



## Economic Development Funding Programs

Fiscal Year 2024 Guidelines



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**Economic Development Funding Programs  
Fiscal Year 2024 Guidelines**

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**Questions?**

Call: 619-236-6700

Email: [sdbusiness@sandiego.gov](mailto:sdbusiness@sandiego.gov)

[www.sandiego.gov/economic-development-funding](http://www.sandiego.gov/economic-development-funding)

*This document is available in alternative formats upon request.*

## PART I: INTRODUCTION

### What is Economic Development Funding?

Economic Development Funding Programs are intended to support the City of San Diego's Mission, Vision, Strategic Plan and Economic Development Strategy to foster economic prosperity throughout the City. Funding opportunities are available to local nonprofits that launch, expand, attract, or retain businesses in the City and advance San Diego as a leading innovation hub and tourist destination.

The Economic Development Funding Program covers economic development, tourism and small business support. The Economic Development Funding Program allocates Transient Occupancy Tax (TOT) revenue to promote San Diego as a business and tourism destination; and utilizes the Small Business Enhancement Program (SBEP) to support small business efforts Citywide and in Microdistricts.

The City's Fiscal Year (FY) runs from July 1 to June 30. Annually, recommendations are provided to the City Council for the award of TOT and SBEP funding to nonprofit Economic Development Organizations that provide services or benefits to targeted businesses through specific Programs/Projects. These recommendations are developed through a combined competitive process for TOT and SBEP funds.

For economic development, these TOT funds are to be used for significant programs, services or events that:

- Promote the City of San Diego as a visitor destination to enhance the Tourism base sector; or
- Enhance San Diego's economic health and position as a center for innovation, entrepreneurship and technology development for base-sector businesses (Manufacturing and Innovation, International Trade and Logistics, or Defense)

Broadly, SBEP funds are to be used to create, retain and/or expand non-base sector small businesses on a Citywide basis or neighborhood-basis.

### What are the Goals of the Program?

Proposals submitted under the RFP must be consistent with the intent of the funding sources. Further, each organization's mission must be aligned with one or more of the four

**Transient Occupancy Tax** funds are derived from a tax levied on individuals who stay overnight in hotels, motels and other lodging establishments. Use of TOT funds is guided by City Council Policy 100-03. A copy of Council Policy 100-03 is available online at

[http://docs.sandiego.gov/councilpolicies/cpd\\_100-03.pdf](http://docs.sandiego.gov/councilpolicies/cpd_100-03.pdf)

**Small Business Enhancement Program** funds are general funds allocated for small business programs based on \$20 per small business registered within the City's Business Tax Certificate Program. Use of SBEP funds is guided by City Council Policy 900-15. A copy of Council Policy 900-15 is available online at

[http://docs.sandiego.gov/councilpolicies/cpd\\_900-15.pdf](http://docs.sandiego.gov/councilpolicies/cpd_900-15.pdf)

goals for the Economic Development Funding Programs as described below. Within each Goal, there are specific Objectives, one of which must be the stated Objective of a Proposal submitted during the RFP phase and will be the Outcome that is measured. Therefore, each Proposal must also address one of the four Goals and an associated Objective/Outcome for that Goal (as listed below).

Goals	Objectives
<p><b>Goal A:</b> Create, retain and/or expand small businesses with a neighborhood-based focus, excluding Business Improvement Districts <i>(This Goal aligns with SBEP Microdistricts program)</i></p>	<ul style="list-style-type: none"> <li>• Increase the number of neighborhood-based businesses OR</li> <li>• Increase the volume or value of goods and/or services sold by neighborhood-based businesses</li> </ul>
<p><b>Goal B:</b> Create, retain and/or expand non-base-sector small businesses by offering a program to small businesses Citywide, <u>not</u> focusing on specific commercial neighborhoods with BIDs or Microdistricts <i>(This Goal aligns with SBEP Citywide program)</i></p>	<ul style="list-style-type: none"> <li>• Increase the number of non-base sector small businesses OR</li> <li>• Increase the volume or value of goods and/or services sold by non-base sector small businesses</li> </ul>
<p><b>Goal C:</b> Promote the City of San Diego as a visitor destination, enhancing the Tourism base sector.</p>	<ul style="list-style-type: none"> <li>• Increase the number of City of San Diego hotel room night stays OR</li> <li>• Increase the sales tax value of goods sold by Tourism-related businesses</li> </ul>
<p><b>Goal D:</b> Enhance San Diego's economic standing and reputation as a center for innovation, entrepreneurship, and technology development for base-sector businesses (Manufacturing and Innovation, International Trade and Logistics, or Defense).</p>	<ul style="list-style-type: none"> <li>• Increase the number of base-sector businesses OR</li> <li>• Increase the volume or value of goods and/or services sold by base-sector businesses OR</li> <li>• Increase the number of patents held by local businesses OR</li> <li>• Increase the volume or value of goods and/or services exported by businesses OR</li> <li>• Increase the number of exporting (overseas or external to San Diego) businesses OR</li> <li>• Increase the value of Foreign Direct Investment (FDI) in San Diego OR</li> <li>• Increase the number of middle-income or higher income jobs in businesses assisted</li> </ul>

## How Much Funding is Available?

Final funding amounts are not known until the City's FY2024 Budget is adopted by the City Council. However, for the purpose of the application phase, the preliminary funding estimates are \$1,000,000 in TOT – Economic Development and \$150,000 in SBEP Citywide and Microdistricts funding. These funding amounts are refined based on the applications received and as part of the budget process. Preliminary estimates of total funding will be available with the release of the Proposed Budget in mid-April. Individual recommended amounts are generally available in May. Please note that a prior-year budget amount does not guarantee a future budget amount.

The minimum and maximum amounts of funding that can be requested by funding source are as follows:

- TOT – Economic Development: \$20,000 to \$60,000
- SBEP - Citywide: \$10,000 to \$40,000
- SBEP - Microdistricts: \$3,000 to \$15,000

The Economic Development Funding Programs are a competitive process. Only applications received by the deadline will be considered and scored. In addition, the City reserves the right to adjust funding to an Organization. A variety of factors, including overall availability of funds, will be considered when evaluating any potential modification of amounts. For example, funding may be limited based on responses scored for similar scopes, as a percent of an organization's annual operating income and other City of San Diego awarded funding. For more information on funding amounts, see Part II below (Calculating Recommended Funding Amounts).

The submission of a response to this RFP does not guarantee funding, even if minimum requirements are met or a minimum score is achieved. Providing match funding is not a guarantee of an award amount. Information pertaining to any match provided by your Organization will be considered during the RFP phase but is not a condition for applying.

## PART II: GRANT APPLICATION PROCESS

### Who is Eligible to Apply for Economic Development Funding?

Your Organization is eligible to apply by submitting an RFP response if:

- CALIFORNIA CORPORATION\*: Your Organization is incorporated within the United States and is registered with the California Secretary of State; AND
- NONPROFIT STATUS\*: Your Organization holds tax-exempt nonprofit status under Sections 501(c)(3), 501(c)(6), or 115 of the Internal Revenue Code and can also demonstrate its tax-exempt status under the State of California Revenue and Taxation Code; AND
  - \* Please note that incorporated nonprofit status is not required for Microdistrict Organizations to apply for in-kind services under Goal A
- HISTORY OF OPERATIONS: Your Organization had any kind of contract with or received funding from the City in the past five years and has a three-year history of operating with its own independent governing board AND
- SERVICE AREA: Your Organization's Program/Project will take place within the limits of the county of San Diego and funds will be used to only benefit City of San Diego businesses; AND
- MISSION ALIGNMENT: Your project aligns with the purpose of TOT or SBEP funding in providing a program, services or benefits to City of San Diego businesses to fulfil a Goal and Objective/Outcome as described in Part 1 above.

Your Organization is NOT eligible for Economic Development Funding if any of the following apply:

- FISCAL SPONSORS: Fiscal sponsors cannot apply on behalf of a Program/Project producer.
- GENERAL OPERATING SUPPORT: Your Organization is seeking funding for general operating support.

*An eligible nonprofit is an organization with a mission that closely aligns with one of the program goals.*

**Goal A** proposals must be focused on serving businesses within a single commercial neighborhood not served by a BID. Past recipients of these Small Business Enhancement Program (SBEP) Microdistrict funds include Bayside Community Center and Logan Heights CDC.

**Goal B** proposals must be directed to small businesses on a CITYWIDE basis (NOT restricted to one or a few neighborhoods). Also, must ensure that Organization's mission reflects a broad approach to providing services and not targeted to a specific geographic area. Past recipients of SBEP Citywide funds include ACCION San Diego and Local Initiatives Support Corp. (LISC).

**Goal C** proposals must be directed to generating increased tourism from outside the region resulting in benefits (increased room nights or sales) to tourism base sector businesses within the City. Past recipients include Cabrillo National Monument Foundation and [Travelers Aid Society of San Diego](#).

