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# **COUNCIL MEETING BOOK**

**ONE HUNDRED FORTIETH MEETING**

**OF**

**MASS CULTURAL COUNCIL**

**TUESDAY, AUGUST 28, 2018**

**LAWRENCE STATE HERITAGE PARK**

**LAWRENCE, MASSACHUSETTS**

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ONE HUNDRED FORTIETH MEETING OF THE  
MASS CULTURAL COUNCIL  
TUESDAY, AUGUST 28, 2018

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## ONE HUNDRED AND FORTIETH MEETING OF MASS CULTURAL COUNCIL

TUESDAY, AUGUST 28, 2018: NOON TO 3:00 PM

**LAWRENCE STATE HERITAGE PARK  
1 JACKSON STREET  
LAWRENCE, MA 01840**

**COUNCIL MEETING: NOON to 3:00 P.M.**

<b>AGENDA</b>	<b>VOTE</b>
1. Welcomes- Mayor Rivera	
2. Minutes of the One Hundred and Thirty-Ninth Board Meeting	<b>X</b>
a. Chairman's Report	
i. Calendar of Upcoming Meetings	
ii. Committee Assignments	
b. Executive Director's Report	
i. New Website preview (Greg Liakos, Communications Director)	
3. Agency Updates	
a. Links to lists of FY18 STARS, Big Yellow School Bus and Festival Grants	
4. FY19 Budget and Spending Plan & Budget Spreadsheet	<b>X</b>
5. FY19 Grant Recommendations: Conflict of Interest Notifications	
6. FY19 Grant Recommendations: Cultural Investment Portfolio	
a. Portfolio Memo & Funding List	
b. CIP Gateway Memo & Funding List	
c. CIP Projects Memo & Funding List	
7. FY19 Allocations: Local Cultural Councils	
8. FY19 Grant Recommendations: Creative Youth Development	

- a) YouthReach
- b) SerHacer
- c) Amplify
- d) Music Educator/Teaching Artist Training (META)

9. FY19 Grant Recommendations: Cultural Districts Grants

10. FY19 Grant Recommendations: Traditional Artists Apprenticeships

11. FY19 Grant Recommendations: MassHumanities

12. FY19 Grant Recommendations: NEFA

13. FY19 Media Partnerships

14. FY19 Poetry Out Loud

15. FY 19 Data Arts

16. **FY19 Grant Program Recommendations:**

- a) STARS/BYSB/Creative Minds Out of School
- b) FY18 Grant Program Recommendations: Artist Fellowships
- c) FY18 Grant Program Recommendations: UP
- d) FY18 Grant Program Recommendations: Compact Grants
- e) FY18 Grant Program Recommendation: Festivals

[Vote on items 6-16]

**X**

16a. Presentation by Maggie Holtzberg on Apprenticeships\*

17. Cultural District Redesignations

**X**

- Orleans Village
- Cottage Street, Easthampton
- Central Square, Cambridge
- Essex River
- Marlborough Downtown Village
- Glass Town, Sandwich

18. Great Barrington Cultural District Designation

**X**

19. Special Presentation: Leonard Bernstein Centennial Celebration

- a) Patricia Mariano, Chair, Lawrence Cultural Council

- b) Matthew Evangelista, Director, and Student Performers, Lawrence High School Theater Dept.
- c) Zakiya Thomas, Helaine B. Allen Executive Officer for Education, Community Engagement, and Inclusion, Boston Symphony Orchestra

**ONE HUNDRED FORTIETH MEETING OF THE  
MASS CULTURAL COUNCIL  
TUESDAY, AUGUST 28, 2018**

**LAWRENCE STATE HERITAGE PARK  
LAWRENCE, MA**

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**RESOLUTIONS**

**Section 1**

**[VOTE #1]**

**MINUTES APPROVAL**

**VOTE:** To approve the minutes of the One Hundred Thirty-Ninth Meeting of the Mass Cultural Council

**Section 3**

**[VOTE #2]**

**APPROVAL OF THE FY 19 SPENDING PLAN**

WHEREAS, the General Court of the Massachusetts State Legislature has appropriated a budget of \$16,154,982 (including earmarks) to the Massachusetts Cultural Council (the “Council”) for FY19 and all Governor vetoes of such amount have been duly overridden;

WHEREAS, Council staff presented a draft FY19 budget and spending plan (the “Plan”) to the Executive Committee at its meeting on August 7, 2018;

WHEREAS, the Executive Committee reviewed said plan and recommended that it be forwarded to the Council for approval;

WHEREAS, Council staff presented the Plan to the Mass Cultural Council at its meeting on August 28, 2018 (the “Council Meeting”).

NOW THEREFORE, it is hereby

**RESOLVED:** To approve the Plan as reviewed by the Executive Committee on August 7, 2018 and as presented at the Council Meeting and attached hereto, subject to the further approvals of the individual grant and program recommendations to be considered and voted upon the Council later in this meeting.



