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# MASS CULTURAL COUNCIL

EXECUTIVE COMMITTEE BOOK

THURSDAY, AUGUST 8, 2024

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MASS CULTURAL COUNCIL  
EXECUTIVE COMMITTEE  
THURSDAY, AUGUST 8, 2024

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\*NOTE- Proposed Meeting Schedule for FY25 included between pages 10 and 11

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**MASS CULTURAL COUNCIL  
EXECUTIVE COMMITTEE  
THURSDAY, AUGUST 8, 2025  
10:00-11:30 AM  
ON-LINE MEETING**

BROADCAST MEETING

**MEETING WILL BE LIVESTREAMED AT  
[HTTPS://WWW.YOUTUBE.COM/WATCH?V=OD1\\_TQCVGOO](https://www.youtube.com/watch?v=OD1_TQCVGOO)**

**MEETING MATERIALS WILL BE POSTED AT  
[HTTPS://MASSCULTURALCOUNCIL.ORG/ABOUT/BOARD/](https://massculturalcouncil.org/about/board/)  
UNDER "AUGUST 8, 2024 EXECUTIVE COMMITTEE MEETING"**

<b>AGENDA</b>	<b>VOTE</b>
1. Call to Order & Open Meeting Law	
2. Minutes- June 12, 2024	<b>X</b>
3. Chair Report (including proposed FY25 Meeting Schedule )	
4. Executive Director's Report	
5. Legislative Update	
6. Business Operations Update	
a. Outline of Budget and Program Allocation Plan for FY25	<b>X</b>
b. Travel Requests	<b>X</b>
7. Draft Agenda August 22, 2024 Council Meeting	<b>X</b>
8. Adjourn	



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MASS CULTURAL COUNCIL  
EXECUTIVE COMMITTEE

**AUGUST 8, 2024**

ON-LINE MEETING

**RESOLUTIONS**

**Section 2**

RESOLVED: that the Executive Committee approves the minutes of the June 12, 2024 Executive Committee Meeting in the form presented to the Executive Committee.

**Section 6a**

RESOLVED: that, the Executive Committee recommends that the Council approve for recommendation to the Grants Committee and full Council the FY 25 Budget and Program Allocation Plan presented to the Executive Committee.

**Section 6b**

RESOLVED: to approve the staff-recommended out-of-state travel requests presented to the August 8, 2024 Meeting.

**Section 7**

RESOLVED: that the Executive Committee approve the draft August 22, 2024 Mass Cultural Council Agenda presented to the Executive Committee.

## OPEN MEETING LAW STATEMENT

Please note that this meeting is an open meeting of a public body subject to the Massachusetts Open Meeting Law. A notice of this meeting together with the agenda was posted on Mass Cultural Council's website 48 or more hours ago (excluding weekends and holidays).

This meeting shall be open and accessible to all members of the public except at such times when this body has voted to go into closed executive session under the Open Meeting Law.

This meeting is a virtual meeting held under the Open Meeting Law as modified under current law to permit online meetings. This meeting is being broadcast to the public on a publicly available YouTube channel as described in the posted meeting notice.

Instructions on how to contact the Council with questions or problems accessing the broadcast are also included in such notice. Only Council members, staff and invited guests will be provided access to the Zoom platform hosting the meeting. As a safety measure, in order to prevent disruption of the meeting or non-public communications among the participants, the Chair, Vice Chair and Executive Committee of Mass Cultural Council has asked staff to implement the following protocols for participants in on-line meetings of Mass Cultural Council or its committees:

- Any "chat" or similar function on the Zoom platform hosting the meeting shall be disabled.
- Other than Council members or participants specifically recognized by the Chair of the meeting, all Zoom platform participants will be muted and have no ability to share media or documents or project or type images or text.
- All participants in the Zoom platform may be required to enter a waiting room and digitally sign-in before being admitted.

- Any attendee in the Zoom platform who nonetheless causes a disruption will be summarily removed from the meeting at the discretion of the Chair.

This meeting is not a public hearing and public testimony will not be taken. Individuals may not address the meeting without permission of the Chair.

Any member of the public may record this meeting provided that they do not interfere with the meeting.

Draft minutes of the open session of this meeting shall be kept and shall be posted on Mass Cultural Council's website no later than 30 days after the meeting provided that such minutes shall not be considered official until they have been approved by this body in open session. Individuals asserting a violation of the Open Meeting Law may file a complaint with this body within 30 days or with the Attorney General's office thereafter.



**TIPS FOR PARTICIPATING IN A VIRTUAL OPEN MEETING USING ZOOM OR OTHER VIDEOCONFERENCING PLATFORMS WHEN THERE ARE SEVERAL PARTICIPANTS**

**(adapted from several sources)**

- In order to minimize background noise, please mute microphone when not speaking.
- Please raise hand in order to be recognized by the chair.
- In order for all members to have an opportunity to speak and be heard, please wait to speak until specifically recognized by the chair.
- If there are questions, please direct them to the chair and the chair will then recognize the appropriate person to respond.
- Please limit statements to three minutes.
- The chair will reserve the right to limit discussion in order to allow sufficient time for every member to be heard who wishes to speak.
- Modify Video Settings to “Hide all non-video participants”- this will make it easier to follow who is speaking and participating
- In the event of a service interruption during a Zoom call due to hackers, so-called “zoom bombing” or other technical difficulties, staff will indicate the call is to be terminated. Please exit the call and staff will circulate instructions by email for a new Zoom call to continue the meeting.



