








# arts impact

ENDOWMENT

Cultural Services  
Allocation Plan for  
the Arts Impact  
Endowment  
2024-2029



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## Introduction

The Arts Impact Endowment (AIE) was created in 2018, when 75% of San Francisco voters passed Proposition E, dedicating 1.5% out of the City’s existing 14% Hotel Tax to arts and culture. The AIE, established with a \$2.5 million baseline, is allocated to address needs in the arts community. To guide the San Francisco Arts Commission (SFAC) in distributing its funds, Proposition E also calls for a Cultural Services Allocation Plan (CSAP) to be prepared with community input every five years.

When the first plan was finalized in March 2019, no one expected that the community’s priorities would soon shift abruptly to pandemic relief and recovery. Five years later, we are looking back to evaluate the work that was done during that period of crisis, to learn from the experimentation it precipitated, to engage again with the arts community around this work and their evolving needs, and to take those lessons forward into the development of a new guide for the next five years.



## Community Engagement

2018’s Proposition E calls for a Cultural Services Allocation Plan (CSAP) to be developed every five years, to guide the distribution of funds from the Arts Impact Endowment (AIE) in addressing the needs of San Francisco’s arts community. To ensure that the CSAP reflects and responds to those needs to the greatest extent possible, the legislation specifies that the plan must be prepared with community input, mandating a community engagement process as a central component of its development. To lead the development of the 2024-29 CSAP and facilitate this process, the San Francisco Arts Commission (SFAC) engaged the arts consulting firm AMS Planning & Research.

The community engagement process for the second CSAP included two primary methods of reaching members of the arts community: open houses and a community survey. To promote group discussion and collective feedback, AMS and SFAC collaborated with five community partners to host and promote a series of open houses and one youth focus group in February and March of 2024. In addition, SFAC staff distributed a survey both digitally and on paper, promoting it via email, social media, their website, and at community events.

## Areas of Need

To provide a framework for the community engagement process, a list of seven areas of need in San Francisco’s arts community was developed based on input received through interviews with AIE grantees and stakeholders. By framing these priorities within the context of needs, this plan aligns more explicitly with Proposition E’s charge to “address needs in the arts community.”

The resulting categories encompass the work of artists and arts organizations in all disciplines and genres:

- ♦ **New Creative Opportunities:** New programs, artworks, collaborations, and other creative initiatives that need resources to get off the ground.
- ♦ **Physical Spaces: Safety, Access & Modernization:** Maintaining and improving physical spaces to provide safe, accessible, and high-quality arts and culture facilities for artists, arts workers, and the public.
- ♦ **Racial and Social Justice In and Through the Arts:** Initiatives and artists directly working to address systemic inequity within, around, and through our arts ecosystem.
- ♦ **Rapid Response and Emergency Relief:** Rapid support for unforeseen, emergent needs that are ineligible for other city funding sources, such as building damage, equipment failure, or unanticipated short-term opportunities.
- ♦ **Resilience & Growth:** Maintaining day-to-day operations or activities and building financial stability and security.
- ♦ **Skills, Training, & Compensation:** Professional development, training, recruitment and retention of skilled artists and arts workers, and initiatives to grow compensation for creative work.
- ♦ **Sustaining Ongoing Initiatives:** Existing arts and culture projects and programs and other ongoing creative work that needs support to continue to thrive.



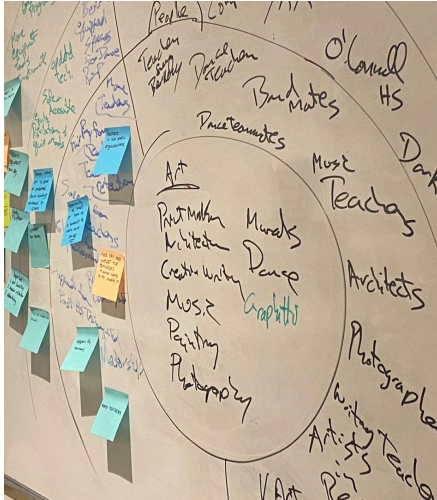
*Mission Cultural Center for Latino Arts Open House*

## Open Houses & Youth Focus Group

AMS and SFAC collaborated with community partners to facilitate three in-person open houses at City College of San Francisco – Chinatown/North Beach Center, Mission Cultural Center for Latino Arts, and Southeast Community Center. Promotional partners included the SF State Longmore Institute on Disability, which assisted in promoting a virtual open house that was held on Zoom, with ASL interpretation provided. Additionally, Youth Art Exchange hosted a youth focus group for high school students from multiple schools at their location in the Mission. Together, the 5 events collected input from 130 participants. SFAC staff provided written materials in English, Spanish, Tagalog, and Traditional Chinese at all events.



*City College of San Francisco – Chinatown / North Beach Open House*



*Youth Art Exchange mapping exercise*

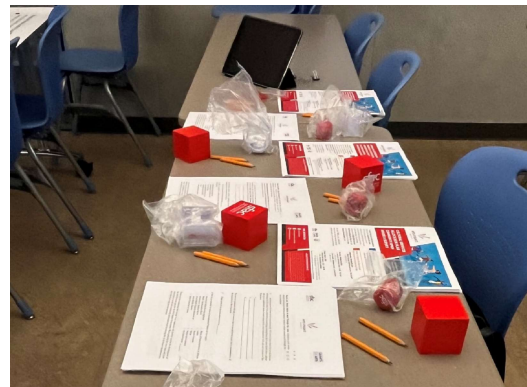
At each open house, community members were introduced to the seven areas and asked to vote on which they felt were the areas of greatest need for San Francisco’s arts community. After this, they broke into small groups to discuss their thoughts on community needs and were given the opportunity to write down new ideas and share them with the whole group. Finally, participants voted a second time, choosing between the new ideas as well as the initial seven areas of need.

At Youth Art Exchange, AMS staff led students in an exercise to map out San Francisco’s arts ecosystem. Beginning with the arts they practice and moving to the people and places that support their artmaking, participants built a picture of the ecosystem and then identified which parts of it they felt had the greatest need for additional funds.

## Community Survey

To extend the reach of the community engagement process, AMS developed a four-question community survey, in collaboration with SFAC staff. The survey was made available online in English, Spanish, Tagalog, and Traditional Chinese, on a platform designed to be mobile-friendly and accessible to different needs. SFAC promoted the survey through its own digital channels and provided materials to partners and grantees to assist them in promoting it more broadly to their own constituents. SFAC staff also administered and collected paper copies of the survey at multiple community events during the same period.

Like the open houses, the survey was designed to allow community members to share their thoughts and ideas on the community’s needs while also collecting quantitative data. Participants were asked to rank what they viewed as the arts community’s top three areas of greatest need out of the seven areas listed and given the option to write in up to three additional ideas of their own. To better understand the reach of the survey, optional questions also asked participants about their zip code of residence and racial/ethnic identity (see Appendix A).



*Paper surveys at City College of San Francisco*

Between February 12 and March 11, 2024, the survey received 695 responses—91% online and 9% on paper—80% of which represented participants living in a San



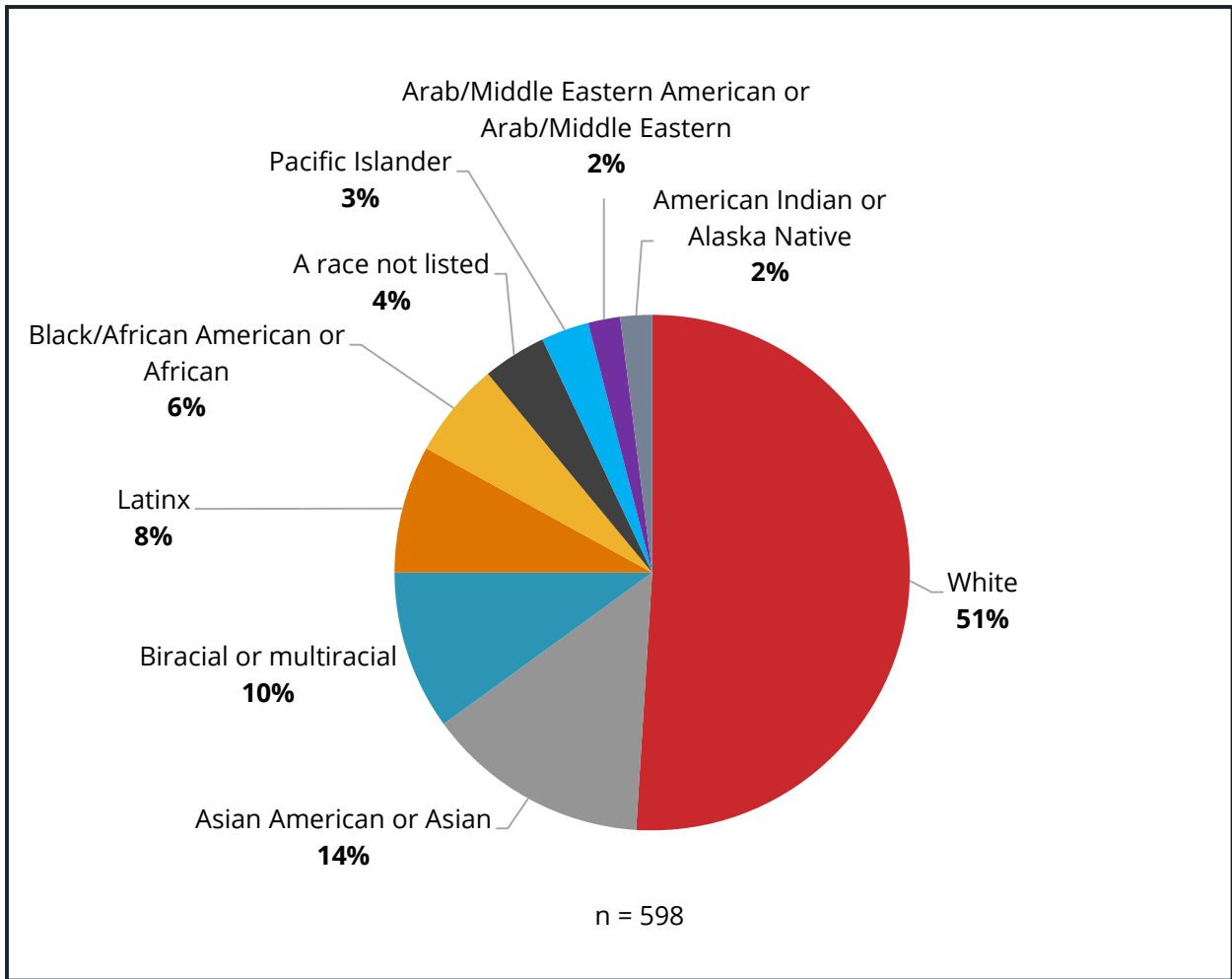


Figure 2: Community survey responses by racial/ethnic identity

## Findings

Altogether, over 820 people participated in the 2024 community engagement process. Between the open houses and the survey, the three areas of need that the largest numbers of community members supported were Sustaining Ongoing Initiatives, Resilience & Growth, and New Creative Opportunities (Figure 3).



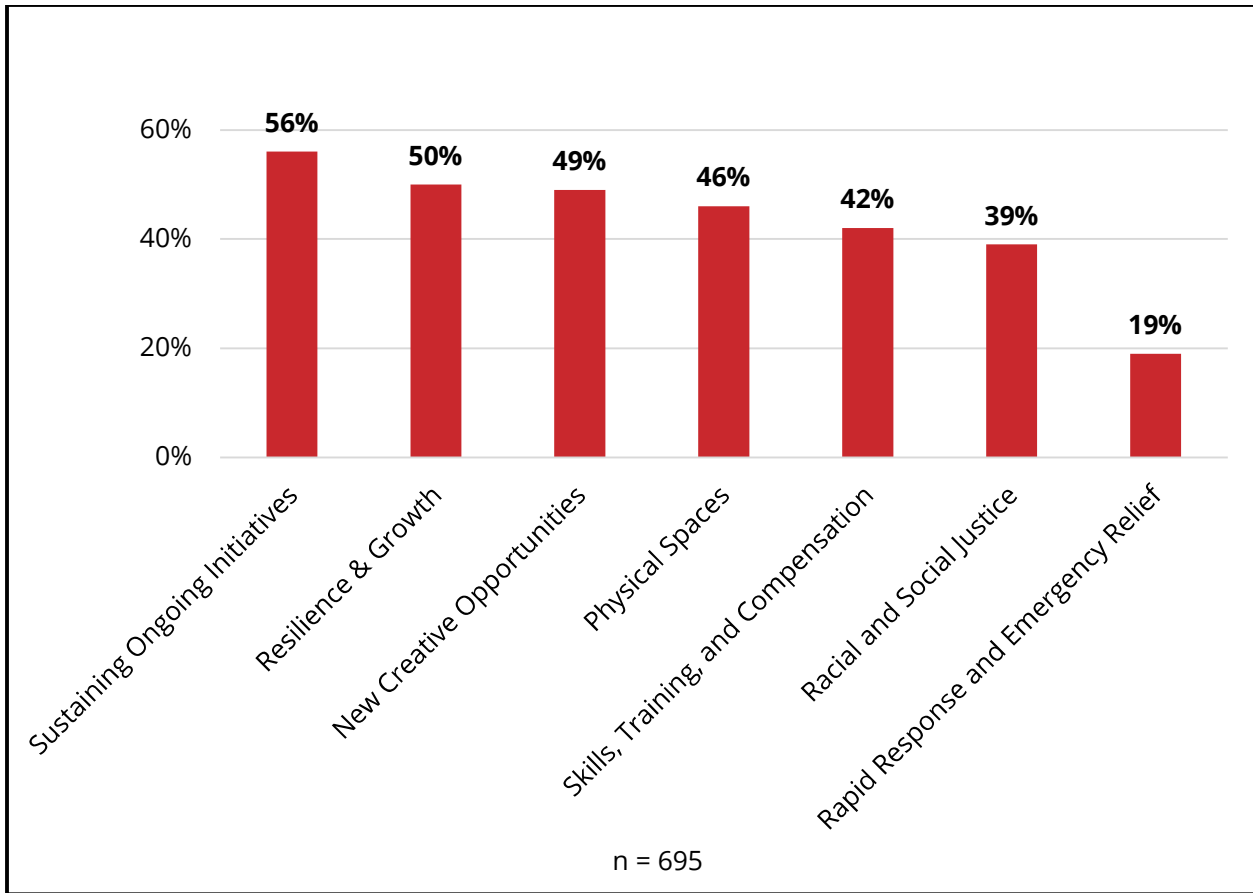


Figure 3: Percentage of community survey respondents placing each need in their top 3

In both forms of feedback, themes relating to the cost of living in San Francisco—such as affordable housing and health care for artists—and the desire to preserve small-budget organizations with long histories and deep cultural roots were prominent. In multiple open houses, the need to “keep artists in San Francisco” was expressed and received strong public support.

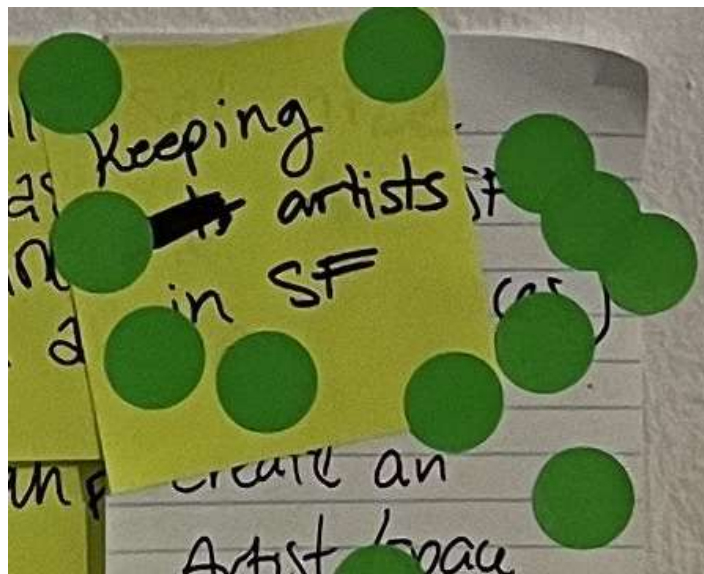
Similarly, youth focus group participants emphasized the need to attract and retain more arts teachers in the city. They also highlighted the need for more specialized art-making equipment and facilities to be available for education and for clearer pathways for students to continue developing as artists, such as internships.



