actively producing programs or providing artist grants in the City of San Antonio for a minimum of three years;
3. Be an **arts and cultural organization** whose mission and actual operations (as articulated within its mission statement) is the creation, education, preservation, presentation of arts or cultural programming;
4. Be in good standing concerning all contract agreements with the City of San Antonio;
5. Be the primary presenter/producer of the work and responsible for all aspects of its provision to the community except for Artist Re-granting. Applicants are **not** allowed to be fiscal sponsors;
6. Have an active Board of Directors that meets regularly;
7. Have a majority of events in the San Antonio area which are open and accessible to the public;
8. Except for Festivals, applicants must have a salaried full or part-time administrator that is responsible for and authorized to address the contractual obligations of the City Contract and the business management of the organization. Verification of administrator employment is required at time of application.

#### GENERAL POLICIES

The following policies apply to all DA&C funding programs but set polices and conditions are detailed further within each individual program section.

1. **Funding Cycle** - All applications will be administered for a 3-year funding cycle;

2. **Funding Process Suspension/Cancellation** - The City reserves the right to suspend, defer or cancel all or part of the funding process at any time;
3. **Audit** - All organizations receiving a total city investment over \$200,000 must submit an annual audited financial statement and the Management Letter from an independent CPA. City Reserves the right to audit any agency receiving funds;
4. **Funding Recommendations and Adjustments** - SAAC and Staff have the option to recommend adjustments to annual award amount if an organization's service levels or financial history is or becomes unstable. The DA&C Executive Director or City Manager has the final authority to increase or decrease the amounts of awards or reallocate awards to existing or new organizations, programs or projects during the year. Adjustments or reallocations that would bring a contract above \$50,000 are subject to City Council approval;
5. **Funds Availability** - All initial or continuation of awards are contingent on availability of City funds and appropriation by City Council;
6. **San Antonio Arts Commission (SAAC)** - Members of the SAAC can apply and/or be part of a collaborative application for funding from DA&C, but must recuse him /herself from any votes, and cannot discuss their application with any other SAAC member (including ad-hoc members of committees) during the application and review process. Any violation of this activity may disqualify the application;
7. **Compliance:** All awarded organizations - must comply with the specific core funding program's requirements and contract obligations;
8. **Online Application** - All applicants will be required to register and create an account in the City's data system of choice, prior to accessing the application and complete the application. Annually, the application shall be updated prior to execution of the annual contracts;
9. **Cultural Data Profile Participation** - All funding applicants must submit a Cultural Data Profile for the three most recent consecutive fiscal years initially and on an annual basis thereafter. This data must be entered into the City's system of choice prior to the execution of any contracts for funding. The City's system of choice is the online system for collecting and standardizing historical, financial and organizational data;
10. **Workshops** - It is mandatory that an applicant attend prescribed workshops to be eligible for funding. At minimum, one (1) key representative from each organization will be expected to attend. Workshops will address application instruction, requirements and review process;
11. **Continuation of Funds** - Continuation of annual investment is dependent on availability of funds and the continuation of an equivalent level of services and financial position of the funded organization.

### **ASSURANCES**

All applicants for funding programs must execute an Assurances Form certifying that s(he) is authorized to submit a Proposal and that, at the time of application, the applicant assures that:

1. The activities and services for which financial assistance is sought will be administered by the applicant organization.
2. As a party to any resultant contract, the applicant understands and agrees to comply with the Non-Discrimination Policy of the City of San Antonio contained in Chapter 2, Article X of the City Code and further, shall not discriminate based on race, color, religion, national origin, sex,

sexual orientation, gender identity, veteran status, age or disability, unless exempted by state or federal law, or as otherwise established in such contract.

3. It will not identify the City as a funding provider for any events and activities for which City has not authorized funding. Only events and activities identified in the contract shall be authorized for funding by the City.
4. It will maintain auditable financial records reflecting Generally Accepted Accounting Principles related to its overall activities, submit itemized reports or expenditures as required by established City procedures, and submit timely reports reflecting the progress made in achieving its approved goals and objectives.
5. It will comply with the City's Ethics Code, particularly Section 2-61 that prohibits a person or entity seeking a City contract - or any other person acting on behalf of such a person or entity - from contacting City officials or their staff, regarding such contract, from the time the application process opens to the time such contract is posted as a City Council agenda item.
6. Applicant acknowledges that s(he) is prohibited from communicating with elected City officials and their staffs regarding the Art Funding Process or applicant's submittal from the date the application becomes available online until the contract is posted as a City Council agenda item. Violation of this provision by Applicant and/or its agent(s) may lead to disqualification of application from consideration.