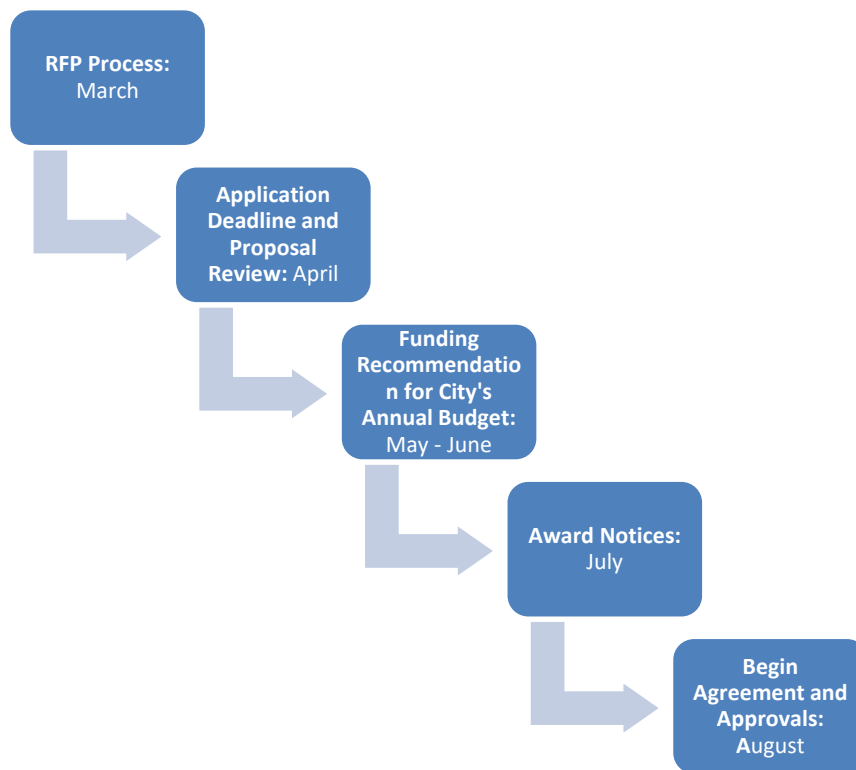
**Goal D** proposals MUST be directed to attracting or supporting base-sector businesses (Manufacturing & Innovation, International Trade/Logistics, or Defense) such that San Diego's reputation outside the region as a Smart / Innovative city is enhanced. Past recipients include business incubators and accelerators such as [EvoNexus](#) and [TMA BlueTech](#), which opened a [TMA BlueTech Incubator](#).

- REGRANTING: Your Organization’s primary purpose is grantmaking.
- SPECIAL EVENT: Your Organization is seeking funding for a festival or event that is typically funded through the City of San Diego’s Commission for Arts and Culture.
- MULTIPLE APPLICATIONS: Your Organization has applied or will apply for FY2024 funds through another TOT category as defined in Council Policy 100-03. \*\*

*\*\* Please note that Organizations that also apply for and are awarded funding from another City of San Diego source, such as Community Development Block Grant (CDBG) or Tourism Marketing District (TMD) funding through the San Diego Tourism Marketing District Corp., may have any recommended funding amount developed under this RFP process reduced or eliminated. A variety of factors, including overall availability of funds, will be considered when evaluating any potential modification of recommended amounts.*

## How to Apply for Economic Development Funding

The following diagram shows the process and approximate timeline. Applicants and staff from the Economic Development Department are involved at each phase.



## Schedule for Fiscal Year 2024 Funding

The schedule for the annual review of proposals and allocation of funding for the Economic Development Funding Process is approximately six -to seven-months beginning in March. Any updates or changes to the schedule will be posted on the Economic Development Department webpage: <https://www.sandiego.gov/economic-development/about/funding>. Please check back frequently for updates as all dates are subject to change.

## Applicant Overview

The Economic Development Funding online RFP application available through SeamlessDocs **must be completed in one session**. It is highly recommended that you follow the steps below, including preparing a Sample RFP Application and attachments in advance. Please plan ahead: whoever completes and submits this form must be authorized to electronically sign and to create a legally binding RFP submission between the applying Organization and the City of San Diego.

Please refer to **Part IV** for the RFP application instructions to meet the FY2024 application deadline:

**April 6, 2023 at 5:00 p.m.**

## Review Period

As an applicant, below is what you can expect after submitting a Proposal:

- **RFP EVALUATION:** A review panel composed of Economic Development staff evaluates the RFP responses. They assess the degree to which each Proposal aligns with a City Goal for the use of TOT/SBEP funds; the anticipated effectiveness in meeting the selected Goal; and the merits of the Proposal responses. City staff will provide point deductions for each applying Organization based on performance on past or current City agreements (if applicable) and any missing documents or missed responses. The review panel uses a standard scoring system to evaluate each Organization's Proposal and scores are not assigned on a curve but reflect the quality of each Proposal.
- **SCORES:** A score will be calculated for each Proposal based on the average of scores from review panel members. Proposals will be considered within each funding source and ranked by score with a priority to first fund the highest scored. Remaining Proposals may be considered dependent on available funding. Proposals not receiving the minimum required score will not be considered for funding.
- **CALCULATING RECOMMENDED FUNDING AMOUNTS:** The recommended funding amount for each Proposal is calculated by City staff using an algorithm and is dependent on several factors including each Proposal budget, the score given to the Organization's Proposal, the total amount of funds available for distribution per funding source, and the number of Proposals to be funded by priority. Funding to a single Organization may be limited so as not to exceed 5 percent of total available funds. Funding may be limited as a percentage of Organizational Annual Operating Income. Funding may be adjusted so that Organization responses scored similarly receive similar amounts for similar scopes. A single award for an Organization may not be less than the limits stated in these Guidelines. Organizations recommended to receive Economic Development Funding for the first time may have the award



amount reduced to 50-75 percent of the computed allocation. Organizations that also apply for and are awarded funding from another City of San Diego source, such as Community Development Block Grant (CDBG) or Tourism Marketing District (TMD) funding through the San Diego Tourism Marketing District Corp., may have any recommended funding amount developed under this RFP process, reduced or eliminated. Other funding adjustments may be applied as noted above. A variety of factors, including overall availability of funds, will be considered when evaluating any potential modification of amounts. The City reserves the right to reassign applications from one Goal to another with a comparable Objective/Outcome and adjust for the associated funding limits.

- **AUTHORIZING FUNDING AMOUNTS:** Recommended TOT funding amounts are provided to the City Council. Recommended SBEP funding amounts are provided to the Mayor's office. However, all funding amounts are not final until authorized by the Mayor and City Council during the City's annual budget process. Tentative recommended amounts for Organizations have historically been available in May, and final amounts in June/July.

### **What are the Conditions for Submission?**

Subsection headings or captions used for various paragraphs shall not be held to define, limit, augment, or describe the scope, content, or intent of any or all parts of the RFP and are provided only for convenience.

### **RFP Process**

1. **RFP:** The City of San Diego reserves the right to reject, in whole or in part, any responses to this RFP, to initiate an alternate process, to reissue the RFP and/or cancel this RFP, in whole or in part, at any time without prior notice and makes no representation that any agreement will be awarded to any applying Organization. Additionally, the City expressly reserves the right to postpone opening responses to this RFP for its own convenience, and/or to waive minor informalities or irregularities in the responses received.
2. **ADDENDUM:** The City reserves the right to revise this RFP by addendum. The City is bound only by what is expressly stated in this RFP and any authorized written addenda thereto. Addenda will be posted on the City's website: <https://www.sandiego.gov/economic-development-funding>. It shall be the applying Organization's responsibility to check the website up to the final submission date for any possible addenda.
3. **UPDATES:** The applying Organization is solely responsible for responding to any required or optional updates related to this RFP.
4. **ATTACHMENTS:** Organizations are required to submit attachments (as applicable) with the RFP as noted in the RFP and failure to submit such applicable and required attachments will result in points deduction or potential disqualification for the RFP.

### Funding Adjustments:

5. **ADJUSTMENTS:** The City reserves the right to adjust funding to an Organization, for example:
  - Funding to a single Organization may be limited so as not to exceed 5 percent of total available funds
  - Funding may be limited as a percentage of Organizational Annual Operating Income
  - Funding may be adjusted so that organizations scored similarly receive similar amounts for similar scopes
  - Funding to new Applicants may be limited to 50-75 percent of a computed allocation
  - A single allocation for an Applicant may not be less than the limits stated in the Application
  - Organizations that also apply for and are awarded funding by another City of San Diego source, such as Community Development Block Grant (CDBG) or Tourism Marketing District (TMD) funding through the San Diego Tourism Marketing District Corp., may have any recommended funding amount awarded under this RFP process, reduced or eliminated.
  - A variety of factors, including overall availability of funds, will be considered when evaluating any potential modification of amounts.
  - The City reserves the right to reassign applications from one Goal to an appropriate or more appropriate Goal with a comparable Objective/Outcome and adjust for the associated funding limits.
6. **NO GUARANTEE: The submission of a response to this RFP does not guarantee funding, even if minimum requirements are met or a minimum score is achieved.**

### Funding Limitations:

7. **INELIGIBLE EXPENSES:** The following expenses are NOT permitted with Economic Development Funding Programs and may NOT be included in the RFP Program/Project Budget Detail.
  - Any activities already completed by July 1, 2023
  - Proposal expenses incurred before July 1, 2023 or after June 30, 2024
  - Travel or mileage
  - Capital outlay for improvements and construction of buildings or facilities, or capital outlay for purchase of equipment
  - Religious or political activity
  - Programs in facilities not accessible to persons with disabilities
  - Tuition assistance

- Hospitality, e.g., alcoholic beverages, meals/refreshments, or entertainment expenses
  - Lodging
  - Contributions to trusts or endowment funds, or gifts or donations
  - Profit making Organizations or ventures
  - Replacement of deficit funds
  - Ticket subsidy programs
  - Penalties, fines, late fees, overdraft fees/finance fees
  - Salary bonuses
  - Organization Fundraising (e.g., galas, golf tournaments, fundraiser mailers, etc.)
  - Job placement activities
  - Indirect cost recovery (unless already permitted under another City Agreement)
8. NON-DISCRIMINATION: City funds will not be provided to any Organization found to discriminate, in the conduct of its activities and affairs, against any person because of sex, race, color, creed, national origin, physical disabilities, age or sexual orientation.
9. COSTS INCURRED: The City accepts no financial responsibility for any costs incurred by applying Organizations. The City is not responsible for the loss or damage of any materials submitted.