## Keeping Artists in San Francisco: Cultural Services Allocation Plan for the Arts Impact Endowment 2024-2029

Based on the evaluation of the first five years of the Arts Impact Endowment (AIE) and the input received during the community engagement process, AMS recommends that the AIE support Sustaining Ongoing Initiatives, Resilience & Growth, and New Creative Opportunities by connecting them to a single theme: *Keeping Artists in San Francisco*.

In addition to being the most prominent theme that emerged during the community engagement process, it is clear that this idea represents a persistent need that will remain relevant to San Francisco's arts community throughout the length of this CSAP's guidance. Although the amounts allocated to the AIE annually are not large enough to provide comprehensive solutions to large-scale issues like affordable housing and healthcare for artists, they can have significant impacts on the sustainability of small



*Community input and voting in the Mission*

organizations and support for individual artists' work in the city. By designing AIE's specific funding opportunities to support the larger goal of counteracting the displacement of artists from San Francisco, SFAC and GFTA will address needs the community has expressed and create a more cohesive narrative of the AIE's purpose and impact.

To that end, we recommend that for the next five years the AIE be directed toward keeping artists and arts workers in San Francisco from being displaced by funding:

- ♦ Their work
- ♦ Their working environments
- ♦ Their connections to the communities that nurture them
- ♦ The organizations and ecosystem that support them

## Guiding Principles

Also based on stakeholder feedback and community input, AMS further recommends adhering to the following Guiding Principles when designing and administrating programs funded by the AIE:

- ♦ Incorporate racial and social justice as the primary lens for all program design
- ♦ Maintain flexibility of program design to be able to be responsive within the larger framework of the CSAP's theme
- ♦ Focus funding opportunities on:
  - Both emerging and established individual artists
  - Small- and mid-sized organizations
  - Individuals and organizations under threat of displacement
- ♦ Prioritize direct granting
- ♦ Prioritize multi-year support
- ♦ Maintain transparent and regular reporting and easy access to data

## Funding Channels

Within the framework of the CSAP's theme, AMS recommends that the Arts Impact Endowment adopt the three broad areas of need identified during the community engagement process as channels through which funds will be allocated. To be maximally responsive to fluctuating circumstances and the sizes of applicant pools, we recommend that allocations to each channel be informed by number of applicants and overall need, while aiming to distribute no less than 10% of available funds through each of the following three channels:

- ♦ **Sustaining Ongoing Initiatives:** To potentially include...
  - Organizations' existing programs
  - Recurring or repeated projects or events by individuals or organizations
  - All disciplines, genres, and media, including educational programs
  - Funding for the work artists are already doing, particularly work that is on the margins of financial stability or under threat of being priced out of the city

- ♦ **Resilience & Growth:** To potentially include...
  - Physical spaces and materials (equipment, real estate, rent, supplies)
  - Professional development
  - Training
  - Workforce development
  - Specific overhead costs (not unrestricted)
  - Other capacity-building activities for both individuals and organizations
- ♦ **New Creative Opportunities:** To potentially include...
  - One-off or initial projects or events by individuals or organizations
  - Seed money for pilot programs
  - All disciplines, genres, and media, including educational programs
  - Support for new work that allows artists and arts workers to explore, innovate, and develop

## Funding Plan

Based on the Controller's projections, the Arts Impact Endowment is projected to grow at an annualized rate of approximately 4.7% over the next five years. Each year, 15% of the funds will be allocated to personnel and administration costs and 4% will be set aside to fund research, evaluation, and engagement activities. An additional 3% will be allocated to a contingency reserve, that may account for revised Hotel Tax projections within the course of a fiscal year, or unforeseen program or administrative costs or opportunities. The remaining 78% will be allocated between the three channels outlined above, with the aim of allocating no less than 10% of the available funds to each channel annually (Table 1).

<b>FIVE-YEAR FUNDING PLAN</b>						
		FY25	FY26	FY27	FY28	FY29
<b>Projected Funds</b>		<b>\$2,796,000</b>	<b>\$3,069,000</b>	<b>\$3,293,000</b>	<b>\$3,406,000</b>	<b>\$3,521,804</b>
Administrative Costs	15%	\$419,400	\$460,350	\$493,950	\$510,900	\$528,271
Research, Evaluation, and Engagement	4%	\$111,840	\$122,760	\$131,720	\$136,240	\$140,872
Contingency Reserve	3%	\$83,880	\$92,070	\$98,790	\$102,180	\$105,654
Projected Distribution Amounts	78%	\$2,180,880	\$2,393,820	\$2,568,540	\$2,656,680	\$2,747,007
<b>Allocation Goals for Distribution Amounts</b>						
Sustaining Ongoing Initiatives	10%+	\$279,600+	\$306,900+	\$329,300+	\$340,600	\$352,180+
Resilience & Growth	10%+	\$279,600+	\$306,900+	\$329,300+	\$340,600	\$352,180+
New Creative Opportunities	10%+	\$279,600+	\$306,900+	\$329,300+	\$340,600	\$352,180+

Table 1: Projected Funding Plan

## Evaluation Metrics

The following metrics are intended to guide the development of future Arts Impact Endowment program guidelines and funding recommendations. To allow space for those programs to be fully responsive to the needs of the arts community, AMS suggests that each program include its own strategy for specific impact measurement as appropriate. Rather than attempt to define successful impacts across multiple programs, these metrics are designed to measure successful implementation of the 2024-29 CSAP and administration of the AIE.

Taking into consideration the planned priorities for the next five years of the AIE, feedback from stakeholder interviews, and feedback from the community meetings, we propose the following five evaluation metrics:

- ♦ **Efficient distribution of funds:** Each year, distribute no less than **90%** of the funds allocated for AIE program costs, through grants or other investments to address needs in the San Francisco arts community.
- ♦ **Purpose-driven distribution of funds:** Award **100%** of AIE grants to proposals that are closely aligned with the purpose and principles outlined in the CSAP recommendations.
- ♦ **Targeted distribution of funds:** For a given grant cycle, award funds in each of the **three channels** outlined in the recommendations above, aiming for a minimum of **10%** of available funds to be awarded in each channel.

- ♦ **Awareness and accessibility:** Increase the number of Black, Indigenous, and other People of Color (BIPOC) individuals participating in workshops and technical assistance for AIE grant opportunities annually.
- ♦ **Transparency and trust-building:** Release and publicize summary statistics for every AIE grant cycle within **120 days** from finalization of awards.

Recommended statistics include:

- Total number of applicants within each channel
- Total dollar amount funds requested within each channel
- Total number of grants made within each channel
- Total dollar amount awarded within each channel
- Amount awarded to each grantee
- Summary demographics of applicants and recipients



## Arts Impact Endowment: The First Five Years

In November 2018, San Francisco voters passed Proposition E, ensuring that a portion of San Francisco’s Hotel Tax revenue be directed to arts and culture initiatives. In addition to allocations for Grants for the Arts, the Cultural Equity Endowment, Cultural Centers, and Cultural Districts, the legislation established a new fund, the Arts Impact Endowment (AIE), to be administered by the San Francisco Arts Commission (SFAC) (Figure 1).

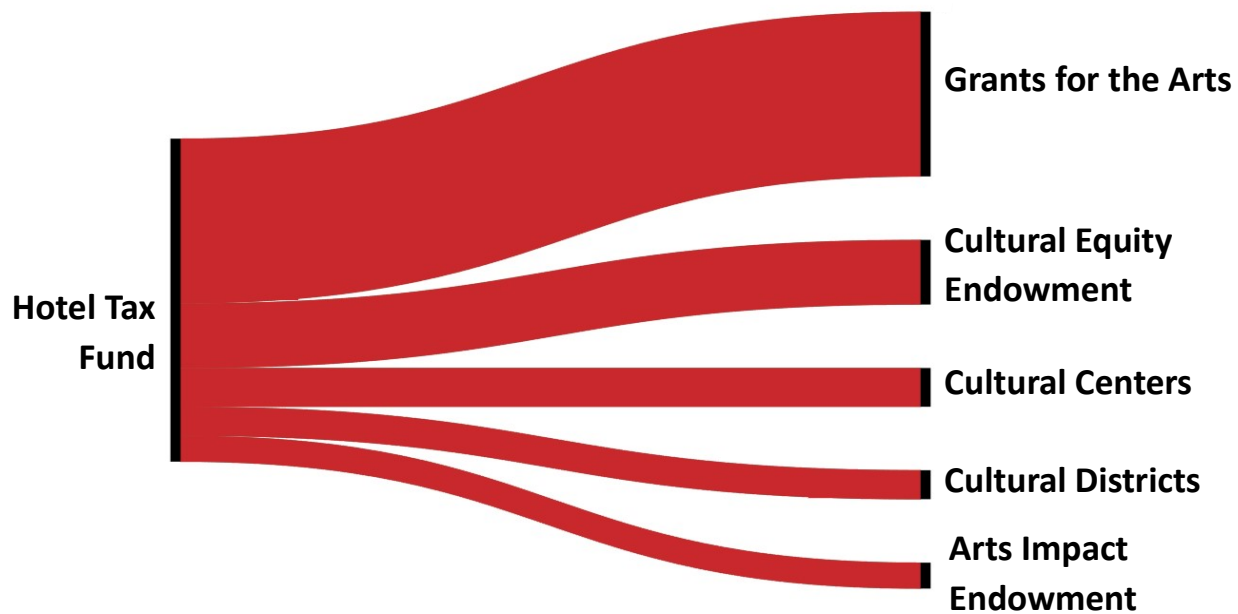


Figure 1: Proportionate distribution of Hotel Tax funds allocated to arts and culture by 2018’s Proposition E

To guide the allocation of AIE funds, Proposition E calls for the development of a Cultural Services Allocation Plan (CSAP) every five years. The first CSAP, in effect from 2019-2024, was approved in March 2019. In preparation for developing the 2024-2029 CSAP, SFAC engaged the arts consulting firm AMS Planning & Research to evaluate the results of the AIE under the first CSAP.

In undertaking this evaluation, AMS reviewed AIE materials provided by SFAC, including the 2019-2024 CSAP, grant guidelines, funding recommendations, grant agreements, grantee final reports, and financial reports. AMS also collaborated with SFAC staff to conduct a survey of AIE grantees and interviewed a variety of AIE stakeholders to learn about their experiences with its programs.

## 2019-2024 CSAP Recommendations

Prepared between November 2018 and March 2019, the 2019-2024 CSAP was developed through a community engagement process that included a series of open houses, a youth focus group, a public poll, and mapping exercises held with key stakeholders.

The resulting recommendations were to allocate AIE funding to the following four impact areas by percentage, with a variance of up to five percent between areas (Figure 2):

- ◆ Arts Education (40%)
- ◆ Space/Capital Funding (30%)
- ◆ Arts Organizations Core Support (20%)
- ◆ Individual Artists Support (10%)

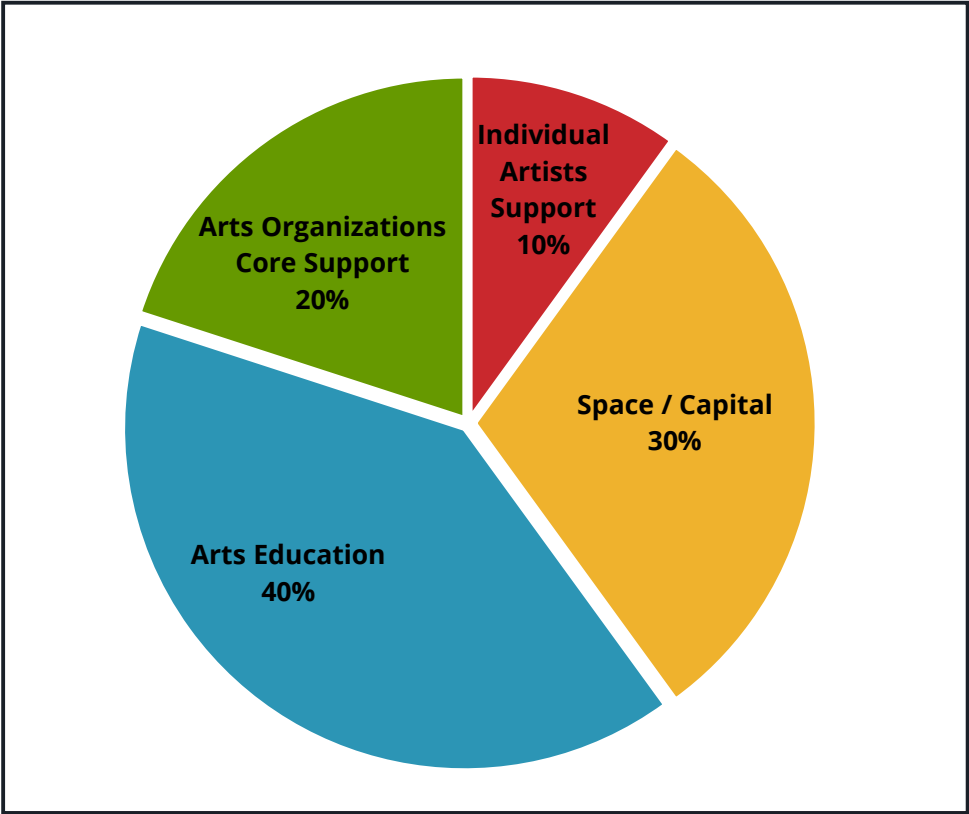


Figure 2: Funding allocations from the 2019-2024 CSAP



## Outcomes: Programs and Grantees

With its first cycle of granting intended to begin in 2020, plans for AIE funding were immediately disrupted by the beginning of the COVID-19 pandemic in March of that year. SFAC quickly pivoted AIE’s first grants to provide urgently needed pandemic relief through the Artists & Arts Relief Fund, partnering with the Center for Cultural Innovation to rapidly re-grant \$1.75M to over 700 individual artists and organizations. This beginning led to an initial five years characterized by highly responsive program design, with an emphasis on flexible emergency relief (Figure 3).

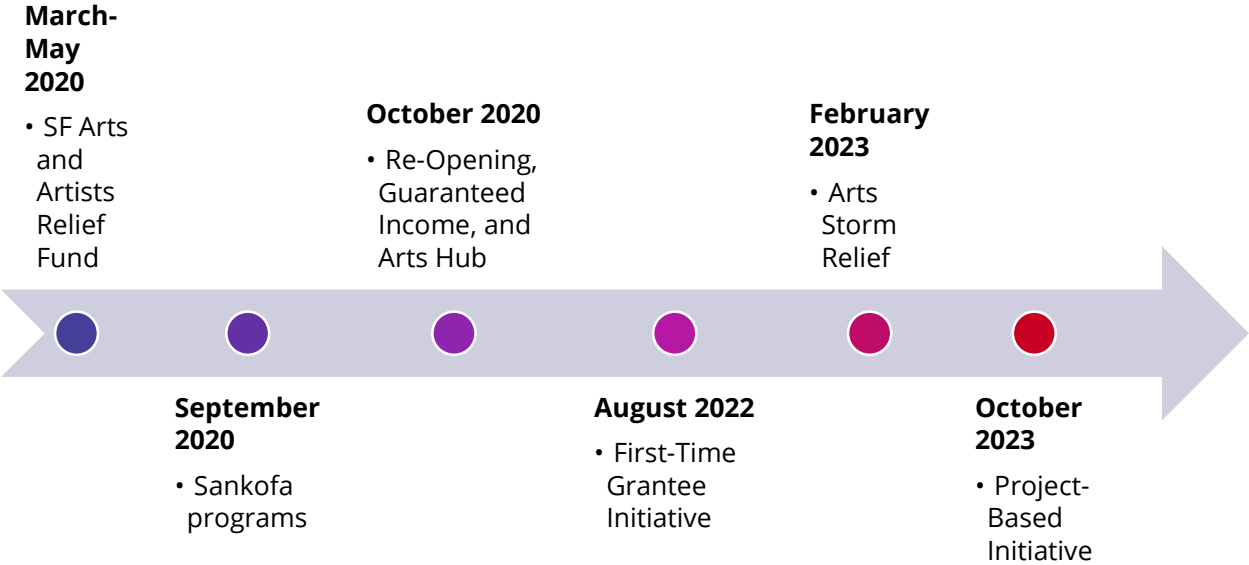


Figure 3: Due dates for applications to AIE programs in its first five years

Between the spring of 2020 and the spring of 2024, the AIE distributed \$9.2 million through ten initiatives, reaching over 980 individual artists and over 210 organizations (Figure 4). Of those funds, 43% were distributed by seven re-granting partners, who together re-distributed \$3.8 million to 1,127 sub-grantees (Figure 5) (Appendix B).

