



Power of culture

MASS CULTURAL COUNCIL GRANTS COMMITTEE

**TUESDAY, JUNE 15, 2021
10:00-11:30 AM**

ON-LINE MEETING

(CALL-IN INSTRUCTIONS POSTED AT
<https://massculturalcouncil.org/about/board/>
UNDER "JUNE 15, 2021 GRANTS COMMITTEE MEETING")

| <u>AGENDA</u> | <u>VOTE</u> |
|---|--------------------|
| 1. Call to Order- Open Meeting Law Notice | |
| 2. Minutes- May 4, 2021 & May 11, 2021 | X |
| 3. Reports | |
| 4. FY 22 Grants Planning Discussion | |
| a. Overview | |
| b. Data | |
| c. Presentations re Grant Programs | |
| i. Artists | |
| ii. Cultural Investment Portfolio (CIP) | |
| iii. Creative Youth Development (CYD) | |
| iv. Education | |
| v. Universal Participation (UP) | |
| vi. Partnership/Other | |
| vii. Community | |

MASS CULTURAL COUNCIL GRANTS COMMITTEE MEETING CALL-IN INSTRUCTIONS
TUESDAY, JUNE 15, 2021
10:00 A.M.

PLEASE NOTE THAT ALL PARTICIPANTS OTHER THAN THE MEMBERS AND INVITED GUESTS WILL BE MUTED.

IF MEETING IS INTERRUPTED FOR ANY REASON AND TERMINATED ABRUPTLY, PLEASE CONTACT DAVID.SLATERY@ART.STATE.MA.US FOR NEW CALL-IN INSTRUCTIONS

Mass Cultural Council Grants Committee Meeting
Time: Jun 15, 2021 10:00 AM Eastern Time (US and Canada)

Join Zoom Meeting
<https://us02web.zoom.us/j/84750626387>

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Meeting ID: 847 5062 6387
Find your local number: <https://us02web.zoom.us/j/84750626387>

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.

Please note that this body has invited staff of Mass Cultural Council to be present at the meeting.

Mass Cultural Council welcomes members of the public to attend its public meetings. Under the Open Meeting Law, however, this 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 first notify the Chair and must not interfere with the meeting. The Chair will then inform the members of the meeting that they are being recorded.

This meeting is a virtual meeting held under the Open Meeting Law as modified by the Governor's recent emergency declaration. Only Committee members, Council members and invited staff will be able to address the meeting. All other persons will be muted. Please note that anyone attempting to disrupt the meeting may be muted, have their ability to project video images shut off or even removed from the meeting, at the discretion of the chair

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 VIDEOCONFERENCING
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.

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

MINUTES OF THE MEETING

MASS CULTURAL COUNCIL GRANTS COMMITTEE

TUESDAY, MAY 4, 2021

ONLINE MEETING

Committee Members Present were

Victoria Marsh, Chair of the Grants Committee
Nina Fialkow, Council Chair
Marc Carroll, Vice Council Chair
Barbara Schaffer Bacon
Cecil Barron Jensen
Karen Barry
Jo-Ann Davis
Karen Hurvitz

Staff Members and Guests Present were

Michael Bobbitt, Executive Director
David Slatery, Deputy Director
Bethann Steiner, Public Affairs Director
Jen Lawless, Operations Director
Ann Petruccelli Moon, Public Engagement Manager
Maureen, a guest, who did not provide a last name or affiliation

Chair Victoria Marsh called the meeting to order at 3:02pm. Her first order of business was to let Committee Members know she would be stepping off the Council and therefore stepping down as Chair of the Grants Committee, after the next full meeting of the Council on May 18th. Victoria thanked Committee Members for their work under her leadership and stated that she is thrilled at the appointment of Executive Director Michael Bobbitt as the Agency is looking ahead at an exciting future.

Council Chair Nina Fialkow thanked Victoria for her service, then announced that Committee Member Jo-Ann Davis would take over for Victoria as Chair of the Committee. Jo-Ann thanked Nina and Victoria saying she was eager to do all she can to preserve the amazing legacy Victoria will leave.

Victoria then asked Michael Bobbitt for his update.

Michael let Committee Members know he has met with one-on-one with nearly every member of the Council. He has also had one-on-one meetings with each member of the staff and with each Agency department and it is clear staff is overextended. An All-Staff meeting was held to evaluate Agency programs and together staff settled on five elements against which to evaluate their programs: alignment with mission, scale or volume, depth of programming, fills an important gap, and community and constituency building.

Next, staff weighed each of these five elements as teams and determined the average across the Agency. The results of that exercise: 27% Alignment with mission, 15% scale or volume, 15% depth of programming, 18% fills an important gap, 25% community and constituency building. Staff also took time to list every program and grant they manage and rate them 1 to 4 – 1 being low, 4 being high – to gauge impact. The goal is to get all the Agency does to a 4. Staff is looking to see what we can eliminate, what we might combine, what can we give to LCCs, etcetera. This will all help determine the programming for the coming year. Michael stated that specifics would not be shared today, but he wanted to make Committee Members aware of the ongoing process. He does want to revise the Gateway Program application and the Cultural Investment Portfolio in general as he sees some inequities. Michael stated that he is not a fan of Project grants and would prefer to shift those funds to operating support. Staff will be present at the Committee meeting in June to give greater detail about what grants were and what they've shifted to. Michael says the process has been extremely inclusive and he believes Committee Members will be excited about the changes.

Barbara Schaffer Bacon asked to hear more about Michael's thoughts around Project grants as she thought of them as an entry door to the Council and wondered how else the Agency might address creating an entry point.

Michael responded that he'd rather have a lower level of operating support as an entry point and doesn't want to force applicants to produce a project since they are already doing projects anyway. Michael added that the Agency is working on a recruitment plan noting that sometimes we change processes and procedures, instead of more deliberately recruiting people to the programs we have.

Victoria believes this sounds like a fascinating process and that it is exciting to illuminate what Michael is seeing and to ask new questions.

Cecil Barron Jensen stated that she liked Michael's idea and approach and thinks the exercise he described is a great one for staff overall. She loves the idea of fewer projects and more operating support, especially as a person who runs a nonprofit organization herself. She also applauded Michael's ideas around recruitment and is eager to see what is next.

Michael stated that further information would be shared with the Race Equity Task Force, the full Council, and the staff soon. Michael added that Operations Director Jen Lawless is working very hard on the Agency's new grants management system which will consolidate all programs into one tool. Michael thinks of grantmaking as the Agency's product and of grantees as our customers and getting money should be as easy for them as possible. If an organization is spending two days on a Mass Cultural Council grant application, that is our fault. Michael would like to get every application process to take one hour; it should be like self-checkout at the grocery store.

Barbara Schaffer Bacon asked if the current review of programs included the Gaming Mitigation program.

Michael responded that yes, it did, and that the next round of the Gaming Mitigation program will be pushed to September as it has a good deal of elements that need to be evaluated and modified; staff is currently working on this.

Deputy Director David Slatery asked if Michael wanted to update Committee Members on the new funds from the National Endowment for the Arts (NEA).