**Sections 6-16**

**[VOTE #3]**

**APPROVAL OF THE GRANT AND PROGRAM RECOMMENDATIONS UNDER THE  
FY19 SPENDING PLAN**

WHEREAS, Council staff presented the grants portion of the Plan to the Grants Committee at its meeting on August 14, 2018 (“Grants Committee Meeting”), in connection with recommended grant allocations;

WHEREAS, the Grants Committee recommended to the full Council the allocation of the grants presented at the Grants Committee Meeting;

WHEREAS, the Grants Committee reviewed procedures of grant allocations and recommended that the Council approve the same;

NOW, THEREFORE, it is hereby

RESOLVED: the Council approve the grant allocations as presented to the Council as set forth in the meeting materials for its meeting on August 28, 2018 and as recommended by the Grants Committee; and

RESOLVED: To approve the continued operation of the META program as recommended by the Grants Committee and as presented at the Council Meeting as part of the Plan;

RESOLVED: To contract with Data Arts to provide the Cultural Data Profile tool as recommended by the Grants Committee and as presented at the Council Meeting as part of the Plan;

RESOLVED: To approve the continuation of the UP Program as recommended by the Grants Committee and as presented at the Council Meeting as part of the Plan;

RESOLVED: To approve the continuation of the Poetry Out Loud program as described in the Plan memo presented to the Council Meeting; and

RESOLVED: that the Council approve the procedures for grant allocations as presented to the Council at the Council Meeting.

**Section 17**

**[VOTE #4]**

**APPROVAL OF CULTURAL DISTRICT REDESIGNATIONS**

RESOLVED: To approve the redesignation of the following seven previously-designated cultural districts:

1. Orleans Village
2. Cottage Street, Easthampton
3. Central Square, Cambridge
4. Essex River
5. Marlborough Downtown Village
6. Glass Town, Sandwich

in accordance with the memorandum presented to the Council Meeting.

**Sections 18**

**[VOTE #5]**

**APPROVAL OF CULTURAL DISTRICT DESIGNATION**

**RESOLVED:** To approve the designation of a cultural district in Great Barrington, Massachusetts in accordance with the memorandum presented to the Council Meeting.



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**MINUTES OF THE ONE HUNDRED AND THIRTY-NINTH MEETING  
OF  
MASS CULTURAL COUNCIL**

**WHITIN MILL  
60 DOUGLAS ROAD  
WHITINSVILLE, MASSACHUSETTS  
THURSDAY MAY 22, 2018  
NOON TO 3:00 PM**

Chair, Nina Fialkow called the meeting to order at noon

**Council Members Present**

Cindy Cuba Clements  
Sandy Dunn  
Nina Fialkow, Chair  
Barbara Wallace Grossman, Vice Chair  
Susan Leff  
Victoria Marsh  
Ann Murphy  
Rosemary Noon  
Bruce Percelay  
Jodi-Tatiana Charles  
Malcom Sherman  
Troy Siebels

**Staff members present** were Anita Walker, David Slatery, Greg Liakos, Jen Lawless, Ann Petruccelli, Angelina Lupini, Kelly Bennett, Dan Blask, Charles Baldwin and Noriyoshi Needle. Also present were consultants Angela Han and Allison McNeil from Third Eye. Later during the meeting, Meri Jenkins, Program Manager for the Cultural District program and representatives of the Latin Quarter Cultural District also joined the meeting

**Chair Report.**

Nina called the meeting to order and welcomed everyone to Whitinsville and mentioned that the Council appreciated being able to visit facilities such as the Whitin Mill. Nina also welcomed new members of the Council- Bruce Percelay and Jodi-Tatiana Charles who were present today and also Vanessa Otero who was not present. Also Ann Murphy has been appointed to an additional three-year term. As there were new members present, Nina asked everyone in the room- Council, staff and visitors- to briefly introduce themselves, which they then all did.

After the introductions, Nina then called for a vote on the 138<sup>th</sup> Council Meeting minutes. Upon motion duly made and seconded, it was

**VOTED: To approve minutes from the one hundred and thirty-eighth Council Meeting of Mass Cultural Council, in the form submitted to this meeting.**

Nina then called on Anita to give the Executive Director's report.

**Executive Director's Report.**

Anita welcomed everyone to Whitinsville and mentioned how the staff tries when scheduling meetings to bring the Council to places they may not have ever visited before. This site is a great example of adaptive reuse and also was the beneficiary of a Cultural Facilities Fund grant.

To highlight events that have occurred since the last meeting, Anita reported on an arts-focused forum at the JFK Library (at which John Lithgow was a featured guest. This forum was part of a series put on by the Library around the occasion of President Kennedy's Centennial. Rosemary Noon and Ann Murphy from the Council also attended. John Lithgow's message concerned what it means to be an artist and how artists must be steeled to deal with rejection and reflected on his own father's (a Shakespearian actor) experiences. As previously voted in the FY18 budget, the Council was a \$25,000 sponsor of this event. The Council was prominently recognized as a sponsor at this wonderful sold-out event.

Anita then mentioned the recent culminating event of our META program (our Music Educator/Teaching Artist program largely funded by the Klarman Family Foundation) at which several examples of the work and successes of our Creative Youth Development (CYD) programs were in evidence. Also, Klarman has recently communicated to us its intention to provide another \$300,000 grant for the program to continue for another two years. We hope to reach even more teaching artists. While this particular program focuses on music, we hope to someday expand the program to other artistic disciplines as well. The META Fellows were extremely positive about the program and Anita said kudos were due to Erik Holmgren, Rodrigo Guerrero and Diane Daily of the staff who had helped develop the curriculum. Barbara Grossman mentioned that she had attended and attested to it as a "palpable powerful event."