### **RESTRICTIONS**

DA&C Funding cannot be used to support:

1. Any activity not allowed by the funding source. Workshops and educational programs held on a school campus that are provided by the school;
2. State or local government institutions and departments;
3. Capital improvements;
4. Purchase of real property;
5. Benefits or fundraising events;
6. Cash prizes;
7. Programs that are essentially recreational, rehabilitative, or therapeutic;
8. Political purposes for or against a political candidate, ballot measure or bill;
9. Projects, productions, workshops and/or programs that include obscene material as defined in Section 43.21, Penal Code of Texas;
10. Costs of receptions and social activities, except when they are incidental and related to arts activities;
11. Deficit or debt reduction efforts;
12. Religious institutions and/or programs to support a religion; or
13. Any organizations whose operating expenses exceed \$15,000,000 annually, are not eligible to apply for any DA&C funding.

## SECTION 5

### FUNDING PROGRAM: FESTIVALS

#### OVERVIEW

Festivals are event-based grants available to non-profit arts organizations to further the presentation, production and preservation of arts and cultural programs that are unique to the San Antonio experience. These are public presentations that showcase the diverse artistic expressions, multicultural traditions or the unique heritage of San Antonio. Festivals are defined by their artistic and cultural, not commercial, value. Festivals can be City-wide, or community or neighborhood based. Organizations whose main mission is to produce one or more Festivals and do not operate year-round or at least a 6-month performance season-based programming are not eligible to apply for Base Operational or Cultural Specific funding.

The goal is to support the extraordinary artistic presentations and performances through a competitive process specific to festivals and community celebrations that give increased access to the arts, culture and diverse heritage in San Antonio.

#### GRANT AWARDS

Awards may be up to 20% of event's overall budget and will be based on competitive score.

**Funding Amount:** Applicants will not be asked for a request amount as part of the application but will be required to submit a document outlining Festival budget using the template provided and Sponsorship Levels including a listing of key sponsors that fund the Festival.

Funds can only be used for the following (must be itemized in submitted budget):

1. Contracted Services and Artist Fees including travel and per diem. Guest artist's fees and travel expenses including lodging.
2. Production Expense. Production management, staging and sound and lighting equipment rental specifically designated for the Festival.
3. Space rental. Includes stage and rental for the Festival only.
4. Marketing and Promotion. Including media ads, graphic design, website management and promotional material and printing costs.

Currently funded organizations that apply and meet all eligibility requirements for funding will not be increased or decreased in Festivals by more than 1/4 of their previous years' funded amount.

#### REQUIREMENTS

1. Organizations must meet all Eligibility Requirements in Section 4 (General Policies and Requirements).

2. Must be open to all members of the public.
3. Events that are officially recognized as part of the annual FIESTA are ineligible.
4. Organizations that receive grants from DA&C in the **Cultural Specific and Base Operational Support Programs** are not eligible to apply in this category.
5. DA&C will not consider multiple requests for the same festival or from the same organization within the same contract/application period.
6. Festivals that score lower than 75 will not be funded.

**EVALUATION CRITERIA**

Competitively scored by the Evaluation Panel as described in Section 10

Evaluation Criteria	Requested information
<p><b>Audience Engagement and Accessibility (30%)</b>- Applicant demonstrates efforts to achieve, broad, diverse participation.</p>	<p>Describe the audiences served (including size and demographic makeup) and impact on those audiences; efforts to reach underserved populations and marketing / outreach strategy.</p>
<p><b>Artistic Excellence and Innovative programming (40%)</b> - includes a mastery of artistic skills and techniques, professional approaches to process and presentation, and communication of a unique vision or perspective. Artistic excellence is evaluated based on the material and work samples submitted with the application. Innovative programs are activities that have the potential for meaningful change, whether in the development or enhancement of new or existing art forms, new approaches to the creation or presentation of art, or new ways of engaging the public. Festivals should show a record of excellence over the past 3 years and describe their approach to growing the festival.</p>	<p>Describe Festival history and description of the purpose/programming including its relevance to San Antonio culture. Short biographies of artistic director, curator, principal artist(s).</p>
<p><b>Administrative Capability (30%)</b> - Applicant can demonstrate they can properly manage and administer an organization effectively.</p>	<p>Budget Form with list of key sponsors/funders. Short biography of Administrator or Executive Director and key administrative personnel</p>

## SECTION 6

### FUNDING PROGRAM: ARTIST RE-GRANTING

#### OVERVIEW

The Artists Re-Granting Program is developed to provide funding to eligible artist granting organizations for the sole purpose of expanding their granting opportunities to San Antonio artists, with the specific intent of expanding the artist's professional development through their creation of new works.