Michael stated that the new funds came with new rules, but not too many. In an effort to save time and get money out to the field as quickly as possible, staff thought it best to refer back to the list of applicants to the Cultural Organization Economic Recovery program which the Agency administered in partnership with the Executive Office of Housing & Economic Development in December 2020 and to fulfill the funding requests of those applicants who had not been funded by program due to the fact that demand exceeded resources by 3 to 1. To make the program even more impactful, staff is suggesting addition of gaming funds to the sum of available money from the NEA so that \$1.4M or so would be available for grants. Grants will be capped at \$50K so that more organizations can be funded.

Jen Lawless added that the Agency wasn't able to fund 57% of the applications it received to the Cultural Organization Economic Recovery program. By lowering the cap, we will fund more organizations. We will also save everyone from applying again. David Slatery added that this idea will be more fully presented to the Committee at its meeting next week. Barbara Shaffer Bacon thinks it is a great idea and is happy also to see federal money going to local arts agencies.

Michael added that looking ahead the Agency could potentially see four new grant programs and one thing he hopes to focus on is capacity building grants; funds for marketing consultants, race equity consultants, new computers, new software, new staff, professional development, new equipment, financial consultants: we might see four new grant programs. Cecil mentioned that she has added capacity grants at her organization and they have been widely used, she feels investment in staff is important.

Michael hopes all programs can have larger budgets in the coming year. He is also holding an All-Staff calendaring meeting in an effort to avoid bottlenecks. MJB.

Victoria then asked David if he could provide an update on the schedule.

David stated that next week's meeting on May 11th would be a business meeting including a vote on Artist fellowship grants – all six disciplines, the proposal on the Gaming Mitigation program, and the proposal on combining NEA funds with gaming funds to fulfill some of the unfunded applications made to the Cultural Organization Economic Recovery program. An additional Grants Committee meeting focused on high-level planning will be scheduled for mid-June.

Karen Barry asked if materials for next week's Grants Committee meeting could be sent to Committee Members sooner rather than later and David said materials would be sent on Friday morning.

Victoria then thanked Public Affairs Director Bethann Steiner for her leadership with Michael and the entire staff regarding budget advocacy noting that there were nine meetings scheduled with Senators this week alone. Karen Barry echoed Victoria's words about Bethann's work.

There being no further business, Victoria as Chair adjourned the meeting at 3:35pm.



Power of culture

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

MINUTES OF THE MEETING

MASS CULTURAL COUNCIL GRANTS COMMITTEE

TUESDAY, MAY 11, 2021

ONLINE MEETING

Committee Members Present were

Victoria Marsh, Chair of the Grants Committee
Nina Fialkow, Council Chair
Marc Carroll, Vice Council Chair
Barbara Schaffer Bacon
Cecil Barron Jensen
Karen Barry
Kathleen Castro
Jo-Ann Davis
Karen Hurvitz

Staff Members and Guests Present were

Michael J. Bobbitt, Executive Director
David Slatery, Deputy Director
Jen Lawless, Operations Director
Bethann Steiner, Public Affairs Director
Kelly Bennett, Program Officer
Dan Blask, Program Officer
Cheyenne Cohn-Postell, Program Officer
Sara Glidden, Program Manager
Ann Petruccelli Moon, Public Engagement Manager
Patrick Forde, Legislative Aide to Massachusetts State Senator Nick Collins

Chair Victoria Marsh called the meeting to order at 10:04am. Deputy Director David Slatery reminded all present of the Open Meeting Law but dispensed with reading it aloud.

Prepared on 6/2/21

Victoria then asked Committee Members to approve the minutes of their last business meeting held on December 17, 2020. Chair Nina Fialkow moved to approve the minutes and Vice Chair Marc Carroll seconded the motion. Noting that Committee Member Kathleen Castro was not present for the vote it was by roll call vote unanimously

RESOLVED: that the Grants Committee approves the minutes of the December 17, 2020 Grants Committee Meeting in the form presented to the Grants Committee at its May 11, 2021 Meeting.

For her Chair's report Victoria Marsh kept her remarks brief and stated that there was much to discuss at today's meeting with regards to grants and recommendations for the May 18th Council Meeting. She then asked Executive Director Michael Bobbitt for his report.

Michael, too, kept his report brief as he spoke with Committee members the prior week. Today marks Michael's 100th day as Executive Director of the Mass Cultural Council and so he thought it appropriate to share his video message to the cultural sector with Committee Members as his update. Michael then shared [his video](#) and that concluded his report.

Victoria thanked Michael and then asked Program Officers Kelly Bennett and Dan Blask for their presentation of the recommended FY21 Artist Fellowship grant recipients.

Dan Blask began by noting that there would be a full visual presentation at the May 18th Council meeting. Dan then explained that Artist Fellowships are direct awards to Massachusetts artists. Currently, fellowship grants are \$15K and finalist grants are \$1500. Grant applications are anonymously judged except in the case of Traditional Arts. Awards are based solely on the artistic quality and creative ability demonstrated in the work submitted. The total awards our panelists are recommending is \$55K more than last fiscal year, that is because even though the original FY 20 budget was the same, we diverted some funds last spring to the FY20 Covid-19 Relief Fund for Individuals. Awards this year total \$652,500. This is, as far as we can tell, the highest amount ever recommended for Artist Fellowships. Dan added that typically these awards would be presented to the Committee in two segments – half in January and half in May. Due to the Covid-19 pandemic all 75 recommendations are being presented at once: 40 Fellows and 35 Finalists. This is also on top of 1.2M that the Agency awarded for Covid-19 relief March. Dan concluded his remarks and asked if Committee Members had any questions.

Barbara Schaffer Bacon noticed that both the recommended awardees and panelists were more diverse than in previous years and asked if that was strategic.

Dan responded that the team always tries to have a diverse range of panelists: diverse opinions and points of view; ethnic and geographic diversity and, this year, made a special effort to bring more BIPOC onto panels. All panels were held via Zoom. The team also used the panelist nomination form, which was extremely helpful and garnered a number of panelists who were new to the Agency.

There being no further questions, Victoria asked for a motion to approve the Artists Fellowship and Finalist grants for approval at the May 18th Council Meeting. Karen Barry moved to approve the recommendations and Jo-Ann Davis Seconded the motion. David called the roll and, noting that Kathleen Castro had now joined the meeting at this point, it was unanimously

RESOLVED: To recommend to Mass Cultural Council the FY21 Artist Fellowship grant awards in the disciplines of Crafts, Dramatic Writing, Film & Video, Music Composition, Photography and Sculpture/Installation/New Genres as reviewed by the Grants Committee at its May 11, 2021 meeting.

Victoria then asked staff for their presentation on the Supplemental Economic Recovery Grant programs.