Also, in the CYD area, Anita reported that we had recently celebrated Amplify, a three year old program which gives grants directly to young people for a project, at the State House this month at which the new class of grantees were feted. The House Ways & Means Chair, Jeffrey Sanchez attended and spoke kindly of the Council and the program. The young grantees told great stories of their experiences and Anita especially noted a powerful spoken word performance from a 15 year old awardee and also the performance by the Worcester Chamber Youth Orchestra.

Next Anita called out Operations Director, Jen Lawless, for her work leading some agency-wide initiatives. Jen led the strategic planning process last year and this year has been focused on our diversity, equity and inclusion (DEI) efforts (as to which there will be a presentation later) as well as a technology assessment of our needs as an agency. The Council will be adopting a technology plan focused on organizing staff around technology needs and issues. Among other things, we envision creation of a new grants management team (i.e. to allow program staff to focus more closely on programming with a dedicated grants team focusing more closely on the grants processing aspect).

We are also looking at the Commonwealth's new Pay Equity Law and are working with an employment lawyer on a review of our pay practices under the scope of the law. We may ultimately need to make salary adjustments based upon this review.

Anita reminded the Council of the 2010 Gaming Law under which the Council is to receive funding. As the first casino under that law is due to open in August, we have been working to establish a program to implement a mitigation program (as directed by the law) for impacted cultural venues. Under the law the Council is to receive 2% of all (non-slots parlor) gambling tax revenues and 75% of that amount is dedicated to mitigate the impact of the casino on cultural venues in terms of the increased price for performing artists. The other 25% is to be dedicated to general organizational support. We have held three focus groups with potentially affected venues and will be holding a *kaizen* review in June.

There is also an Economic Development funding stream in the Gaming Law. Staff testified at a hearing regarding the use of this fund. Cultural tourism is addressed in the plan that emerged from that hearing. We have been told that the Gaming Commission will allocate \$50,000 to the Council for this purpose.

### **Financial Report.**

Nina then called for the financial update. David Slatery reported that as we approach the end of the fiscal year, spending is currently on target or near budget.

### **Advocacy Report.**

Nina then called for the report of the Advocacy Committee. Mal Sherman, chair of the committee, called on Greg Liakos to provide an update of where we are in the FY19 state budget. Greg reported the Council is asking for a state allocation of \$17 million in

FY19 which is a \$3 million increase over our allocation in FY18. The House budget came out in April with a \$14.5 allocation for the Council and the current Senate Ways & Means budget has us at \$14 million. We have worked on an amendment to the Senate Ways 7 Means budget to increase that amount to \$17 million when the Senate votes and it has 20 cosponsors currently and we are hoping to get more. Thank you to all Council Members who reached out to legislators.

Bruce Percelay asked about the economic impact of funding the Council. Greg detailed some of the items listed in the *Power of Culture* brochure and mentioned the studies showing that \$1 spent on cultural funding leverages \$8 additional activity.

Nina again thanked Council members who had participated in advocacy. Barbara Grossman reiterated the need for legislators to hear directly from Council members.

On another advocacy area, Anita mentioned that nationally, the NEA has come under fire and has been zeroed out (but for wind-down funding) in the current administration budget. Generally though, Congress though has shown great support for the NEA. There will be an event with Congressman Neal on May 31.

Anita mentioned a third advocacy opportunity in asking for reauthorization of the Cultural Facilities Fund. Anita announced we are seeking a \$50 million reauthorization of the fund in this year's economic development bill- working with Senator Lesser. The story of the CFF is a great story in terms of jobs and investment- \$100 million in awards in the past 10 years has leveraged \$2.6 Billion in investment in new capital projects. The Lieutenant Governor will join us on June 14 at a CFF event in central Massachusetts.

### **Grants Committee Report.**

Cindy Cuba Clements, Grants Committee Chair, reported that on May 14th, the committee met and continued its discussion about how the Council serves underserved communities. The committee understands many of these concerns will be addressed as part of the ongoing DEI work (as to which there will a presentation later). The committee also discussed the fact that the Berkshire Museum had withdrawn from the Cultural Investment Portfolio so the FY18 grant for the museum (which was being held pending further review) will not be made and the museum is longer in the portfolio.

Anita mentioned that relative to the museum's practices which had caused their withdrawal from the portfolio, we have updated our annual reports and asked questions around board training practices and collections management policies. Susan Leff stated that that the Boston Children's Museum has really led the way on responsible collections policies. Anita indicated that after we receive and study this year's final reports, we will be back with some recommendations around this issue.

## **Section 2- Artists Fellowships.**

Cindy then stated that the committee had reviewed staff's recommendations for awards under the Artist Fellowship program and recommended them for approval to the full Council. She then called on staff to present the recommendations.

Dan Blask gave a general overview of the program and then introduced Kelly Bennett who made a presentation on the recommended awards in the fields of Choreography and Painting. Dan then presented on the recommended Fellows and Finalists in Fiction/Creative Nonfiction. In response to questions, Kelly explained that for Choreography, applicants are asked to submit videos of up to 20 minutes in length and featuring up to 4 works.