#### GRANT AWARDS

1. Funding under this program will be limited to a maximum of \$30,000 per eligible organization. This Funding must be used to re-grant to San Antonio professional artists for expenses related to the creation of new works and said work must be publicly displayed/performed in San Antonio.
2. An Additional \$10,000 will be made available to organizations for providing training and technical assistance to artists who need assistance with education, conferences, travel and travel related expenses.
3. An organization can utilize up to 20% of grant dollars from DA&C for administrative purposes in overseeing the grant funding and compliance.

#### REQUIREMENTS

1. Organizations must meet all Eligibility Requirements in Section 4 (General Policies and Requirements).
2. Organization must have in place a funding process that is open and accessible. A definable review and selection process of professional artists must be presented that is fair and equitable. Organizations that support artist works in any or all artistic genres, including but not limited to, areas of visual, place making, performing, media, literary, interdisciplinary, etc.
3. Organizations that receive grants from DA&C in the **Cultural Specific and Base Operational Support Programs** are not eligible to apply in this category.
4. The re-granting of City funds cannot be made to artists who do not have a permanent residence (minimum of 6 months) within Bexar County.
5. DA&C will not consider multiple requests from the same organization during the same contract/application period.

#### APPLICATION CRITERIA

All Applicants will be required to submit an on-line application by or before the deadline, specifically citing the following:

1. Commitment to supporting artists that reflect the diversity of the community.
2. Proven track record of implementing an open, fair and equitable funding process.
3. Proven commitment to high artistic standards and the professional growth of local artists.
4. Brief description of organization, including adopted policies and procedures for selecting and evaluation of artists.
5. Samples illustrating the artists awarded in past and type of projects supported.
6. The time frame selecting artists' expected project outcomes (***All applicants awarded funds will be required to submit a report at the completion of their project detailing the artists selected and their project outcomes.***)

### **REVIEW PROCESS**

DA&C staff will serve as the Evaluation Panel for Re-Granting and will review all applications for eligibility.

## SECTION 7

### FUNDING PROGRAM: CULTURAL SPECIFIC SUPPORT

#### OVERVIEW

**Cultural Specific Support** operational grant is intended to provide funding for organizations whose **specific mission** includes promoting, preserving and enhancing the identity and character of a specific Cultural Community. **Cultural Community** is a group of people united by shared experience of oppression and cultural resilience, based on past discrimination. We mean marginalized cultural communities whose access to resources and services has been - and often still is - limited. These are defined in policy as gender (women) and the following racial minorities:

- *African-Americans*: Persons with origins in any of the black racial groups of Africa.
- *Hispanic-Americans*: Persons of Mexican, Puerto Rican, Cuban, Spanish or Central and South American origin.
- *Asian-Americans*: Persons having origins in any of the original peoples of the Far East, Southeast Asia, the Indian subcontinent or the Pacific Islands.
- *Native Americans*: Persons having origin in any of the Native American Tribes, as recognized by the U.S. Department of the Interior.

#### GRANT AWARDS

- FY 2019 Grants will be limited to 15% of the qualifying organizations' past 3-year average operating expenses shown on IRS 990 filing or maximum of \$125,000;
- FY 2020 Grants will be limited to 17.5% of the qualifying organizations' average operating expenses included in the original application or maximum of \$137,500;
- FY 2021 Grants will be limited to 20% of the qualifying organizations' average operating expenses included in the original application or maximum of \$150,000;
- Subsequent year Grants will be limited to 20% of the qualifying organizations updated 3-year average operating expenses shown on IRS 990 filing (included in the new 3-year Funding Application Process) or maximum of \$150,000.