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**UNOFFICIAL DRAFT SUBJECT TO APPROVAL BY THE COMMITTEE AT ITS NEXT MEETING**

**MINUTES OF THE MEETING**

**MASS CULTURAL COUNCIL  
EXECUTIVE COMMITTEE**

**WEDNESDAY, JUNE 12, 2024**

**ONLINE MEETING**

**Committee Members Present** were

Marc Carroll, Chair  
Jo-Ann Davis, Vice Chair  
Ché Anderson  
Iván Espinoza-Madrigal  
Cecil Barron Jensen  
Julie Wake

**Staff Members Present** were

Michael J. Bobbitt, Executive Director  
David Slatery, Deputy Executive Director  
Catherine Cheng-Anderson, Senior Director of Business Operations & Chief Financial Officer  
Jen Lawless, Senior Director of Program Operations  
Bethann Steiner, Senior Director of Public Affairs  
Ann Petruccelli Moon, Deputy Chief of Staff  
Carmen Plazas, Communications & Community Engagement Manager

Chair Marc Carroll called the meeting to order at 10:01am and asked Deputy Executive Director David Slatery to read the Open Meeting Law statement:

Please note that this meeting is an open meeting of a public body subject to the Massachusetts Open Meeting Law. A notice of this meeting together with the agenda was posted on Mass Cultural Council's website 48 or more hours ago (excluding weekends and holidays).

**Prepared on 7/18/24**

This meeting shall be open and accessible to all members of the public except at such times when this body has voted to go into closed executive session under the Open Meeting Law.

This meeting is a virtual meeting held under the Open Meeting Law as modified under current law to permit online open meetings. This meeting is being broadcast to the public on a publicly available YouTube or other channel as described in the publicly posted meeting notice. Only Council members, staff and invited participants and guests will be provided access to the Zoom or other videoconferencing platform hosting the meeting. As a safety measure, in order to prevent disruption of the meeting or non-public communications among the participants, the Chair, Vice Chair and Executive Committee of Mass Cultural Council has asked staff to implement the following protocols for participants in on-line meetings of Mass Cultural Council or its committees:

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This meeting is not a public hearing and public testimony will not be taken. Individuals may not address the meeting without permission of the Chair.

Any member of the public may record this meeting provided that they do not interfere with the meeting. The Chair will then inform the members of the meeting that they are being recorded.

Draft minutes of the open session of this meeting shall be kept and shall be posted on Mass Cultural Council's website no later than 30 days after the meeting provided that such minutes shall not be considered official until they have been approved by this body in open session. Individuals asserting a violation of the Open Meeting Law may file a complaint with this body within 30 days or with the Attorney General's office thereafter

Marc then asked if Committee Members had reviewed the minutes of the last meeting held on March 7<sup>th</sup> and called for a motion to approve them. Jo-Ann Davis moved to approve the minutes; Cecil Barron Jensen seconded the motion. By roll call vote and noting that Simone Early was absent all were in favor, and it was

RESOLVED: that the Executive Committee approves the minutes of the March 7, 2024 Executive Committee Meeting in the form presented to the Executive Committee.

Marc mentioned that he attended yesterday's Cultural Facilities Fund (CFF) celebration at The Children's Museum in Easton and expressed his thanks to Lieutenant Governor Kim Driscoll for being there. The event was well-attended, and Marc thanked Senior Director of Public Affairs Bethann Steiner and Public Relations & Events Manager Christian Kelly for their work to plan the celebration. He then asked Executive Director Michael Bobbitt for his report.

Michael echoed Marc's comments on yesterday's CFF event and expressed his gratitude to the Lieutenant Governor. He then shared that the senior staff team held a planning retreat last week and built a draft budget for FY25 that reflects the Agency's advancement and equity goals. Michael and the team are excited to share the spending plan with the Committee and the full Council at the August meetings. Advancement continues to be a major strategic priority. The entire staff participated in a three-part training focused on relationship building; a survey was distributed to the staff to see what else they might need as it pertains to the requirement that they prioritize advancement and relationship building in their work. Senior staff is looking at infrastructure and staffing needs and considering what the grants management system can do to support and enhance the Agency's advancement work. Michael attended a summit focused on arts prescription hosted by the Longwood Symphony Orchestra and former Council member Dr. Lisa Wong; there is a good deal of buzz about the work. The Agency continues to deepen relationships in education and economic development. Michael, Dave, and Erik Holmgren attended the recent STEM Summit. Conversations continue about the possibility of STEAM being integrated into this fall's STEM week. Michael frequently presents at tourism-focused events alongside Mass Office of Travel & Tourism Executive Director Kate Fox. Interesting conversations are also taking place with MassDOT and the MBTA; Michael and Dave met with MassDOT to discuss their proposed Request for Information (RFI) on highway service plazas to encourage them to include the arts in the RFP process. There is a bottomless pit of opportunities. A meeting is scheduled with Commissioner Brian Arrigo of the Dept. of Conservation and Recreation in July; Michael and the team will continue developing ideas of other ways to support and bring visibility and, potentially, revenue to the sector.

That concluded Michael's report. Marc asked Bethann for her Advocacy report.

Bethann shared that the House and Senate have completed their FY25 budget debates and Mass Cultural Council saw an increase to its current operating budget in both scenarios. The proposed allocation in the House is slightly higher than the Senate by \$380,000. The next step in the process is for a Conference Committee to be appointed and begin its work to come up with a final budget to send to the Governor. This should happen soon. Advocacy urging the Conference Committee to retain the House number has commenced, and Bethann is optimistic. MassCreative is seeking signatures to a letter they plan to send to the Committee; more than 200 organizations and individuals have already signed. Committee Members are encouraged to sign, Bethann will send a link to the letter. In other news, the economic development bill (which the Governor called Mass Leads Act) is on the move and Bethann thinks it will continue to move quickly. Formal session ends on 7/31. Finally, Bethann shared that there is another event coming up next week – a celebration of the recipients of Grants for Creative Individuals and the final recipients of Cultural Sector Recovery Grants. It will take place at the Center for the Arts at the Armory in Somerville on Monday at 1pm and Council Members are encouraged to attend.

Marc then asked Senior Director of Business Operations and Chief Financial Officer Catherine Cheng-Anderson to present a pending travel request to the Committee.

Catherine explained that, per the out-of-state travel policy, staff is seeking the Committee's approval for four members of the staff to attend the Leadership Exchange in Arts & Disability (LEAD) Conference taking place July 29 – August 4, 2024 in Seattle, WA. Staff has attended this conference regularly over the years; last year's conference was held in Boston, so more members of the staff were able to attend. With the Committee's approval, Executive Director Michael Bobbitt, Program Officer Charles Baldwin, Program Officer Cheyenne Cohn-Postell, and Public Relations & Events Manager Christian Kelly will attend this year.