Cindy then asked Dan and Kelly to describe how panelists are chosen for this program. They explained that many panelists are often past fellows and the aim in staffing panels is to create diversity in a number of ways- ethnic, geographic, creators v. presenters etc.... and to bring in many different viewpoints. Dan noted that for writing, readers as well as panelists are brought in. Jodi-Tatiana Charles asked about whether panelists necessarily needed to be expert or experienced in the specific field- could there be an outsider panelist. Dan indicated that historically panelists have had some particular connection to the field in which they are judging and invited Council Members to attend a panel session- we have 6 separate panels each year. At the conclusion of the discussion, the vote was called

Upon motion duly made and seconded, it was

**VOTED: To approve the FY18 Artist Fellowship grant awards in the disciplines of Choreography, Fiction/Creative Nonfiction, and Painting as recommended by the Grants Committee at its May 14, 2018 meeting.**

After the vote, Dan announced that as a special treat, the Council today would hear from Mira T. Lee, a Creative Writing Fellow from 2012 whose debut novel, *Everything Here Is Beautiful*, was published this year. Mira then addressed the Council and told her story of receiving a fellowship award six years ago. She mentioned having a "burning need" to tell a story and had published some short stories by 2012 and was "still figuring things out." Once she won the award though, people started to take notice. She did not have an impressive resume as a writer but the fellowship helped her gain traction in the field. The award helped propel her into writing a novel. She used some of the award to attend a writing retreat. Four drafts and 2 and a half years later, she had her current novel ready for publication- which addresses issues of sisterhood, identity, and mental illness and its toll on a family. She would never have made the decision to go forward but receiving the Council recognition from the Fellowship and she is eternally grateful for the program and the award.

Anita thanked Mira and mentioned that it was very valuable for the Council to hear the “back story” behind the awards. Barbara opined that it seemed like Fellowship provides many benefits but perhaps the most important is the power of peer validation to a practitioner of a solitary art. The Council thanked Mira for her moving talk.

At his point the Council was joined by Dennis Rice of Alternatives, the organization that runs the Whittin Mill. He apologized for not being available earlier and welcomed everyone to the Whittin Mill which had previously received a \$160,000 CFF grant. He explained Alternatives is an organization that serves adults with disabilities and provides residential employment services in Massachusetts. This location started as a sheltered workshop. Anita mentioned how she loved that the organization had formally integrated arts and culture into its inclusionary services and thanked Dennis for allowing us to use the space today.

### **Section 3-Diversity, Equity and Inclusion.**

Nina then called for the staff’s report of this year’s DEI efforts. Jen Lawless recounted for the Council that we were in the first year of a five year strategic plan and that one of the goals of the Plan was “Build Internal Capacity.” To that end, we have decided to focus on addressing internal and external issues around DEI and we had retained two sets of consultants- Third Eye (who is here today) and DEEP (who was helping us focus on internal issues). Angela Han and Allison McNeil presented for Third Eye and referred to their assessment of the Council contained in the Council Book materials. They looked at current operations and talked about what they had been doing for the past 8 months and presented a PowerPoint summary (a copy of which is available upon request).

Cindy asked if they had looked at grant-making practices specifically. Angela stated that while there is lot of grant information, at this point the Council does not have a lot of demographic information and they recommend collecting it. Troy Siebels asked if we can help grantee organizations with this issue. Jen said we were looking at that and referenced the UP approach as a model - learning about best practices. Barbara asked what the specific next steps were. Jen indicated that once we get the final document from Third Eye, we will have a staff event in June to decide on which tasks to undertake first- there will be too many priorities to do all at once. Jodi encouraged the staff to just pick a task and go and not wait. Third Eye indicated that in fact staff had already implemented some new policies- introducing translation software to its website, adopting a pronoun policy, creating spaces for discussions etc....Jen mentioned we are also undertaking a tech analysis which plays into this- especially issues around data collection and accessible frameworks. Sandy Dunn stated that things will shake out with new technology tools. Anita thanked the Council for the discussion and indicated they would see the results of our work in future budget recommendations.

### **Section 4-UP Accessibility Initiative.**

Anita then introduced Charles Baldwin who runs the UP Accessibility Initiative. She indicated the Council seemed to appreciate the program descriptions they received in March so thought we would cover UP- this is a program where the Council is a national



leader and helped up into our discussion of leadership in accessibility issues. Charles gave a detailed presentation on the program based on a PowerPoint (copies of which are available on request).

#### **Section 5-Cultural District Recommendations.**

Anita announced we were proud to present our recommendation for the 44<sup>th</sup> Cultural District in Massachusetts – the “Latin Quarter” in Jamaica Plain, Boston. Anita mentioned how excited we were to be able to present this district and presented a slide show with images of the district. The stakeholders, including Hyde Square Task Force, presented a compelling and powerful need for this district during the site visit. This district is all about preserving the Latin culture in Greater Boston and the district attracts many from the surrounding area who feel a sense of home here. The youth at Hyde Square Task Force really helped launch the effort and told the story of preserving a cultural asset. Representatives of the district were introduced and allowed to say a few words. They mentioned young people being front and center and being committed to affordable housing and accessibility despite forces for gentrification that come along with a designation. Anita thanked them and our site advisor Anita Lauricella and Meri Jenkins for getting the designation materials in place. It was also noted that the neighborhood had also recently received an Our Town grant from the NEA

A vote was called. Upon motion duly made and seconded, it was

**VOTED:** To approve the designation of the “Latin Quarter” cultural district in Jamaica Plain (Boston), Massachusetts in accordance with the memorandum presented to the Council Meeting.

Nina then thanked all of the presenters and there being no more business to come before the Council, adjourned the meeting at 3:00 PM.