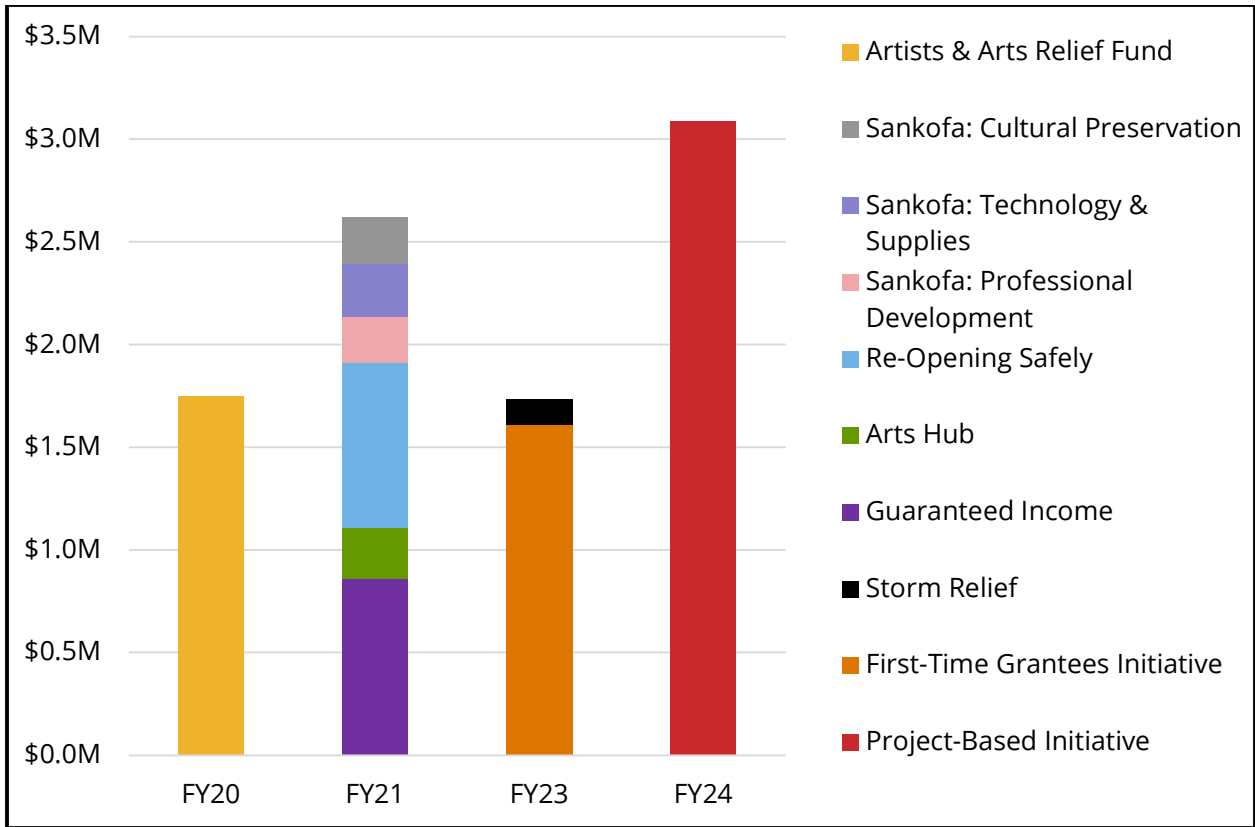


Figure 4: Grant Programs and Amounts Awarded by Fiscal Year of Award Date



Figure 5: Re-Granting Partners and Programs Funded by the AIE, 2019-2024

Three of the re-granting programs provided emergency relief funds. In addition to the Artists & Arts Relief Fund, the AIE also funded the Guaranteed Income for Artists pilot program, through which Yerba Buena Center for the Arts provided \$1,000 per month to 130 artists for six months during the height of the pandemic in 2021, and the Arts Storm Relief Fund, through which Intersection for the Arts re-granted \$119,000 to 44 artists and arts organizations affected by the winter storms of 2022-23. A fourth program, administered by Community Vision, was recovery-oriented although not rapid relief—it provided funds to 68 organizations to assist with re-opening after the closures caused by the pandemic.

While many of these programs supported areas prioritized by the 2019-2024 CSAP—particularly Individual Artist Support and Arts Organization Core Support—the early move to make the AIE responsive to the emergency needs of the community resulted in shifting the allocations from their recommended percentages (Figure 6). Those recommended percentages returned to the fore in fiscal years 2023 and 2024, forming the basis of the allocations for the First-Time Grantee Initiative and the Projected-Based Initiative, both direct granting programs administered fully by SFAC.

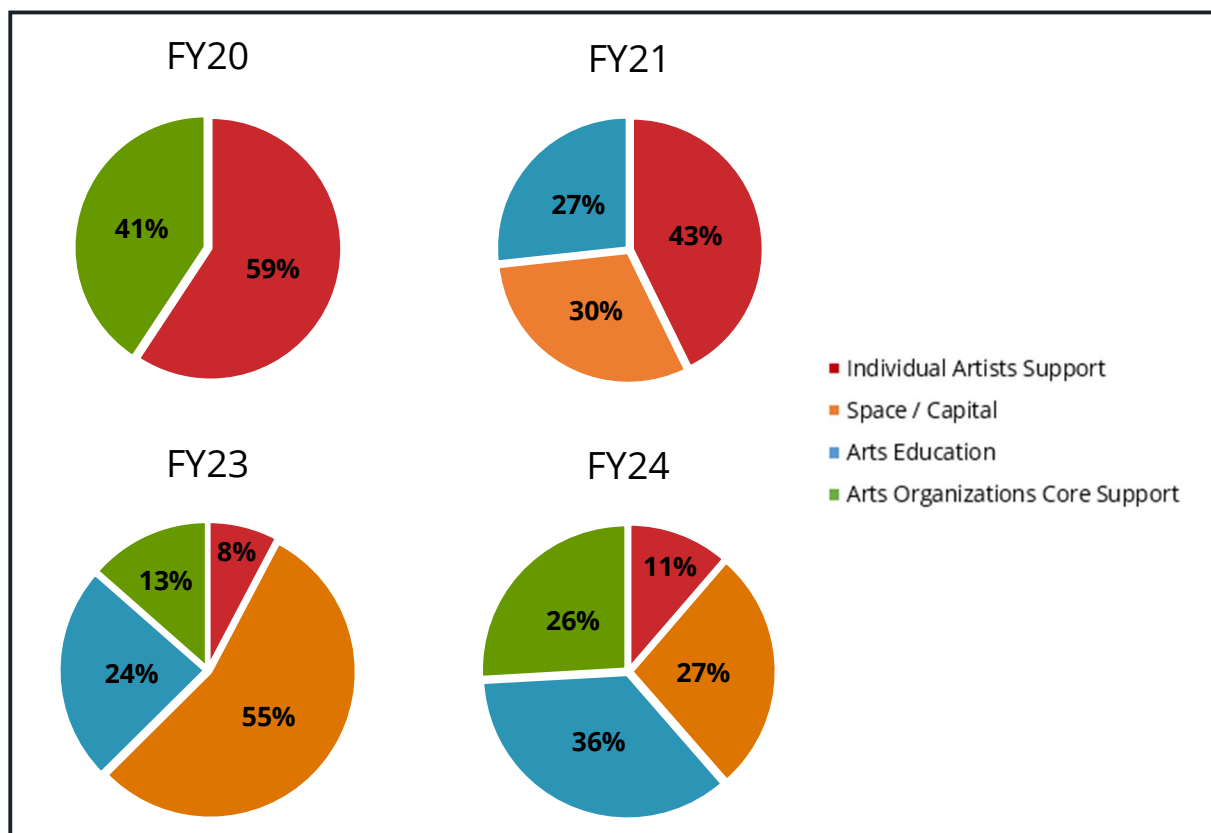


Figure 6: AIE Impact Area Funding Allocations by Fiscal Year of Award Date

### Impacts: Grantee Survey

To obtain feedback on the efficiency and potential for improvement of the AIE’s application process, as well as the impact made by the grants, AMS developed a grantee survey in collaboration with SFAC (Appendix C). This was distributed to the 85 AIE grantees who had received funding directly from SFAC by the fall of 2023: re-granting partners, the Arts Hub grantee, First-Time Grantee Initiative grantees, and Arts Storm Relief grantees, who applied through Intersection for the Arts (IFTA) but received funds from SFAC. Re-granting partners were also given the option of forwarding the survey to their sub-grantees. Project-Based Initiative grants were not awarded until May of 2024.

The survey received 37 responses, representing 68% of First-Time Grantee Initiative grantees, 29% of Arts Storm Relief grantees, and 29% of re-granting partners, as well as the single Arts Hub grantee. The results showed positive impacts across all grantee types, but highlighted differences in grantee experiences between different programs.

First-Time grantees found most aspects of the SFAC’s application process easy to navigate (Figure 7). The rapid response application form IFTA used for Storm Relief—a simple Google Form—was even easier, with no grantees reporting any difficulty. Similarly, grant distribution was perceived as effective across all grantee types (Figure 8).

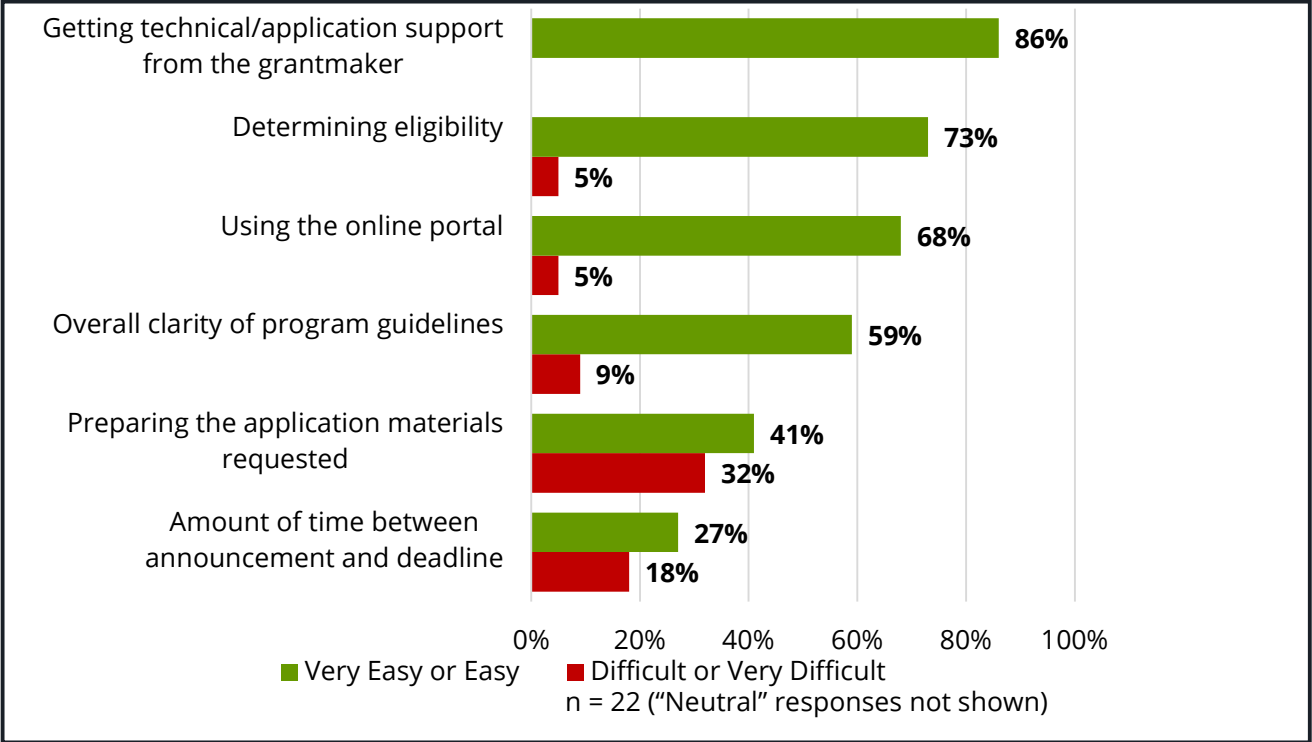


Figure 7: First-Time Grantees – “How would you rate the ease of the application process?”

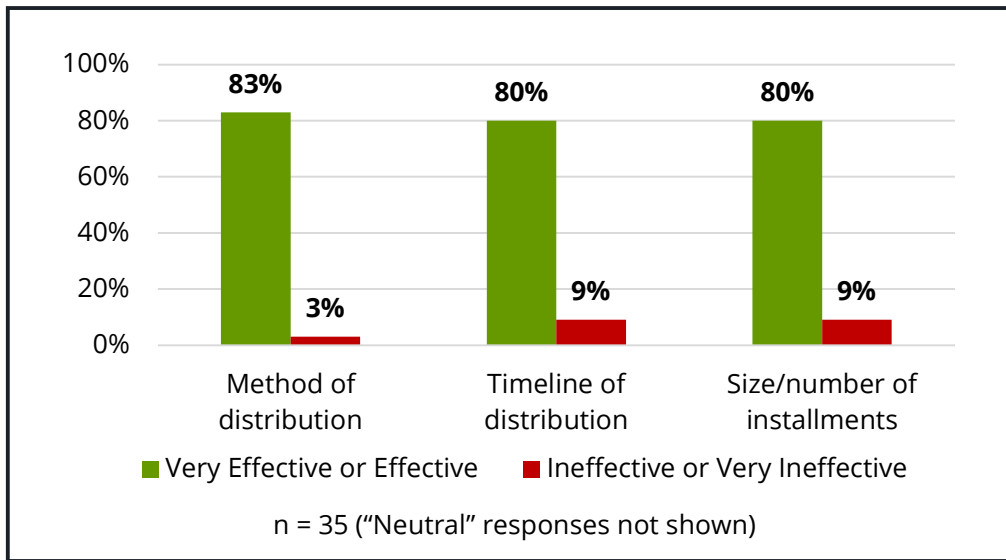


Figure 8: All Grantees – “How would you rate the effectiveness of the distribution of the funds?”

Grantee experiences varied most widely in terms of the impacts beyond the grant itself, suggesting that short-term relief opened up fewer opportunities than more structured funding did. Grants from the First-Time Grantee Initiative unlocked at least one new resource for most grantees (Figure 9), while Storm Relief Grants led to very few additional resources (Figure 10). First-Time grantees also saw their work influencing all twelve impact areas identified in the 2019-2024 CSAP to some extent (Figure 11), while Storm Relief grantees saw an impact on few areas beyond the space needs and repairs their grants immediately addressed (Figure 12).