Marc asked if Committee Members had any questions regarding the travel request and they did not. Iván Espinoza-Madrigal moved to approve the request and Ché Anderson seconded the motion. By roll call vote and noting that Simone Early was absent it was unanimously

RESOLVED: to approve the staff-recommended out-of-state travel request as presented to the Meeting.

Senior Director of Program Operations Jen Lawless then gave a brief update on the cultural asset inventory project. Mass Cultural Council is working with our contractor, Diversity North, and nearing the end of the engagement. The project provided a great opportunity to connect with partners and several community foundations; Jen thanked Committee Member Julie Wake for the data she shared from the Arts Foundation of Cape Cod. Diversity North will share a high-level analysis of creative individuals using federal data and community survey data; we will also receive a list of cultural organizations. This will provide crucial understanding as to the actual size of the cultural sector. Jen believes the findings will confirm the urgency and importance of the Agency's advancement work. After an initial review of the findings, staff will share the report with the Council and key partners.

Michael added that when the Agency was engaged in its strategic planning process, last year one key question was to determine the benefit of the Agency to people who do not receive grants; what is Mass Cultural Council uniquely positioned to do? Data from this project will confirm that the sector is very large, and that advancement work can support people beyond grantmaking. It could be used as a nice advocacy tool as we work to increase our allocation in future years.

Cecil asked if there is a formula that can be used to understand the economic impact of the cultural sector. Jen explained that Mass Cultural Council has used Americans for the Arts' economic impact calculator to determine this in the past. With all of the new information this project will provide, it will be a fun challenge to determine how we might extrapolate the economic impact of the sector as we will come to understand it. The thinking is that the sector is far larger than any of us currently understand it to be.

There was no further discussion. Dave reminded Committee Members that a draft meeting schedule for FY25 was included in their materials; there were no comments on the schedule from the Committee.

The end of the meeting agenda had been reached and Marc, as Chair, adjourned the meeting at 10:34am.



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## **SCHEDULE: FY25 COUNCIL & COMMITTEE MEETINGS**

### **August 2024**

- Executive Committee Meeting – Aug. 8, 10am
- Grants Committee Meeting – Aug. 8, 1pm
  
- 163<sup>rd</sup> Meeting of Mass Cultural Council – Aug. 22, 10am

### **October 2024**

- Executive Committee Meeting – Oct. 16, 10am
- Grants Committee Meeting – Oct. 16, 1pm
  
- Advancement Committee Meeting – Oct. 30, 10am

### **November 2024**

- 164<sup>th</sup> Meeting of Mass Cultural Council – Nov. 13, Noon – **in-person meeting, location TBD**

### **February 2025**

- Advancement Committee – February 5, 10am
  
- Executive Committee – February 12, 10am
- Grants Committee – February 12, 1pm
  
- 165<sup>th</sup> Meeting of Mass Cultural Council – Feb. 26, 10am

### **April 2025**

- Executive Committee Meeting – April 16, 10am
- 166<sup>th</sup> Meeting of Mass Cultural Council & Council Retreat – April 30, Noon – **in-person meeting, Location TBD**

### **May 2025**

- Advancement Committee Meeting – May 15, 1pm

### **June 2025**

- Executive Committee Meeting – June 25, 10am
- Grants Committee Meeting – June 25, 1pm

*Special Meetings of the Committees or Council are occasionally necessary for unforeseen circumstances. If a Special Meetings is needed, as much notice as possible will be provided, the legally required notice at a minimum.*



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To: Mass Cultural Council  
From: Michael Bobbitt, Executive Director  
David Slatery, Deputy Executive Director  
Cathy Cheng-Anderson, Senior Director of Business Operations and Chief Financial Officer  
Date: August 8, 2024  
Re: **BUDGET AND PROGRAM ALLOCATION SPENDING PLAN FOR FY25**

Following this page includes our proposed budget and program allocation spending plan for FY25. Adhering to our legislative mandate the proposed plan aligns with our strategic plan, and well exceeds the minimum 75% of state appropriation into grant spending.

After the Executive Committee meeting, the FY25 grant recommendations for most Mass Cultural Council grant programs based on this plan will be presented to the Grants Committee. When approved, the plan and the recommendations will be voted on by the full Council on August 28, 2024.

### **FY25 BUDGET HIGHLIGHTS**

- The \$26.85 million state budget allocated for Agency operations represents a 3.62% increase from last year. Broken down, this is \$25,895,000 for operations and \$955,000 for 20 legislative earmarks. This year's budget gives Mass Cultural Council the highest operating budget in the Agency's history.
- Mass Cultural Council's total funding is \$33.97 million in FY25, considering all sources. Our plan dedicates 81% (\$27.61 million) to grants, keeping administration and program-related expenses modest at 19%. When looking exclusively at our state funding allocation of \$26.85 million, we are dedicating a similar distribution: 79% (\$21.38 million) to grants and 21% to administrative and program-related expenses. In both scenarios, we have exceeded our legislative mandate to allocate at least 75% of our state funding to grant programs.
- A notable decrease in our FY24 vs FY25 total revenue is the absence of the federal Pandemic Recovery Funds, which were established under the Commonwealth's Covid Response Act (Chapter 102 of the Acts of 2021). The agency completed this two-year grant program in FY24.