#### REQUIREMENTS

Applicant organizations interested in applying must meet the following eligibility requirements:

Criteria is on a yes/no or pass/fail (determined by evaluation committee) for each of the following:

- Applicants must meet all eligibility requirement for Base Operational Support; and



- Cultural Specific Organization's mission and/or vision statement must clearly state that their purpose is to create, present, enhance and preserve artistic and cultural relevance of a specific Cultural Community as listed in GuideStar; and
- At least 51% of the Agency's Board of Director's and/or the Executive Director or Artistic Director should represent the specific Cultural Community; and
- Majority of the organization's programming must enhance the identity, the unique cultural value and character of the specific Cultural Community; and
- Engage participants in art and cultural activities that reflect the cultural practices/heritage and traditions of the Cultural Community with an outcome of genuine experience and demonstration of understanding of the specific culture.
- Applicant must be the primary presenter of the work (no fiscal agents or re-granting entities).

### **APPLICATION CRITERIA**

All Applicants will be required to submit an on-line application by or before the deadline which will include programming that encompasses artistic excellence, audience engagement, innovation, accessibility, and public value:

1. Present your organization's mission/vision statement which includes, the organization's mission is to create, present, promote, enhance or preserve specific artistic and cultural relevance of a specific cultural community;
2. Define how your organization's programs enhance the identity, the unique cultural value and character of the cultural community which reflects the spectrum of social values within and around the community;
3. How will your organization engage audience in art and cultural activities that reflect the cultural practices/heritage and traditions of the cultural community; and,
4. Will your cultural community participants have an outcome of genuine experience and demonstration of beliefs and values that depicts the accurate details of life and language for their specific cultural community of San Antonio? Provide detailed outcomes.

**SECTION 8**

**FUNDING PROGRAM: BASE OPERATIONAL SUPPORT**

**OVERVIEW**

The Base Operational Support Program invests in arts and cultural organizations that offer artistic and cultural merit through programming that is made available to the citizens and visitors to San Antonio. The goal of the program is to support the celebration of extraordinary and innovative presentations that showcase artistic excellence and the multi-cultural diversity of the City of San Antonio.

**GRANT AWARDS**

- Investments will be made for three years based on a percentage of an organization’s 3-year average of net operating expenses based on the 990 filing at the beginning of application 3-year cycle.

**BASE OPERATIONAL FUNDING AWARDS SCALE**

Operating Budget Size	Maximum Award Size*
Operating Expenses of up to \$500,000	30% Base Operational Support
Operating Expenses between \$500,001 and \$1,000,000	25% Base Operational Support
Operating Expenses between \$1,000,001 and \$2,000,000	20% Base Operational Support
Operating Expenses between \$2,000,001 and \$4,000,000	15% Base Operational Support
Operating Expenses between \$4,000,001 and \$6,000,000	10% Base Operational Support
Operating Expenses between \$6,000,001 and \$10,000,000	5% Base Operational Support
Operating Expenses between \$10,000,001 and \$15,000,000	3% Base Operational Support
Operating Expenses over \$15,000,000	0%

\*Note that percentages are not guaranteed but are a maximum and may be reduced based on funding availability.

- Base Operational Funding will be allocated in the following manner. First, currently funded organizations who apply and meet all eligibility requirements for funding will not be increased or decreased in Base Operational Support by more than 1/4 of their previous years’ funded amount. Agencies receiving a decrease based on the scale will be prioritized for funding at scale level prior to other agencies receiving increases. Priority will be given to keep agencies at prior year funding amount so long as that amount is within the scale for their operating budget size. Those

eligible for increases will be guaranteed to receive at least the prior year allocation amount unless agency has not met fiscal or performance requirements. Once required decreases are made based upon the scale, increases over prior year allocations will be prioritized and funded in the following order:

1. Cultural Specific Agencies
2. Small Organizations (budget under \$1M)
3. Small Organizations that have not received funding in previous 3 years
4. Mid-size Organizations (budget between \$1M - \$3M)
5. Mid-size Organizations that have not received funding in previous 3 years
6. Large Organizations (budget greater than \$3M)
7. Large Organizations that have not received funding in previous 3 years

## **REQUIREMENTS**

Organizations must meet all Eligibility Requirements in Section 4 (General Policies and Requirements), be the primary presenter of the work (no fiscal agents or re-granting entities) and pass on all Application Criteria below.

### **Limitations**

To ensure that agencies can meet all requirements of managing City funds, including a significant increase in City funds, the City has developed the following restrictions:

- Current funded organizations who apply and meet all eligibility requirements for funding will not be increased or decreased in both Cultural Specific and Base Operational Support (combined) by more than 50% of their previous years' funded amount.
- Agencies not funded by Department of Arts & Culture in past 3 years:
  - Must meet all requirements for funding
  - Eligible for phase-in funding at up to 1/4 of the Base Operational scale percentage in the applicable category each year to ensure agency is capable of handling City funds
  - Funding for existing agencies will take priority over new organizations
- Maximum annual increase for Base Operational will be at 1/4 of the agency's prior year allocation with priority increases to Cultural Specific and small agencies.
- All funding is predicated upon meeting eligibility requirements of each grant and the availability of funds.