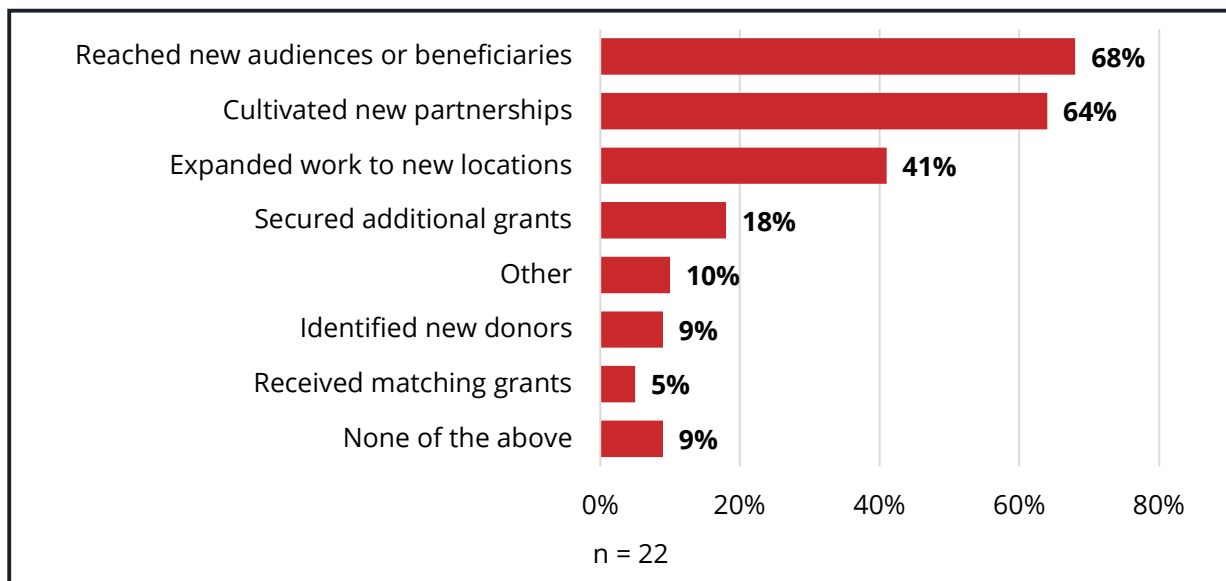


Figure 9: First-Time Grantees – “Did the grant that you received help you access any of the following new resources?”

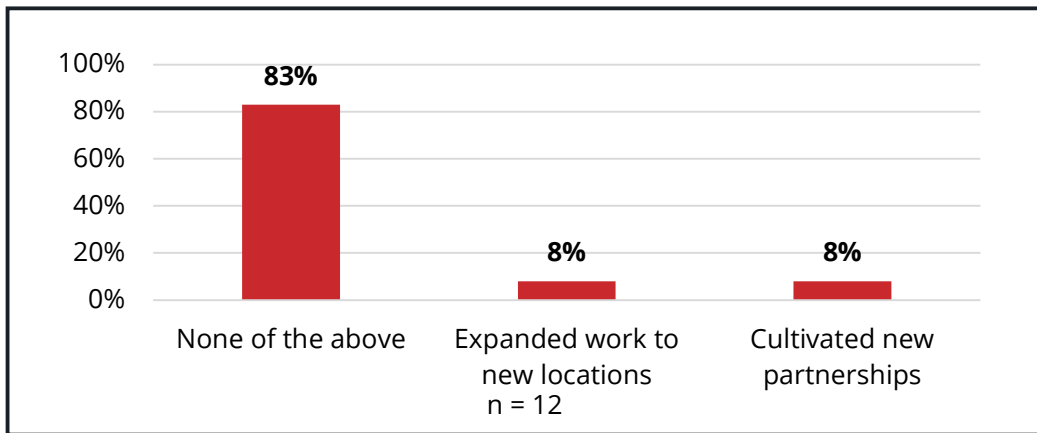


Figure 10: Arts Storm Relief Grantees: “Did the grant that you received help you access any of the following new resources?”

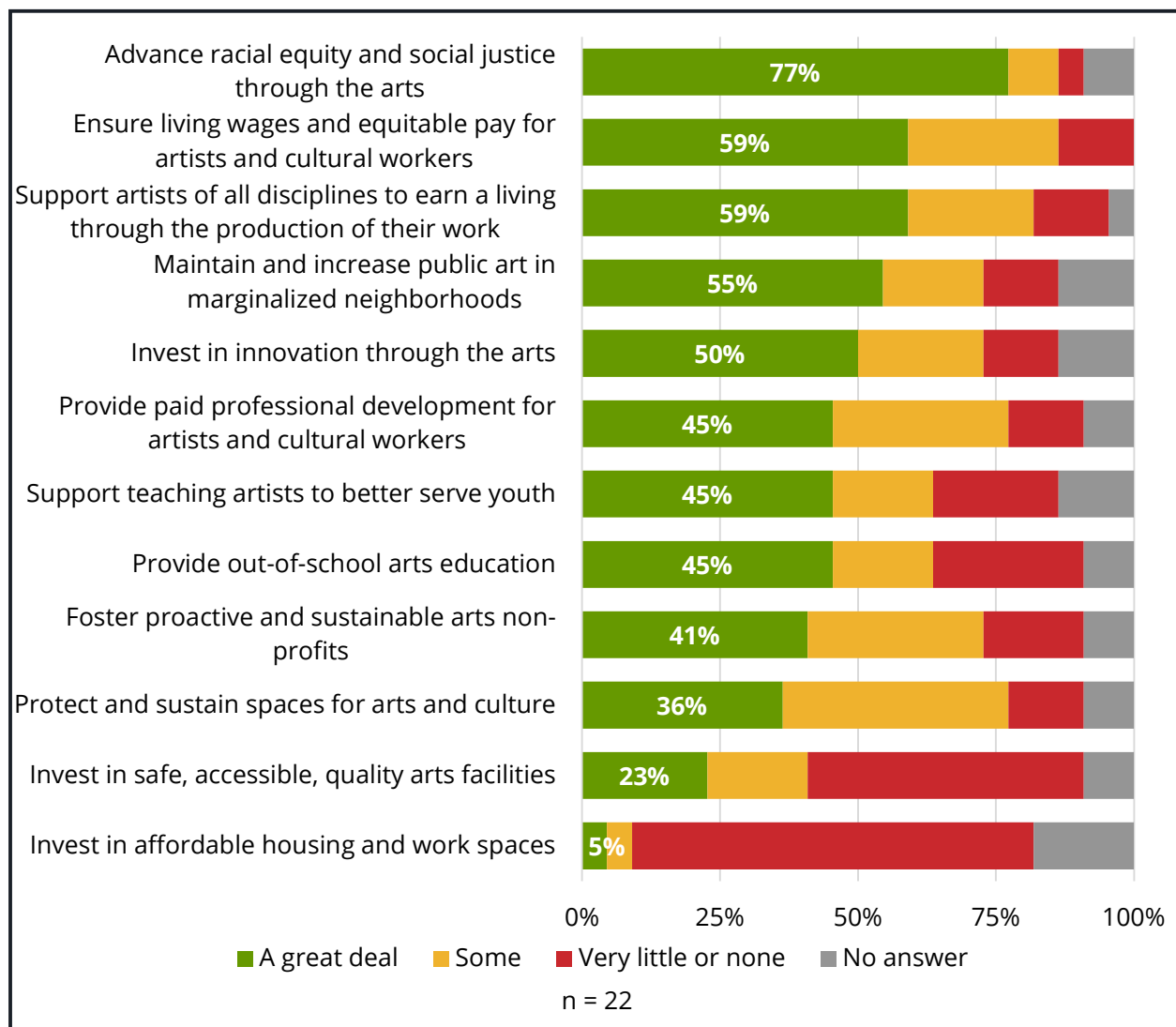


Figure 11: First-Time Grantees – “Please rate how much impact was made in each of these areas”

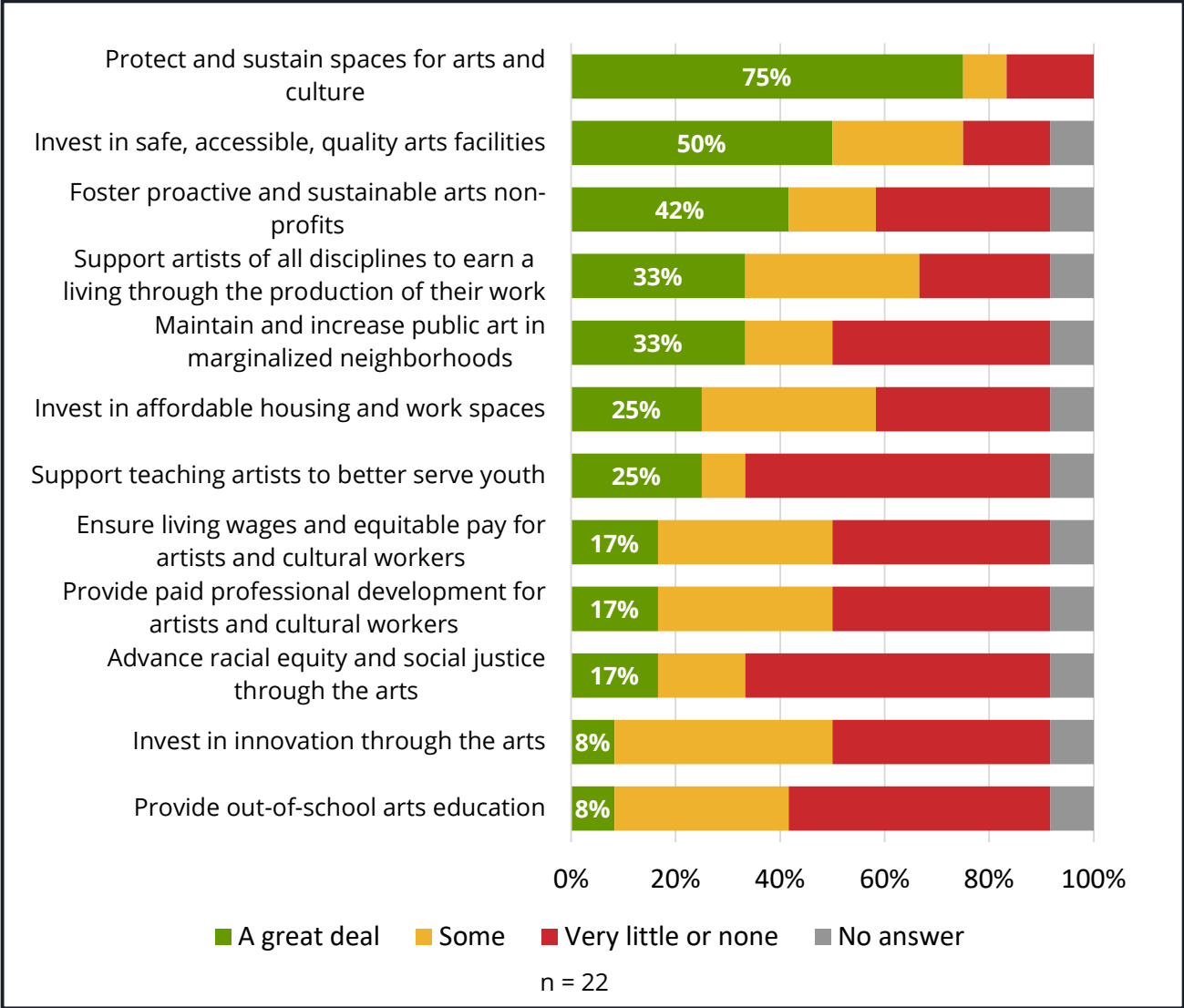


Figure 12: Arts Storm Relief Grantees - "Please rate how much impact was made in each of these areas"

### Operations: Stakeholder Interviews

To learn more about the processes and outcomes of both the AIE grant programs and the funding strategy provided by the 2019-2024 CSAP, AMS also conducted 16 interviews with AIE stakeholders. These included SFAC and Grants for the Arts (GFTA) staff, re-granting partners, grantees, community members, and Proposition E advocates (Figure 13).

<b>SFAC and GFTA Staff</b>	
Ralph Remington	<i>Director of Cultural Affairs, SFAC</i>
Denise Pate	<i>Community Investments Director, SFAC</i>
Lex Leifheit	<i>Deputy Director of Programs, SFAC</i>
Debbie Ng	<i>Senior Program Manager, SFAC</i>
Vallie Brown	<i>Director of GFTA</i>
<b>Re-Granting Partners</b>	
Laura Poppiti	<i>Grants Program Director, Center for Cultural Innovation</i>
Amy Kitchener	<i>Executive Director, Alliance for California Traditional Arts</i>
Villy Wang	<i>Executive Director, BAYCAT</i>
<b>Grantees</b>	
Jesus Cortes	<i>Artistic Director, Cuicacalli</i>
Ellen Little	<i>Director, Dogpatch Collective</i>
Reed McGowan	<i>Director of Development + Communications, Youth Art Exchange</i>
<b>Community Members</b>	
Rae Lanzerotti	<i>Cultural Ambassador, SFAC</i>
Cynthia J. Frank	<i>Chief Development Officer, Cultural Conservancy Sacred Land Foundation</i>
Alleluia Panis	<i>Executive Director, Kulintang Arts Inc.</i>
<b>2019 CSAP Working Group/Prop E Advocates</b>	
T. Kebo Drew	<i>Managing Director, Queer Women of Color Media Arts Project</i>
Rhiannon Evans MacFadyen	<i>Co-Director, Emerging Arts Professionals</i>

*Table 2: Arts Impact Endowment Stakeholder Interviewees*



## Learnings

Through the analysis of AIE records and feedback received from grantees and other stakeholders, several key findings emerged:

- ♦ **The Arts Impact Endowment’s freedom to experiment allows the City to be more responsive:** The lack of constraints on program design allowed for more flexible grantmaking and rapid shifts in direction to meet emergent needs than did pre-existing programs at SFAC and GFTA.
- ♦ **There is low public awareness of the Arts Impact Endowment:** There was strong interest in learning more about the AIE’s activity and how it was impacting the arts community. Although some were aware of specific programs, few people outside of city staff realized that they were connected and even grantees expressed that the AIE’s distinction from other SFAC funding was unclear to them.
- ♦ **Re-granting partnerships have multiple challenges:** The speed at which partners were able to distribute funds was an advantage for relief funding, however multiple re-granting partners expressed that the funds committed for overhead were not sufficient to cover costs. Partner organizations were also exposed to liability risks that were potentially challenging for nonprofits to navigate. At the same time, partnering with large-budget organizations rather than directly funding more small- or mid-sized organizations was controversial.
- ♦ **Allocations based on percentages can be too restrictive:** In addition to being unable to accommodate the rapid changes in priorities caused by the pandemic, the fixed percentages of the 2019-2024 CSAP made it difficult to take into account the make-up of each applicant pool. In cycles in which some impact areas received fewer applications than expected, funding the required percentage was impractical.

These findings have influenced the recommendations for the 2024-2029 CSAP outlined above, which include strategies to address potential concerns and amplify successful elements of the AIE’s first five years.



## Appendices

A. 2024 Arts Impact Endowment Community Survey (paper versions; English, Spanish, Tagalog, Traditional Chinese)

B. Arts Impact Endowment Granting Programs and Amounts, 2019-2024

C. 2023 Arts Impact Endowment Grantee Survey (online version)

D. Arts Impact Endowment Case Study Report

# APPENDIX A



## Community Survey

In 2018, San Francisco voters overwhelmingly passed Proposition E, which allocates a portion of hotel tax revenues annually to several different City departments and programs supporting arts and culture.

The Arts Impact Endowment, which typically receives between \$1 and \$3 million per year, was created by Proposition E specifically to **address needs in the arts community**. By mandate, the San Francisco Arts Commission must develop an allocation plan to guide the distribution of these funds every five years, **with community input**.

We are now seeking community input to help us develop the Arts Impact Endowment's second five-year plan, and we need your help! Please take this **four-question survey** and share your thoughts about **the needs of the arts organizations, artists, and other individuals that make up the San Francisco arts community**.

1. Out of the 7 areas below, please select what you think are the **top 3 areas of greatest need** for artists and arts organizations in San Francisco. Please indicate the first area with a mark in the "1" column, the second with a mark in the "2" column, and the third with a mark in the "3" column.