Michael summarized the proposal: in late April the Agency learned it would receive \$844,700 in American Rescue Plan (ARP) funds from the National Endowment for the Arts to address Covid relief and recovery. The Agency has also accrued to date \$591,000 in Gaming Funds that, under the Gaming Law and guidelines authorized by the Council in April 2020, can be designated for "Organizational Support." Staff is proposing that these two funding streams be combined (although into two distinct and separate programs) and used to fund applicants who were not able to be funded when they applied to the Cultural Organization Economic Recovery Grant (COERG) Program which the Agency administered in partnership with the Executive Office of Housing & Economic Development in December 2020 from the state's allocation of federal CARES Act funds. Demand for that program was high only 43% of applicants were able to awarded grants. Staff proposes that the next 42 unfunded applications on the applicant list from December 2020 be awarded these new relief dollars under the two new programs being proposed. Michael then asked Operations Director Jen Lawless to walk the Committee through the funding criteria. Jen shared a document outlining the original criteria and the modified criteria under the new proposed programs as well as other relevant data, and that document is attached to these minutes for reference. Jen concluded by thanking Program Manager Sara Glidden and Information Systems Coordinator Scott Hufford for their work on this program.

Jo-Ann Davis thanked Jen for her explanation around the criteria noting that it was especially helpful to see geographic data. Karen Barry agreed and commented that she was in favor of the approach overall. She is pleased to see grantees returning to the Agency and to see new people applying.

Michael added for next year, as part of the recruiting work he plans to do with Agency staff underfunding in rural areas and to BIPOC groups will be addressed and perhaps there will be funding earmarked for communication to AAPI groups.

Karen Barry asked if community theaters qualify under the Agency's gaming mitigation guidelines (the other program mandated under the Gaming Law) clarifying that she means community-based theater companies providing local programming.

Jen responded that touring is a key component for the Gaming Mitigation Program, but that there are other doorways for community theaters.

Barbara Schaffer Bacon commented that she is in support of the approach staff is proposing for the supplemental economic recovery grants, but would like the word "unsuccessful" to not be used in describing the 42 applicants who would receive funding as they were not unsuccessful, the Agency simply didn't have enough funding to meet the demand. David Slatery stated that staff could remove that word and simply describe them as having not received funding.

Barbara then asked if there was any discussion about reserving funds and being more proactive about recruitment of potential applicants who did not know they could apply. Does staff expect new monies in the coming year that could help them be proactive?

Michael responded that one misnomer about opening grants processes to underserved communities is that if you build it, they will just come, you have to recruit. When the Agency is doing its race equity planning, staff will discuss how they might reserve funds for those who don't know about the Agency's programs; noticing that grant deadlines make this approach somewhat challenging. Michael plans to have a conversation with staff next month focused on recruitment efforts.

Jo-Ann asked if the Agency's new grants management system was able to track applicants who routinely apply and meet criteria but are still not successful. Does the Agency track those applicants to make sure they don't fall through the cracks? Jen responded that staff is in the final weeks of completing the build for the new grants management system. They do have the ability to query and see how many times organizations apply and how many times they were successful, but there is no query that can find organizations that haven't

been successful. However, program teams know their applicant pools very well and have a clear view of who has not been successful. Michael added that the Agency's forthcoming race equity plan would address the entire grant system – how long it takes to complete an application, eligibility requirements, language and translation services, can the Agency hire people to do in-person translation of applications, how are we putting panels together, how do we train them, do we continue to evaluate artistic excellence, etcetera.

Karen Barry thanked Jen and stated that it is good to look at data see who is successful and who is not. Jen thanked Scott Hufford again for all of his work with regard to data, and said that she'd give an update by region and a big picture overview at a future meeting of the Grants Committee.

Michael then stated that a conversation was needed about the amount of double dipping that some organizations can do with the Agency's grant programs both in terms of the Agency's own grants and within Local Cultural Councils.

Cecil Barron Jensen asked how much staff using the SMU DataArts information they have collected from grantees who are required to submit information.

Michael stated that, from his prior experience at New Rep, the DataArts form is difficult for organizations and he is not sure Agency staff is using all the information.

Program Manager Sara Glidden explained that DataArts just went through a major revision and reduced the number of fields in its form. Staff uses the data frequently to assess the financial health of organizations, the information was also used in ArtsBoston's Arts Factor report.

Cecil then suggested that if the data is not being used, perhaps DataArts can be looked at as the Agency streamlines and finds another way of gathering data since DataArts is a heavy lift for organizations. Cecil acknowledges that some programs such as the Cultural Facilities Fund perhaps need more information, but let's make the issue of data collection less time consuming if possible.

Michael then told Committee Members he was doing a good deal of reverse engineering to see what the Agency really needed and to make sure our granting is diverse. His dream is that the Agency's grants are its product and grantmaking is our customer service tool. He'd like to see if the Agency can have all grant application processes take no more than one hour. Michael believes Mass Cultural Council will lead the states in this effort.

There being no further questions, Victoria asked for a motion to recommend the Supplemental Economic Recovery grant programs to the Council. Chair Nina

Fialkow moved to recommend the programs and Kathleen Castro seconded the motion. David Slatery called the roll and it was unanimously

RESOLVED: To recommend to Mass Cultural Council the Supplemental Economic Recovery Grants-Federal Funds and Supplemental Economic Recovery Grants-Massachusetts Funds programs described in the memorandum presented to this meeting.

Victoria moved to the next item on the agenda: the 2021 round of Gaming Mitigation Fund grants. Program Officer Cheyenne Cohn-Postell provided an update for Committee Members:

Cheyenne stated that the goal for the Gaming Mitigation program in its second cycle in FY22 is to refine the program that was built for the first cycle and see what those adjustments do to the applicant pool and general understanding of the process. During the first cycle staff received 53 applications. Fifty-two applications were eligible and received funding. There was a broad range of organizations in the applicant pool. After this initial round of funding 37 of the 52 successful applicants completed a feedback survey on the program. Staff also convened a focus group comprised of a wide array of first round applicants in order to garner feedback on the grant application.

One element that was heartily discussed was the definition of "touring artist." The program had one definition at the beginning of the process – an artist who makes their living by touring – this, however, isn't measurable or inclusive as some artists are represented by touring agencies and some aren't. What the team has come up with now to define a touring artist as: a guest artist presented by a performing arts organization with the caveat that if you are a producing company, you can count having a touring artist if they are a headliner whose name is used in marketing. Artists would have to provide a touring schedule (3 states in 3 years) and be represented by a reputable touring agency – Mass Cultural Council has six preferred touring agencies on its list.

The second clarification was reporting on eligible performances – one of the funding factors was percent of performances that included touring artists. During the first-round applicants could send that list anyway they liked. In the second round this will be templated in an effort to standardize and streamline.

The third was to have everyone in this second cycle report on calendar year 2019 for performances and fees paid to artists. This is due to the pandemic and 2020 being a year where barely any performances took place.

Jen Lawless added that these steps would help the Agency attract new applicants and encourage return applicants. Karen Barry asked for clarification on the grant cycle timing and deadline. Jen mentioned that this information is included in the memo sent to the Committee and that November 5, 2021 is the

deadline included in the proposed timeline. Karen followed up asking if Cheyenne was surprised by the applicant pool during the first round in terms of numbers and whether Cheyenne anticipated seeing more applications during the second round.