## **APPLICATION CRITERIA**

*Criteria is pass/fail (determined by evaluation committee) for each of the following:*

- **Administrative Capability** - Applicants must demonstrate its organization can properly manage and administer city funds by providing biographies of administrators and completing the Cultural Data Profile.
- **Policy on payment of Professional Artists** - Applicants for Base Operational Support must provide a copy of their adopted policy stating they will pay Professional Artists for their work.

- **Diversity** - Applicants for Base Operational Support must provide a plan to achieve a diverse board of directors / trustees within a three-year period. This plan must be executed by each organization within the three-year time-frame or the agency will become ineligible for the future 3-year funding cycle. OR, applicant shall provide documentation that the diversity with their Board of Directors is already being met by the current board composition. If, the DA&C or SAAC disagree that the agency already meets the requirement, then, the agency will be allowed to submit a plan during year one. In absence of such plan, Base Operational funding may be revoked during any year that the plan is not in place.
- **Accessibility** Applicants for Base Operational Support must show accessibility for their events/exhibits/programs for San Antonio citizens and visitors participating in the arts and cultural activities. These opportunities must exist regardless of race, gender, ethnicity, language, sexual orientation, physical ability, or neighborhood. Clearly identify individuals benefitting from your programs, Title 1 Schools, Youth, Adults, Seniors, Women, LGBTQ, Latinos, African-American, Asian-American, etc.
  - Underserved - Define which underserved communities your program targets and how these individuals will access your programs;
  - Locations - Describe how these individuals will be attending your event, providing transportation or not or relying on schools/others to provide transportation.
  - Financial - Define which programs are free, and to whom? or what price you be charging?
- **Audience engagement** - Applicants must describe the communities served (including size and demographic makeup) and impact on those communities; efforts to reach underserved populations and marketing/outreach strategy and strategy to attract new audiences including visitors.;
- **Artistic excellence and innovative programming** - Applicants shall describe their arts and cultural programs and include their approach and unique vision in for programming.
- **Collaboration** - All Applicants for Base Operational Support must show evidence of collaboration with other arts or community organizations. To receive an increase in funds, mid-size and large organizations must develop a new collaboration with a small organization.

## SECTION 9

### FUNDING PROGRAM: CAPACITY BUILDING

#### OVERVIEW

Capacity Building is to assist arts organizations with administrative capacity, in various forms like, technical knowledge, marketing assistance, marketing plans, strategic plans, and other development to perform effectively, efficiently and can sustain this performance over a period.

#### GRANT AWARDS

Capacity Building funding will be a separate competitive application with a maximum potential award of \$50,000 and only for agencies with an operating budget less than \$3,000,000.

#### REQUIREMENTS

Capacity Building applicants should be driven by clearly defined objectives that state what the initiative/assistance is intended to achieve and how it will accomplish its objectives to increase the capacity and sustainability of the organization.

Organizations will need to provide a program plan for 3 years contingent upon submission annually of a revised program plan showing results of previous year and actions for the following year which meets all capacity building requirements. Examples of assistance below:

1. Strategic plan;
2. Marketing assistance;
3. Technology assistance;
4. Board development;
5. Development assistance, leadership training and/or staff development;
6. Other category but proven to assist in the development of the organization.

#### APPLICATION CRITERIA

- Strength of the plan, with schedules, budget and process and how it will build capacity for the organization;
- Demonstrate how the assistance will help sustain the organization over time;
- Actions clearly stated and how they will be accomplished; and,
- Clearly describe the improvement your organization will realize with the assistance provided.

**REVIEW PROCESS**

City may collaborate with other granting organizations or funders to accomplish the goals of the Capacity Building Program, which could include alternative evaluation methods depending on the terms of the collaboration.

## SECTION 10

### EVALUATION PANEL SELECTION AND RESPONSIBILITIES

City of San Antonio Department of Arts and Culture is always looking for evaluation panelists, knowledgeable and responsible individuals, comprised of artists, arts administrators, arts advocates, arts stakeholders to serve as grant reviewers. Panelists are crucial to the review process and the funding of all organizations. Each year, DA&C invites dozens of individuals representing a broad and diverse range of artistic and cultural viewpoints, professions and backgrounds to serve on panels and assist with the evaluation of grant funding applications.