CALENDAR 2018-2019

TO BE DISTRIBUTED AT MEETING

## **Mass Cultural Council FY19 Committees**

Historically, committees of the Mass Cultural Council, consisting of Council Members, have been constituted and designated by the Chair of the Council and chairs of each committee have been appointed by the Chair of the Council. The Committees are best described as an informal grouping of Council Members designed to provide advice, discuss or review certain specific tasks or issues and are not in and of themselves, official governmental decision-making bodies. Only the full Council has such authority.

There are currently four Council committees and their functions and current membership and are described and listed below. At the August meeting each year, the Chair selects the Committee chairs and then solicits interest from the members in serving on the Grants, Advocacy and Events Committees (Executive Committee membership being set) and makes committee assignments based on interest. It is hoped that each Council member serves on at least one of these committees.

### **Executive Committee.**

This committee consists of the Chair and Vice Chair of the Council as well as the Chairs of the Advocacy & Grants Committee. It reviews the agenda for the full Council Meetings, preliminarily reviews the annual budget and spending plan and reviews other matters at the request of the Chair.

Proposed Meeting Schedule- four times per year:

1. July - August (After state budget finalized-one week prior to Grants Committee Meeting)
2. Early January (two weeks prior to January Council Meeting)
3. Early March (two weeks prior to March Council Meeting)
4. Early May (two weeks prior to May Council Meeting).

Additional meetings can be scheduled as and when deemed necessary by the Chair.

### **Current Executive Committee Members**

Nina Fialkow (Chair)

Barbara Wallace Grossman (Vice Chair)

Victoria Marsh (Chair Grants)

Mal Sherman (Chair Advocacy)

### **Grants Committee.**

The Grants Committee meets to preliminarily review staff grant recommendations and to recommend them to the full Council Meeting.

Proposed Meeting Schedule- three times per year:

1. Mid-August (depending on finalization of state budget, approximately two weeks prior to August Council Meeting for the bulk of the grant programs)
2. Early January (two weeks prior to January Council Meeting for Round One of the Artist Fellowship Grants)

3. Early May (two weeks prior to May Council Meeting for Round Two of the Artist Fellowship Grants).

Additional meetings can be scheduled as and when deemed necessary by the Grants Committee Chair.

**Current Grants Committee Members**

Victoria Marsh (Chair)  
Sandy Dunn  
Barbara Wallace Grossman  
Barbara Schaffer Bacon  
Matthew Keator  
Allyce Najimy  
Susan Leff  
Sherry Dong

**Advocacy Committee.**

The Advocacy Committee meets to coordinate the Agency's advocacy strategy and efforts around the state budget request for the upcoming fiscal year and, when applicable, other legislative initiatives.

Proposed Meeting Schedule-Up to twice a year:

1. Fall- to coordinate advocacy strategy around the upcoming budget cycle and plan an expanded meeting of MCC advocates in January.
2. January (after Governor's Budget comes out) - to kick off advocacy activities to the Legislature.

Additional meetings can be scheduled as and when deemed necessary by the Committee Chair.

**Advocacy Committee Members**

Mal Sherman (Chair)  
Jake Brennan  
Barbara Wallace Grossman  
Victoria Marsh  
Troy Siebels  
Ann Murphy

**Events Committee.**

This committee would exist to assist the Mass Cultural Council in terms of planning, assembling resources and fundraising for events such as the Commonwealth Awards (to recognize achievement in the arts, humanities and sciences at the Statehouse in February of every odd-numbered year), the UP Awards, the Creative Youth Development Summit (and related events) and other Mass Cultural Council events which may arise. We anticipate that Council members on this committee would "opt in" to serve to assist with specific events as they occur and would meet and confer as and when needed.

Current Events Committee Members

Nina Fialkow

Barbara Wallace Grossman

Victoria Marsh

Allyce Najimy

Susan Leff

Matthew Keator

Please also note as per past practice, that whether or not named as members, the Chair and the Vice Chair may attend any committee meeting.



*Power of culture*

To: Mass Cultural Council  
Fr: Staff  
Dt: August 28, 2018  
Re: Agency Updates

### **EXECUTIVE AND COMMUNICATIONS**

**Committees.** The Executive Committee met on August 7 at Mass Cultural Council's office to review a preliminary draft of staff's recommended FY19 Spending Plan and approve the agenda for today's Council meeting. The Grants Committee met on August 14 to review and recommend staff's grant and program recommendations based upon the plan in advance of today's Council meeting.

**Membership.** There have also been some further changes in Council membership since we last met. The Governor has appointed Lillian Do of Greenfield, Karen Barry of Duxbury and Kathleen Castro of Fall River to serve on the Council. All three new members have been into the office for a new Council member orientation. These new members will replace Cindy Cuba Clements, Rosemary Noon and Bruce Percelay. We will have more information about the new members and about thanking the departing members for their service at the meeting. Also, we are pleased to announce that Council member Victoria Marsh has been appointed as the new chair of the Grants Committee. As we have a number of new members, we will be discussing the Council committees and signing up for membership at today's meeting.

**FY 19 Budget.** As is detailed in other materials presented for today's meeting, we were successful in getting Mass Cultural Council's state budget allocation increased by more than \$2 million after three years of relatively flat funding. Thanks to all Council Members who assisted in the advocacy effort with the legislature.