Cheyenne was not surprised by the volume of applicants but she was surprised by the range of organizations and the variety of work they produce. The goal of the tweaks staff is proposing to the application for the second cycle is to slightly lower the number of applicants because not everyone fit smoothly into the definition and guidelines. This will keep applicants and grantees closer to the statute; we will also attract new people that way.

Jen reminded Committee Members that this is a legislatively mandated program and creates a balancing act of staying true to the statute while providing enough support to organizations and reaching as many organizations as possible. Michael added that with more time and specificity it might open things up to more potential grantees.

Jo-Ann Davis asked Cheyenne to say a bit more about the funding and how the amount of each grant is determined.

Cheyenne explained that the program is formula funded based on two factors: the percent of performances that contain touring artists, and the amount of fees the organization paid to those artists including housing and travel. This is in an effort to determine how impacted organizations are and fund them accordingly. Jen added that this is also dependent on the total amount of money available and further clarified that the more an organization spends on presenting a touring artist, the higher their grant will be; the more of your business model that is dependent on touring artists, the higher your grant will be.

Barbara Schaffer Bacon then shared her feedback. First, regarding what goes into the formula: if we factor in artists who command higher prices, that can tip the scales. If an organization is presenting an array of artists but none with a very high fee, the risk and challenge to their budget is the same but the contribution of the grant will be less. Second is regarding Springfield. Barbara feels it is odd to see only \$6K of gaming funds going to Springfield since that is where the casino is located. Barbara feels the Agency needs to really look and make sure funds are going to the right activities in Springfield. Barbara is also surprised to see \$1K grants and is curious if there should be a floor and if that would make the program more worthwhile. Finally, Barbara asks if enough has been done to know where the groups are who are not applying for funding via this program and can staff have a better list by September.

Jen explained that staff did extensive outreach ahead of the first cycle, but if there are specific organizations Barbara and other Committee Members are surprised not to see, to please send the names of those organizations to

Cheyenne. Sara Glidden added that there were some organizations that started an application but did not finish it. Right up until the deadline staff members were calling those organizations and urging them to apply.

Barbara asked if the Springfield Jazz & Roots Festival had applied and Sara responded that they had not. Jen added that one of the challenges with Springfield is that MGM which owns the casino is also the managing entity of Symphony Hall.

Michael mentioned that he thought it was a weird-looking grant when he was still at New Rep and first encountered it, but his development staff applied anyway. Michael thinks the first year of any grant is always awkward.

Cheyenne agreed that outreach during the first cycle was extensive and added that a tactic moving forward would be to make herself available to applicants and to do more targeted recruitment. Jen added that this was why staff wanted to bring this to the May Council Meeting; so that the cycle can be announced with revised guidelines and so that there will be more lead time to prepare people to apply in the fall. Dave added that this is possible since the funds for this program are not tied to a fiscal year.

Victoria then asked for a motion to recommend the 2021 round of the Gaming Mitigation Program at the Council's meeting on May 18th. Karen Barry moved to recommend the new round of funding and Karen Hurvitz seconded the motion. David called the roll and it was unanimously

RESOLVED: To recommend to Mass Cultural Council the 2021 Round of the Gaming Mitigation Program described in the memorandum presented to this meeting

Victoria noted that the last item of business was to discuss the newly scheduled June meeting of the Grants Committee.

Michael explained that we would have a Grants Committee meeting on June 15th so that Committee Members can hear from each Agency department regarding its grant programs. Michael noted that while some programs will not be tweaked until the following year, this is an opportunity for Committee Members to provide feedback and ask questions about proposed program modifications for FY22.

Victoria then reminded Committee Members that the full Council would meet on May 18th at 11:30am. There being no further business, Victoria as Chair adjourned the meeting at 11:15am.



Culture Counts



Power of culture

Hannah Parker, RAW Art Works
alum, with her artwork



Big Picture

*Work by Waltham Artist
Antoinette Winters*

Mass Cultural Council Grantmaking

3

How do we compare to other State Arts Agencies across the country?

National Assembly of
State Arts Agencies
(NASAA) Report

State Arts Agency Grant Making
Fiscal Year 2019

| State | Total Grants Awarded | | Communities Funded | Grantees Funded |
|----------------------|----------------------|--------------|-----------------------|--------------------|
| | Number | Dollars | Number | Number |
| Alabama | 377 | \$4,280,925 | 77 | 250 |
| Alaska | 193 | \$1,616,733 | 39 | 151 |
| Arizona | 396 | \$3,057,823 | 62 | 386 |
| Arkansas | 472 | \$1,386,800 | 102 | 303 |
| California | 767 | \$11,796,360 | 138 | 488 |
| Colorado | 226 | \$1,577,979 | 58 | 225 |
| Connecticut | 491 | \$2,546,182 | 94 | 339 |
| Delaware | 223 | \$3,275,248 | 34 | 179 |
| District of Columbia | 703 | \$26,296,233 | 6 | 522 |
| Florida | 473 | \$6,875,634 | 104 | 444 |
| Georgia | 209 | \$1,404,197 | 92 | 189 |
| Guam | 22 | \$130,300 | 7 | 22 |
| Hawaii | 65 | \$1,921,799 | 23 | 59 |
| Idaho | 212 | \$732,222 | 58 | 183 |
| Illinois | 1,013 | \$12,142,366 | 152 | 818 |
| Indiana | 239 | \$3,511,819 | 60 | 219 |
| Iowa | 151 | \$1,235,765 | 66 | 146 |
| Kansas | 97 | \$463,625 | 41 | 83 |
| Kentucky | 180 | \$1,218,416 | 58 | 162 |
| Louisiana | 283 | \$1,446,462 | 84 | 255 |
| Maine | 174 | \$568,173 | 77 | 160 |
| Maryland | 642 | \$19,412,715 | 131 | 539 |
| Massachusetts | 2,097 | \$13,005,953 | 366 | 1640 |
| Michigan | 506 | \$10,704,191 | 142 | 408 |
| Minnesota | 637 | \$37,699,679 | 88 | 531 |
| Mississippi | 213 | \$1,387,202 | 61 | 195 |

Mass Cultural Council Reach – Broadest in the Country

4

In FY19, we were 7th in the nation in the amount of money we granted: \$13,005,953.