Panelists are paid volunteers who are knowledgeable and informed about the arts and culture community and can commit the time and energy to fulfill the obligations of the review process. Panelists commit to the following:

- Time to attend a workshop and learn how to review the applications according to the guidelines and review criteria
- Time to read and assess the assigned applications, including videos, photos, recordings or other work samples prior to the meeting
- Time to gather with other panelists to discuss the applications

#### **PANELIST NOMINATION PROCESS**

Panelists are to serve as reviewers through a public process. An individual may serve as a panelist by completing an online application process. Staff reviews the nominations and makes recommendations to the Arts Funding Committee on selections according to need, talent and the panelists' availability to serve.

DA&C funding staff will provide panelists with online access to the organizations' applications and work samples several weeks prior to the review meeting. Panelists are required to read all assigned applications, review the work samples and make preliminary assessments. Panelists are required to provide comments on each criterion to every applicant to assist applicants with future development and in understanding the panelists' score. Panelists must provide their comments and any scores through the online system by the date required by DA&C. Comments and scores (if any) are to be provided to the applicant in the Notification Email.

To ensure that panelists are reviewing each application fairly, they are required to declare any conflict of interest with organizations that are applying for funding. In the event of a conflict of interest, panelists are required to recuse themselves from the discussion and voting on that application during the panel meeting and may be dismissed from serving as a panelist if the conflict of interest warrants.

#### **PANEL REVIEW MEETINGS**

After the panelists participate in review meetings of each application, using the review criteria as a guide, they are each asked to render a rating that they feel provides an overall assessment of the application's merit.

## SECTION 11

### EVALUATION REVIEW PROCESS

#### STEPS

1. The designated Evaluation Panel will review all applications for eligibility requirements and any evaluation criteria (and scoring of Festivals).
2. DA&C Staff will develop Staff Funding Recommendations based on:
  - Evaluation Panel Review
  - Available Funding
  - Funding Program Priority
3. Staff will send each applicant a Funding Notification Email twenty (20) days prior to the first scheduled public meeting to allow time for appeals. Funding Notification Emails shall contain specific applicant's Staff Funding Recommendation amount, Evaluation Panel Comments and scores (if applicable).
4. SAAC Arts Funding Committee will review Staff Funding Recommendations in a public meeting and consider appeals.
5. SAAC Arts Funding Committee will approve Committee Funding Recommendations and forward them to the SAAC.
6. San Antonio Arts Commission will review Committee Funding Recommendations and issue Commission Funding Recommendations which will be forwarded to City Council.



## SECTION 12

### APPEALS PROCESS

City of San Antonio Arts Commission, with the City of San Antonio Department of Arts & Culture, have adopted a process of appeals by an organization whose application was not approved for funding in any of the Arts funding programs. These organizations may file an appeal within the specified time-period of ten days after Funding Notification Emails to the organization has been sent.

#### GROUNDS FOR APPEAL

An organization whose application is not being recommended for funding shall be entitled to pursue a process of appeal based on demonstrating one or more of the following circumstances:

1. The San Antonio Arts Commission, or one of its committees, Review Panels and/or Arts Funding staff substantially deviated from the published grant funding review policies and procedures;
2. Required application materials that were submitted by the deadline were omitted from the materials the Review Panel considered during the review process; or
3. Undue influence was placed on the Evaluation Panel, Art Funding Committee or San Antonio's Art Commission by a member(s) with a conflict of interest;
4. The Evaluation Panel's, Art Funding Committee's or San Antonio's Art Commission's decision was based on information not related to the proposed outcome of the application.

#### APPEAL STEPS

The DA&C appeals process will be based on the application as originally submitted and any new application information and subsequent application clarification will not be considered in the appeal process.

Step 1. Contact the DA&C Arts Funding Contract Manager to obtain all necessary information which describes why the decision was made;

Step 2. Submit a letter requesting an appeal which enumerates (and demonstrates) one of the 4 the Grounds for Appeal to the DA&C Arts Funding Contract Manager within 10 days from receipt of the Funding Notification Email;

Step 3. Appeals will be heard by the SAAC Arts Funding Committee public meeting.

Step 5. If the SAAC Arts Funding Committee changes the preliminary funding allocations, notification will be sent to all impacted organizations.