#### **Funded Organization Requirements:**

10. REQUIRED DOCUMENTATION: Each Organization awarded funding must submit all required documentation, including a signed ACKNOWLEDGEMENT OF CONDITIONS FOR AGREEMENT EXECUTION PROCESS form, in a timely manner, in accordance with the deadlines as provided by Economic Development Department staff, to receive an executed agreement and purchase order from the City. Execution of an agreement and issuance of a purchase order can take up to 60 days after receipt by the City of all required documentation.
11. REIMBURSEMENT: Each Organization awarded funding will only be paid on a reimbursement basis and only once an agreement is fully executed and the purchase order issued. Expenses must be incurred by the Organization during the FY2024 agreement period (July 1, 2023 through June 30, 2024) before the City will reimburse. Organizations may not submit a request for reimbursement for the entire grant amount at any one time.
12. TERMS AND CONDITIONS: Each Organization awarded funding is required to comply with the terms and conditions of the agreement including but not limited to: Council Policy 100-04 (Americans with Disabilities Act/City Contractors), Equal Opportunity

(Non-Discrimination Clause), Equal Benefits Ordinance, Council Policy 100-07 (Drug Free Work Place), Living Wage Ordinance and Prevailing Wage Ordinance.

13. RESOLUTION: If funding is awarded, the Organization must have a formal resolution of its Board of Directors approving the agreement with the City of San Diego. The resolution shall state that the Board of Directors understands and will comply with the terms and conditions of the agreement, including maintaining the required insurance coverage and performing the Scope of Services within the amount of the allocated budget. This resolution must be signed by the Board President or designated officer.
14. INSURANCE: Each Organization awarded funding is required to provide proof of specified insurance coverage at required amounts and with required endorsements for Commercial General Liability Insurance, Automobile Liability Insurance and Workers Compensation Insurance. It is not necessary to have the required insurance coverage at the time of the RFP application.

Generally, Organizations must maintain Commercial General Liability (CGL) and automobile insurance providing minimum liability coverage of \$1 million per occurrence and \$2 million aggregate and shall provide proof/endorsements to the City that such insurance coverage is primary and non-contributory and for completed and ongoing operations and that the City is named as an additional insured. Organizations must also maintain \$1 million workers compensation insurance coverage (even if no paid employees) and must provide an endorsement that the insurer waives the right of subrogation against the City.

It is highly recommended to include the incremental cost associated with the City-required insurance coverage with the RFP.

15. REPORTING: Each Organization awarded funding is required to deliver quarterly performance and financial reports and final performance and financial reports in a format provided by City staff along with other certifications and acknowledgements.
16. REGISTRATIONS: Each Organization awarded funding is required to comply with all required state and federal registrations including but not limited to California Attorney General Registrar of Charitable Trusts, California Secretary of State Business Registry, System for Awards Management and Department of Industrial Relations DSLE Debarments. All registrations must be current during the agreement period.
17. FINANCIAL STATEMENTS: Organizations receiving funding must provide annual financial statements as noted below:
  - An Organization receiving funding of \$10,000 or more must provide true, accurate and complete financial disclosure documentation evidencing the financial status of the Organization's most recently concluded fiscal year within 90 days of the end of that fiscal year.
  - An Organization receiving funding in the amount of \$75,000 or more combined from City, County, State, or Federal Governments must submit true, accurate and complete financial disclosure documentation evidencing the financial status of the

Organization's most recently concluded fiscal year within 150 days of the end of that fiscal year prepared in accordance with generally accepted accounting principles and audited by an independent Certified Public Accountant, in accordance with generally accepted auditing standards.

- An Organization receiving funding in the amount of \$500,000 or more combined from City, County, State, or Federal Governments, or when that combined funding represents more than 10 percent of the Organization's annual budget, must provide salary and wage ranges for each of its job classifications, including actual executive salaries and benefits packages applicable for the agreement period.

It is highly recommended to include the proportional cost associated with the preparation, and auditing as applicable, of City-required financial statements by the RFP.

18. ACKNOWLEDGMENT OF CITY FUNDING: A credit line must be included in any printed, visual or recorded matter that credits the City for its support. The following is an example of a credit line that might be utilized: "This project is funded in part by the City of San Diego."
19. PUBLIC INFORMATION: The applying Organization acknowledges that information submitted as part of their RFP process may be subject to disclosure under the California Public Records Act.

## **PART III: INFORMATION ON AGREEMENTS FOR FUNDED PROJECTS**

### **What is the timing of the Agreement, Scope and Final Budget?**

The Agreement details how City money will be spent via the scope and budget derived from the RFP response, subject to the requirements of the Economic Development Funding Programs. As noted in the timeline in Part II, the process to obtain an executed agreement can take several months.

Many of the materials submitted during the RFP process will be used to create a formal, signed agreement. There will be additional materials and documents requested of funded organizations. Economic Development Department staff will coordinate with Organizations recommended to receive funding. They will work with Organization staff to confirm or update proposed budgets and scopes, as applicable, to request required documentation for Agreement execution, and to provide a final Agreement for execution.

The Agreement will also include compliance with certain requirements by the Organization (terms and conditions) including but not limited to: Council Policy 100-04 (Americans with Disabilities Act/City Contractors), Equal Opportunity (Non-Discrimination Clause), Equal Benefits Ordinance, Council Policy 100-07 (Drug Free Work Place), Living Wage Ordinance, Prevailing Wage Ordinance, Insurance coverage, quarterly performance and financial reports and final performance and financial reports. Please see the Glossary for more detail as to these terms. The Agreement will be effective from July 1, 2023 through June 30, 2024.

Economic Development staff will also provide deadlines for this Agreement execution process in June along with a Funding Acknowledgment form. Failure to comply with these deadlines may result in forfeiture of funds allocated for FY2024.

## PART IV: FISCAL YEAR 2024 RFP INSTRUCTIONS

### Step by Step Instructions

The Economic Development Funding online RFP application available through SeamlessDocs **must be completed in one session**. Please plan ahead:

- ✓ Follow the steps below, including preparing a Sample RFP Application and attachments in advance.
- ✓ Please allow at least one (1) hour for completing the online application and uploading the attachments.
- ✓ Whoever completes and submits this form must be authorized to electronically sign and to create a legally binding RFP submission between the applying Organization and the City of San Diego.

**Step 1:** Carefully read these Fiscal Year 2024 Economic Development **Funding Guidelines** on this webpage: [www.sandiego.gov/economic-development-funding](http://www.sandiego.gov/economic-development-funding).

**Step 2:** If you have questions, contact the Economic Development Department by emailing us at [sdbusiness@sandiego.gov](mailto:sdbusiness@sandiego.gov) or by calling us at 619-236-6700. The last day to ask questions is April 3, 2023.

**Step 3:** Attend one (1) RFP Workshop - **ATTENDANCE IS MANDATORY**. *RFP Responses may be rejected or potentially disqualify Organizations that do NOT attend a workshop.*

Sessions will be held on:

- March 14, 2023 from 10:00-11:30 a.m.
- March 29, 2023 from 1:30-3:00 p.m.

Both Sessions will be held virtually and will be recorded. However, attendance during the scheduled time for one (1) workshop **is mandatory**. The link for each session will be posted in advance of the workshop on this webpage:

[www.sandiego.gov/economic-development-funding](http://www.sandiego.gov/economic-development-funding)

At least one organization representative must attend **one** of the mandatory scheduled RFP workshop sessions.

**Step 4:** Review the Proposal (request for funding) with the Economic Development Program Goals (A-D) and determine funding request amount for Fiscal Year 2024 (July 1, 2023 – June 30, 2024).

**Step 5:** Download the Sample RFP Application and prepare your responses in a format that you can use to cut and paste responses to the online RFP Application. Sample documents available on the [Economic Development Funding Webpage](http://www.sandiego.gov/economic-development-funding) for sample documents:

- Download: [Sample Application](#) (Microsoft Word .doc format) or
- Download: [Sample Application](#) (Adobe .PDF format)

The online RFP application available through SeamlessDocs contains narrative sections in which responses have character limits. It is highly recommended that you first complete a Sample RFP Application to ensure that your complete responses conform to the character limits. Then you can cut and paste your responses into the online RFP Application.

## Step by Step Instructions (continued)

**Step 6:** Download and save the RFP Budget and Financial Statements Templates (.xls) to your own folder/computer.

- [Program Budget Templates](#)
- [Financial Statements Templates](#)

To prepare the Financial Statements, follow these instructions:

2. Open the Program Budget Excel file.
3. Enter your Organization name, dates and financial information in these worksheets in the highlighted cells:
  - Proposed Program/Project Budget for FY2023 (July 1, 2023 through June 30, 2024)
  - Program/Project Budget Justification (by line item)
  - Personnel Schedule (details of personnel costs for proposed Program/Project Budget)
4. Open the Financial Statements Excel file.
5. Enter your Organization name, dates and financial information in these worksheets:
  - Statement of Activities – Current Fiscal Year
  - Statement of Activities – Prior Fiscal Year
  - Statement of Financial Position – Prior Fiscal year
  - Statement of Computed Liquid Unrestricted Net Assets (LUNA)
6. Save or print each of the worksheets individually as a PDF (total of 7 worksheets). Each PDF will be uploaded in Section 5 of the SeamlessDocs online RFP Application Form.

Note: It is highly recommended to include in the proposed Program/Project Budget, the proportional cost of insurance and the proportional cost associated with the preparation, and auditing as applicable, of City-required financial statements.

**Step 7:** If submitting optional attachments, gather those items and upload under Section 5.

**Step 8:** Determine the representative from the organization who will complete and submit the SeamlessDocs online RFP Application. The representative must be authorized to electronically sign and to create a legally binding RFP submission between the applying Organization and the City of San Diego.

**Step 9:** Complete the SeamlessDocs online RFP Application. Answer all questions. You may use "N/A" where the question does not apply to your Organization.

**Step 10:** Submit your RFP Application by the deadline of **April 6, 2023 at 5:00 p.m. PST** through the City of San Diego SeamlessDocs portal. Upon submission, you will be able to download the RFP and/or email a copy of RFP.



## **PART V: APPLICATION MATERIALS AND SAMPLES**

According to the step 5 of the Step by Step Instructions section, it is recommended that each applicant download and prepare an application in a format to cut and paste responses, such as Microsoft Word or Adobe, prior to completing the online RFP Application. Reviewing the sample application along with the RFP scoring process in Part VI below will provide the opportunity to familiarize applicants with the RFP process and ask questions prior to the deadline.