	1	2	3
<b>Physical Spaces: Safety, Access &amp; Modernization:</b> Maintaining and improving physical spaces to provide safe, accessible, and high-quality arts and culture facilities for artists, arts workers, and the public.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>Resilience &amp; Growth:</b> Maintaining day-to-day operations or activities and building financial stability and security.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>Skills, Training, &amp; Compensation:</b> Professional development, training, recruitment and retention of skilled artists and arts workers, and initiatives to grow compensation for creative work.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>New Creative Opportunities:</b> New programs, artworks, collaborations, and other creative initiatives that need resources to get off the ground.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>Sustaining Ongoing Initiatives:</b> Existing arts and culture projects and programs and other ongoing creative work that needs support to continue to thrive.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>Rapid Response and Emergency Relief:</b> Rapid support for unforeseen, emergent needs that are ineligible for other city funding sources, such as building damage, equipment failure, or unanticipated short-term opportunities.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>



1 2 3

Racial and Social Justice In and Through the Arts: Initiatives and artists directly working to address systemic inequity within, around, and through our arts ecosystem. ○ ○ ○

2. Individuals are the heart of our arts community. We want to hear about the needs that are affecting you the most. If you feel there is anything missing from the 7 areas listed above, please list up to 3 additional areas of need connected to your experience with arts and culture in San Francisco.

- 1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

The last two questions will help to ensure that we are gathering input that is representative of the population of San Francisco.

3. Please provide the zip code where you live: \_\_\_\_\_

4. How do you identify in terms of race/ethnicity? (Select all that apply)

- American Indian (having origins in North, Central and/or South America) or Alaskan Native
Arab/Middle Eastern American or Arab/Middle Eastern
Asian American or Asian
Black/African American or African
Latinx
Pacific Islander
White
Prefer not to answer
Not listed above: \_\_\_\_\_

Thank you for completing this survey! Your responses will directly inform the development of the next five-year plan for the Arts Impact Endowment. We're grateful for your time and your commitment to our arts community and look forward to sharing the Arts Impact Endowment's new direction with you this summer.

## Encuesta comunitaria

En 2018, los votantes de San Francisco aprobaron por amplia mayoría la Proposición E, que asigna anualmente una parte de los ingresos del impuesto hotelero a varios departamentos y programas diferentes de la ciudad que apoyan las artes y la cultura.

La Arts Impact Endowment (Dotación para el Impacto de las Artes), que suele recibir entre \$1 y \$3 millones al año, fue creada por la Proposición E específicamente para **abordar las necesidades de la comunidad artística**. Por mandato, la San Francisco Arts Commission (Comisión de las Artes de San Francisco) debe elaborar un plan de asignación para determinar la distribución de estos fondos cada cinco años, **con el aporte de la comunidad**.

Ahora estamos recopilando las opiniones de la comunidad para ayudarnos a desarrollar el segundo plan de cinco años de la Dotación para el Impacto de las Artes y necesitamos su ayuda. Responda esta **encuesta de cuatro preguntas** y comparta su opinión sobre **las necesidades de las organizaciones artísticas, los artistas y otras personas que forman la comunidad artística de San Francisco**.

1. De las siete áreas que se mencionan a continuación, seleccione; **las tres áreas que considera más necesarias** para la comunidad artística de San Francisco. Indique la primera área con una marca en la columna 1, la segunda con una marca en la columna 2 y la tercera con una marca en la columna 3.

	1	2	3
<b>Espacios físicos: Seguridad, acceso y modernización:</b> mantener y mejorar los espacios físicos para proporcionar instalaciones artísticas y culturales seguras, accesibles y de alta calidad para los artistas, los trabajadores del arte y el público.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>Resiliencia y crecimiento:</b> mantener las operaciones o actividades cotidianas y crear estabilidad y seguridad financieras.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>Competencias, capacitación y remuneración:</b> desarrollo profesional, capacitación, contratación y retención de artistas y trabajadores del arte calificados, e iniciativas para aumentar la remuneración del trabajo creativo.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>Nuevas oportunidades creativas:</b> nuevos programas, obras de arte, colaboraciones y otras iniciativas o actividades creativas que necesitan recursos para ponerse en marcha.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<b>Sostenimiento de iniciativas en curso:</b> proyectos y programas artísticos y culturales existentes y otros trabajos creativos en curso que necesitan apoyo para seguir prosperando.	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Respuesta rápida y ayuda de emergencia:** apoyo rápido para necesidades imprevistas y emergentes que no son elegibles para otras fuentes de financiación de la ciudad, como daños en edificios, averías de equipos u oportunidades imprevistas a corto plazo.

**Justicia racial y social en las artes y a través de ellas:** iniciativas y artistas que trabajan directamente para abordar la desigualdad sistemática dentro, en torno y a través de nuestro ecosistema artístico.

2. Las personas son el corazón de nuestra comunidad artística. Queremos conocer las necesidades que más lo afectan. **Si cree que falta algo** de las siete áreas enumeradas anteriormente, **indique hasta tres áreas adicionales de necesidad** relacionadas con sus experiencias con las artes y la cultura en San Francisco.

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

Las dos últimas preguntas ayudarán a garantizar que estamos recopilando opiniones representativas de la comunidad de San Francisco.

3. Indique el código postal de su lugar de residencia: \_\_\_\_\_

4. ¿Cómo se identifica en términos de raza/etnia? (Seleccione todas las opciones que correspondan)

- |   |   |
|---|---|
| <input type="checkbox"/> Indígena americano (originario de América del Norte, Central o del Sur) o nativo de Alaska | <input type="checkbox"/> Afrodescendiente/afroamericano o africano            |
| <input type="checkbox"/> Árabe/Americano de Medio Oriente o árabe/proveniente de Medio Oriente                      | <input type="checkbox"/> Latino   |
| <input type="checkbox"/> Asiático americano o asiático  | <input type="checkbox"/> Isleño del Pacífico                                  |
|   | <input type="checkbox"/> Blanco   |
|   | <input type="checkbox"/> Prefiero no responder                                |
|   | <input type="checkbox"/> No aparece en la lista anterior (especifique): _____ |

¡Gracias por completar esta encuesta! Sus respuestas contribuirán directamente al desarrollo del próximo plan de cinco años de la Dotación para el Impacto de las Artes. Le agradecemos su tiempo y su compromiso con nuestra comunidad artística y esperamos poder compartir con usted la nueva dirección de la Dotación para el Impacto de las Artes este verano.

## Community Survey

Noong 2018, lubos na pinagtibay ng mga botante ng San Francisco ang Proposition E, na naglalaan ng bahagdan ng mga hotel tax revenue taon-taon sa iba't ibang kagawaran at programa ng Lungsod na sumusuporta sa sining at kultura.

Ang Arts Impact Endowment, na karaniwang nakakatanggap mula \$1 hanggang \$3 milyon kada taon, ay binuo ng Proposition E para **tugunan mismo ang mga pangangailangan ng komunidad pansining**. May mandato ang San Francisco Arts Commission na bumuo ng planong pang-alokasyon para magabayan ang pamamahagi ng mga pondong ito kada limang taon, **nang may konsultasyon sa komunidad**.

Hiling namin ngayon ang saloobin ng komunidad para matulungan kami sa pagbuo ng ikalawang plano ng Arts Impact Endowment para sa susunod na limang taon, at kailangan namin ang tulong mo! Pakisagutan naman itong **survey na may apat na tanong** at ibahagi ang mga naiisip mo tungkol sa **pangangailangan ng mga organisasyong pansining, alagad ng sining, at iba pang indibidwal na bumubuo sa komunidad pansining ng San Francisco**.

1. Mula sa 7 erya sa ibaba, piliin ang sa tingin mong **nasa 3 pinakamalaking pangangailangan** ng komunidad pansining sa San Francisco. Pakitukoy ang unang erya sa pamamagitan ng pagmarka ng kolum na "1", ang ikalawa sa pagmarka ng kolum na "2", at ang ikatlo sa pagmagka ng kolum na "3".

1      2      3

**Pisikal na Espasyo: Kaligtasan, Akses & Modernisasyon:** Pangangalaga at pagpapaunlad ng mga pisikal na espasyo para makapagkaloob ng ligtas, aksesibol, at de-kalidad na pasilidad pansining at pangkultura para sa mga alagad at manggagawa ng sining, at sa publiko.

**Katatagan & Paglago:** Pangangalaga sa pang-araw-araw na operasyon o gawain at pagtatatag ng pinansiyal na katatagan at seguridad.

**Kasanayan, Pagsasanay, & Kabayaran:** Propesyonal na paglago, pagsasanay, pag-imbiba at pagpapanatili ng mga may-kasanayang alagad at manggagawa ng sining, at mga inisyatiba para mapalaki ang bayad sa malikhaing gawain.

**Mga Bagong Oportunidad sa Paglikha:** Mga bagong programa, likhang-sining, kolaborasyon, at iba pang malikhaing inisyatiba o gawain na nangangailangan ng yaman at kasangkapan para gumulong.

**Pagpapatuloy ng mga Umiiral na Inisyatiba:** Mga umiiral na proyekto at programa sa sining at kultura at iba pang isinasagawang malikhaing gawain na nangangailangan ng suporta upang patuloy na umunlad.

**Mabilisang Pagtugon at Ayuda kapag may Emergency:** Mabilisang suporta para sa mga hindi inaasahan at lumilitaw na pangangailangang hindi pasok sa iba pang pagpopondo ng lungsod, gaya ng sira sa gusali, hindi gumaganang kagamitan, o biglaang nagbukas ngunit pangmabilisang oportunidad. ○ ○ ○

**Katarungang Panlahi at Panlipunan sa at sa pamamagitan ng Sining:** Mga inisyatiba at mga alagad ng sining na direktang kumikilos para tugunan ang hindi pagkakapantay-pantay sa sistema sa loob, sa paligid, at sa pamamagitan ng ating komunidad ng sining. ○ ○ ○

2. Ang bawat indibidwal ay ang puso ng ating komunidad pansining. Gusto naming marinig kung anong mga pangangailangan ang pinakanakakaapekto sa iyo. **Kung sa tingin mo ay may kulang** sa 7 eryang nakalista sa itaas, **mangyaring maglagay ng hanggang 3 karagdagang erya ng pangangailangan** na kaugnay ng karanasan mo sa sining at kultura sa San Francisco.

1. \_\_\_\_\_
2. \_\_\_\_\_
3. \_\_\_\_\_

Makatutulong ang huling dalawang tanong sa pagtiyak na nakakuha kami ng mga saloobin na kumakatawan sa populasyon ng San Francisco.

3. Pakilagay ang zip code ng tinitirhan mo: \_\_\_\_\_

4. Paano mo kinikilala ang iyong sarili sa usapin ng lahi/etnisidad? (Piliin ang lahat ng naaangkop)

- |  |   |
|--|---|
| <input type="checkbox"/> Amerikanong Indiyano (nagmula sa Hilaga, Gitna at/o Timog Amerika) o Katutubong Alaskan | <input type="checkbox"/> Black/Aprikanong Amerikano o Aprikano                |
| <input type="checkbox"/> Arabo/Gitnang Silangang Amerikano o Arabo/Taga-Gitnang Silangan                         | <input type="checkbox"/> Latinx   |
| <input type="checkbox"/> Asyanong Amerikano o Asyano   | <input type="checkbox"/> Taga-Isla Pasipiko                                   |
|  | <input type="checkbox"/> White  |
|  | <input type="checkbox"/> Mas gusto kong hindi sabihin                         |
|  | <input type="checkbox"/> Hindi nakalista sa itaas (pakilagay kung ano): _____ |

Naghahanap kami ng mga saloobin ng komunidad para matulungan kami sa pagbubuo ng ikalawang plano ng Arts Impact Endowment para sa susunod na limang taon, at kailangan namin ang tulong mo! Pakisagutan naman itong survey na may apat na tanong at ibahagi ang mga naiisip mo tungkol sa pangangailangan ng mga orgnisasyong pansining, alagad ng sining, at iba pang indibidwal na bumubuo sa komunidad pansining ng San Francisco.



## 藝術影響資助社群問卷調查

2018 年，舊金山選民以壓倒性多數投票通過了 E 提案，該提案規定每年將一部分酒店稅收撥給支援藝術和文化的一些不同市政部門和計劃。

藝術影響資助（Arts Impact Endowment）由 E 提案設立，旨在解決藝術社群的需求，此專案每年通常會收到 100 萬至 300 萬美元。根據規定，舊金山藝術委員會（San Francisco Arts Commission）必須聽取社區意見，每五年制定一項撥款計劃，以指導這些資金的分配。

為此，我們現正尋求藝術社群的意見，以幫助制定藝術影響資助的第二個五年計劃，我們需要您的幫助！請完成本次問卷調查（共四個問題），並分享您對構成舊金山藝術社群的藝術組織、藝術家和其他個人的需求有何看法。

1. 在以下 7 個領域中，請選擇您認為對於舊金山藝術社群來說最需要資助的 3 個領域。請在「1」欄中標示第一領域，在「2」欄中標示第二領域，在「3」欄中標示第三領域。

	1	2	3
物理空間：安全、便捷及現代化：維護和改善物理空間，為藝術家、藝術工作者和公眾提供安全、便捷和高品質的藝術文化設施。	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
風險抵禦力與增長：維持日常營運或活動，實現財務穩定和保障。	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
技能、培訓和報酬：資深藝術家和藝術工作者的專業發展、培訓、招募及留用，以及提高創意工作報酬的措施。	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
新的創意機會：需要相關資源才能啟動的新計劃、藝術作品、合作以及其他創意措施或活動。	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
維持現有舉措：需要獲得支援才能繼續蓬勃發展的現有藝術和文化專案／計劃以及其他現有的創意工作。	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
快速響應和緊急救援：快速響應無法從其他市政資金來源獲得資助的意外緊急需求，例如建築物損壞、設備故障或突如其來的短期機遇。	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
在藝術中和透過藝術推動種族正義及社會正義：致力於在我們的藝術生態系統內、周圍和整個藝術生態系統中解決系統性不平等問題的措施和藝術家直接行動。	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

2. 個人是我們藝術社群的核心。我們想瞭解對您影響最大的需求。如果您認為上述 7 個領域並不全面，請補充最多 3 個與您在舊金山的藝術和文化體驗相關的需求領域。

1.

---

2.

---

3.

---

最後兩個問題將有助於確保我們收集到代表舊金山人口的意見。

3. 請提供您居住地的郵遞區號：\_\_\_\_\_

4. 您認為自己屬於哪一種族／族裔？（選擇所有適用項）

- |  |  |
|--|--|
| <input type="checkbox"/> 美洲印第安人（源於北美洲、中美洲和<br>／或南美洲）或阿拉斯加原住民 | <input type="checkbox"/> 拉丁裔                       |
| <input type="checkbox"/> 阿拉伯裔／中東裔美國人或阿拉伯人／<br>中東人            | <input type="checkbox"/> 太平洋島民                     |
| <input type="checkbox"/> 亞裔美國人或亞洲人                           | <input type="checkbox"/> 白人                        |
| <input type="checkbox"/> 黑人／非裔美國人或非洲人                        | <input type="checkbox"/> 不願回答                      |
|  | <input type="checkbox"/> 上面未列出的領域（請具體說明）：<br>_____ |

感謝您完成本次調查！您的答覆將會直接影響到藝術影響資助下一個五年計劃的制定。非常感謝您抽出寶貴的時間以及您對我們藝術社群的投入，我們期待在今年夏天與您分享藝術影響資助的新發展方向。

## APPENDIX B

### Arts Impact Endowment Granting Programs and Amounts, 2019-2024

Fiscal Year	Grant Name	Number of Grantees	Grant Amount	Number of Subgrantees
2020	Artists & Arts Relief Fund	1	\$1,750,000	764
2021	The Sankofa Initiative	1	\$225,000	17
		1	\$250,000	90
		1	\$225,000	14
		1	\$800,000	68
	Re-Opening Safely	1	\$800,000	68
	Arts Hub	1	\$250,000	N/A
	Guaranteed Income	1	\$870,000	130
2023	Storm Relief	1	\$118,994	44
2023	First-Time Grantee Initiative	34	\$1,610,865	N/A
2024	Project-Based Initiative	36	\$3,089,568	N/A
<b>TOTAL</b>		<b>78</b>	<b>\$9,189,427</b>	<b>1,127</b>

## APPENDIX C



### Arts Impact Endowment Grantee Survey

#### Introduction

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The San Francisco Arts Commission (SFAC) and San Francisco Grants for the Arts (GFTA) have partnered with AMS Planning & Research, a national arts management consulting firm, to evaluate the Hotel Tax-funded **Arts Impact Endowment** investments that were guided by the 2019-2024 Cultural Services Allocation Plan (CSAP).