## NOT ELIGIBLE FOR APPEALS

The Department of Arts & Culture, SAAC Arts Funding Committee and San Antonio Arts Commission will not consider appeals that are based on:

- Correcting applicant errors and omissions in the application or review process;
- Disagreements about any information clearly included in the agency's IRS 990;
- Disagreements about the merits of the application relative to others the Review Panel considered;
- Events and/or organizational developments that occurred after the submittal of the application.

## SECTION 13

## AVAILABLE HELP

If you have any questions regarding the:

### *ART FUNDING GUIDELINES*

Please contact:

Department of Arts & Culture, City of San Antonio  
115 Plaza de Armas, Suite 102, San Antonio, Texas 78205  
210.207.6968

[Artfunding@sanantonio.gov](mailto:Artfunding@sanantonio.gov)

**City of San Antonio**  
Department of Arts &  
Culture

## Arts Agency Funding Guidelines

Presented by  
Debbie Racca-Sittre,  
**Director**

February 15, 2018

City Council  
Agenda Item #18



**CulTÚArt**

The Future of San Antonio Arts  
& Culture is in **YOUR** hands!

## Cul-TÚ-Art Plan

- A coordinated planning document that identifies strategies for 6 focus areas:



2016 – Film  
2017 – Centro de Artes



February 2018 – Agency Guidelines  
March 2018 – Public Art



Summer 2018 – Music  
& Cultural Districts Framework



# Planning Structure

San Antonio Arts Commission  
(Oversight Committee)

Community & Stakeholders

Arts Agencies

Artists

District Meetings

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# Cul-TÚ-Art Process



The Future of San Antonio Arts & Culture is in YOUR Hands!

SAAC

- Vision & Guiding Principles (3 meetings)
- Statement on Cultural Equity (3 meetings)

Data Collection

- Cultural Asset Mapping (Agencies, Venues etc.)
- Benchmarking (Austin, Phoenix, Chicago, San Diego)
- Survey (3,002 residents, visitors & arts patrons)

Work Sessions

- Community Meetings (Hosted 7 & attended in all Districts)
- Stakeholder Meetings (Arts Agencies, Westside Arts Coalition & Performing Arts Collective)

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# Vision Statement



San Antonio will be internationally celebrated as a confluence of living arts & authentic cultures.

Our City will inspire local participation, inclusion & pride in all of its arts, and create economic conditions where artists & the arts thrive.

- Developed by the San Antonio Arts Commission  
(Steering Committee for the Cul-TÚ-Art Plan)

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# Survey Results



▶ Conducted October 16 thru November 4, 2017

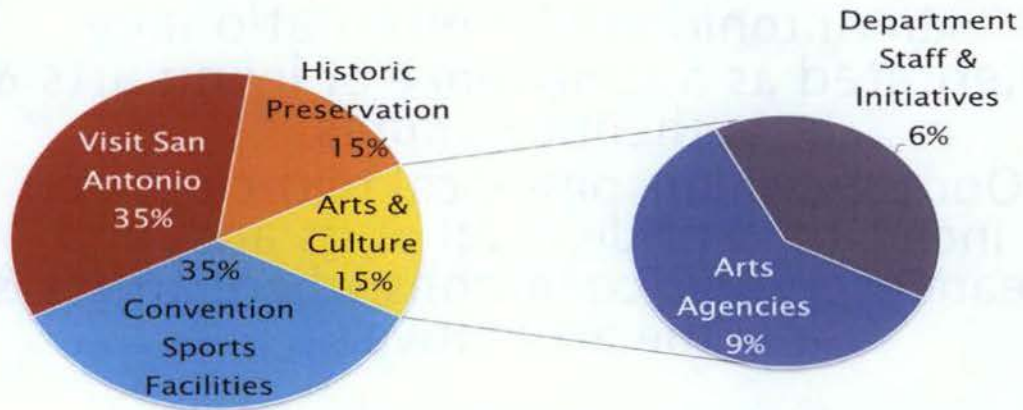
## Three Market Segments Surveyed

San Antonio Residents	Visitors to San Antonio in Past 12 Months	Arts Patrons
		
Research Now Survey Panelists	Research Now Survey Panelists	Online and Paper Surveys through Arts Agencies
1,000 Survey Respondents (100 per District)	423 Survey Respondents	1,579 Survey Respondents (1,160 Online; 419 Paper)

**Total of 3,002 Survey Respondents!**

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# HOT Funding Allocation



Note: In 2012, City Council voted to fund Convention Center Expansion debt service prior to making allocations. This was effective for FY 2013.