The RFP Application is lengthy and requires preparation of materials in advance. It is recommended that organizations do not wait until the deadline to submit. The required sections include: 1) information on the staffing and qualifications as well as organization eligibility; 2) the proposed program or project and the applicable program goal for funding, including the scope and strategy and the implementation activities; 3) details about the budget and funding request and other funding sources; 4) organization's financial management, including financial statements; 5) the requested budget and financial attachments described in Step 6 of the RFP Instructions along with other materials such as State of California – Secretary of State business search and your organization's tax-exempt nonprofit status, and articles of incorporation, etc.; 6) an acknowledgement and acceptance of the Conditions for Submission (also described above in Part II); and an electronic signature for a legally binding RFP Submission your organization and the City of San Diego.

The following page provides a sample and a general preview of the RFP Application that will be available in the SeamlessDocs portal.

The City reserves the right to revise this RFP by addendum. The City is bound only by what is expressly stated in the RFP and any authorized written addenda thereto. Addenda will be posted on the City's website: <https://www.sandiego.gov/economic-development-funding>.

It shall be the applying Organization's responsibility to check the website up to the final RFP submission date for any possible addenda.

## Sample 1: Request for Proposals (RFP) Preview

### SECTION 1: ORGANIZATION PROFILE

1.1A. Legal Name of Organization.

Click or tap here to enter text.

1.1B. DBA Name of Organization, if applicable.

Click or tap here to enter text.

1.2. Organization Address

<Address Line 1> Click or tap here to enter text.

<Address Line 2 Unit #>Click or tap here to enter text.

< City >< State >< Zip Code >

1.3. Provide a 25 to 35-word mission statement or statement of purpose, goals and objectives of your Organization. **500 CHARACTERS MAXIMUM**

Click or tap here to enter text.

1.4. Provide a brief title for your Program/Project. **150 CHARACTERS MAXIMUM**

Click or tap here to enter text.

1.5. Is this application for the continuation or expansion of an existing Program/Project or for implementation of a new Program/Project?

- New Program/Project
- Expansion of Existing Program/Project
- Continuation of Existing Program/Project

1.6A. Provide the start date for the Program/Project. If no specific date is applicable, then enter July 1, 2023.

Click or tap to enter a date.

1.6B. Provide the end date for the Program/Project. If no specific date is applicable, then enter June 30, 2024.

Click or tap to enter a date.

1.7. Provide the total estimated budget for the Program/Project (including all funding sources) (Must equal the sum of amounts entered in Questions 3.1 plus 3.2A plus 3.3B.)

Click or tap here to enter currency.

1.8. Funding request for this Proposal per Section 3.1.

Click or tap here to enter currency.

1.9A. Primary Contact for RFP

<First Name> Click or tap here to enter. <Last Name>Click to enter text.

1.9B. Primary Contact Title

## Sample 2: Request for Proposals (RFP) Budget Worksheet Templates

### PROGRAM / PROJECT BUDGET - FISCAL YEAR July 1, 20120 to June 30, 2021

Organization Name						
Sources and Uses for Funds for Program/Project	This RFP Application Funding Request	"City - Other Sources" Funding	Anticipated Fee Income Funding	Non-City Funding	Total Program/Project Funding	
'ANTICIPATED AVAILABLE FUNDING' FOR PROGRAM/PROJECT						
1	RFP Requested Funding	\$ 22,000.00	N/A	N/A	N/A	\$ 22,000.00
2	"City - Other Sources" funding <i>(anticipated or allocated)</i>	N/A	\$ -	N/A	N/A	\$ -
3	Program/Project Fee Income <i>(from participants)</i>	N/A	N/A	\$ 200.00	N/A	\$ 200.00
4	"Non-City" Funding <i>(excluding participant fees)</i>	N/A	N/A	N/A	\$ 87,800.00	\$ 87,800.00
5	Total	N/A	N/A	N/A	N/A	\$ 110,000.00
PROPOSED EXPENSES FOR PROGRAM/PROJECT UTILIZING FUNDING SOURCES AS NOTED ABOVE						
6	Gross Salaries/Wages	\$ 13,000.00			\$ 71,000.00	\$ 84,000.00
7	Employer Taxes	\$ 1,000.00			\$ 6,000.00	\$ 7,000.00
8	Benefits	\$ 1,500.00			\$ 4,500.00	\$ 6,000.00
9	Total Personnel Expenses	\$ 15,500.00	\$ -	\$ -	\$ 81,500.00	\$ 97,000.00
10a	Consultant/ Contractual 1	\$ 4,000.00			\$ 2,400.00	\$ 6,400.00
10b	Consultant/ Contractual 2					\$ -
10c	Consultant/ Contractual 3					\$ -
11	Accounting/Audit Services	\$ 750.00			\$ 750.00	\$ 1,500.00
12	Facility/Space Rent Expense			\$ 200.00	\$ 320.00	\$ 520.00
13	Utilities				\$ 240.00	\$ 240.00
14	Phone/Computer/ Internet				\$ 240.00	\$ 240.00
15	Printing	\$ 500.00			\$ 600.00	\$ 1,100.00
16	Outreach/PR/ Advertising	\$ 500.00			\$ 500.00	\$ 1,000.00
17	Supplies Expense	\$ 500.00			\$ 500.00	\$ 1,000.00
18	Insurance <i>(Required by City)</i>	\$ 250.00			\$ 750.00	\$ 1,000.00
19a	Other 1					\$ -
19b	Other 2					\$ -
20	<b>Total Proposed Expenses</b> <i>(must equal Anticipated Available Funding)</i>	\$ 22,000.00	\$ -	\$ 200.00	\$ 87,800.00	\$ 110,000.00

**PROGRAM/PROJECT BUDGET JUSTIFICATION - FISCAL YEAR July 1, 2020 to June 30, 2021**

<b>Organization Name</b>		
<b>DESCRIPTION AND JUSTIFICATION OF PROPOSED EXPENSES FOR PROGRAM/PROJECT</b> <i>This includes use of City funds requested vs. use of fees vs. other funds applied to this program/project</i>		
<b>6</b>	Gross Salaries/Wages	Prorated cost in total of two positions for Project implementation / admin management with costs shared between City ED Funding and other funding sources
<b>7</b>	Employer Taxes	Prorated taxes (FICA, SUI, Social Security) for two positions for Project implementation / admin management with costs shared between ED Funding and other funding sources.
<b>8</b>	Benefits	Prorated health & dental insurance benefit costs for two positions for Project implementation / admin management with costs shared between ED Funding and other funding sources.
<b>10a</b>	Consultant/ Contractual 1	Consultant to provide specific technical assistance regarding (...insert detail here...) to businesses participating in program with costs shared between City ED Funding and other funding sources.
<b>10b</b>	Consultant/ Contractual 2	N/A
<b>10c</b>	Consultant/ Contractual 3	N/A
<b>11</b>	Accounting/Audit Services	Accounting services required for tracking payments from the City, participant fees, expenses for Project and preparing reimbursement requests; allocated between ED Funding and other funding sources for this project + Prorated share of costs for auditing of annual consolidated financial statements.
<b>12</b>	Facility/Space Rent Expense	Prorated share of rent and CAM fees for leased space used for Project staff, monthly project meetings and quarterly group technical assistance sessions with businesses where minimal fees charged to participating businesses are used to ...(insert detail)
<b>13</b>	Utilities	Prorated share of utilities costs (electricity) for leased space used for Project staff, monthly project meetings and quarterly group technical assistance sessions with businesses covered by other funding sources.
<b>14</b>	Phone/Computer/ Internet	Prorated share of phone and internet costs for leased space used for monthly project meetings and quarterly group technical assistance sessions with businesses covered by other funding sources.
<b>15</b>	Printing	Printed materials regarding (... insert detail here..) provided to participating businesses shared between ED Funding and other funding sources.
<b>16</b>	Outreach/PR/ Advertising	Costs for search engine optimization for Project awareness and messaging to businesses shared between ED funding and other funding sources.
<b>17</b>	Supplies Expense	Binders, easel paper, markers, pens, pencils, utilized by staff and for monthly meetings and quarterly technical assistance sessions cost shared between ED funding and other funding sources.
<b>18</b>	Insurance (Required by City)	Incremental cost of additional insurance required by City of San Diego.
<b>19a</b>	Other 1	N/A
<b>19b</b>	Other 2	N/A

**PERSONNEL SCHEDULE - FISCAL YEAR July 1, 2020 to June 30, 2021**

<b>Organization Name</b>		
<p><i>The purpose of this form is to list the positions associated with this RFP Program/Project that will provide services in support of the identified goal and objective and the proposed sources and amounts of funding per position.</i></p> <p><i>An updated copy of this form must be maintained at all times and prior approval must be sought from the Economic Development Department for any requested adjustments.</i></p>		

List of Program/Project Positions			
PROGRAM/PROJECT - POSITION TITLES		DATE RANGE (START)*	DATE RANGE (END)*
#1	Project Manager	7/1/2020	6/30/2021
#2	Project Assistant	8/1/2020	5/31/2019
#3			
#4			
#5			
#6			

*\*If payment range is not July 1, 2020 to June 30, 2021, please note applicable date range for each such position*