**CFF.** Earlier this month Governor Baker signed an economic development bill that reauthorizes the Mass Cultural Facilities Fund (CFF) at \$50 million over five years, beginning in FY20. (The Baker-Polito Administration had previously appropriated \$10 million for CFF for this year.)

CFF has invested more than \$110 million in cultural building projects across the Commonwealth since 2007, and has become a vital source of capital funding for the nonprofit cultural sector.

**Prepared on 8/22/18**

We had worked with MASSCreative and other advocacy partners to boost that authorization to \$75 million to meet growing demand for capital funding and the escalating costs of construction and real estate development. That effort fell short amid intense demands for capital funds in the economic development bill for local projects.

Nevertheless, passage of the economic development bill is a key step to ensure the future of the program. We are especially grateful to Sen. Eric Lesser of Longmeadow and Rep. Joseph Wagner of Chicopee, Co-Chairs of the Joint Committee on Economic Development and Emerging Technologies, for including the CFF in this legislation. Though the bill authorizes capital funds, it is solely the Governor's decision on whether to appropriate them via annual capital plans. So we must continue to advocate for inclusion of the CFF in future those plans beginning next year.

**Upcoming Events.** Finally here are some key upcoming dates for your consideration:

- **Saturday, September 8, 7:30 pm,** *Crossing Customs: Immigrant Masters of Music & Dance*, Folk Arts Showcase, Shalin Liu Performance Center, Rockport
- **Tuesday, September 25, 4 pm,** North Shore Grant Reception & Celebration with state Senator Joan Lovely, House of the Seven Gables, Salem
- **Tuesday, October 23, 3 pm,** Western Mass Grant Reception & Celebration with state Senator Adam Hinds, following Council retreat, Buckland Town Hall, Shelburne Falls.

We plan additional regional receptions in Greater Boston, Central Mass & Metrowest, & Cape Cod, and a public celebration of the EBT Card to Culture Program, in October. Stay tuned for dates, times, and additional details.

**Technology Assessment and Technology Strategic Plan.** You will see from the FY19 spending plan that we are able to move ahead with some of the key recommendations from our Technology Strategy Plan. You will find a copy of the plan attached to these updates. Key amongst those recommendations is a centralized Grants Management System (GMS) that will improve applicant experience, create administrative efficiencies and consistency, improve our ability to track key data across programs and generate better reports. Investing in this system now will help our efforts on both the technology and DEI fronts.

**Diversity, Equity, and Inclusion Update.** You will see from the FY19 spending plan that we are able to move ahead with some of the key recommendations from our Diversity, Equity, and Inclusion Plan. You will find a copy of the plan also attached to these updates. The focus in FY19 will be on reviewing all aspects of the application processes, better documentation of internal HR policies, and the implementation of cross agency working groups to offer inclusive leadership opportunities to all staff. The plan identifies areas of work through FY22. The pace and order of activities will be shaped by what we learn in each successive phase of the work.

**Gaming Mitigation Program.** In preparation of launching the Gaming Mitigation Fund, we held a *kaizen* in June to develop the program. The *kaizen* included constituents likely to be affected by the operation of casinos, as well as Mass Cultural Council program and support staff that would be administering the program. The full program guidelines will be made available at a future council meeting, but the key components that came out of the *kaizen* are highlighted here.

- *Goal:* The Gaming Mitigation Fund aims to mitigate a direct threat to the sustainability of non-profit performing arts centers in Massachusetts by providing capital to preserve their ability to compete in a new, unbalanced marketplace.
- Funding will be limited to performance art centers that present touring shows and/or artists, which are either non-profit owned and managed or municipally owned and managed by the municipality or a non-profit.
- Funding decisions will be made primarily through a formula that takes into account the following factors, which have equal weight:
  - Percent of their performances impacted (Total number of eligible performances/Total number of performances)
  - Total fees paid to touring shows or artists for the eligible performances.

We are currently working with ANF, legislators, and other key players to determine how and when the funds will be made available to us. At the time of the *kaizen* we decided to wait to ensure we had a full year of revenue to distribute, which would mean that the program could open in the spring and funding decisions would be reviewed by the council in August. However, this timeline may change depending on what we learn about the timing and process for accessing the mitigation funds.

**Pay Equity Act.** Massachusetts' new Pay Equity Act came into effect on July 1, 2018 and staff is currently undergoing a good faith, reasonable self-evaluation of its pay practices (as the law provides) with outside counsel to insure that we are in compliance. This has involved a review and updating of all staff job descriptions and has proven to be a major undertaking. We will report back to the Council with the outcome of the evaluation.

**Public Records Requests.** As a state agency we regularly field requests for public documents relating to our grants, spending, and operations. The requests typically come from media, potential grant applicants, and private businesses. Recently these requests have increased in frequency and volume, demanding significant staff time to ensure we are responsive and fully comply with public records law. We will update you if any of these requests result in media coverage. Meantime, in the unlikely event Council



members receive public records requests or media inquiries please just forward to Dave or Greg.

## **CULTURAL INVESTMENT PORTFOLIO**

**FY18 Recommendations.** Please see Section Six of this Council Meeting Book for the grant recommendations for the Cultural Investment Portfolio (CIP) in FY19.

**Projects Grants.** The Projects Program accepted applications for its third round of grants. This program provides awards of \$2,500 for projects at organizations that are not funded through the Portfolio. One hundred and sixty one applications were received, up from 131 in the previous cycle. Review panels met in June, and the funding recommendations are included in the Council Meeting Book.