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## Arts Agency Funding Policy Changes

Current Policy	New Policy
	Cultural Specific Support
Operational Support	Base Operational Support
Technical Assistance	Capacity Building
Festivals	Festivals
Artist Re-Granting	Artist Re-Granting

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## Arts Agency Funding Policy Changes

- Require agencies to be headquartered in San Antonio with majority of services in the area
- Require minimum experience of 3 years
- Funding Cycle increasing from 2 year to 3 years
- Board Diversity –
  - Request classification of board members
  - Require a 3 year board diversity plan

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## Accountability

- High Profile Contract
- Online Application Process
- Data Profile Tool
  - Uses National Standards for Arts Grants
  - Financial accountability data
  - Programmatic measurements

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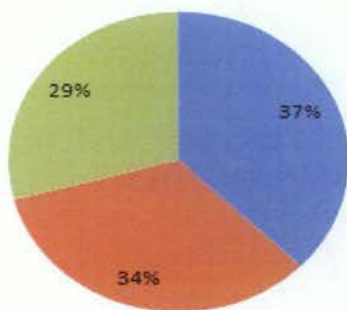
## Equity: Cultural Specific

- Mission driven - to preserve and promote women and minority cultures
  - ▶ African American
  - ▶ Asian American
  - ▶ Hispanic American
  - ▶ Native American
- Additional phase-in funding as follows:
  - FY19 = 15% of operations up to \$125,000
  - FY20 = 17.5% of operations up to \$137,500
  - FY21 = 20% of operations up to \$150,000

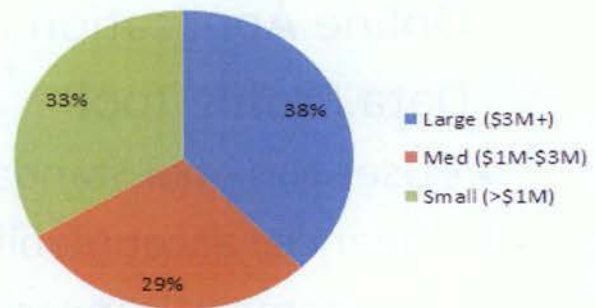
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## Comparison of Arts Agency Operational Funding

2008 Total Funds Awarded



2018 Total Funds Awarded



- In 2008 there were 28 total agencies.
- In 2018, there were 39 total agencies – 10 of the new agencies were small and 1 large

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## Base Operational

- ▶ Includes safeguard for decreases (max 25%).
- ▶ Increases (max 25%) prioritized as follows:
  - Cultural Specific Agencies
  - Small Organizations < \$1M
  - New Small
  - Mid-Size Organizations \$1M - \$3M
  - New Mid-Size
  - Large Organizations >\$3M
  - New Large

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## Base Operational Scale

Total Agency Operating Budget	Current City Max Award	New City Award
< \$0.5	50%	30%
\$0.5 M – \$1M	20%–50%	25%
\$1M–\$2M	20%	20%
\$2M – \$4M	10%	15%
\$4M –\$6M	10%	10%
\$6M– \$10M	10%	5%
\$10M – \$15 M	10%	3%
> \$15 M	10%	0%

# Requirements

- ▶ Thorough description of artistic programming and measurement
- ▶ Policy on payment of Professional Artists
- ▶ Accessibility
  - Locations/ADA
  - Financial/Cost
- ▶ Audience engagement plan
- ▶ Requires Collaboration

(All criteria are required, not scored)

# Capacity Building

## Provide funding for:

- ▶ Leadership training, coaching, professional development
- ▶ Strategic
- ▶ Marketing
- ▶ Development



## Major Policy Changes to Arts Agency Funding

- Creates **Certainty** and **Reduces Risk** by:
  - Funding Cycle increasing from 2 year to 3 years
  - Removing competition from Operational Grants
  - 25% max increase or decrease from prior year
  - Phase-in for new agencies
- **Cultural Equity**
  - Creates special funding category for Cultural Specific Agencies

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## Arts Agency Funding Agency Process Timeline



February 26 - Request for Applications opens (Blackout period begins)

April 20 - Applications Due  
May - Evaluation Process

June - Approval by Arts Funding Committee & SA Arts Commission

September - FY19 Budget Adoption  
October - New contracts begin

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**City of San Antonio**  
Department of Arts &  
Culture

**Arts Agency  
Funding Guidelines**

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Presented by  
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