- Our plan includes state appropriated revenue (\$70,800) from a reserve allocation established by the administration to pay for union cost of living increases and steps, and cost of living increases for managers. We will ask the administration for this funding in May 2025.
- The plan proposes to dedicate approximately \$5.37M from the casino tax revenue available through the Massachusetts Gaming Fund for the upcoming year of the Gaming Mitigation Grant Program. We are seeking approval to utilize the funds available as of June 30, 2024 (\$2,376,010), and to allocate an additional \$2,996,945 for organizational support to cultural organizations, and other administrative expenses. This anticipated funding of \$2,996,945 is an estimate based on whatever will be available as of December 31, 2024.
- Notable Fy25 advancement investments include:
  - We will prepare a comprehensive advancement plan designed to enhance and expand our strategic partnerships. This plan will outline specific engagement tactics and identify new partnership opportunities, driving the sector forward with clear goals and actionable steps.
  - To support our strategic plan and partnership efforts, we will recruit and develop a dedicated advancement team. This team will be responsible for executing the advancement plan, fostering relationships, and ensuring the successful advancement of arts and culture initiatives.
  - We will hire a consultant tasked with exploring and securing new funding opportunities, sponsorships, and revenue-generating activities. This initiative aims to generate resources to expand our advancement work with research, advocacy, and infrastructure and potentially expand our financial resources to support continued growth and development in the cultural sector.
  - Development of the MITx training program covers business acumen topics such as finance, legal considerations, negotiations, marketing, branding, pricing, business models, and civic engagement. It includes curriculum design support and templates from the Sloan School to provide essential resources and support to the sector.
- Notable equity investments include:
  - Scaling up our access and disability learning hub, and implementation of the [d/Deaf & Disability Equity Plan](#).
  - Roll out of the new Indigenous Cultural Council grant program and implementation of the [Native American & Indigenous People's Equity Plan](#).
  - Dedication of resources to assist individual grantees, especially those with disabilities and/or limited income, in obtaining grant funding and services from the Mass Cultural Council (Work Without Limits).



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REVENUE	STATE FUNDING	GAMING*	CULTURAL FACILITIES FUND	NEA FEDERAL	MCC TRUST	TOTAL
FY25	26,850,000	2,996,945	348,506	1,209,900	-	31,405,351
FY24 CARRY OVER / TRANSFER IN	70,800	2,376,010	5,397	-	114,328	2,566,535
<b>TOTAL REVENUE</b>	<b>26,920,800</b>	<b>5,372,955</b>	<b>353,903</b>	<b>1,209,900</b>	<b>114,328</b>	<b>33,971,886</b>

\*Estimated FY25 revenue

EXPENSES	STATE FUNDING	% TOTAL STATE FUNDING	GAMING	CULTURAL FACILITIES FUND	NEA FEDERAL	MCC TRUST	TOTAL	% TOTAL FUNDING ALL CATEGORIES
AA: SALARY	4,114,759	15%	236,169	178,548	22,570		4,552,046	13%
BB: EMPLOYEE REIMBURSEMENT	55,328	0%		5,397	0	0	60,725	0%
CC: CONTRACT STAFF								
DD: PAYROLL TAX AND FRINGE	66,654	0%	106,394	80,435	10,173	0	263,656	1%
EE: ADMINISTRATIVE EXPENSES	199,748	1%	25,239	21,855	2,257	0	249,098	1%
GG: RENT AND ELECTRICITY	296,675	1%	27,668	27,668	0	0	352,011	1%
HH: CONSULTING SERVICES	193,774	1%	8,500	0	0	26,231	228,505	1%
JJ: PROGRAMMATIC SERVICES	293,350	1%	0	40,000	0	0	333,350	1%
KK: NON-IT EQUIPMENT	2,200	0%	0	0	0	0	2,200	0%
LL: LEASES	7,444	0%	1,855	0	0	0	9,299	0%
<b>PP: GRANTS PROGRAMS</b>	<b>20,426,628</b>	<b>76%</b>	<b>4,966,088</b>	<b>-</b>	<b>1,174,900</b>	<b>88,097</b>	<b>26,655,713</b>	<b>78%</b>
<b>PP: LEGISLATIVE EARMARKS</b>	<b>955,000</b>	<b>4%</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>955,000</b>	<b>3%</b>
UU: INFORMATION TECHNOLOGY	309,240	1%	1,043	0	0	0	310,283	1%
<b>TOTAL EXPENSES</b>	<b>26,920,800</b>		<b>5,372,955</b>	<b>353,903</b>	<b>1,209,900</b>	<b>114,328</b>	<b>33,971,886</b>	

PP: GRANTS PROGRAMS (DETAILED)	STATE FUNDING	GAMING	CULTURAL FACILITIES FUND	NEA FEDERAL	MCC TRUST	TOTAL	% TOTAL GRANT FUNDING
<b>ORGANIZATIONS</b>						<b>7,200,000</b>	<b>27%</b>
PORTFOLIO, MEDIA AND GATEWAY	5,029,489	1,366,411		804,100		7,200,000	
<b>INDIVIDUALS</b>						<b>2,175,000</b>	<b>8%</b>
GRANTS FOR CREATIVE INDIVIDUALS	2,175,000					2,175,000	
<b>COMMUNITIES</b>						<b>6,570,000</b>	<b>25%</b>
CULTURAL DISTRICTS	870,000					870,000	
LOCAL CULTURAL COUNCILS	5,700,000					5,700,000	
<b>ARTS EDUCATION AND YOUTH</b>						<b>3,449,000</b>	<b>13%</b>
CYD-YOUTH REACH	1,524,200			345,800		1,870,000	
NATIONAL GUILD/KLARMEN					18,000	18,000	
POETRY OUT LOUD				25,000		25,000	
STARS	1,500,000					1,500,000	
YOUTH ARTS IMPACT NETWORK (YAIN)	36,000					36,000	
<b>EQUITY AND INCLUSION</b>						<b>2,683,950</b>	<b>10%</b>
FESTIVALS & PROJECTS	1,850,000					1,850,000	
OPEN DOOR ARTS (INNOVATION LEARNING NETWORK)	100,000					100,000	
CULTURE RX	100,000					100,000	
NETWORK OF ARTS ADMINISTRATORS OF COLOR	50,000					50,000	
TRIBAL CULTURAL COUNCIL	103,950					103,950	
UNIVERSAL PARTICIPATION (UP)	480,000					480,000	
<b>ADVANCEMENT</b>						<b>907,989</b>	<b>3%</b>
MASSACHUSETTS FOUNDATION FOR HUMANITIES AND PUBLIC POLICY, INC.	977,389					977,389	
NET CREDIT AND CARRY FORWARD	-219,400					-219,400	
NEW ENGLAND FOUNDATION FOR THE ARTS, INC.	70,000					70,000	
MASSCREATIVE INC.	30,000					30,000	
MITx	50,000					50,000	
<b>OTHER GRANTS</b>						<b>3,669,774</b>	<b>14%</b>
MCC TRUST (GRANT RESERVE/UNCOMMITTED)					70,097	70,097	
CHAPTER 23K FUNDED GRANTS GAMING MITIGATION PROGRAM		3,599,677				3,599,677	
<b>TOTAL GRANTS</b>	<b>20,426,628</b>	<b>4,966,088</b>	<b>0</b>	<b>1,174,900</b>	<b>88,097</b>	<b>26,655,713</b>	