We were 1st in the nation in terms of:

- The number of grants made: 1,987
- The number of communities* we reached: 366
- The number of grantees served: 1,640

*NASAA counts unique ZIP codes to stand in for “communities.”
I believe there are 703 ZIP codes in use in MA

Mass Cultural Council Reach – Broadest in the Country

5

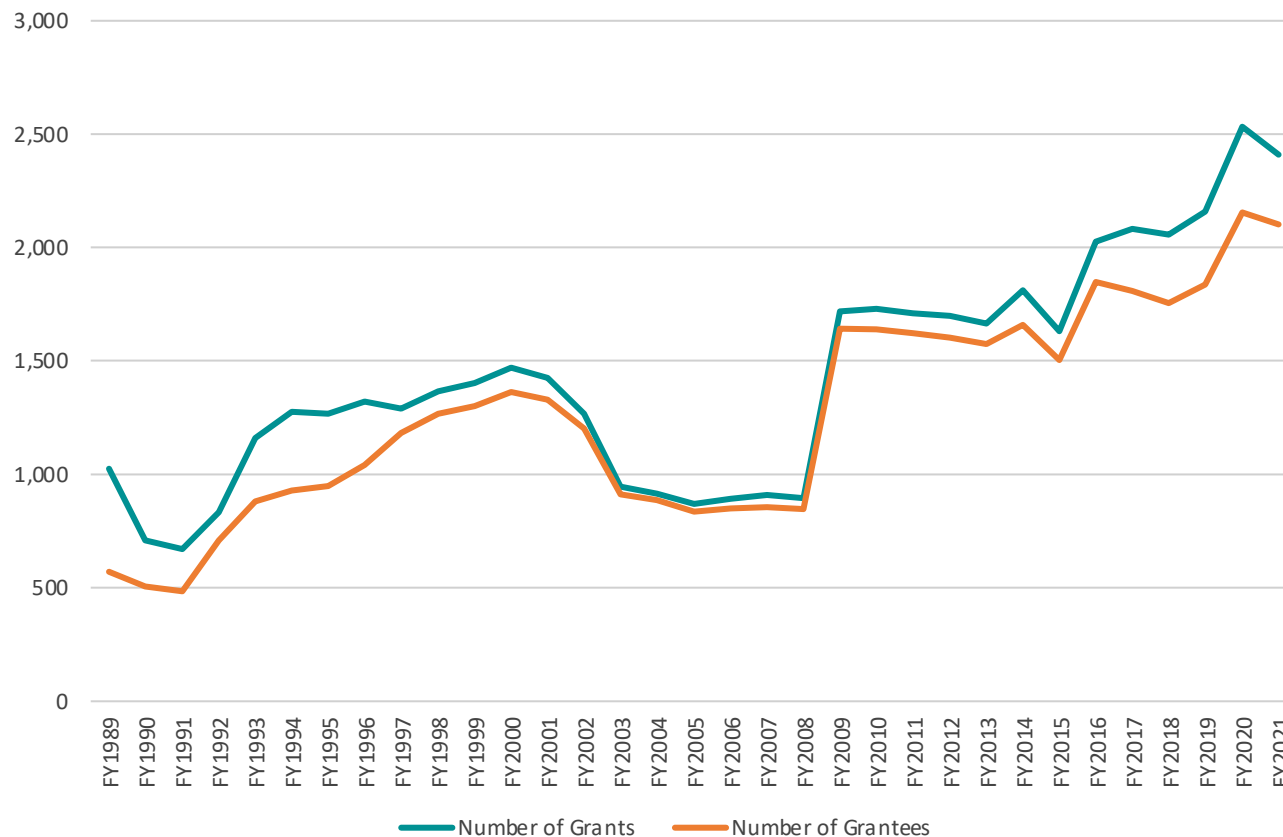
Sample FY19 State Arts Agency Grantmaking Data

| | Total Grants Awarded | | Communities Funded | Grantees Funded |
|----------------------|----------------------|--------------|-----------------------|-----------------|
| State | Number | Dollars | Number | Number |
| Massachusetts | 2,097 | \$13,005,953 | 366 | 1640 |
| New York | 1,849 | \$51,389,500 | 194 | 1187 |
| Illinois | 1,013 | \$12,142,366 | 152 | 818 |
| Tennessee | 1,008 | \$5,523,860 | 221 | 793 |
| Ohio | 939 | \$13,566,043 | 187 | 751 |
| Texas | 1,420 | \$5,312,041 | 198 | 742 |
| Maryland | 642 | \$19,412,715 | 131 | 539 |
| Virginia | 702 | \$3,762,793 | 175 | 535 |
| Minnesota | 637 | \$37,699,679 | 88 | 531 |
| District of Columbia | 703 | \$26,296,233 | 6 | 522 |
| California | 767 | \$11,796,360 | 138 | 488 |

Note: Not all our grant making data is included in the report we submit to the NEA/NASAA, which is called the FDR. Therefore, you will see a difference in the FY19 numbers here vs the following slides.

Reach over time – Number of grants and number of grantees

6



| Fiscal Year | Number of Grants | Number of Grantees | Amount Awarded |
|-------------|------------------|--------------------|----------------|
| FY2021 | 2,410 | 2,102 | \$29,107,745 |
| FY2020 | 2,533 | 2,155 | \$16,717,164 |
| FY2019 | 2,158 | 1,836 | \$12,906,679 |
| FY2018 | 2,057 | 1,754 | \$11,023,635 |
| FY2017 | 2,082 | 1,809 | \$11,839,646 |
| FY2016 | 2,027 | 1,847 | \$11,709,502 |
| FY2015 | 1,632 | 1,504 | \$10,008,462 |
| FY2014 | 1,811 | 1,659 | \$9,279,729 |
| FY2013 | 1,665 | 1,574 | \$7,894,601 |
| FY2012 | 1,699 | 1,604 | \$7,934,410 |
| FY2011 | 1,711 | 1,622 | \$8,118,139 |
| FY2010 | 1,731 | 1,640 | \$8,887,143 |
| FY2009 | 1,718 | 1,641 | \$10,802,751 |
| FY2008 | 896 | 847 | \$10,167,613 |
| FY2007 | 908 | 856 | \$10,790,137 |
| FY2006 | 893 | 850 | \$8,475,142 |

FY21 Grantmaking by County

7

| County | Applications | Grants | Request | Award |
|------------|--------------|--------------|---------------------|---------------------|
| Barnstable | 204 | 132 | \$4,289,373 | \$1,323,389 |
| Berkshire | 230 | 142 | \$6,350,036 | \$2,167,680 |
| Bristol | 183 | 139 | \$3,506,266 | \$1,506,984 |
| Dukes | 44 | 27 | \$980,956 | \$221,872 |
| Essex | 323 | 193 | \$6,342,469 | \$2,881,546 |
| Franklin | 129 | 78 | \$1,597,638 | \$434,000 |
| Hampden | 167 | 123 | \$3,392,725 | \$1,673,996 |
| Hampshire | 265 | 152 | \$4,425,234 | \$1,411,670 |
| Middlesex | 995 | 530 | \$17,911,285 | \$5,044,272 |
| Nantucket | 29 | 18 | \$700,024 | \$246,818 |
| Norfolk | 248 | 138 | \$3,724,572 | \$958,051 |
| Plymouth | 135 | 87 | \$3,416,066 | \$895,661 |
| Suffolk | 798 | 478 | \$22,742,013 | \$8,034,822 |
| Worcester | 246 | 173 | \$6,237,867 | \$2,306,984 |
| | 3,996 | 2,410 | \$85,616,524 | \$29,107,745 |