<b>Pay Schedule (Check)</b>	<input type="checkbox"/> Monthly	<input checked="" type="checkbox"/> Biweekly	<input type="checkbox"/> Twice a Month
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Annual Personnel Costs per Program/Project Position by Funding Source							
# FROM LIST ABOVE	SALARY/ WAGES PER PAY PERIOD OR EQUIV. HOURLY RATE	STD TOTAL HRS PER PAY PERIOD	ANNUAL AMOUNT FUNDED PER THIS RFP APPLICATION (b)	ANNUAL AMOUNT FUNDED BY "CITY - OTHER SOURCES" (c)	ANNUAL AMOUNT FUNDED - FEE INCOME (d)	ANNUAL AMOUNT FUNDED BY NON-CITY SOURCES EXCL. FEES (e)	ANNUAL PAY (a) = (b) + (c) + (d) + (e)
#1	\$ 2,500.00	80.0	\$ 12,000.00	\$ -	\$ -	\$ 48,000.00	\$ 60,000.00
#2	\$ 1,500.00	80.0	\$ 1,000.00	\$ -	\$ -	\$ 23,000.00	\$ 24,000.00
#3			\$ -	\$ -	\$ -	\$ -	\$ -
#4			\$ -	\$ -	\$ -	\$ -	\$ -
#5			\$ -	\$ -	\$ -	\$ -	\$ -
#6			\$ -	\$ -	\$ -	\$ -	\$ -
<b>GROSS SALARIES/WAGES</b>			\$ 13,000.00	\$ -	\$ -	\$ 71,000.00	\$ 84,000.00
<b>EMPLOYER TAXES</b>			\$ 1,000.00	\$ -	\$ -	\$ 6,000.00	\$ 7,000.00
<b>BENEFITS</b>			\$ 1,500.00	\$ -	\$ -	\$ 4,500.00	\$ 6,000.00
<b>TOTAL PERSONNEL</b>			\$ 15,500.00	\$ -	\$ -	\$ 81,500.00	\$ 97,000.00
DIFFERENCE IN TOTALS COMPARED WITH "PROGRAM/PROJECT BUDGET" WORKSHEET			\$ -	\$ -	\$ -	\$ -	
			OK	OK	OK	OK	

### Sample 3: Request for Proposals (RFP) Financial Worksheet Templates

#### ORGANIZATION STATEMENT OF ACTIVITIES - CURRENT YEAR

Enter ORGANIZATION NAME here (e.g. ABC Nonprofit)		Year Ending:	enter date here e.g. 12/31/2019
		enter Line Item \$ Amounts below	% of Total \$
<b>Revenue Contributed</b>			
1	Federal Government		0%
2	State Government		0%
3	County		0%
4	Foundations	\$ 2,500.00	2%
5a.	City Other Sources/Requests		0%
5b.	<b>Economic Development Funding</b>	\$ 35,000.00	32%
6	Individual Contributions		0%
7	Memberships		0%
8	Fund raising	\$ 3,500.00	3%
9	Other	\$ 32,000.00	30%
10	<b>Subtotal Contributed:</b>	\$ 73,000.00	68%
<b>Revenue Earned</b>			
11	Fees		0%
12	Contracted Services		0%
13	Product Sales/Concessions		0%
14	Investment Income		0%
15	Other	\$ 35,000.00	32%
16	<b>Subtotal Earned:</b>	\$ 35,000.00	32%
17	<b>TOTAL REVENUE (AOI):</b>	\$ 108,000.00	200%
<b>Personnel Expenses</b>			
18	Wages	\$ 52,000.00	48%
19	Benefits	\$ 7,000.00	6%
20	Taxes	\$ 5,000.00	5%
21	<b>Subtotal Personnel:</b>	\$ 64,000.00	59%
22	Contractual Services for program/project implementation	\$ 15,000.00	14%
23	<b>Total Personnel &amp; Contractual:</b>	\$ 79,000.00	73%
<b>Operating Expenses</b>			
24	Space Rental	\$ 9,000.00	8%
25	Utilities	\$ 4,000.00	4%
26	Outreach	\$ 5,000.00	5%
27	Supplies	\$ 2,500.00	2%
28	Audit	\$ 4,000.00	4%
29	Insurance	\$ 2,500.00	2%
30	Other	\$ 2,000.00	2%
31	<b>Subtotal Operating:</b>	\$ 29,000.00	27%
32	<b>TOTAL EXPENSES:</b>	\$ 108,000.00	259%
33	<b>NET SURPLUS (DEFICIT)</b>	\$ -	0%

## ORGANIZATION STATEMENT OF ACTIVITIES -PRIOR YEAR

<i>Enter ORGANIZATION NAME here (e.g. ABC Nonprofit)</i>		Year Ending:	<i>enter date here e.g. 12/31/2018</i>
		<i>enter Line Item \$ Amounts below</i>	% of Total \$
<b>Revenue Contributed</b>			
1	Federal Government		0%
2	State Government		0%
3	County		0%
4	Foundations	\$ 2,500.00	2%
5a.	City Other Sources/Requests		0%
5b.	<b>Economic Development Funding</b>	<b>\$ 50,000.00</b>	<b>39%</b>
6	Individual Contributions		0%
7	Memberships		0%
8	Fundraising		0%
9	Other	\$ 40,000.00	31%
10	<b>Subtotal Contributed:</b>	<b>\$ 92,500.00</b>	<b>73%</b>
<b>Revenue Earned</b>			
11	Fees		0%
12	Contracted Services		0%
13	Product Sales/Concessions		0%
14	Investment Income		0%
15	Other	\$ 35,000.00	27%
16	<b>Subtotal Earned:</b>	<b>\$ 35,000.00</b>	<b>27%</b>
17	<b>TOTAL REVENUE:</b>	<b>\$ 127,500.00</b>	<b>200%</b>
<b>Personnel Expenses</b>			
18	Wages	\$ 56,000.00	44%
19	Benefits	\$ 8,000.00	6%
20	Taxes	\$ 6,000.00	5%
21	<b>Subtotal Personnel:</b>	<b>\$ 70,000.00</b>	<b>55%</b>
22	Program Contractual Services	\$ 25,000.00	20%
23	<b>Total Personnel &amp; Contractual:</b>	<b>\$ 95,000.00</b>	<b>75%</b>
<b>Operating Expenses</b>			
24	Space Rental	\$ 10,000.00	8%
25	Utilities	\$ 4,500.00	4%
26	Outreach	\$ 6,000.00	5%
27	Supplies	\$ 3,500.00	3%
28	Audit	\$ 4,000.00	3%
29	Insurance	\$ 2,500.00	2%
30	Other	\$ 2,000.00	2%
31	<b>Subtotal Operating:</b>	<b>\$ 32,500.00</b>	<b>25%</b>
32	<b>TOTAL EXPENSES:</b>	<b>\$ 127,500.00</b>	<b>255%</b>
33	<b>NET SURPLUS (DEFICIT)</b>	<b>\$ -</b>	<b>0%</b>

## ORGANIZATION STATEMENT OF FINANCIAL POSITION - PRIOR YEAR

Enter ORGANIZATION NAME here		Year Ending:	<i>enter date here</i> e.g. 12/31/2018
		<i>enter Line Item</i> \$ Amounts below	% of Total \$
<b>Assets</b>			
101	Cash in Checking	\$ 20,000.00	91%
102	Cash in Savings		0%
103	Accounts receivable		0%
104	Pre-paid expenses		0%
105	Other		0%
106	<b>Total current assets</b>	<b>\$ 20,000.00</b>	<b>91%</b>
107	Property and equipment		0%
108	Other	\$ 1,000.00	5%
109	<b>Total fixed assets</b>	<b>\$ 1,000.00</b>	<b>5%</b>
110	In Kind		0%
111	Other	\$ 1,000.00	5%
112	<b>Total other assets</b>	<b>\$ 1,000.00</b>	<b>5%</b>
113	<b>TOTAL ASSETS</b>	<b>\$ 22,000.00</b>	<b>100%</b>
<b>Liabilities</b>			
114	Accounts payable		0%
115	Accrued expenses		0%
116	Payroll Liabilities		0%
117	Deferred revenue		0%
118	Refundable Advances		0%
119	Line of credit		0%
120	Current Portion of Loan		0%
121	Other	\$ 2,000.00	80%
122	<b>Total current liabilities</b>	<b>\$ 2,000.00</b>	<b>80%</b>
123	Long term debt		0%
124	other	\$ 500.00	20%
125	<b>Total long-term liabilities</b>	<b>\$ 500.00</b>	<b>20%</b>
126	<b>TOTAL LIABILITIES</b>	<b>\$ 2,500.00</b>	<b>100%</b>
<b>Net Assets</b>			
127	Unrestricted	\$ 9,500.00	49%
128	Temporarily restricted	\$ 10,000.00	51%
129	Permanently restricted		0%
130	Net assets with donor restrictions		0%
131	Net assets without donor restrictions		0%
132	<b>TOTAL NET ASSETS</b>	<b>\$ 19,500.00</b>	<b>100%</b>



## ORGANIZATION LIQUIDITY RATIOS - PRIOR YEAR END

Enter ORGANIZATION NAME here (e.g. ABC Nonprofit)		Year Ending:	enter date here e.g. 12/31/2018
		calculated amounts and ratios	
<b>Assets</b>			
201	Cash and cash equivalents <i>(Line 101 + Line 102 from Org Stmt Fin Position LastYr)</i>	\$	20,000.00
202	Monthly Expenses <i>(Line 32 from Org Stmt of Activities LastYr divided by 12)</i>	\$	10,625.00
203	<b>Months of Cash (Ratio)</b>		<b>1.88</b>
204	Unrestricted net assets <i>(Line 127 from Org Stmt Fin Position LastYr)</i>	\$	9,500.00
205	less Fixed Assets <i>(- of Line 109 from Org Stmt Fin Position LastYr)</i>	\$	(1,000.00)
206	Liquid Unrestricted Net Assets	\$	8,500.00
207	<b>Months of liquid unrestricted net assets (LUNA) (Ratio)</b>		<b>0.80</b>

## PART VI: REQUEST FOR PROPOSALS (RFP) SCORING SHEET

The document serves as a general preview to familiarize applicant Organizations with the RFP scoring process. Any minor informalities or irregularities in this preview will not invalidate the RFP process.