AA: SALARY	We currently have 39 full-time employees, and 4 vacancies in FY25. Our payroll projections include a 3% across-the-board cost of living increase for managers, union employees and the executive director effective on January 12, 2024. Mass Cultural Council adopts the executive branch pay increase parameters to ensure pay equity amongst other state agencies.
BB: EMPLOYEE REIMBURSEMENT	This line covers reimbursements for employee expenses like in-state travel for meetings, conferences, professional licenses, and other work activities. It also includes out-of-state travel costs that are subject to approval by the Council.
CC: CONTRACT STAFF	
DD: PAYROLL TAX AND FRINGE	This line covers payroll tax for staff salaries. It also includes fringe and indirect charges related to federal or state trust-funded salaries or contracts. Several salaries are paid from a trust account for the Cultural Facilities Fund and a casino tax revenue trust for employees managing the Gaming Mitigation Program or "organizational support" from Gaming Revenues under the Gaming Law.
EE: ADMINISTRATIVE EXPENSES	This line covers costs including Commonwealth chargeback on payroll system/services, office supplies, water, printing, postage, membership fees, subscriptions, event-related costs, professional development expenses, credit card purchases, and administrative costs associated to grant program panels.
GG: RENT AND ELECTRICITY	This line includes our annual office space lease (\$332k) and utility costs.
HH: CONSULTING SERVICES	This line includes expenditures related to outside attorneys, mission moments, event speakers, program consultants, advisors, and stipends for taskforces.
JJ: PROGRAMMATIC SERVICES	This line includes expenditure related to photographers, auxiliary services, staff trainers, videographers, audio visual providers, language/ASL interpreter service/accommodations, grant reviewers, and program panelists/readers.
KK: NON- IT EQUIPMENT	This line includes expenditures for non-IT equipment purchases; office equipment, and ADA accommodation requests.
LL: LEASES	This line includes all non-IT equipment rental agreements, copier and postage meter leases, and rental car expenditures for staff travel.
PP: GRANTS PROGRAMS & EARMARKS	A detailed grant allocation list is included in this packet.
UU: INFORMATION TECHNOLOGY	This line covers costs including Commonwealth chargebacks for accounting system/services and technology services, information technology expenditures such grants management system, ISP Servicer Retrofit, tech service providers, phone services/charges, laptop leases, and web developers.



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To: Mass Cultural Council  
From: Michael Bobbitt, Executive Director  
David Slatery, Deputy Executive Director  
Cathy Cheng-Anderson, Senior Director of Business Operations  
and Chief Financial Officer  
Date: August 8, 2024  
Re: **OUT OF STATE TRAVEL**

Under the Mass Cultural Council's Financial Policies, all out-of-state travel must be preapproved by the Executive Committee. After reviewing the proposed travel request, we have determined it directly benefits the Council and its constituents, aligns with our strategic plan and newly adopted d/Deaf and Disability Equity Plan, and the expenses are justified by the value of the travel. A Travel Authorization Form is on file for each employee.

[National Assembly of State Arts Agencies- Assembly 2024](#), 10/23-10/26, San Juan, Puerto Rico.

The bi-annual Assembly conference is a key conference for our national peer group, where Mass Cultural Council is often featured as a leader in presentations and sessions. This year's conference will cover relevant topics, including creative economic development, cross-sector partnerships, emergency management and resiliency, and strategies for serving underserved constituencies. Conference attendees will have the opportunity to engage in dialogues with federal agency partners, providing insights into effective collaboration and policymaking. Furthermore, the conference offers invaluable opportunities for networking, allowing participants to build professional relationships, exchange knowledge, and learn from peers across the national arts sector. Attending this conference will significantly enhance our advancement work as outlined in our strategic plan. It will provide us with the knowledge and connections necessary to further our mission and drive progress in these critical areas. Costs to Agency are \$2193.

1. Michael J. Bobbitt, Executive Director, \$2070
2. Summer Confuorto, Program Officer for Folk Arts & Heritage to attend the NAASA Folk Arts Peers Preconference. \$123 (travel costs are being offset

by stipends allocated by NASAA's cooperative agreement with the National Endowment for the Arts)

**Grantmakers in the Arts Annual Conference 10/6 – 10/9, Chicago, IL**

Proposed is that Michael Bobbitt, Executive Director, attend and present at the October 2024 Grantmakers in the Arts (GIA) Conference in Chicago. This year marks a significant milestone for the GIA Conference, as it will introduce a public policy track for the first time. GIA is a prestigious national association of private and public funders dedicated to supporting artists and arts organizations across the United States. Michael has been invited to present during two sessions focused on cross-sector partnerships. This opportunity will not only highlight our organization's work but also align with our mission to foster strong relationships across sectors that support the arts. Michael's participation will provide valuable insights into the intersections of culture, creativity, and social change, and will enhance Mass Cultural Council's network of collaborators and changemakers. His presence at this conference is vital for advancing the Mass Cultural Council's strategic goals and advocating for the importance of the arts in community development and policymaking. Costs to Agency are \$2375.

**Strategic HR Conference, 10/27-10/29, Bretton Woods, NH**

Proposed is that Cathy Cheng-Anderson, Senior Director of Business Operation and Chief Financial officer, who also serves as the Mass Cultural Council's Chief Human Resources Officer attend a human resources conference focused on workplace diversity, compliance, technology, employee engagement, and employee relations. Cathy was previously approved by the Executive Committee for a similar conference in 2023 and 2022. Tangible improvements resulting from her previous attendance have highlighted the conference's value to our agency's human resources strategy and vision. Costs to Agency are \$1795.