FY21 Grantmaking by Program

8

| Program | Applications | Grants | Request | Award |
|---|--------------|--------------|---------------------|---------------------|
| Artist Fellowship | 1,255 | 75 | \$18,825,000 | \$652,500 |
| Folk Arts and Heritage | 29 | 13 | \$253,576 | \$100,000 |
| Cultural Investment Portfolio | 314 | 313 | \$11,718,600 | \$5,741,000 |
| Cultural Investment Gateway | 83 | 32 | \$290,500 | \$112,000 |
| Cultural Investment Projects | 191 | 162 | \$417,500 | \$342,000 |
| COVID-19 Relief Fund for Individuals | 804 | 781 | \$1,207,500 | \$1,171,500 |
| Massachusetts Cultural Districts Initiative | 48 | 48 | \$360,000 | \$360,000 |
| Festivals | 125 | 118 | \$62,500 | \$59,000 |
| Gaming Mitigation | 52 | 52 | \$9,085,571 | \$3,339,654 |
| Local Cultural Council | 329 | 329 | \$9,708,171 | \$4,350,000 |
| Music Educator and Teaching Artists (META) | 9 | 9 | \$17,226 | \$15,387 |
| Cultural Organization Economic Recovery | 425 | 183 | \$30,257,000 | \$9,960,600 |
| Public Partnership Grants | 11 | 11 | \$707,500 | \$522,429 |
| STARS Residency | 166 | 163 | \$734,280 | \$722,450 |
| Universal Participation | 38 | 37 | \$114,000 | \$111,000 |
| YouthReach | 55 | 50 | \$1,085,000 | \$1,000,000 |
| SerHacer | 29 | 22 | \$545,000 | \$440,000 |
| Social Prescription | 33 | 12 | \$229,100 | \$108,225 |
| | 3,996 | 2,410 | \$85,618,024 | \$29,107,745 |



Application Analysis

IBA's Festival Betances

Geographic Analysis of Applications

10

What was the impact of COVID-19 on application demand?

Are applications coming from all over the state?

Are some areas over- or under-represented?

Where should we target FY22 outreach?

Change in applications from FY20 - FY21 ¹¹ by Program

| Program | FY21 | FY20 | Change # |
|---|--------------|--------------|--------------|
| Amplify Youth Voices | 0 | 18 | -18 |
| Artist Fellowship | 1,255 | 1,850 | -595 |
| Big Yellow School Bus | 0 | 673 | -673 |
| COVID-19 Relief Fund for Individuals | 804 | 1,868 | -1064 |
| Cultural Investment Gateway | 83 | 77 | 6 |
| Cultural Investment Portfolio | 314 | 312 | 2 |
| Cultural Investment Projects | 191 | 222 | -31 |
| Cultural Organization Economic Recovery | 425 | 0 | 425 |
| Festivals | 125 | 232 | -107 |
| Folk Arts and Heritage | 29 | 0 | 29 |
| Gaming Mitigation | 52 | 52 | 0 |
| Local Cultural Council | 329 | 329 | 0 |
| Massachusetts Cultural Districts Initiative | 48 | 48 | 0 |
| Music Educator and Teaching Artists (META) | 9 | 85 | -76 |
| Public Partnerships | 11 | 10 | 1 |
| Social Prescription | 33 | 18 | 15 |
| STARS Residency | 166 | 307 | -141 |
| Universal Participation | 38 | 67 | -29 |
| YouthReach | 55 | 74 | -19 |
| SerHacer | 29 | 29 | 0 |
| | 3,967 | 6,242 | -2275 |

Decrease in applications from FY20 to FY21 in all Counties

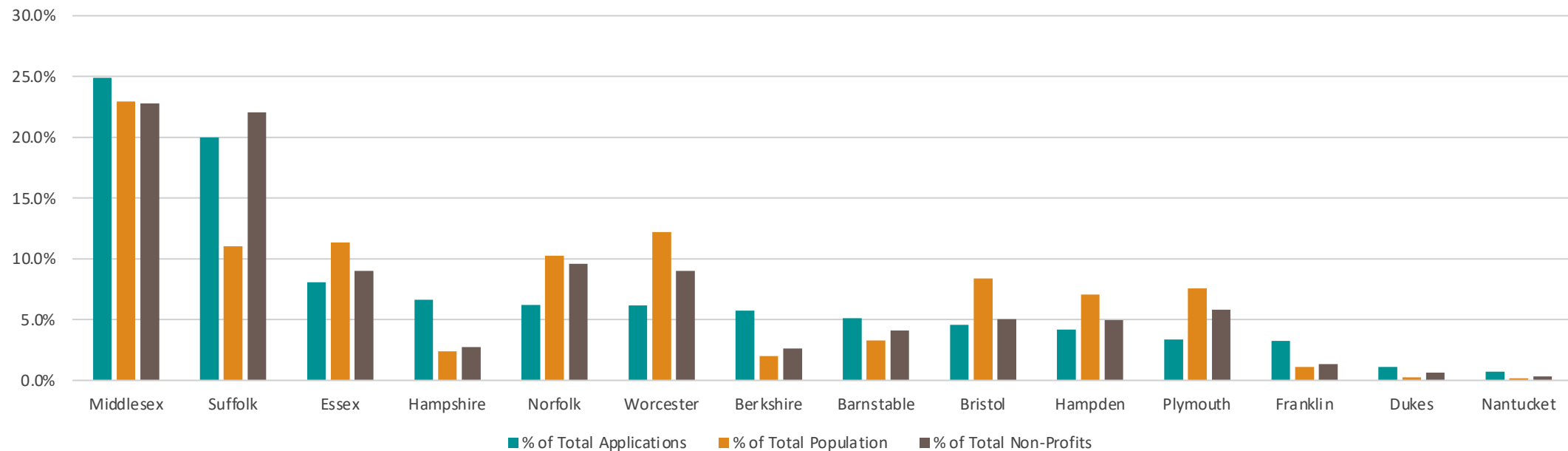
12

| County | FY21 | FY20 | # Change | % Change |
|------------|--------------|-------------|--------------|-------------|
| Barnstable | 204 | 330 | -126 | -38% |
| Berkshire | 230 | 324 | -94 | -29% |
| Bristol | 183 | 261 | -78 | -30% |
| Dukes | 44 | 45 | -1 | -2% |
| Essex | 323 | 497 | -174 | -35% |
| Franklin | 129 | 230 | -101 | -44% |
| Hampden | 167 | 314 | -147 | -47% |
| Hampshire | 265 | 486 | -221 | -45% |
| Middlesex | 995 | 1,536 | -541 | -35% |
| Nantucket | 29 | 36 | -7 | -19% |
| Norfolk | 248 | 413 | -165 | -40% |
| Plymouth | 135 | 227 | -92 | -41% |
| Suffolk | 798 | 1,115 | -317 | -28% |
| Worcester | 246 | 457 | -211 | -46% |
| | 3,996 | 6271 | -2275 | -36% |

Application Demand by County Compared to % Total Population and % Total Non-Profits

13

The difference between the % Application and % Population is less than 9% for all counties. The difference between % Application the % Non-Profits is less than 4% for all counties.



FY22 Outreach

14

Six counties had application demand lower than both % Population and % Non-profits. While the difference is less than 6% when comparing to % Population and 4% less when comparing % Non-profits, we can focus additional outreach on these counties in FY22. The same 6 counties were a priority for outreach in FY21.