Established by San Francisco voters in 2018, the Arts Impact Endowment Fund was created to address emerging and evolving needs in the arts and culture sector. Its priorities, determined with community input, are outlined in a Cultural Services Allocation Plan every five years, which is prepared by the Director of Cultural Affairs and approved by the Arts Commission and the City Administrator.

**You are receiving this survey because you or your organization received a grant that was funded by the Arts Impact Endowment: either directly from the SFAC, or from one of its grantees.**

We ask that you complete this **5-7 minute** survey on your/your organization's experience as an applicant and grantee. Your candid feedback will inform services and resources over the next five years, to benefit yourself and others. Please complete the survey by **Wednesday, November 22nd**.

The identity of respondents will be kept confidential and AMS will redact all personally identifying information from comments and data before sharing them with SFAC and GFTA, to preserve anonymity

**For arts organizations: please submit only ONE survey per organization for the same grant.**

**If you received more than one grant funded by the Arts Impact Endowment, please complete the survey once for each grant you would like to provide feedback on.**

Technical questions? Please email [lfrankel@ams-online.com](mailto:lfrankel@ams-online.com)

**Please click "Next" to begin the survey.**

A translation of this survey is available upon request. Please contact Lauren Frankel at [lfrankel@ams-online.com](mailto:lfrankel@ams-online.com) or 203-256-5276 for language assistance.

Una traducción de esta encuesta está disponible a petición. Favor comunicarse con Lauren Frankel al [lfrankel@ams-online.com](mailto:lfrankel@ams-online.com) ó 203-256-5276 para una traducción al español.

可根據要求提供本調查問卷的翻譯版本。請通過 [lfrankel@ams-online.com](mailto:lfrankel@ams-online.com) 或 203-256-5276 聯絡 Lauren Frankel 取得中文翻譯的版本。

Ang survey na ito ay maaaring makuha sa wikang Filipino. Para sa tulong, mangyaring i-contact si Lauren Frankel sa lfrankel@ams-online.com o 203-256-5276.

**(untitled)**

---

1. Did you receive a grant made to an organization or made to you as an individual artist? (If you received more than one grant, please complete the survey once for each grant you would like to submit feedback on) \*

- Grant to an organization
- Grant to myself as an individual artist

**Organizations: Grant Information**

---

2. Please enter your contact information in the boxes below:

Organization Name

Organization Address

EIN (if applicable)

Contact Name

Contact Role/Title

Contact Email Address

3. What are your organization's approximate annual expenses?

4. What type of grant funded by the Arts Impact Endowment did you receive? (If you received more than one grant, please fill out a separate survey for each grant) \*

- First-Time Grantee Initiative Grant from the Arts Commission (SFAC)
- My organization received funds from the Arts Commission (SFAC) and re-granted them
- Arts Hub Grant from the Arts Commission (SFAC)
- SF Arts and Artists Relief Fund Grant from the Center for Cultural Innovation (CCI)
- Arts Storm Relief Fund Grant from Intersection for the Arts
- Re-Opening Safely Grant from Community Vision
- Sankofa Initiative Grant from Alliance for California Traditional Arts (ACTA)
- Sankofa Initiative Grant from Bayview Hunters Point Center for the Arts & Technology (BAYCAT)
- Sankofa Initiative Grant from the Boys & Girls Club of San Francisco

**Organizations: Capacity**

---

5. Did your organization increase its capacities in any of the following ways in order to successfully re-grant the funds received from the SFAC? (Please select all that apply)

- Hire new full-time staff
- Hire new part-time staff
- Hire contract workers
- Pay third-party vendors
- Recruit new volunteers
- Increase hours of existing part-time staff
- Increase hours or extend contracts for existing contract workers
- Create new internal systems or infrastructure
- Build skills of new or existing staff
- Other (Please specify):

\*

- None of the above

Comments



6. Was the grant you received sufficient to cover the expenses involved in re-granting the funds?

- Yes, the grant covered the full cost including overhead
- No, our organization invested funds beyond the grant received

Comments

7. Was the grant you received sufficient to cover the costs of the specific need you applied for?

- The grant covered all costs
- The grant covered more than half the costs
- The grant covered less than half the costs

Comments

8. How would you rate the ease of the application process for the grant that you received?

	Very difficult	Difficult	Neutral	Easy	Very easy	N/A
Preparing the application materials requested	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall clarity of program guidelines	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Determining whether my organization was eligible	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Getting technical/application support from the grantmaker	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Amount of time between announcement and deadline	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Using the online portal	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments

9. How would you rate the effectiveness of the distribution of the funds from the grant that you received?

	Very ineffective	Ineffective	Neutral	Effective	Very effective	N/A
Method of distribution	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Size/number of installments	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Timeline of distribution	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments

10. How would you rate the ease of the grant reporting process for the grant that you received?

	Very difficult	Difficult	Neutral	Easy	Very easy	N/A
Narrative documentation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Financial documentation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Monitoring and evaluating progress	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Compiling information on sub-grantees	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments

11. Did the grant that you received help your organization access any of the following new resources?

- Expanded work to new locations
- Received matching grants
- Identified new donors
- Secured additional grants
- Reached new audiences or beneficiaries
- Cultivated new partnerships
- Other (Please specify):
- None of the above

\*

Comments

12. During the initial planning period for the Arts Impact Endowment Fund, twelve desired areas of impact for San Francisco's arts and culture community were identified. Thinking about the work that the grant you received funded, please rate how much impact was made in each of these areas:

	Very little or none	Some	A great deal
Provide out-of-school arts education	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Invest in innovation through the arts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provide paid professional development for artists and cultural workers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Advance racial equity and social justice through the arts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Invest in safe, accessible, quality arts facilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Foster proactive and sustainable arts non-profits	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Ensure living wages and equitable pay for artists and cultural workers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Invest in affordable housing and work spaces	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Protect and sustain spaces for arts and culture	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Maintain and increase public art in marginalized neighborhoods	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Support artists of all disciplines to earn a living through the production of their work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Support teaching artists to better serve youth	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments

In addition to this survey, **AMS Planning & Research is seeking to interview grantees** who received grants funded by the Arts Impact Endowment, to hear more about how the grant impacted your organization, its work, and its position in San Francisco's arts and culture ecosystem.

Grantees may request either an in-person or a virtual interview. Materials from these interviews will remain confidential unless the interviewee authorizes their release.

13. Are you or any other employee of your organization interested in participating in a grantee interview?

- Yes
- No

14. Last question! Please use the space below to share anything else you'd like to tell us about your experience as a grantee or how the administration of the Arts Impact Endowment can be improved.

**Please click "Next" if you are ready to end the survey and submit your response**

**Thank you!**

---

Thank you for taking this survey. Your time is valuable and we greatly appreciate your participation in this effort.

**Individuals: Grant Information**

---

15. Please enter your contact information in the boxes below (Optional):

First name

Last name

Artist name (if  
applicable)

Home zip  
code

Email Address

16. Which of the following best describe(s) your artistic practice? (Please check all that apply)

Interdisciplinary or multidisciplinary activities

Performance art

Written or spoken word

Craft or design

Music

Film

Theater

Visual art

Cultural or heritage activities

Comedy

Dance

Other (Please specify):

\*



17. What type of grant funded by the Arts Impact Endowment did you receive? (If you received more than one grant, please fill out a separate survey for each grant)

- First-Time Grantee Initiative Grant from the Arts Commission (SFAC)
- SF Arts and Artists Relief Fund Grant from the Center for Cultural Innovation (CCI)
- Arts Storm Relief Fund Grant from Intersection for the Arts
- Sankofa Initiative Grant from Alliance for California Traditional Arts (ACTA)
- Sankofa Initiative Grant from Bayview Hunters Point Center for the Arts & Technology (BAYCAT)
- Sankofa Initiative Grant from the Boys & Girls Club of San Francisco
- SF Guaranteed Income for Artists from Yerba Buena Center for the Arts (YBCA)

---

**Individuals: Capacity**

18. Was the grant you received sufficient to cover the costs of the specific need you applied for?

- The grant covered all costs
- The grant covered more than half the costs
- The grant covered less than half the costs

Comments

---

**Individuals: Application, Distribution, Reporting**

19. How would you rate the ease of the application process for the grant that you received?

	Very difficult	Difficult	Neutral	Easy	Very easy	N/A
Getting technical/application support from the grantmaker	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Preparing the application materials requested	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Determining whether I was eligible	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Using the online portal	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Overall clarity of program guidelines	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Amount of time between announcement and deadline	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments

20. How would you rate the effectiveness of the distribution of the funds from the grant that you received?

	Very ineffective	Ineffective	Neutral	Effective	Very effective	N/A
Timeline of distribution	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Method of distribution	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Size/number of installments	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments

21. How would you rate the ease of the grant reporting process for the grant that you received?

	Very difficult	Difficult	Neutral	Easy	Very easy	N/A
Monitoring and evaluating progress	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Narrative documentation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Financial documentation	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments

22. Did the grant that you received help you access any of the following new resources?

- Expanded work to new locations
- Reached new audiences or beneficiaries
- Cultivated new partnerships
- Secured additional grants
- Other (Please specify):

\*

- None of the above

Comments

23. During the initial planning period for the Arts Impact Endowment Fund, twelve desired areas of impact for San Francisco's arts and culture community were identified. Thinking about the work that the grant you received funded, please rate how much impact was made in each of these areas:

	Very little or none	Some	A great deal
Ensure living wages and equitable pay for artists and cultural workers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Foster proactive and sustainable arts non-profits	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provide out-of-school arts education	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Maintain and increase public art in marginalized neighborhoods	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Protect and sustain spaces for arts and culture	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Invest in safe, accessible, quality arts facilities	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Support artists of all disciplines to earn a living through the production of their work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Invest in innovation through the arts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Advance racial equity and social justice through the arts	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Provide paid professional development for artists and cultural workers	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Support teaching artists to better serve youth	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Invest in affordable housing and work spaces	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Comments

In addition to this survey, **AMS Planning & Research is seeking to interview grantees** who received grants funded by the Arts Impact Endowment, to hear more about how the grant impacted your organization, its work, and its position in San Francisco's arts and culture ecosystem.

Grantees may request either an in-person or a virtual interview. Materials from these interviews will remain confidential unless the interviewee authorizes their release.

24. Are you interested in participating in a grantee interview? (If yes, please make sure you included your email address in your contact information)

- Yes
- No

25. Please use the space below to share anything else you'd like to tell us about your experience as a grantee or how the administration of the Arts Impact Endowment can be improved.

## Demographics

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### Page description:

Last section! Information in this section is optional and will only be used to analyze data. Please respond as completely as you are comfortable with.

26. How do you identify in terms of race/ethnicity? (Please select all that apply)

- American Indian (having origins in North, Central and/or South America) or Alaskan Native
- Arab/Middle Eastern American or Arab/Middle Eastern
- Asian American or Asian
- Black/African American or African
- Latinx
- Pacific Islander
- White
- Prefer not to answer
- Prefer to self-describe:

\*

27. Which gender do you most identify with?

- Female
- Male
- Non-binary or non-conforming
- Transgender
- Prefer not to answer
- Prefer to self-describe:

28. What is your sexual orientation/identity?

- Straight/Heterosexual
- Bisexual
- Gay/Lesbian/Same-Gender-Loving
- Queer
- Questioning/Unsure
- Prefer not to answer
- Prefer to self-describe:

29. How old are you?

- 18-24
- 25-34
- 35-44
- 45-54
- 55-64
- 65 or older
- Prefer not to answer



30. What is your annual household income?

- Under \$40,000
- \$40,000 - \$59,999
- \$60,000 - \$79,999
- \$80,000 - \$99,999
- \$100,000 - \$119,999
- \$120,000 or more
- Prefer not to answer

**Thank You!**

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Thank you for taking this survey. Your time is valuable and we greatly appreciate your participation in this effort.

A decorative graphic consisting of several parallel, dashed red lines that curve from the left side towards the center of the page.

# Arts Impact Endowment Case Study Report

March 2024



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## Introduction

To put the Arts Impact Endowment (AIE) in context and determine best practices in the field, AMS researched hotel tax-funded arts and culture granting programs administered by cities and counties across the United States. Granting programs in **22** diverse cities and counties were studied to gain an understanding of trends in their priorities and distribution capacities, as well as the strategies and tactics that have been most effective in maximizing their efficiency and impact:

- Flagstaff, Arizona
- Tucson, Arizona
- Los Angeles, California
- Sacramento, California
- San Diego, California
- San Jose, California
- Oakland, California
- Colorado Springs, Colorado
- Miami-Dade County, Florida
- Chicago, Illinois
- New Orleans, Louisiana
- Kansas City, Missouri
- Saint Louis, Missouri
- Raleigh, North Carolina
- Columbus, Ohio
- Portland, Oregon
- Austin, Texas
- Corpus Christi, Texas
- Dallas, Texas
- El Paso, Texas
- Houston, Texas
- San Antonio, Texas

From these, AMS selected three case studies:

- **Creative Communities San Diego (CCSD)**
- **New Orleans Tourism and Cultural Fund (NOTCF)**
- **Nexus, Elevate, and Thrive (Austin, TX)**

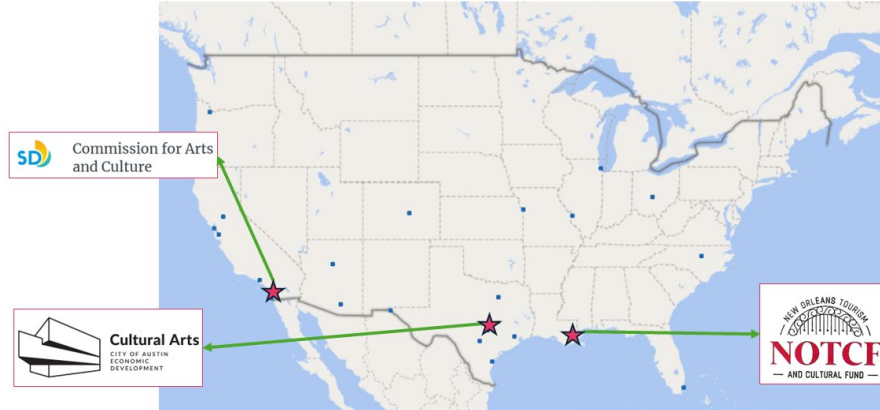


Figure 1: Map of Programs Studied and Selected Case Studies

These three were selected as the most directly comparable to the AIE, primarily because they are funded with similar amounts of money and also represent distinct programs within larger systems of funding. Although many of programs in the other 19 cities and counties share features in common with these, the scale of their operations made them less directly relevant to a fund the size of the AIE. The three case studies are based in cities with populations ranging from roughly 400,000 to 1.4 million (compared to San Francisco's ~800,000), with diverse demographics. In addition, they share the following characteristics with the AIE:

- Comparable amounts available to grant annually
- Focus on small to mid-sized organizations and/or individual artists
- Focus on racial and social equity
- Innovative program designs

---

## Key Findings

From this review process, four key takeaways emerged. These findings highlight **best practices** that are exemplified by the three selected case studies:

1. A move has been made in recent years to explicitly center **equity** in many programs. For example, Austin’s most recent assessment of its cultural funding, which was completed in 2022, used supporting equity as a primary framework.
2. Providing **thorough supporting materials** to applicants – such as the instructional videos and personal technical assistance provided by CCSD, or the sample applications provided by NOTCF – helps make granting programs more accessible to small organizations and individuals with little or no experience with government funding processes.
3. **Predictability** increases **stability** for programs and applicants. Consistent guidelines and deadlines make it easier for organizations and artists to learn about programs, determine their eligibility, and plan their applications.
4. Reporting **transparency** and **accessible data** build trust with the public by keeping them informed and updated in an approachable way. The three case studies all provide accessible web pages that share information about applicants and awardees, allowing visitors to interact with data.



## Creative Communities San Diego

### Commission for Arts and Culture, San Diego

#### Commitment to Equity

From CCSD’s [FY25 program guidelines](#):

“The City of San Diego advances and drives an equitable and inclusive creative economy and cultural ecosystem by investing in the work of artists and creatives, and the institutions and systems that amplify creative work and experiences; cultivating local participation and access; and advancing San Diego as a global city.