*Power of culture*

To: Mass Cultural Council  
From: Michael Bobbitt, Executive Director  
David Slatery, Deputy Executive Director  
Cathy Cheng-Anderson, Senior Director of Business Operations and Chief Financial Officer  
Date: August 8, 2024  
Re: **FINANCIAL POLICY AND PROCEDURE UPDATES**

As we indicated that we would do last fall, we have updated Mass Cultural Council's Financial Policies and Procedures, which were last revised on August 27, 2019. This updated document includes the revised travel guidelines approved at the Executive Committee meeting on October 12, 2023, along with policies related to credit card use, purchasing goods and services, internal controls, fraud mitigation and prevention, and cybersecurity. The document is a living internal document that will be updated by staff as needed, no less than annually.

Summary of the revised 2024 policy document include:

1. All needed approvals and authority as written in the 2019 policy remain the same in the revised 2024 policy.
2. We have thoroughly revised and modernized the document to align with the latest standards and practices of the Commonwealth of Massachusetts. In alignment with the Commonwealth, we have made the policy more restrictive in certain instances to increase controls, security, and compliance.
3. New sections on cybersecurity and access control provide additional safeguards for the agency's operations.
4. The updates ensure our financial management and procurement processes are efficient, transparent, and responsible.
5. The policy has been rewritten and formatted to be more readable and eliminating redundant procedures covered by Commonwealth job aids that are only needed for fiscal staff members.

A copy of the current updated policies is attached to this memo for your information. No vote is required. Please let us know if there are any questions or comments.

**MASS CULTURAL COUNCIL  
FINANCIAL POLICIES AND PROCEDURES  
UPDATED AUGUST 2024**

**PURCHASING OF GOODS AND SERVICES ..... 2**

**COMMONWEALTH OF MASSACHUSETTS PROCUREMENT CARD PROGRAM ..... 3**

**OUT OF STATE TRAVEL POLICY ..... 5**

**INTERNAL CONTROL PLAN ..... 7**

**FRAUD MITIGATION AND AWARENESS TRAINING ..... 8**

**CYBERSECURITY MITIGATION AND TRAINING PROGRAM ..... 8**

**ACCESS CONTROL AND MANAGEMENT ..... 8**

**PURCHASING OF GOODS AND SERVICES**

This policy outlines the procedures for purchasing goods and services at the Mass Cultural Council. It aims to ensure efficient, transparent, and responsible procurement processes, complying with relevant laws, regulations and practices set forth by the Commonwealth's Office of Supplier Diversity and State Comptroller's Office.

1. The Senior Director of Business Operations/Chief Financial Officer is responsible for all purchasing, payroll, grants and partnership payments, accounting, and budgets for Mass Cultural Council, including establishing an internal control structure with written procedures and sufficient oversight to effectively manage all financial activities and monitoring of compliance with applicable laws, regulations, and policies.
2. The Fiscal Operations team centrally manages the procurement process of all goods and services required by the Mass Cultural Council, including all purchasing mentioned in the "Out of State Travel policy". The team ensures that all equipment, supplies, and services are purchased at the best value without sacrificing the quality or personal safety of the product or service. The team stewards responsible spending by:
  - Ensuring procedures for soliciting and evaluating bids include clear criteria for selection and awarding contracts to ensure the best value and quality for the Council.
  - Acquiring goods and services in a timely and economical basis
  - Using Statewide Contracts as frequent as possible
  - Maintaining cooperative relationships with our vendors
  - Regular monitoring and evaluation of procurement activities.



3. The Mass Cultural Council is committed to engaging a diverse and inclusive supplier base and promoting environmentally sustainable purchasing practices. Our efforts include increased outreach to diversify our suppliers and procuring eco-friendly products and services to support environmental sustainability.
4. All purchases and contracts are executed by the Senior Director of Business Operations/Chief Financial Officer to attest budgetary availability and review of contractual obligations.
5. Any purchase or contract committing more than \$25,000 (other than grants or other contracts specifically approved by the Council in a vote at a public meeting) is approved by the Executive Director.
6. Any contract or expenditure of funds that causes more than a 10% increase in any subsidiary lines of the fiscal year budget approved by the Council (i.e. Lines AA to UU) are approved by the Chair and reported to the Council.
7. The Business Operations team receives comprehensive training in Commonwealth procurement practices to ensure they are well-versed in policies, procedures, ethical standards, best practices, and proper record-keeping for audit purposes. Additionally, no individual is granted access to any part of the accounting or payroll systems without completing adequate training and demonstrating the ability to make accurate, detail-oriented entries.
8. All employees involved in procurement must conduct their activities ethically and avoid any conflicts of interest. Employees must disclose any potential conflicts of interest and recuse themselves from the decision-making process if necessary to maintain integrity and transparency.

### **COMMONWEALTH OF MASSACHUSETTS PROCUREMENT CARD PROGRAM**

The Commonwealth's Procurement Card (P-Card) Program is managed and regulated by the Office of the Comptroller's Commonwealth Procurement Card Policy and Procedures. Each transaction made using the procurement card, a method of payment, complies with the aforementioned policy governing the purchase of goods and services.

1. Cardholders of the procurement card program are approved at the discretion of the Executive Director. The Senior Director of Business

Operations/Chief Financial Officer may authorize additional employees to receive a P-Card if it is deemed necessary. Department Card holders review and sign the Commonwealth Procurement Card Use Employee Agreement.