FY21 County Outreach Efforts – % of application pool FY20 to FY21

15

Overall, applications were down from every county, so it is difficult to evaluate the effectiveness of our Fy21 outreach. The percent of applications from these 6 counties essentially remained the same, with a slight decrease in the case of Worcester County:

| County | FY21 | FY20 | Change |
|-----------|-------|-------|--------|
| Bristol | 4.6% | 4.2% | 0.4% |
| Essex | 8.1% | 7.9% | 0.2% |
| Hampden | 4.2% | 5.0% | -0.8% |
| Norfolk | 6.2% | 6.6% | -0.4% |
| Plymouth | 3.4% | 3.6% | -0.2% |
| Worcester | 6.16% | 7.29% | -1.1% |



Grant Analysis

Student performing at 2018 Boston Public Schools Citywide Arts Festival on Boston Common. Photo: Elliot Haney.

Grants Applications Compared to Approvals by County

17

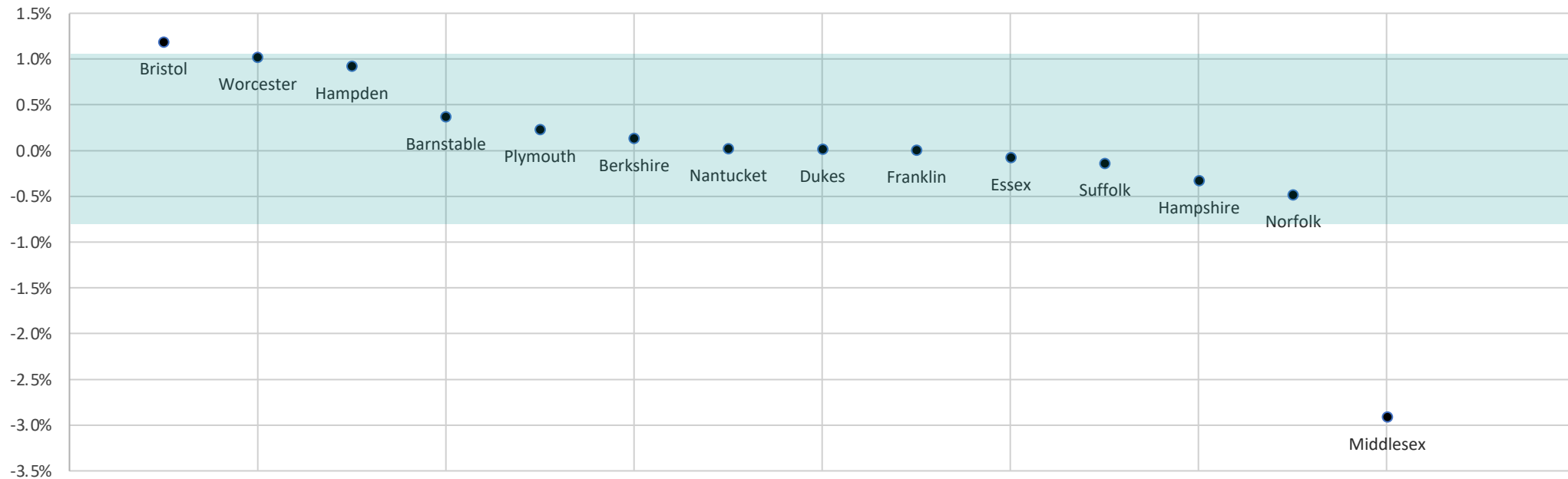
How successful are applicants? Is there a difference by county?

| County | Applications | % of Total Applications | Grants | % of Total Grants | Difference |
|------------|--------------|-------------------------|--------|-------------------|------------|
| Barnstable | 204 | 5.1% | 132 | 5.5% | 0.4% |
| Berkshire | 230 | 5.8% | 142 | 5.9% | 0.1% |
| Bristol | 183 | 4.6% | 139 | 5.8% | 1.2% |
| Dukes | 44 | 1.1% | 27 | 1.1% | 0.0% |
| Essex | 323 | 8.1% | 193 | 8.0% | -0.1% |
| Franklin | 129 | 3.2% | 78 | 3.2% | 0.0% |
| Hampden | 167 | 4.2% | 123 | 5.1% | 0.9% |
| Hampshire | 265 | 6.6% | 152 | 6.3% | -0.3% |
| Middlesex | 995 | 24.9% | 530 | 22.0% | -2.9% |
| Nantucket | 29 | 0.7% | 18 | 0.7% | 0.0% |
| Norfolk | 248 | 6.2% | 138 | 5.7% | -0.5% |
| Plymouth | 135 | 3.4% | 87 | 3.6% | 0.2% |
| Suffolk | 798 | 20.0% | 478 | 19.8% | -0.1% |
| Worcester | 246 | 6.2% | 173 | 7.2% | 1.0% |
| | 3,996 | | 2,410 | | |

Difference Between the % of Total Applications and % of Total Grants by County

18

Applications from all counties are approved at essentially the same rate. The difference between % application and % approved grants is less than 2% for 13 out of 14 counties.



Grant Requests Compared to Amount Awarded by County

19

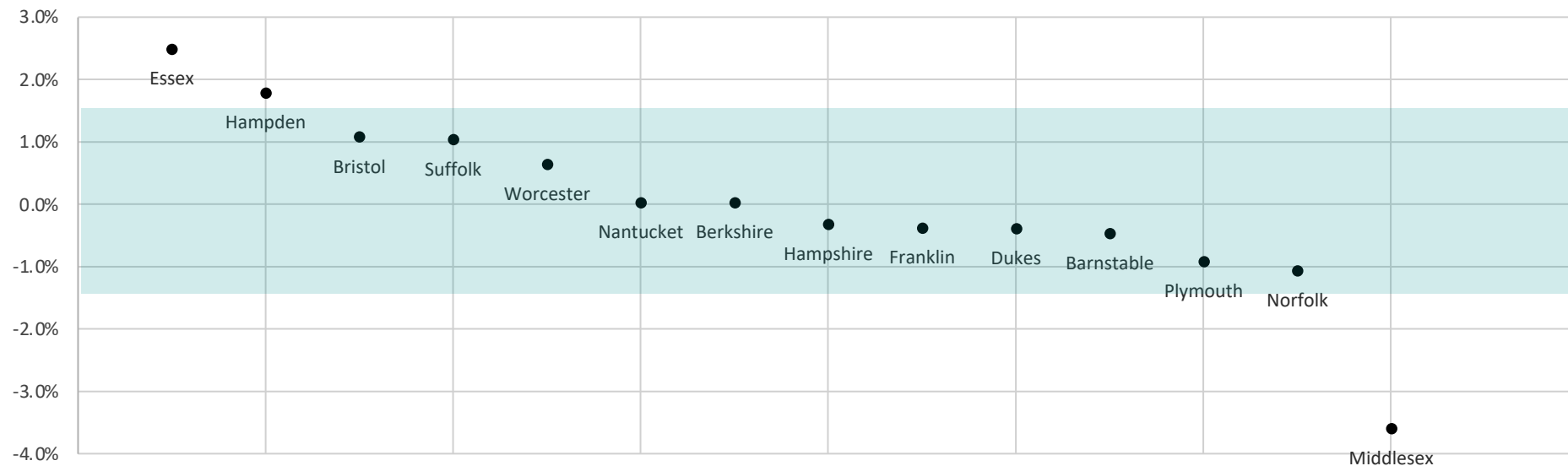
How successful are applicants? Is there a difference by county?