Committed to equitable economic development, City arts and culture staff, facilitate the City’s art and culture investments in organizations,

artists, and neighborhoods. Programs, partnerships, and initiatives range from funding and public art to cross-sector capacity building, creative industries, and data collection.

The City annually funds operational support as well as community-centered projects and initiatives based on arts and culture. These funds are awarded through a competitive application and review process, with the goal of expanding access to arts and culture in every City Council district and amplifying community cultural experiences.

The City of San Diego believes that equity is an achievable outcome when disparities are eliminated in systems and when everyone has access to inclusive City services and resources that are essential to reaching opportunities and thriving in San Diego. This belief informs the City's strategic planning and budget development."

### Funding Source

Creative Communities San Diego (CCSD) is funded by the San Diego's Transient Occupancy Tax (TOT) on overnight lodging, the allocation of which is governed by Council Policy 100-03.

As per Council Policy 100-03, a portion of the City's TOT revenue is used to:

- Enhance the economy and strengthen the arts, cultural, and creative sectors
- Contribute to San Diego's national and international reputation as a creative, cultural destination
- Provide access to excellence in culture and arts for residents and visitors
- Enrich the lives of the people of San Diego
- Build healthy, vital neighborhoods.

### Program Areas

From CCSD's [FY25 program guidelines](#):

CCSD "provides project support for tax-exempt nonprofit organizations to deliver dynamic projects in San Diego neighborhoods that: **engage**

**diverse communities in arts, culture, and creativity; and contribute to a more accessible and sustainable creative ecosystem.”**

Projects can include film and video screenings, art exhibitions, performances, festivals, and parades, among other artistic and cultural activities.

### Eligibility Requirements

CCSD is open only to organizations, which must:

1. Have 501(c)(3) or 501(c)(6) status and at least two full and consecutive years of operating with their own independent governing board **or** use a fiscal sponsor
2. Maintain primary offices in San Diego county (with an exception for arts services organizations that are headquartered in California and have offices in San Diego county)

In addition, projects must:

1. Provide a **public benefit** in the form of a public presentation or engagement component
2. Take place within the city of San Diego
3. Align with the allowable purposes of TOT funding (cited above)

### Funding Allocations

CCSD awards have a minimum amount of \$5,000. In FY24, they ranged from 3% to 60% of project budgets. Award size is based on multiple factors, including project budget, application score, the funds available in that funding cycle, and the number of organizations receiving awards. All awards have a 1:1 matching requirement, which must be received during the project period.

### Granting History

The number of awards per year increased each year from FY22 to FY24 (Figure 2). While the minimum award size has remained \$5,000, the largest awarded amount has increased from \$94,201 to \$204,091 (Figure 3). (see [Appendix](#) for details of the number and sizes of awards).



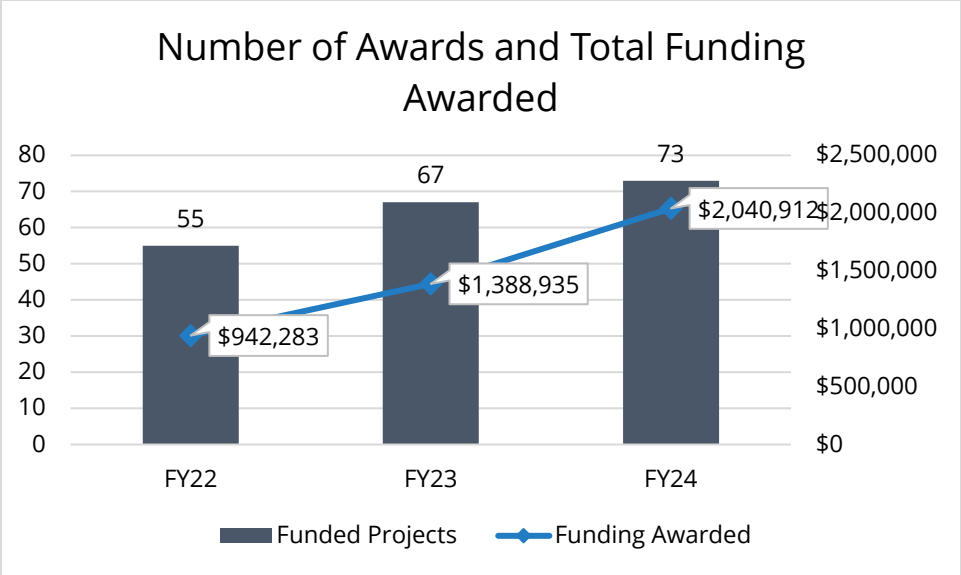


Figure 2: CCSD Awards and Amounts by Year

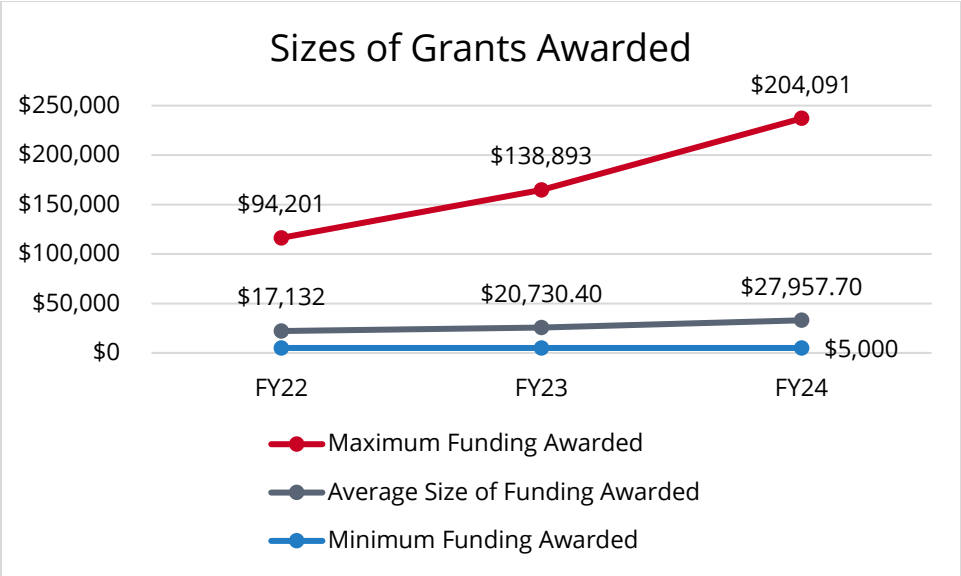


Figure 3: CCSD Award Sizes by Year

Projects never receive 100% of their proposed budgets. The average percentage of the budget received has remained of grants relatively stable since FY22, with the widest variance in projects with budgets over \$100,000, which has ranged from 5% to 10% (Figure 4) (See [Appendix](#) for award sizes by project budget).

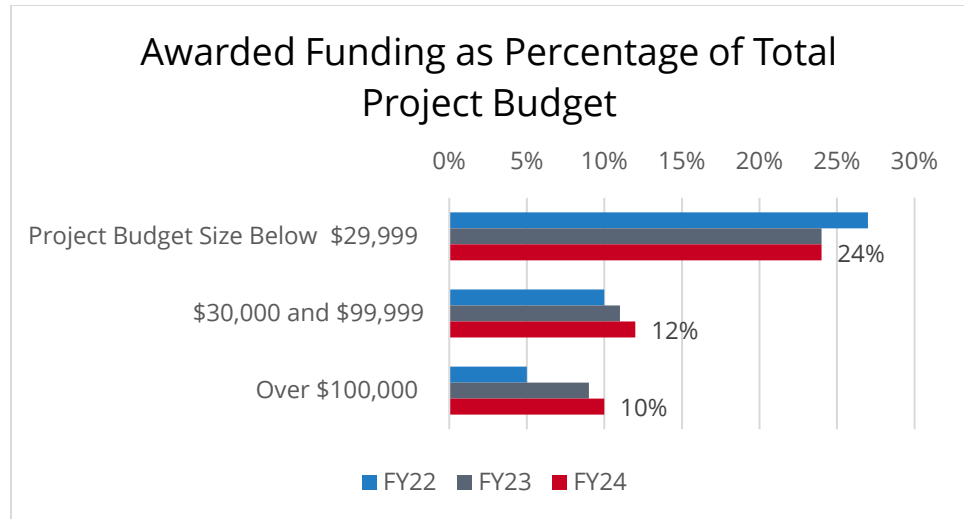


Figure 4: Average Award Size as Percentage of Project Budget

### Online Resources Provided

CCSD applications are submitted online through the Fluxx system. The Commission for Arts and Culture provides a list of resources for applicants on its webpage, which includes:

- Creative Communities San Diego Guidelines
- Part 2 Application Technical Assistance Sign-up Schedule
- Cure Period Technical Assistance Sign-up Schedule
- Fluxx User Registration Guide (video)
- Fluxx Application Guide (video)
- Technical Assistance Sign-up Schedule
- CCSD Fiscal Sponsorship Requirements
- CCSD Fiscal Sponsor Resource List

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## New Orleans Tourism and Cultural Fund (NOTCF)

Commitment to Culture

From NOTCF's [guidelines](#):

“The mission of the New Orleans Tourism and Cultural Fund is to support cultural industries and culture bearers of the City of New Orleans through partnerships, grants, and programs to advance sustainable tourism.

Our non-profit economic development corporation is dedicated to strengthening New Orleans culture-bearers with resources that uplift the city’s traditions and aid the evolution of skills, knowledge, and ideas into goods, services, and places that support our local cultural economy and tourism offerings.”

### Funding Source

NOTCF is funded by New Orleans’s Hotel Occupancy Privilege Tax (HOPT) on hotel rooms. Unlike the other two case studies, the fund is strongly oriented towards cultural activities that will increase tourism and hotel room usage, emphasizing the connection between the source of the revenue and the activity it funds.

### Program Areas

From NOTCF’s [guidelines](#):

NOTCF funds:

1. “Workshops, training, and conferences that build cultural economy capacity in cultural non-profits, neighborhood organizations, and cultural businesses
2. Events with creative and cultural components. Funds can be used for paying musicians or other performers, attracting tourists, or other activities that will directly impact either cultural workers or attract sales for art and cultural vendors.”

### Eligibility Requirements

NOTCF grants are open to both individual artists and organizations. Individuals must apply with a fiscal agent. Organizations may either be 501(c)3 nonprofits **or** for-profit businesses licensed with the City and State that are in good standing. After receiving three grants, however, for-profit businesses are limited to Level 2 grants (awards no longer than \$9,999) for any subsequent applications.

## Funding Allocations

NOTCF accepts applications for three levels of grants, which have different award size ranges. From their [guidelines](#):

- 1. “Level 1: \$1 – \$2,500 Mini-grant**

For smaller projects and program support that are focused on smaller communities with limited scopes and time periods, such as a single creative production or single community event.

- 2. Level 2: \$2,501 – \$10,000**

For mid-level projects and programs that reach a larger audience, train a sub-section of cultural bearers/cultural workers for specific tasks over a limited period, and support larger community events with a wider impact on the cultural economy.

- 3. Level 3: \$10,001 – \$20,000**

For larger scale projects and programs that stretch over a larger time period, reach a wide audience, train a class of culture bearer/worker in multiple skills, larger multi-community/city-wide events.”

Applications are scored based on three factors: *Community Impact* (40%), *Sustainability* (30%), and *Finance* (30%) (See [Appendix](#) for the scoring matrix).

## Granting History

Over 1,000 grants have been awarded since May 2021, totaling over \$8.3 million. The total number of grants varies each year. After a slight increase in 2023, the total amount of grants decreased in 2024 by 45.9%. Each year, around 60% of the grants are awarded in the sector of Performance and Traditional Practices (see [Appendix](#) for further details of past awards).

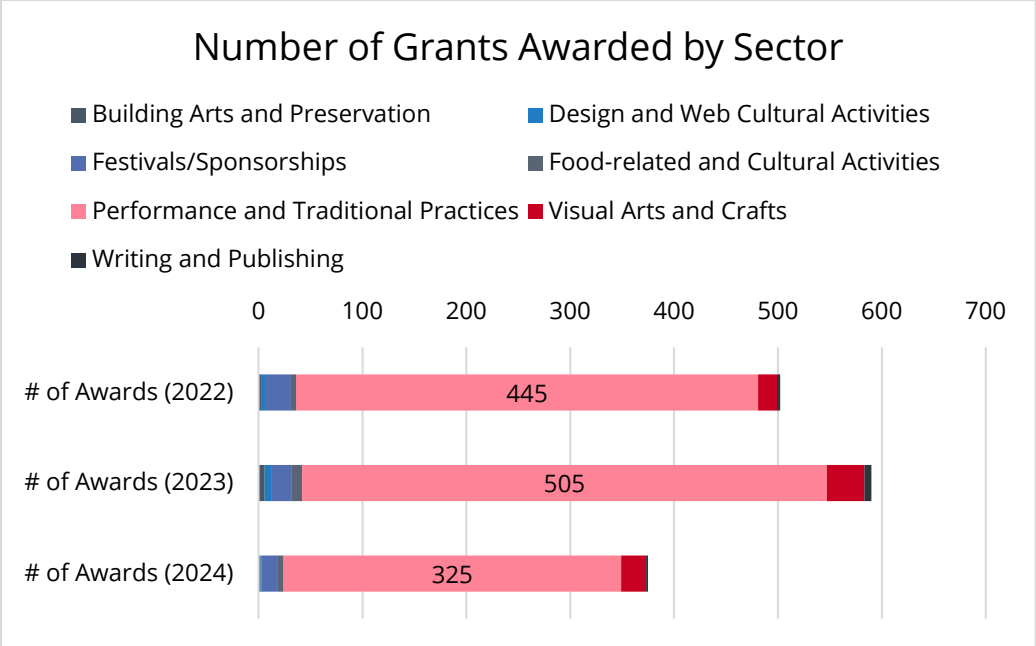


Figure 5: Number of NOTCF Grants by Sector by Year

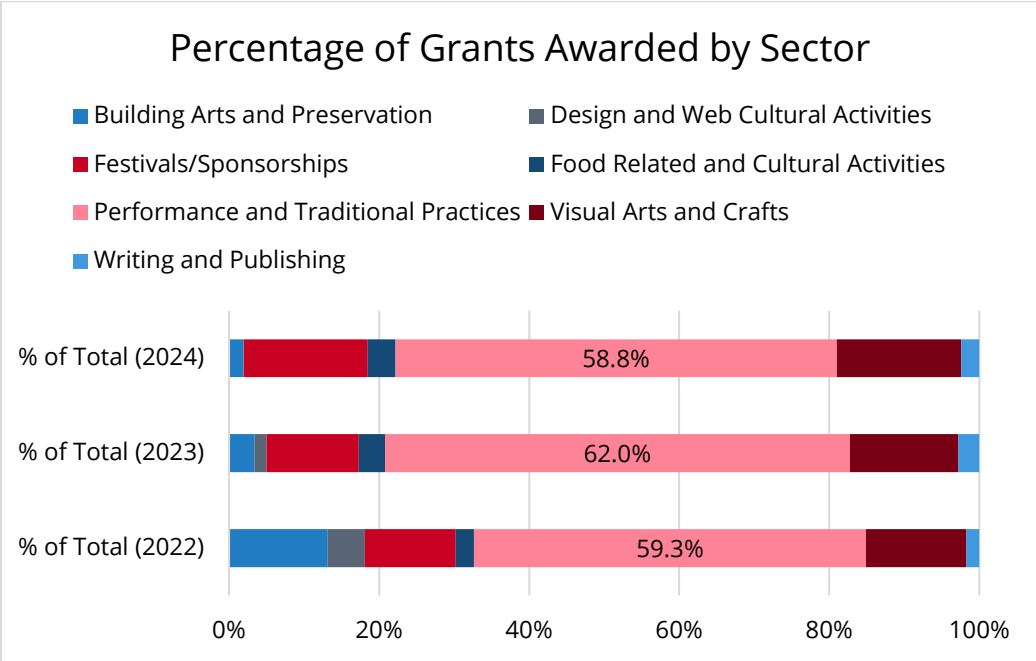


Figure 6: Percentage of NOTCF Grants by Sector by Year

### Online Resources Provided

Applications are submitted via the online platform Submittable. NOTCF provides a list of resources for applicants on its webpage, which includes:

- A link to schedule an appointment with NOTCF
- General Funding Terms and Conditions
- Grant Program Description
- Sample of Mini-Grant Application
- Samples of Level 2 & 3 Grant Applications
- Performance Report
- Blank W9 Form



## Nexus, Elevate, and Thrive (Austin, TX)

### Cultural Arts Division, City of Austin Economic Development Department

#### Commitment to Equity

From the Economic Development Department's Cultural Funding Review, *[The Journey Toward Cultural Equity](#)*:

"The pandemic, budget reductions, and constant responses to public input sparked greater attention to the challenges of balancing policy vs practice in the cultural funding review process. The resulting funding program re-design process was ultimately grounded in three specific and equally important priorities:

1. Invest in the creative sector to nurture and protect the artistic expressions of Austin's racially and culturally diverse communities.
2. Build upon Austin's existing cultural infrastructure.
3. Operationalize a policy-based plan to redistribute the City's financial resources designated for arts, culture, and heritage, with an intentional focus on equity and inclusion."