2. Employees assigned a P-Card shall have an initial limit of \$1,500. Increased limits must be approved by the Senior Director of Business Operations/Chief Financial Officer, and a request must be made to the State Comptroller's Office.
3. The per-transaction limit shall not exceed \$1,000. In cases where circumstances warrant a higher transaction limit, exceptions may be authorized on a transaction-by-transaction basis with the approval of the CFO via the procurement request form.
4. The Senior Director of Business Operations/Chief Financial Officer is responsible for ensuring that sufficient funds are encumbered to cover the charges anticipated under all cards issued to Department Cardholders. At the beginning of each budget year the Senior Director of Business Operations/Chief Financial Officer projects the P-Card expense for the fiscal year and will review it on a quarterly basis to ensure sufficient funds are available to cover anticipated costs. The fiscal team carefully monitors charges and payments monthly against amounts encumbered.
5. The P-Card may not be used to avoid competitive procurements. All procurement card purchases must be preapproved by the Senior Director of Business Operations/Chief Financial Officer by submitting a Procurement Request Form. Itemized receipts are obtained for each transaction placed on the procurement card and documentation is retained for monthly reconciliation, payment, and audit purposes.
6. Allowable expenses for P-Card use include the following:
  - Airline, transportation, ticket payments
  - Conference or training registration and membership fees
  - Gasoline for rental vehicles
  - Hotel/lodging accommodations
  - Business related telecom, and utilities costs
  - Emergency purchases of office supplies, equipment etc.
  - Catering services, and individual meals up to the allowed amounts

- Recruitment Costs
  - Subscriptions
7. Per Comptroller's policy, P-cards cannot be used to pay non-incorporated entities. P-Cards are not permitted for:
- Cash
  - ATMs
  - Checks
  - Gift Cards
  - Alcohol
  - Personal Use
  - Legal Services
  - Medical Services
8. The Cardholder shall inform vendors that the Commonwealth is a Tax-Exempt entity and that items purchased are NOT to be taxed. The Cardholder should not accept payments which include Massachusetts sales or meal tax. On the hologram side of the cards the words "MA TAX EXMPT ID 046002284" are embossed.

### **OUT OF STATE TRAVEL POLICY**

Per Section 2, Line Item 0640-0300 of Chapter 41 of the Massachusetts Acts of 2019 (Massachusetts FY20 state budget), Massachusetts Cultural Council was required to establish a policy for pre-approving all out of state staff travel including any associated travel budgets. The Council adopted such a policy in January and under Section 54 of the Council's enabling act (M.G.L. Chapter 10 Sections 52-58A), the Council delegated the authority to pre-approve any such out-of-state travel to the Executive Committee.

This policy represents a restatement and update of the out-of-state travel policy and sets forth guidelines for out-of-state business travel and establishes criteria for the reimbursement of travel expenses. In compliance with the standards prescribed by the State Comptroller's Office, Operational Supplier Diversity Office, and Executive Office for Administration and Finance, this policy mandates the maintenance of economic efficiency and cost-effectiveness in its application.

1. All travel must have a clear public benefit for the Mass Cultural Council and have a direct benefit to an employee's essential job functions.

2. Out-of-state travel requests will be sent to the Executive Committee before its scheduled meetings. The Executive Committee will consider and decide upon such requests and then inform the Council of any approvals in the subsequent Council meeting.
3. The agency is responsible for maintaining documents including the Travel Authorization Form, any required State Ethics disclosure forms, and Procurement Request Form. No expenses or reimbursements detailed in this form shall be approved unless they are consistent with applicable provisions of statute and this guidance. While these forms are primarily for internal record-keeping, they may be provided to the Executive Committee and Council as needed but will not be routinely submitted for review.
4. For this policy "Out of State Travel" excludes travel within New England (Maine, New Hampshire, Vermont, Rhode Island, Connecticut), unless it involves airfare, overnight accommodations, or registration fees over \$800. In exceptional cases where a quorum of the Executive Committee cannot be assembled for travel approval within a reasonable period of time, the Chair of the Council can grant approval. This decision must be reported at the next Council and Committee meetings.
5. Mass Cultural Council employees receiving travel subsidies from external entities, are required to comply with state ethics regulations as well as this policy. This requires the employee directly consult with the State Ethics Commission and may require the submission of any required disclosure and determination forms as stipulated in Commission regulations such as 930 CMR 5.08(2)(d)1.

Any forms which are required to be disclosed to the employee's "appointing authority" must be submitted to the Deputy Executive Director and the Senior Director of Business Operations/Chief Financial Officer both for record-keeping and to ensure adherence to state conflict of interest laws. Furthermore, travel fully subsidized by an external entity, which has been appropriately disclosed and approved under ethics law and does not involve the use of agency funds, is exempt from the Council/Executive Committee's pre-approval process. However, such travel must be reported at the subsequent meetings of the Executive Committee and Council.

6. Except for mileage reimbursement for private vehicles, employees are expected to submit corresponding itemized receipts showing the vendor's name, description of purchase/s and date for all purchase/s they seek reimbursement/s for. Eligible reimbursements include:
- Economy/coach airfare and ground transportation (train, bus, taxi, ridesharing services) including reasonable tips not more than 20% of the fare.
  - Economical hotel and lodging considering proximity to the business destination and personal safety.
  - Conference fees
  - Private auto-mileage: \$0.625 /mile.
  - Parking and tolls
  - Car rental arrangements
  - Purchase of gas for car rental
  - Meal reimbursement following federal guidelines set-forth by the [General Services Administration \(GSA\)](#):

BREAKFAST:	\$13.00
LUNCH:	\$15.00
DINNER:	\$26.00

7. Parking tickets, fines, valet service, personal expenses, alcohol related expenses, entertainment, newspapers, magazines, laundry services, travel accident insurance, change fees for non-emergency personal reasons, pre-check fees, and any related expenses are the responsibility of the employee and will not be reimbursed.

### INTERNAL CONTROL PLAN

As a state agency of the Commonwealth of Massachusetts, Mass Cultural Council holds a unique position of trust and responsibility and are careful stewards of our public resources and assets. In compliance with Chapter 647 of the Acts of 1989, Mass Cultural Council has developed an internal control plan. The plan reflects our ongoing commitment to these principles:

1. We uphold the highest standards of integrity and ethical behavior, expecting every member of our team to embody these values in their work.

2. Our leadership and management teams provide effective oversight, ensuring that all operations align with our mission and values.
3. We maintain a clear organizational structure, defining roles, authority, and responsibility to facilitate efficient and responsible decision-making.
4. We invest in the development of our team to ensure they have the skills and knowledge needed to excel in their roles.
5. We foster a culture where every team member understands their role in achieving our mission and is empowered to act responsibly.

### **FRAUD MITIGATION AND AWARENESS TRAINING**

To ensure our employees understand the risks associated with potential fraud related to grantmaking and financial management, all employees are required to complete an online classroom Fraud Mitigation and Awareness training provided by the Office of the Comptroller as a condition of employment. The training educates staff on various fraud types and equips them with detection techniques and prevention strategies. Additionally, the training highlights important statewide hotlines for reporting fraud, waste, abuse, or illegal activities.