FISCAL YEAR 2024 ECONOMIC DEVELOPMENT FUNDING			
RFP QUESTION OR CRITERIA AND RESPONSES		FACTORS CONSIDERED / GRADING	SCORING / RATIONALE
<b>RFP SECTION 1: ORGANIZATION PROFILE</b>			
1-9	Is the entire section complete?	Completion and completeness of responses	
<b>RFP SUB-SECTION 1.2: ADMINISTRATIVE CAPACITY</b>			
1.2.1	Provide an Organizational chart showing names and titles of your Organization's staff.	Attached = Qualified Not Attached = Not Qualified N/A - Microdistrict Organization not Incorporated = Qualified	Evidence of organizational structure and management systems in place.
1.2.2	Primary Administrator Who will administer the agreement between your Organization and the City should funds be awarded? Indicate whether this person is an Employee, Board Member, Contractor or Volunteer. Indicate the years of relevant experience. Describe the qualifications and experience managing contracts of the primary person who will administer the agreement between your Organization and the City should funds be awarded.	Strong = Qualified Basic = Qualified Weak = Not Qualified N/A - Microdistrict Organization not Incorporated = Qualified	[STRONG] = Managed more than one agreement or grant in past + BASIC quals. [BASIC] = Managed at least one contract or grant in past and has qualifications such as legal expertise, decision-making authority or access to the organization's top decision-makers, access to legal expertise and/or reasonably transferable qualifications. [WEAK] = No contract or grant management experience and no reasonably transferable qualifications.

<p>Each Organization awarded funding is required to execute an agreement with the City and to obtain/maintain appropriate insurance and submit proof of such insurance and required endorsements including, but not limited to, that the City is an Additional Insured, insurance is primary and non-contributory, insurance covers both ongoing operations and completed work, and a Waiver of Subrogation for Workers Compensation in favor of the City of San Diego. Will your Organization be able to provide this proof and associated endorsements at the time the agreement is issued for the specific insurance types and noted below:</p>		<p style="text-align: center;">Yes = Qualified No = Not Qualified N/A - Microdistrict Organization not Incorporated = Qualified Required by City risk management principles</p>	
1.2.3	Commercial General Liability insurance?		
1.2.4	Automobile Liability insurance (a minimum of "Hired and Non-Owned")?		
1.2.5	Workers' Compensation insurance (even if your Organization has no paid employees and only volunteers and/or contractors)?		
<b>RFP SECTION 1.3: ELIGIBILITY SURVEY</b>			
1.3.1	Has your Organization had a contract with or been funded by the City of San Diego in the past five years?	Answers to this question are not graded	
1.3.2	Is your Organization registered with an entity type of "domestic nonprofit" and a status of "active" with the California Secretary of State?	Yes = Qualified No = Not Qualified N/A (Microdistrict Organization not Incorporated) = Qualified	Required to enter into an agreement with the City. <i>Microdistrict Organizations may request in-kind support from SBEP under Goal A</i>
1.3.3	Is your Organization designated as a tax-exempt nonprofit under Sections 501(c)(3), 501(c)(6) or 115 of the Internal Revenue Code?	Yes = Qualified No = Not Qualified N/A (Microdistrict Organization not Incorporated) = Qualified	Required by Council Policy 100-03 (TOT) and Policy 900-15 (SBEP) <i>except that Microdistrict Organizations may request in-kind support from SBEP under Goal A.</i>
1.3.4	Is your Organization recognized as a tax-exempt nonprofit in good standing by the California Franchise Tax Board consistent with California Revenue and Taxation Code?	Yes = Qualified No = Not Qualified N/A (Microdistrict Organization not Incorporated) = Qualified	Required by Council Policy 100-03 (TOT) and Policy 900-15 (SBEP) <i>except that Microdistrict Organizations may request in-kind support from SBEP under Goal A.</i>

1.3.5	Will the Program/Project for which your Organization is seeking funding (1) be implemented within the limits of the County of San Diego; AND (2) should any Economic Development funding be awarded for this Program/Project, be using such funding to provide services or benefits to targeted businesses only within the City of San Diego? * (This does not include out-of-area marketing or advertising.)	Yes = Qualified No = Not Qualified	Required by Council Policy 100-03 and Council Policy 900-15
1.3.6	Has your organization reviewed the Guidelines to ensure that such a Program/Project clearly aligns with one of the Economic Development Funding Goals with an Objective/Outcome consistent with the eligible uses of TOT/SBEP funding for economic development?	Yes = Qualified No = Not Qualified	Required by Council Policy 100-03 and Council Policy 900-15
1.3.7	Has your Organization submitted an RFQ/RFP for Fiscal Year 2024 funding through the City of San Diego's Commission for Arts and Culture?	Yes = <b>NOT</b> Qualified No = Qualified	Prohibited by Council Policy 100-03
1.3.8	Has/will your Organization applied/apply for Fiscal Year 2024 Community Development Block Grant (CDBG) funding through the City of San Diego or Tourism Marketing District (TMD) funding through the San Diego Tourism Marketing District Corp.?	Answers to this question are not graded	Organizations receiving other city funding may have any allocation under this RFP process, reduced or eliminated. A variety of factors, including overall availability of funds, will be considered when evaluating any potential modification of amount.
1.3.9	Is your Organization seeking funding for lobbying, religious or political activities, or to give out as grants?	Yes = <b>NOT</b> Qualified No = Qualified	Prohibited by Council Policy 100-03; not compliant with Council Policy 900-15
1.3.10	Is your Organization seeking funding for a Program/Project that would not be open to the public?	Yes = <b>NOT</b> Qualified No = Qualified	Prohibited by Council Policy 100-03; not compliant with Council Policy 900-15
1.3.11	Is your Organization an Institution for Higher Education or nonprofit affiliated with an Institution for Higher Education?	Answers to this question are not graded	
1.3.12	Are you aware of any Relationship(s) between board members, consultants or staff of your Organization and Representatives of the City of San Diego?	Answers to this question are not graded	

RFP SECTION 2: PROPOSED PROGRAM/PROJECT			
1	Degree to which the Organization's mission aligns with the selected Goal and Outcome? (See Qs 1.3 & 2.1 AND 2.2)	Mission clearly relates to Economic Development in general and specifically to business development for the selected Goal and Outcome.	The selected Proposal Goal and targeted businesses are aligned High alignment= 5 points Moderate alignment = 2 points Otherwise = 0 points
2	Degree to which the Organization's Program/Project, as described in the "elevator pitch" and detail, is focused on achieving the goal and outcome selected. (See Qs 2.1, 2.2 & 2.3)	<ul style="list-style-type: none"> <li>• Program/Project is clearly described in terms utilizing the selected goal and outcome.</li> </ul>	Strong = 5 points Moderate = 3 points Minimal= 1 point None = 0 points
3	The targeted businesses are appropriate based on the Goal selected. (See Qs 2.1, 2.2 & 2.4)	<ul style="list-style-type: none"> <li>• Goal A proposals MUST be focused on serving businesses within a single commercial neighborhood not served by a BID.</li> <li>• Goal B proposals MUST be directed to small businesses on a CITYWIDE basis (NOT restricted to one or a few neighborhoods). Also must ensure that Organization's mission reflects a broad approach to providing services and not targeted to a specific geographic area.</li> <li>• Goal C - proposals MUST be directed to generating increased tourism from outside the region resulting in benefits (increased room nights or sales) to tourism base sector businesses within the City</li> <li>• Goal D - proposals MUST be directed to attracting or supporting base-sector businesses (Manufacturing &amp; Innovation, International Trade/Logistics, or</li> </ul>	The selected Proposal Goal and targeted businesses are aligned High alignment = 5 points Moderate alignment = 2 points Otherwise = 0 points

		Defense) such that San Diego's reputation outside the region as a Smart / Innovative city is enhanced.	
4	The proposed outreach strategy will likely be effective in reaching the targeted businesses, or, for Goal C, in reaching the audience outside the region so as to encourage tourism to benefit the targeted tourism base sector businesses (See Qs 2.1, 2.2, 2.4, 2.5, & 2.10)	<ul style="list-style-type: none"> <li>Evidence is provided to show that the Organization understands its core business targets or tourism audience</li> <li>the outreach tools and their use is well explained to show how the Program/Project connects and is relevant to core business targets or tourism audience</li> <li>Evidence is provided to show that the Program/Project is inclusive in outreaching to potential participating businesses or audiences.</li> </ul>	<p>Strong = 5 points  Moderate = 3 points  Minimal= 1 point  None = 0 points</p>
5	The proposed Program/Project will confer a specific and needed benefit or benefits on targeted businesses that will result in achieving the selected outcome. (See Qs 2.2, 2.3, & 2.6)	<ul style="list-style-type: none"> <li>Evidence is provided to show that the Organization understands what its core business targets will learn or gain</li> <li>A clear and defensible nexus is made between impacts to targeted businesses and achieving the selected outcomes and evidence (such as referencing past studies) is provided as to why the rationale is appropriate.</li> </ul>	<p>Strong = 5 points  Moderate = 3 points  Minimal= 1 point  None = 0 points</p>
6	Inventiveness or uniqueness of the Program/Project in providing needed enhanced benefits to the targeted businesses. (See Qs 2.6 & 2.7)	<ul style="list-style-type: none"> <li>Program/Project services or benefits to targeted businesses are not provided by other Organizations</li> <li>the Program/Project reflects an innovative approach to service delivery</li> <li>the uniqueness or inventiveness will likely result in enhanced</li> </ul>	<p>Strong = 3 points  Moderate = 1 point  Minimal/None = 0 points</p>

		needed services or benefits (merely being unique or innovative does not confer value)	
7	The proposed numerical Outcome for the selected Goal is measurable and feasible.(See Qs 2.8 & 2.9)	<ul style="list-style-type: none"> <li>Evidence is provided to show that the Organization is focused on measuring the selected outcome and clearly explains what methodology and tools will be utilized for measurement and how results will be tracked and reported. (Measurement and tracking of other results can be mentioned but cannot be provided in lieu of the selected outcome).</li> <li>Clear and defensible qualitative and quantitative explanation (such as including prior history or other pertinent studies or examples) as to the reasonableness of the proposed numerical outcome and any supporting base number.</li> </ul>	<p>Strong = 5 points  Moderate = 3 points  Minimal = 1 point  None = 0 points</p>
8	Degree to which Organization or Program/project demonstrates, collaboration, community support and inclusion and how that will enhance the effectiveness of the Program / Project (See Q 2.10)	<ul style="list-style-type: none"> <li>Evidence is provided as to collaborative efforts, development of community support and inclusion</li> <li>Benefit(s) to targeted businesses clearly explained.</li> <li>Efficiencies in Program/Project implementation clearly explained</li> </ul>	<p>Strong = 3 points  Moderate = 1 point  Minimal/None = 0 points</p>