**Gateway grants.** Seventy-Seven organizations submitted applications for February 1<sup>st</sup> deadline of the second cycle of the Gateway program. The Gateway program is designed to lead organizations into the ongoing operating support as Portfolio grantees, after multiple successful Gateway applications. Applicant organizations ranged in size from budgets of \$65,000 to \$38 million. Site Visits for the Gateway applicants took place between mid-February and the panel meetings were held in the second week of June, 2018. A diverse group of panelists were recruited, mostly representing organizations that are currently in the Portfolio. The panelists visited the applicants for in depth conversations about the organization's public value and organizational health. More detail about site visits below. The funding recommendations are included in the Council Meeting Book.

**CIP activities.** Site visits for CIP organizations have continued throughout the late spring and summer. From May through August, the CIP team organized and facilitated the following sessions to support current and potential CIP grantees, for a total of over 140 hours of in-person service. The Capitalization Workshop, conducted by NonProfit Finance Fund, was particularly well received, and will be repeated in FY19.

- 8 Site Visits to Portfolio organizations(required)
- 35 visits to Gateway applicants
- 2 organization outreach visits to new and potential applicants
- Additional post-visit support services
- 2 focus groups
- 1 "Small Shop" convening
- 1 Capitalization workshop

**Organization FY18 Year-End Reporting Update.** CIP organizations must complete grant compliance requirements prior to June 1 in order to receive full funding for FY19. This year, only five organizations failed to complete their reporting on time, resulting in penalties applied to their FY19 grants. This is compared to 29 organizations in FY15, and is due to the aggressive efforts of CIP staff over the past three years to support and

motivate the CIP grantees. The CIP team has instituted a staff review of all CIP grantee Cultural Data Project (CDP) Funder Reports. The goal is to more effectively identify organizations that are experiencing significant shifts in finances or programming, and to ensure more consistent reporting of financial data.

In FY17, CIP introduced an online “Management Tool” to provide grantees with one location to find information about their grants, and to submit year-end reporting. This new website includes an easy way for organizations to report changes to staffing, look up contract status and payment information, to provide changes to mission or programming, and to submit all non-financial annual requirements. It is also a place for organizations to tell us about successes and challenges, or for us to ask all grantees questions about their organizations. This year, we asked organizations to tell us about internal policies around Sexual Harassment policies, and other ethical guidelines. The CIP team is currently reviewing the annual report section to help determine topics for workshops and convenings for FY19.

**Site Visits.** The Cultural Investment Portfolio team is currently evaluating the required Site Visit protocol to explore expanded options for technical assistance. Because of this year-long evaluation, we are pausing the Site Visit Requirement for FY19. Organizations that were due for a Site Visit in FY19, have been offered an optional visit which will count towards their Site Visit requirement when we re-introduce the Requirement in FY20, along with possibilities for deeper engagement with grantees.

## **COMMUNITY INITIATIVE**

### **Local Cultural Councils**

**FY17 Local Cultural Council Recommendations.** Please see Section Seven of the Council Meeting Book for the recommended town-by-town allocations for the Local Cultural Council Program in FY19.

**LCC Online Application.** The online application system will open on September 1<sup>st</sup> with a few new changes to help streamline the process a bit more. The Local Cultural Council members continue to have the opportunity to review applications in real time which helps facilitate their voting meetings and enables them to hold meetings sooner in the grant cycle if they wish.

The LCC team will be conducting two webinars to update councils and applicants of the changes. In addition, the Smart Simple program will provide the team with concierge service so that we will have a dedicated support person to help us resolve any issues that might occur on a timely basis. This will help us support both the councils and the applicants quickly and succinctly.

We are now going in to year 3 of the online application and it has been very successful for councils, applicants and the Mass Cultural Council. We are able to pull data on

applicants that can give us an idea of who is applying and the budgets of projects being applied for as well as who is being funded as well as who is not being funded. The current system handles all applications from across the state. There are some councils who still accept paper applications but they are recorded on the Annual Report that the councils submit in January of the following year. **Application deadline for FY19 application deadline will be Monday, October 15<sup>th</sup>.**

**Reimbursement to Grant Program.** In the FY19 grant cycle, the Mass Cultural Council is following up on the Reimbursement to grant **pilot program** that included 19 councils. It was set up to explore the feasibility of eliminating the requirement that grants made with Mass Cultural Council funds be reimbursement based. The goal of allowing councils to give direct grants is twofold: to allow grantees the ability to implement projects with lesser financial hardship, as well as to simplify the payment process for municipalities and councils. For the FY18 pilot Supplemental Grant Pilot Guidelines have been issued. The application instructions, eligibility, grant restrictions, grant review process, denial letters, reconsideration process, grant provisions and the Annual Report submission remain unchanged for the pilot program. We have conducted a survey of the 19 councils as well as the applicants who received direct funding. For FY19 we will be extending the pilot program to an additional 20 councils before we move the program statewide and include all 329 councils in the program in FY20.