### **CYBERSECURITY MITIGATION AND TRAINING PROGRAM**

To ensure our employees have the knowledge to safeguard our digital assets and information systems Mass Cultural Council has developed a comprehensive Cyber Security Mitigation and Training Program comprised of the following:

1. Annual cybersecurity trainings: The training sessions reinforce the critical role of cybersecurity in all our operations.
2. Monthly Cybersecurity Learning Campaign: A curated newsletter that covers topics such as data protection, secure communication practices, and current cyber threats, fostering ongoing awareness and vigilance.
3. Monthly Modern Workplace Technology Series: Training demonstrations on range of applications, platforms, methodologies, and skillsets, keeping staff up-to-date and proficient in technology.

### **ACCESS CONTROL AND MANAGEMENT**

The Senior Director of Business Operations/Chief Financial Officer serves as Mass Cultural Council's Department Security Officer as designated by the Office of the State Comptroller. They are responsible for managing and approving access and ensuring the security of our systems.

The Senior Director of Business Operations/Chief Financial Officer conducts quarterly reviews of employee access to the state's financial system, and payroll system. These reviews ensure that system permissions are appropriate and align with each employee's current job responsibilities, adhering to the principle of least privilege.

The Senior Director of Business Operations/Chief Financial Officer promptly updates or terminates access to reflect any changes in an employee's role or responsibilities, including promotions, department transfers, or other changes. Access is revoked for employees who have left the organization or whose contracts have ended, ensuring that all system credentials are disabled within twenty-four (24) hours, and physical access cards/keys are collected at offboarding.



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**APPROVAL DRAFT FOR EXECUTIVE COMMITTEE  
ONE HUNDRED SIXTY-THIRD MEETING  
OF MASS CULTURAL COUNCIL**

**THURSDAY, AUGUST 22, 2024  
10:00 AM-NOON**

**BROADCAST MEETING**

MEETING WILL BE LIVESTREAMED AT

[HTTPS://WWW.YOUTUBE.COM/WATCH?V=4WBI\\_9--LS8](https://www.youtube.com/watch?v=4WBI_9--LS8)

MEETING MATERIALS WILL BE POSTED ONLINE AT

[HTTPS://MASSCULTURALCOUNCIL.ORG/ABOUT/BOARD/](https://massculturalcouncil.org/about/board/)

**UNDER “AUGUST 22, 2024 COUNCIL MEETING”**

**AGENDA**

**VOTE**

1. Call to Order- Open Meeting Law Notice
  - *Marc Carroll, Chair (Acting)*
  - *David Slatery, Deputy Director (Open Meeting Law Notice)*
  
2. Guest Speaker – “Massachusetts Municipal Association (MMA): Opportunities for Collaboration with Mass Cultural Council
  - *Michael Bobbitt, Executive Director (Introduction)*
  - *Adam Chapdelaine, Executive Director, MMA*
  
3. Minutes of 162<sup>nd</sup> Council Meeting & Retreat
  - *Marc Carroll, Chair*
  - *David Slatery, Deputy Director (reads the roll))*

**X**



**4. Chair Report**

- a) Calendar of Upcoming meetings
- b) Committees
  - *Marc Carroll, Chair*

**5. Executive Office Report**

- *Michael Bobbitt, Executive Director*

**6. Public Affairs Report**

- a) Legislative Update
- b) Department Updates
  - *Bethann Steiner, Senior Director of Public Affairs*

**7. FY 25 Spending Plan General Presentation**

- a) PowerPoint Presentation on FY25 Spending Plan
  - *Michael Bobbitt, Executive Director*
  - *Jen Lawless, Senior Director of Program Operations*
  - *Cathy Cheng Anderson, Senior Director of Business Operations and Chief Financial Officer*

**8. FY25 Conflict of Interest Notifications**

- *David Slatery, Deputy Director*

**9. Program Operations Report**

- a) Department Updates
- b) FY 25 Grant Recommendations
  - Jen Lawless, Senior Director of Program Operations*
- c) **GRANTS COMMITTEE RECOMMENDATIONS ON GRANT PROPOSALS**
  - *Cecil Barron Jensen and Julie Wake, Grants Committee Co-Chairs*
- d) Advancement
  - i. Mass Humanities
  - ii. New England Foundation for the Arts (NEFA)
  - iii. MASSCreative
  - iv. MIT Sloan School of Management (MITx)
  - v. Social Prescription
- e) Organizations
  - i. Unrestricted Operating Support for Organizations
  - ii. Gaming Mitigation Fund

- f) Communities
    - i. Cultural District Investment Grants (Appendix A)
    - ii. Local Cultural Councils (Appendix B)
    - iii. Tribal Cultural Councils
  - g) Arts Education & Youth
    - i. YouthReach (Appendix C)
    - ii. STARS Residencies/School-based Projects
    - iii. Creative Youth Development and Education Grants
  - h) Grants for Creative Individuals
  - i) Equity and Inclusion
    - i. Festivals & Projects (Appendix D)
    - ii. UP Innovation Fund Grants (Appendix E)
    - iii. Equity, Inclusion, and Access Grants
10. **Business Operations Report**
- a) FY 25 Spending Plan Summary
    - *Cathy Cheng Anderson, Senior Director of Business Operations and Chief Financial Officer*
  - b) **EXECUTIVE COMMITTEE RECOMMENDATION ON SPENDING PLAN**
    - *Marc Carroll, Chair*
  - c) Approval of FY25 Budget and Spending Plan and Grant Recommendations **X**
    - *Marc Carroll, Chair*
    - *David Slatery, Deputy Director (reads the roll))*
  - d) Travel Approvals **X**
    - *Cathy Cheng Anderson, Senior Director of Business Operations and Chief Financial Officer*
    - *Marc Carroll, Chair*
    - *David Slatery, Deputy Director (reads the roll))*
  - e) Business Operations Updates
    - *Cathy Cheng Anderson, Senior Director of Business Operations and Chief Financial Officer*
11. Adjourn
- *Marc Carroll, Chair*