9	Degree to which Program/Project Implementation is timely and effective in meeting Goal and Outcome (See Qs 2.11 & 2.12)	<ul style="list-style-type: none"> <li>• Evidence is provided to show that the project has been researched and developed for optimal impact</li> <li>• Implementation activities are well thought out and presented in a clear and logical procession with numbers and types of activities specified</li> <li>• Timing is realistic</li> <li>• Evidence of services to be provided in cost effective manner utilizing personnel with appropriate expertise.</li> <li>• Evidence is provided to show how the qualifications of key personnel (will) result in project impacts</li> </ul>	Strong = 5 points Moderate = 3 points Minimal= 1 point None = 0 points
<b>RFP SECTION 3: PROGRAM/PROJECT BUDGET &amp; SPENDING PLAN</b>			
1	Degree to which the Organization provides evidence that the project budget and spending plan support the scale and complexity of the project. (See Qs 3.1-3.7 incl. Attachments)	<ul style="list-style-type: none"> <li>• The project budget and spending plan is clearly described and easy to understand</li> <li>• Evidence is provided to show that spending is effectively monitored</li> <li>• Evidence is provided to justify the level of expenditures relative to services to be provided</li> </ul>	Strong = 7 points Moderate = 4 points Minimal= 1 point None = 0 points
<b>RFP SECTION 4: FINANCIAL MANAGEMENT</b>			
1	Utilizing your Organization's current board-approved annual operating budget, please complete the Statement of Activities to show the projected revenue and expenses for your Organization's current fiscal year and attach a PDF of this statement	Attached = Qualified Not Attached = Not Qualified N/A - Microdistrict Organization not Incorporated = Qualified	Board-approved budgets demonstrate oversight in planning and monitoring the organization's income and expenditures.



2	Utilizing your Organization's most recently concluded fiscal year, please complete the Statement of Activities (profit and loss statement) to show PRIOR-YEAR projected revenue and expenses for your Organization, and attach a PDF of this statement.	Attached = Qualified Not Attached = Not Qualified N/A - Microdistrict Organization not Incorporated = Qualified	Required to confirm accuracy of LUNA calculations.
3	Utilizing your Organization's most recently concluded fiscal year, please complete the Statement of Financial Position (balance sheet) for your Organization, and attach a PDF of this statement.	Attached = Qualified Not Attached = Not Qualified N/A - Microdistrict Organization not Incorporated = Qualified	Required to confirm accuracy of LUNA calculations.
4	If available, please also submit the audited financial statements report corresponding to these documents for Questions 2. and 3.	Answers to this question are not graded	
5	View the computed Liquid Unrestricted Net Assets (LUNA) Statement for your Organization's most recently completed fiscal year and attach a PDF of this statement.	Attached = Qualified Not Attached = Not Qualified N/A - Microdistrict Organization not Incorporated = Qualified	To ensure good stewardship and public confidence in City contracts, positive liquidity demonstrates that an organization is able to operate programs/services under a reimbursement-based contract.
6	Based on this LUNA Statement, how many months of liquidity did your Organization have at the end of its most recently completed fiscal year?	Complete, correct and has 1 month of liquidity or more = Qualified Not complete and/or incorrect and/or has less than 1 month of liquidity = Not Qualified N/A - Microdistrict Organization not Incorporated = Qualified	To ensure good stewardship and public confidence in City contracts, positive liquidity demonstrates that an organization is able to operate programs/services under a reimbursement-based contract.
7	If the LUNA Statement shows that your Organization has less than one month of liquidity, provide relevant information for funding any cash shortfall(s) your Organization may experience during the year (e.g. board designated reserves, line of credit, etc.) Describe the forms of proof your Organization could provide for these funding sources.	Strong Feasibility = Qualified Basic Feasibility = Qualified Weak Feasibility = Not Qualified N/A - Microdistrict Organization not Incorporated = Qualified	The average nonprofit in California has 1.5 months of liquidity available. Organizations with less than one month of liquidity provide feasible plans for covering unexpected shortfalls. Organizations should be able to

			provide proof, if requested.
8	Does your Organization have a bank line of credit?	This question must be answered ( not graded)	
9	Who will primary person responsible for your Organization's financial management? Indicate whether this person is an Employee, Board Member, Contractor or Volunteer. Indicate the years of relevant experience. Describe the qualifications, experience and education held by the primary person who will be responsible for your Organization's financial management.	Strong = Qualified Basic = Qualified Weak = Not Qualified N/A - Microdistrict Organization not Incorporated = Qualified	[STRONG] = 10+ yrs. + BASIC quals [BASIC] = 2-10 years of experience and any combo of the following: financial management experience; formal education in accounting, finances or related field; formal credentialing (CPA); and/or reasonably transferable qualifications. [WEAK] = Less than 2 years of financial management experience or no reasonably transferable qualifications.
10	Provide any other relevant details to give an accurate picture of your Organization's financial position.	An answer is not required.	Information provided will be considered in conjunction with responses above.
<b>RFP SECTION 5: CHECKLIST OF REQUIRED ATTACHMENTS (exceptions as noted)</b>			
1	Is the entire section complete (as applicable)?	Completion and completeness of responses	Missing attachments may result in disqualification, otherwise, each missing required response within the attachments will result in point deduction of 0.25 pts.
<b>RFP SECTION 6: CONDITIONS FOR SUBMISSION</b>			
1	Is this section complete?	Acceptance of Conditions	Disqualified if not accepted
<b>RFP OVERALL APPLICATION</b>		<b>Max Score 50 points less deductions</b>	
1	Is the entire application complete?	Completion and completeness of responses	Each missing response where required will result in point deduction of 0.25 to 0.50 points depending on the complexity of the required response.

## **PART VII: GLOSSARY OF TERMS**

### **General Terms**

#### **Agreement**

The Economic Development Department of the City of San Diego enters into agreements with Organizations for services, rather than grants. An agreement details which "services" Organizations are going to provide to benefit businesses within the City of San Diego.

#### **Authorized Signer**

Dependent on the type and size of the Organization, the designated representative is either the Board President, the Executive Director, Program Administrator or any person who has direct contact with management or administration of the Organization or program and who will be responsible for ALL requirements of the Agreement.

#### **Base and Non-Base Sector Businesses**

Businesses in San Diego's economic base sectors are in the following industries:

- Manufacturing & innovation (generally manufacturing, including craft goods, or life science, communications, cleantech, software, internet of things, and other new technologies businesses – may overlap with businesses that fall under “defense sector” in areas such as maritime, aerospace, cybersecurity, and unmanned systems)
- International trade/logistics (generally businesses engaged in exporting or facilitating international trade and cross-border commerce)
- Defense-related (generally prime and sub-contractors within the supply chain that provide goods and/or services to the Department of Defense)
- Tourism base sector (generally lodging businesses and other tourism-oriented businesses that depend primarily on business or leisure visitation from outside the San Diego region to generate revenue).

Businesses in other industries are considered to be non-base sector businesses.

Additionally, within the City of San Diego, a small business is typically defined as a business with 12 or fewer employees.

Please see the City of San Diego's Economic Development Strategy for additional information on base sector businesses:

[https://www.sandiego.gov/sites/default/files/economic\\_development\\_strategy\\_2017-2019\\_pdf.pdf](https://www.sandiego.gov/sites/default/files/economic_development_strategy_2017-2019_pdf.pdf)

#### **Board of Directors/Governance**

The board of a nonprofit organization acts as trustees of the organization's assets and ensures that the nonprofit is well managed and remains fiscally sound. In doing so, the board must exercise oversight of the organization's operations and maintain the legal and ethical accountability of its staff and volunteers. According to nonprofit corporation law, each board member must meet certain standards of conduct.

These standards are typically described as the following: 1) Duty of Care, 2) Duty of Loyalty and 3) Duty of Obedience.

- “Duty of Care”: Board members must exercise ordinary and reasonable care in the

performance of their duties, exhibiting honesty, independent judgment, and good faith. Board members must act in a manner which such care, including reasonable inquiry, as an ordinarily reasonable, and prudent person in a like position would use under similar circumstances.

- “Duty of Loyalty”: When acting on behalf of the organization, board members must put the interests of the nonprofit before any personal or professional concerns and avoid any potential conflicts of interest. This means the board member can never use information obtained as a member for personal gain (self-dealing), but always act in the best interests of the organization.
- “Duty of Obedience”: Board members must ensure that the organization complies with all applicable, federal, state, and local laws and regulations, and it remains committed to its established mission.

As fiduciaries of the organization, the board maintains oversight of the organization’s finances. Board members must evaluate financial policies, approve the annual budget, and review periodic reports to ensure that the organization has the necessary resources to carry out its mission and remains accountable to its donors and the public.

### **Community**

A unified body of individuals; people with common interests living in a particular area; the physical boundaries of an area; a group of people with a common characteristic or interest living together within a larger society; the society at large.

### **Cooperation**

Cooperation is a shorter-term informal relation that exists without any clearly defined mission, structure or planning. Cooperative partners share information only about the subject at hand. Each Organization retains authority and keeps resources separate.

### **Coordination**

Coordination is characterized by a more formal relationship and understanding of missions. People involved in a coordination effort focus their longer-term interaction around a specific effort or program. Coordination requires some planning and division of roles and opens communication channels between Organizations.