#### Funding Source

Nexus, Elevate, and Thrive are three separate programs operated by Austin's Cultural Arts Division, all of which are funded by the Texas Municipal Hotel Occupancy Tax (HOT).

#### Program Areas

From the Nexus [guidelines](#):

- **Nexus**

“The Nexus program is designed to nurture ***new and emerging applicants*** in the creative community in support of creative public programming for the city and its tourists through community activation and collaboration. Nexus prioritizes applicants who are new to City funding, particularly those who have been at immediate risk of cultural erasure and displacement within Austin and/or have been institutionally marginalized.”

From the Elevate [guidelines](#):

- **Elevate**

“Elevate amplifies ***equity*** in Austin’s diverse arts and cultural sector. This program seeks to provide funding in support of arts and cultural organizations, individual artists, and arts groups that produce culturally vibrant and diverse artistic content for the public. This funding broadly supports the creative, administrative, and operational expenses incurred in the production of creative activities and events for the people of Austin and its tourists. This investment in Austin’s cultural producers will elevate the City’s diverse arts and culture tourism sector, amplify equity, and prioritize inclusive programming. Priority will be given to those who have been at immediate risk of cultural erasure and displacement within Austin and/or have been institutionally marginalized and under-funded by the City of Austin Cultural Arts Division.”

From the Thrive [guidelines](#):

- **Thrive**

“This program seeks to ***address a long-term need for intentional investment*** to support and develop arts organizations and cultural institutions of, by, and for communities that are ***at immediate risk of cultural erasure and displacement*** within Austin and/or have been institutionally marginalized and under-funded by the City of Austin Cultural Arts Division. Through a combination of funding, peer leadership, and a networking model, this program will make Austin’s diverse cultures more widely visible and accessible by providing funds to sustain and grow organizations that are deeply rooted in and reflective of those key constituencies.

To **directly address historic inequities in the funding models and meet the goals of advancing racial equity**, priority will be given to arts and culture organizations that are significant contributors to the City's creative vibrancy and heritage. This may refer to arts organizations predominantly led by, and inclusive of, a combination of Black/African American, Native American, Asian, Hispanic/Latino, Middle Eastern, and Pacific Islander individuals. Organizations that show a demonstrable commitment to serving and representing the LGBTQIA+ and disability communities through their work will also be considered."

### Eligibility Requirements

From the Nexus [guidelines](#):

- **Nexus**
  - 501(c) nonprofit arts organization
  - An individual artist aged 18 or older\*
  - A creative business\*
  - Applicant's most recently completed fiscal year's budget is \$150,000 or less
  - One year of operating history in the Austin Metropolitan Statistical Area (MSA)
  - 51% or more of the applicant's creative production is within the Austin 10-1 districts or extraterritorial jurisdiction (ETJ)
  - Applicant has not already received or is not currently receiving City funding for the same activities in the fiscal year in which they are applying

*\*May apply directly or with a fiscal sponsor*

From the Elevate [guidelines](#):

- **Elevate**
  - 501(c) nonprofit arts organization
  - An individual artist aged 18 or older with an annual operating budget of \$500,000 or less\*+
  - A creative business with an annual operating budget of \$500,000 or less \*+



*\*May apply directly or with a fiscal sponsor*

*+ Individual Artists and Creative Businesses, which include unincorporated arts groups, may apply for up to \$25,000*

From the Thrive [guidelines](#):

- **Thrive**

- 501(c) non-profit arts organizations that have been in operation for 5 years or more.

### Funding Allocations

Nexus awards are fixed at \$5,000 per grant. Elevate awards range from \$10,000 to \$75,000, and Thrive awards range from \$80,000 to \$150,000 per year.

### Granting History

#### 2023-2024 Nexus Grants

- 52 awards of \$5,000 each

#### 2023-2024 Elevate Grants

- 199 awards totaling roughly \$6 million

#### 2023-2024 Thrive Grants

- 36 awards totaling \$3,935,000

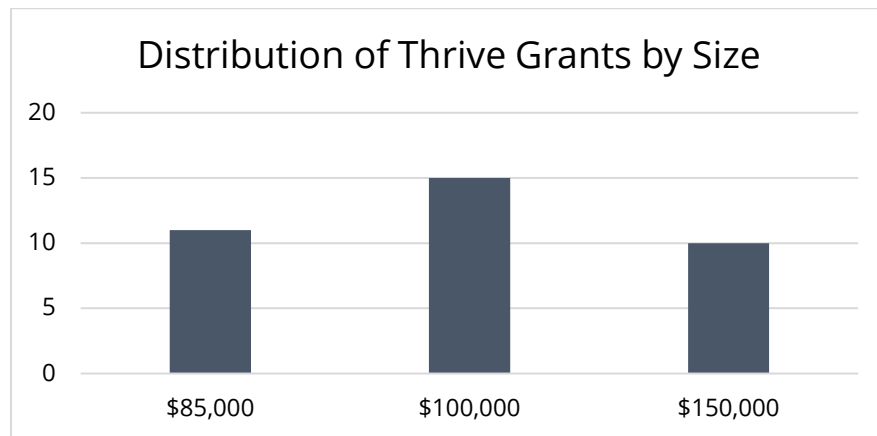


Figure 7: FY24 Thrive Grants by Size

### Online Resources Provided

Nexus, Elevate, and Thrive all have individual web pages that include information such as grant guidelines, awardee lists, open office hours,

application details, application scoring, grant awardee commitments, grant panel schedule, and panel review session recordings.

Each grant has a **summary dashboard** (see [Appendix](#)), which documents the information about applicants, including artistic disciplines, revenue, and business type, as well as the race/ethnicity and gender of their leadership. The dashboards provide a clear view of the applicants and awardees and allow viewers to explore the data they're most interested in.

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## Appendix

### Creative Communities San Diego

#### Commission for Arts and Culture, San Diego

The Commission for Arts & Culture was established in 1988 by ordinance to advise the Mayor and City Council on promoting, encouraging, and increasing support for arts and culture.

The City of San Diego (City) advances and drives an equitable and inclusive creative economy and cultural ecosystem by investing in the work of artists and creatives, and the institutions and systems that amplify creative work and experiences; cultivating local participation and access; and advancing San Diego as a global city.

#### Mission:

To vitalize the city by supporting the region's cultural assets, integrating arts and culture into community life, and showcasing San Diego as an international cultural destination.

#### City Profile

City	San Diego, CA
Population	1,381,182
Per capita income	\$52,701
Median household income	\$100,010

## Award Sizes by Project Budget

In Fiscal Year 2022:

- Projects with budgets between \$15,000 and \$29,999 were awarded on average 27% of the total project budget.
- Projects with budgets between \$30,000 and \$99,999 were awarded on average 10% of the total project budget.
- Projects with budgets over \$100,000 were awarded on average 5% of the total project budget.

In Fiscal Year 2023:

- Projects with budgets between \$15,000 and \$29,999 were awarded on average 24% of the total project budget.
- Projects with budgets between \$30,000 and \$99,999 were awarded on average 11% of the total project budget.
- Projects with budgets over \$100,000 were awarded on average 9% of the total project budget.

In Fiscal Year 2024:

- Projects with budgets between \$10,000 and \$29,999 were awarded on average approximately 24% of the total project budget.
- Projects with budgets between \$30,000 and \$99,999 were awarded on average approximately 12% of the total project budget.
- Projects with budgets over \$100,000 were awarded on average approximately 10% of the total project budget.

## Records of Previous Awards

FY22 Awards:

- Funded Projects: 55
- Funding Awarded: \$942,283
- Range of Funding Awarded: \$5,000 ~ \$94,201
- Average Size of Funding Awarded: \$17,132.4

FY23 Awards:

- Funded Projects: 67
- Funding Awarded: \$1,388,935
- Range of Funding Awarded: \$5,000 ~ \$138,893
- Average Size of Funding Awarded: \$20,730.4

FY24 Awards:

- Funded Projects: 73
- Funding Awarded: \$2,040,912
- Range of Funding Awarded: \$5,000 ~ \$204,091
- Average Size of Funding Awarded: \$27,957.7

## New Orleans Tourism and Cultural Fund (NOTCF)

### New Orleans Tourism and Cultural Fund

**Mission:**

The mission of the New Orleans Tourism and Cultural Fund is to support cultural industries and culture bearers of the City of New Orleans through partnerships, grants, and programs to advance sustainable tourism.

**City Profile**

City	New Orleans, LA
Population	369,749
Per capita income	\$37,635
Median household income	\$52,322

### NOTCF Grant Scoring Matrix

New Orleans Tourism and Cultural Fund (NOTCF) adopts three sections of indicators to calculate the scores of the submitted grant applications. The three sections are **Community Impact**, **Sustainability**, and **Finance**, and the weighted scores for each section are respectively 40%, 30%, and 30%.

Currently, **the Hotel Occupancy Privilege Tax** is the only source of revenue for NOTCF. This tax is generated when hotel rooms in the New Orleans area are occupied. Hotel occupants pay \$.50-\$1 for every night a hotel room is occupied. Although it is not a requirement for an applicant to have hotel rooms blocked for its event to be approved for funding, it would be beneficial to know if hotel rooms have been blocked for the event when reviewing the funding request. **Positive economic impact** for the City of New Orleans has the potential to drive the Hotel Occupancy

taxes and therefore, allow NOTCF to support events at higher levels each year.

These **Sustainability** measures allow organizers and the NOTCF applicant review committee to consider the long-term view of the organization and any potential challenges an organizer might face with an event.

Consideration of challenges allows the organizers to develop plans to mitigate those challenges so that an event can be executed successfully.

Examples of the key indicators in each Section include:

- **Community Impact:**
  - Economic Impact
  - Cultural Impact
  - Addressing Social Inclusion – targeting groups: people with disabilities, black and minority ethnic groups, young people, people on low incomes, elderly people, LGBT
  - Community Capacity Building
  - Community Impact
  - Partnership Working
- **Sustainability:**
  - Is there an appropriate management structure in place?
  - Does the organization have the capacity to manage the event?
  - What are the barriers and challenges to the project?
  - How will the activity be monitored and evaluated?
  - How will the event be promoted?
- **Finance:**
  - First-time application/ organization has not received funding in the last 2 years
  - Other funding resources
  - Measurement of financial impact

### Previous Awards

<b>Sector</b>	<b># of Awards (2022)</b>	<b># of Awards (2023)</b>	<b># of Awards (2024)</b>
Building Arts and Preservation	3	6	2
Design and Web Cultural Activities	4	6	1
Festivals/Sponsorships	24	20	15
Food Related and Cultural Activities	5	10	6

Performance and Traditional Practices	445	505	325
Visual Arts and Crafts	18	36	24
Writing and Publishing	3	7	2
<b>Total</b>	502	590	375

<b>Sector</b>	<b>Amount Awarded (2022)</b>	<b>Amount Awarded (2023)</b>	<b>Amount Awarded (2024)</b>
Building Arts and Preservation	\$675,000.00	\$156,666.65	\$48,333.33
Design and Web Cultural Activities	\$254,000.00	\$75,448.97	\$1,483.00
Festivals/Sponsorships	\$621,705.00	\$567,442.65	\$412,776.32
Food Related and Cultural Activities	\$124,840.00	\$162,587.00	\$92,590.00
Performance and Traditional Practices	\$2,680,820.61	\$2,867,140.56	\$1,472,144.69
Visual Arts and Crafts	\$685,475.00	\$670,672.92	\$415,234.93
Writing and Publishing	\$89,000.00	\$127,994.33	\$60,000.00
<b>Total</b>	\$4,523,340.61	\$4,627,953.08	\$2,502,562.27

<b>Sector</b>	<b>% of Total (2022)</b>	<b>% of Total (2023)</b>	<b>% of Total (2024)</b>
Building Arts and Preservation	14.9%	3.4%	1.9%
Design and Web Cultural Activities	5.6%	1.6%	0.1%
Festivals/Sponsorships	13.7%	12.3%	16.5%
Food Related and Cultural Activities	2.8%	3.5%	3.7%
Performance and Traditional Practices	59.3%	62.0%	58.8%
Visual Arts and Crafts	15.2%	14.5%	16.6%
Writing and Publishing	2.0%	2.8%	2.4%
<b>Total</b>	100.0%	100.0%	100.0%

## Nexus, Elevate, and Thrive

### Cultural Arts Division, City of Austin Economic Development Department

The Cultural Arts Division oversees the Cultural Arts Funding Program, Art in Public Places Program (AIPP), and other programs to assist the

development of creative industries in Austin, and initiatives designed to support the community's unique cultural identity and vitality.

The Division also manages the City's African American Cultural and Heritage Facility, which fosters cultural activities, business opportunities, and creative collaboration within the African American community.

**Mission:**

The City of Austin's Economic Development Department supports and recruits business to Austin through all divisions. Our mission is to promote a competitive, sustainable, and equitable economy for all.

City Profile

City	Austin City, TX
Population	975,335
Per capita income	\$60,120
Median household income	\$89,415

# Transparency and Public Access to Funding Data

**Nexus 2023**  
 a Cultural Funding Program, funded by a portion of Hotel Occupancy Tax  
last updated 10/24/2023  
Review: Program Guidelines

Number of Eligible Applicants

## 193

Business Structure of Applicant	# of Applicants
Individual	54
LLC	40
Sole Proprietorship	35
Not a legally formed org	32
Non-profit	26
S-Corp	3
Cooperative	2
Corporation	1

Language Preference	# of Applicants
English	188
Español	4
عربي	1

Race or Ethnicity of Leadership

Gender of Leadership	# of Applicants with LGBTQIA+ in Leadership	# of Applicants with Members of the Disability Community in Leadership
Majority Female or Non-Binary	111	19
Majority Male	74	26

Council Member District	
District 1	38
District 3	29
District 5	17
District 9	17
District 2	15
District 7	12
District 4	6
District 8	6
Not in Austin	14
I do not know	17
Extraterritorial	6

Awardees by Race or Ethnicity of Leadership

Declined by Race or Ethnicity of Leadership

Awardees by Gender of Leadership

Majority Female or Non-Binary	34
Majority Male	17

Declined by Gender of Leadership

Majority Female or Non-Binary	77
Majority Male	57

Awardees by Council District of Awardee

District 1	10
District 2	5
District 3	7
District 5	5
District 8	4
District 10	5
Extraterritorial	4
Not in Austin	4
I do not know	2

Declined by Council District

District 1	28
District 3	22
District 5	16
District 9	16
District 10	10
District 2	8
District 7	6
District 4	6
District 8	6
I do not know	10

Application Status

## 42

# of First Time Applicants

\$260K

Amount Awarded

Artistic Discipline

- Arts / Music Therapy
- Arts Education
- Arts Service Organization
- Dance
- Design Arts (product, jewelry, furniture, etc)
- Film, Video, and TV Production
- Literature / Humanities
- Media Arts
- Multidisciplinary
- Music
- Theatre / Opera / Musical Theatre
- Traditional / Cultural Arts
- Visual Arts (2D, 3D, Curator, etc)

Applicants by ZIP Code