| County | Request | % of Total Request | Award | % of Total Award | Difference |
|------------|---------------------|--------------------|---------------------|------------------|------------|
| Barnstable | \$4,289,373 | 5.0% | \$1,323,389 | 4.5% | -0.5% |
| Berkshire | \$6,350,036 | 7.4% | \$2,167,680 | 7.4% | 0.0% |
| Bristol | \$3,506,266 | 4.1% | \$1,506,984 | 5.2% | 1.1% |
| Dukes | \$980,956 | 1.1% | \$221,872 | 0.8% | -0.4% |
| Essex | \$6,342,469 | 7.4% | \$2,881,546 | 9.9% | 2.5% |
| Franklin | \$1,597,638 | 1.9% | \$434,000 | 1.5% | -0.4% |
| Hampden | \$3,392,725 | 4.0% | \$1,673,996 | 5.8% | 1.8% |
| Hampshire | \$4,425,234 | 5.2% | \$1,411,670 | 4.8% | -0.3% |
| Middlesex | \$17,911,285 | 20.9% | \$5,044,272 | 17.3% | -3.6% |
| Nantucket | \$700,024 | 0.8% | \$246,818 | 0.8% | 0.0% |
| Norfolk | \$3,724,572 | 4.4% | \$958,051 | 3.3% | -1.1% |
| Plymouth | \$3,416,066 | 4.0% | \$895,661 | 3.1% | -0.9% |
| Suffolk | \$22,742,013 | 26.6% | \$8,034,822 | 27.6% | 1.0% |
| Worcester | \$6,237,867 | 7.3% | \$2,306,984 | 7.9% | 0.6% |
| | \$85,616,524 | | \$29,107,745 | | |

Difference Between the % of Total Requested and % of Total Award by County

20

Requests from all counties are funded at essentially the same rate. The difference between % of Total Requested and % of Total Award is less than 3% for 13 out of 14 counties.



Focus for FY22

21

- Familiarizing ourselves with the new grant management system
- Rebuilding changes to grants or building new grants as directed by the Race Equity Plan
- Allocating COVID-19 related grants coming from new revenue resources if/as they are approved



Program Snapshots FY22

*Performance by
ANIKAYA Dance Theater*

Artist Department

23

Artist Fellowships

- FY22 Goal: double # of artists awarded
- Tiers of different \$ amounts

Capacity-Building Grant

- Year of planning for new grant program to boost artists' career capacity
- Build on reach of COVID-19 Relief Fund



[Production still from THE TRAGIC ECSTASY OF GIRLHOOD by Kira Rockwell (Dramatic Writing '21)]

Folk Arts & Heritage Program

24



Master tabla player Sandeep Das with apprentice Veerane Pratap.

Traditional Arts Apprenticeships

- FY22: 2nd year funding \$100,000
- FY23: new funding cycle
 - Opens Feb 1, 2022
 - Approval May Council meeting

Cultural Investment Portfolio

Portfolio: Formula-based, unrestricted operating support grants to¹ organizations. In FY21, 313 grants were awarded for a total of \$5.7m. Proposals for FY22:

- Flexibility in formula calculations for COVID financial impact
- Suspend engagement requirement – no required site visits

Gateway: Competitive program for organizations to move to the Portfolio. In FY21, 32 grantees received awards of \$3,500/2 years.

- Postpone the application cycle previously planned for FY22
- Fund FY21/22 cohort for a third year of Gateway grant

Projects: Public programming or capacity building grants for organizations not funded in Portfolio or Gateway. In FY21 163 grants² of \$1,000 or \$2,500 awarded for a total of \$350,000

- Postpone FY22 Project grant application to September, '21
- Continue to fund public programming *or* capacity building projects
- Simplify grant application process, based on FY21 results



[Lowell Kinetic Sculpture Race]



Creative Youth Development ¹

YouthReach and SerHacer

YouthReach and SerHacer are merging into one program, YouthReach, which will continue to support ensemble music programs.

Due to the pandemic, we delayed the application cycle by one year, which means:

- Current YouthReach/SerHacer grantees will get 4th year of funding in FY22
- We will run a selection process in FY22 for the FY23 - FY25 YouthReach grants

Creative Youth Development

2



Continue to pause the Amplify Grant Program and focus our time and resources on moving the BIPOC Youth Alumni Council from its pilot phase to its first full year of implementation in FY22

Social Prescription Pilot

1

Part of CultureRx

FY22 will bring only small adjustments to the initiative from FY21. The Initiative will:

- Maintain our cohort of 12 organizations working with specified Professional Health Care Providers.
- Continued financial support and training
- Analyze the data collected over the course of FY22

Education

STARS Residencies



STARS will run as usual with two significant changes:

- To provide greater access for all, we will leave the online application open for a full 4 weeks
- To better support the cultural partners, we are considering increasing the per session rate

Education

2



Big Yellow School Bus

We will continue to pause this program for FY22 while schools and cultural destinations work to return to normal operations. In the interim, we will research how to administer the program more efficiently.

Universal Participation Initiative - UP

32

Grants

Grants for UP Designated organizations

- 3k Innovation Fund to seed a new approach to access: FY21 – 27 awarded. Plan to give more in FY22
- LEAD stipend (PD): Plan to resume this in FY22 after having paused it due to the pandemic

Learning Network stipends

- Maintain 3k stipend for staff time (and travel).

Community Initiative

Grant Programs:

33

LCC Program, Festivals Program & Cultural Districts

Local Cultural Councils

- 329 Cities/Towns
 - Formula funded – \$4.3M FY21, projecting increase to the program for FY22
 - No major changes to the LCC Program in FY22 primarily focusing on getting LCCs into the new grants management system which will require a lot of training and support of the LCC volunteers



Bee Fest, Greenfield, MA

Community Initiative

34

Festivals

- Fall Winter/Spring Summer grant cycles for FY22. Typically, we have funded 200 festivals at \$500 per grant.
 - Increase in funding to program to increase the grant amount
 - Larger grants in FY22 will increase the impact of funding to festivals.
 - Looking at additional program changes in FY23, like moving to one cycle and anything that comes out of our Racial Equity Plan

Cultural Districts

- Add 4 Cultural Districts in FY22
 - Increase funding to districts
 - No major changes to the CDI grant program.



Gore Place Sheep Shearing Festival

Partnership Grants

35

- Network for Arts Administrators of Color
- Media Partnerships
- Mass History Day
- New England Foundation for the Arts
- Mass Humanities
- Cultural Equity Learning Community, Arts Connect International*

*In FY21 this work was treated as a contract for services but in the future will be a grant



Discussion

*Odaiko New England performance of
Taiko Drumming*