### **Council Policy 100-04 (Americans with Disabilities Act/City Contractors)**

Organization acknowledges and agrees that it is aware of and will comply with Title 24 of the California Code of Regulations (Title 24) and Council Policy 100-04, adopted by Resolution No. 282153 relating to the federally mandated Americans with Disabilities Act (ADA). When a conflict exists between Title 24 and the ADA, the Organization shall comply with the most restrictive requirement (i.e., that which provides the most access). Organizations will be individually responsible for their own ADA program.

### **Council Policy 100-07 (Drug-Free Work Place)**

Organizations shall comply with City’s Drug-Free Workplace requirements set forth in Council Policy 100-17.

### **Diversity and Inclusion**

Diversity refers to differences in race, gender, ethnicity, age, socioeconomic class, religion, sexual orientation, skills and abilities, and politics among other qualities. A diversity commitment is not to be confused with "quota" systems, equal employment opportunity or affirmative action practices. Instead, it asks Organizations to embrace an ongoing process that values and facilitates the inclusion of people of all backgrounds in all phases of the Organization's growth and development and where the inherent worth and dignity of all people are recognized.

### **Equal Opportunity (Non-Discrimination Clause)**

Organizations shall not discriminate on the basis of race, gender, gender identity, religion, national origin, ethnicity, sexual orientation, age or disability. Organizations shall comply with City's Equal Opportunity Contracting Program (EOCP) Requirements. Organizations shall not discriminate against any employee or applicant for employment on any basis prohibited by law. Organizations shall provide equal opportunity in all employment practices. Organizations shall ensure that their subcontractors comply with this program.

### **Equal Benefits Ordinance**

Organizations shall comply with the City's Equal Benefits Ordinance (EBO) codified in the San Diego Municipal Code (SDMC), which requires employers to offer the same employment benefits to employees with spouses and employees with domestic partners.

### **Equal Pay Ordinance**

Organizations shall comply with the City's Equal Pay Ordinance codified in the San Diego Municipal Code (SDMC), requires employers to comply with the California Equal Pay Act and Fair Pay Act, codified in the California Labor Code section 1197.5. which states in pertinent part:

*An employer shall not pay any of its employees at wage rates less than the rates paid to employees of the opposite sex or of another race or ethnicity for substantially similar work, when viewed as a composite of skill, effort, and responsibility, and performed under similar working conditions, except where the employer demonstrates the wage differential is based upon one or more of the following factors: a seniority system, a merit system, a system that measures earnings by quantity or quality of production, or a bona fide factor other than sex, such as education, training, or experience.*

### **Financial Accounting Standard Board (FASB)**

The Financial Accounting Standards Board (FASB) establishes standards of financial accounting and reporting for the private sector. These standards govern the preparation of financial reports and are officially recognized as authoritative by the Securities and Exchange Commission (Financial Reporting Release No. 1, Section 101) and the American Institute of Certified Public Accountants (Rule 203, Rules of Conduct, as amended May 1973 and May 1979).

### **Fiscal Sponsor**

A Fiscal Sponsor or fiscal sponsorship is when a nonprofit organization provides fiduciary oversight, financial management, and other administrative services for a program or project. Fiscal sponsors cannot apply for Economic Development Funding Programs on behalf of a Program/Project.

### **General Operating Support**

General Operating Support refers to the day-to-day operations of a nonprofit organization for the costs to sustain the organization's mission rather than specific projects or programs that meet the

Goals of the Economic Development Funding Program. Proposals from organizations seeking funding for general operating support are not eligible for funding from the Economic Development Funding Programs.

### **In-kind Contributions**

In-kind contributions are the value of goods or services donated to the Applicant in volunteer staff time or by vendors at no cash expense to the applicant. In-kind expenses are not allowed under these Guidelines.

### **Leveraging Funds**

Using the City's Economic Development Funding Program as a means of attracting funds or grants from other sources and other types of financial support, such as private contributions, other local, state or federal government or earned income, is strongly recommended and encouraged.

### **Living Wage Ordinance**

Organizations shall comply, and require each of its subcontractors to comply, with the provisions of the City's Living Wage Ordinance, codified in SDMC sections 22.4201 et seq., in performing its obligations and/or duties.

### **Organizational Support**

Funding is restricted to the cost of implementing the Program/Project and associated administrative expenses and is not to be used for general organizational support.

### **Prevailing Wage Ordinance**

Organizations shall comply, and require each of its subcontractors to comply, with the provisions of the City's Prevailing Wage Ordinance, codified in SDMC section 22.3019, in performing its obligations and/or duties.

### **Reimbursement**

Funds are awarded on a cost reimbursable basis. All requests for reimbursement must be accompanied by copies of checks, invoices and bank statements/proof of payment as detailed in the Agreement. It is recommended that funded Organizations submit requests for payments monthly, but no less than quarterly. One-twelfth (1/12) of the total award may be withheld until the Final Performance Report and any other required documents are submitted. Organizations may not submit a request for reimbursement for the entire grant amount at any one time.

### **Reports – Financial and Performance**

Performance reports will be required quarterly detailing the funded Organization's performance of the Scope of Services, i.e., how Program/Project Objectives were met and measured, as outlined in the Agreement. A Final Report shall detail annual results. Financial reports shall be provided to the City as required per the Agreement.

Note: Deficiencies in reporting, as required per a current Agreement, will be taken into consideration when scoring applications and will negatively impact application scores. Reporting deficiencies that carry over into a new Agreement will result in delayed or canceled payments.

### **Transient Occupancy Tax**

The Transient Occupancy Tax (TOT) is a 10.5 percent City of San Diego tax on hotel/motel rooms and is governed by City Council Policy 100-03.

## Budget Terms

The following definitions will assist you in completing the Program/Project Excel worksheets for the FY2024 RFP.

### Program/Project Budget Revenue

1. – 4. Projected revenue from all sources including Contributions (grants and appropriations from public or private sources, individual monetary contributions/donations, membership dues, sponsorships, underwriting, other fundraising) and Earned Income (Fees, contracted services, sales/concessions, investment income, other) associated with the Program/Project and identified by source:

- “This RFP Application Funding Request”
- “City – Other Sources Funding”
- “Anticipated Fee Income”
- “Non-City Funding”.

### Expenses

#### Personnel

Includes salaries, wages, taxes and benefits for employees. If requesting reimbursement for these expenses, the Organization must be able to document specific expenses and proof of payment.

6. Salaries/Wages - Limited to eligible work performed directly by executive directors, business managers, development staff, clerical, etc.
7. Taxes - Employer taxes, etc.
8. Benefits - Cost of dental, health insurance, 401(K), incentives, etc.

#### Program Contractual Services

10. Contract for service expenses such as consulting fees or other services provided to the Organization by a subcontractor for implementation of the Program/Project.

#### Accounting/Audit Services

11. Share of costs for professional services to appropriately account for Program/Project revenue and expenses and prepare City-required financial statements.

#### Space Rental

12. Rental of meeting space or facility fees for seminars, workshops or training, or proportional share of office space rent.

#### Utilities

13. Electricity/gas, water, or other charges associated with office occupancy.

#### Phone/Computer/Internet

14. Phone, computer, internet charges associated with an office or facility utilized for Program/project.

#### Printing

15. Costs for copies or printing required for Program/Project implementation. Does not include graphic design.

#### Outreach/PR/Advertising

16. Advertising, marketing, publicity and promotion and related items, includes postage but not payments to staff or consultants.

#### Supplies

17. Office and related supplies not promotional in nature.

#### Insurance

18. Share of premiums for City-required insurance

#### Other

19. Complete a schedule of expenses. Include miscellaneous expenses not covered above.

### **Statement of Activities Revenue**

Revenue from all sources including Contributions (grants and appropriations from public or private sources, individual monetary contributions/donations, membership dues, sponsorships, underwriting, other fundraising) and Earned Income (Fees, contracted services, sales/concessions, investment income, other).

#### Contributions

Cash support from grants and/or appropriations from:

1. Federal Government;
2. State Government;
3. County;
4. Foundations (private, business or community);
- 5a. City of San Diego Funding (other than Economic Development Funding);
- 5b. Economic Development Funding.
6. Individual Contributions: Cash support from private individuals (i.e. donations from patrons, board, etc.)
7. Memberships: Cash support (usually dues) from customers who receive membership privileges.
8. Fund Raising: Include gross proceeds from benefits, or other special events. Include contributions from guilds and auxiliaries. Do not include revenue from bookstores, restaurants or other non-program related activities. These should be listed as earned revenue.
9. Other: Sponsorships, underwriting, funding from other cities, and any other contribution not mentioned above.

#### Earned Income

11. Fees: Revenue (usually from individuals) generated from the performance of services such as, workshops, consultations, event admissions, subscriptions, etc.



12. Contracted Services: Revenue (usually from an Organization) generated from the sale of services, such as training, workshop facilitation, etc.
13. Product Sales/Concessions: Revenue generated from the sale of materials or hard goods, such as gift store items, t-shirts, advertising space in programs, parking, etc.
14. Investment Income: Dividends, interest and other income, if and only if, utilized for operational support, including endowment funds if used for operations.
15. Other: Other sources, if any, such as net revenue from bookstores, restaurants, facilities rental or other non-program related activities.

## **Expenses**

### Personnel

9. Salaries/Wages – Employee gross payments
10. Benefits - Cost of dental, health insurance, 401(K), incentives, etc.
11. Taxes - Employer taxes, etc.

### Program Contractual Services

22. Contract for service expenses such as consulting fees or other services provided to the Organization by a subcontractor

### Space Rental

20. Rental of meeting space or facility fees for seminars, workshops or training, or proportional share of office space rent.

### Utilities

21. Electricity/gas, water, phone, internet or other charges associated with office occupancy.

### Outreach

22. Advertising, marketing, publicity and promotion and related items, includes postage but not payments to staff or consultants.

### Supplies

23. Office and related supplies not promotional in nature.

### Audit

24. Costs for professional services to prepare City-required financial statements.

### Insurance

25. Premiums for insurance

### Other

26. Complete a schedule of expenses. Include miscellaneous expenses not covered above.