Findings on the pilot were as follows:

**Grantees** were overall very happy with the new program and the ability to get funding up front to cover costs so they did not have to go out of pocket to fund their programs. About 12% of the respondents stated that the new grant program affected their decisions to apply to the program; 86% of the respondents said they would support the continuation of the program; 48% submitted their grant paperwork within 2 weeks and 38% report receiving their funds within 4 weeks of their submission. Here are some reactions:

- *We have previously worked with the LCC reimbursement program in several cities. This time has been much smoother. Receiving the check ahead of time is a huge help to us.*
- *I have found this experience to be truly amazing because we have been able to pay for our fixed upfront costs to run our program. This has allowed us to build rapport with our collaborators, performers and vendors because funds were available in the beginning vs in the end.*
- *The experience has been good; the grant format is more helpful for small organizations that don't always have a lot of unrestricted cash on hand.*
- *The grant was critical to Needham Diversity Initiative's programs. The application process and reimbursement processes went smoothly, albeit a bit slower than we expected. However, the overall experience was excellent.*

**Councils** were overall happy with the new program- 38% felt that the new program allowed artists more access to the LCC grants. On a scale of 1-5 councils responded overall with a 4 on satisfaction with the pilot program.

- *As a council member, it streamlined the entire grant process and gave the grantees the opportunity to access their funds at the time of the award.*
- *It was easy and streamlined. A big improvement!*
- *This was my first year as Chair so I have nothing to compare to. It was a lot of work sending out the letters and following up with grant recipients but overall a good experience.*
- *Our secretary said it made her job easier. A couple of grant recipients said receiving the money first made them feel more accountable.*

### **Communities Group Activities**

The Community Initiative which includes the LCC program, Festivals Program and the Cultural Districts, just concluded a series of 13 regional meetings across the state as a follow up to the Mass Cultural Council Institute that was held in March. The meetings gave the team the opportunity to go in to the field and talk about our new strategic mission and power of culture platform as well as hear from them about their needs as well as how we can continue to support them. The team has gathered a great amount of information from the meetings and we are sending out a survey to the attendees to get feedback on the meetings as well as recommendations for how they would like us to proceed going forward. Overall themes from the conversations were around the importance of collaboration, visibility for cultural programs and events in communities, understanding who is not in the room, using the Power of Culture platform to inspire people, to break down barriers, to help people express their culture, engage communities, build communities, and create regional identity. The Community Program will be holding regional meetings again in the spring 2019.

Our findings from these activities were as follows:

### **What were the top two takeaways from the meeting that you found most valuable?**

- *I was happy to have met representatives from each of the communities attending.*
- *2. I was not familiar with how the cultural community worked so I was happy to have learned more about it.*
- *Meeting and talking with others- finding out what they're doing- Hearing about MCC and getting a better understanding what LCC's can do*
- *I learned that our personal experiences shape/form and inform the power of culture; and that we need to diversify outreach to different industries to build new partnerships and support artists in non-traditional ways.*
- *Meeting and comparing notes with members of nearby cultural councils -Getting a better understanding of the state council's strategic objectives and terms*

### **What type of help would be important right now?**

- *In Greenfield, we have started using the model of the Cultural Compact to have conversations with various sectors of the community arts/business/town gov't, etc to talk about ways we can adopt/adapt this model to work for Greenfield.*
- *Visibility. We are always trying to find ways to get the message out of who we are and what we do. We want to be a regional cultural resource.*
- *I think MCC's role in connecting us with other artists and arts administrators -- and generally sharing knowledge and best practices -- is significant, and one of the most valuable roles they can plan.*

What have you done in your community using what you learned from the meeting? If nothing, do you plan to take action, and how?

- *I had 3 follow up meetings with colleagues in neighboring communities and made some really great contacts. I am also working on a Cultural District designation for a village in my region.*
- *We are gearing up for a strategic planning so working on incorporating power of culture principles for that.*
- *Nothing yet - we have our next meeting next week and plan to review the power of culture materials and discuss opportunities to expand our role in the town (and vote on the direction the council wants to go in).*
- *I am working to connect organizations and talk to them about how we can better present the wealth of arts and culture happenings in the area.*

**Cultural Compacts** is a pilot program of the Community Initiative, and involves 6 communities: Springfield, Fall River, Pittsfield, New Bedford, Harwich and Lynn. Each has signed a commitment to work collaboratively with the cultural community and the municipality to bring the power of culture to their communities. Each have received \$10,000 to support key elements of the program as well as agreed to custom commitments around cultural programming in their city or town. The program staff will monitor the work of these pilot communities and offer support and advice as they work towards their shared values and goals around the compact.

**Regional Assignments & Staffing.** The Community Initiative has reconfigured staff assignments on a regional basis in order to more fully represent and support Cultural Partners (LCC's, Cultural Districts & Festivals) on a regional basis. The Communities team is currently comprised of 3 full time program officers and one half time program officer who we share with Cultural Facilities. We have hired 2 more members of the team, a junior program manager who will focus on Cultural Districts and Compact Communities (Luis Cotto) and an additional program officer (Justina Crawford) who will support the Cultural District program as well as the Local Cultural Council Program. As we continue to work regionally the new hires, who will start in mid-September, will allow the Program Officers to move from handling 4 regions to 3 regions and the Program Managers will handle 2 regions.

### **Festivals**

Please see Section Sixteen of this Council Meeting Book for the program recommendations for the Festivals Grant Program, now in its sixth grant cycle. The deadline for applications for Fall/winter festivals is September 15th. We have funded over 200 festivals in Calendar Year 2017 and 80 festivals in the first half of 2018. The grantees are chosen through an in house review process and made based on eligibility with regional diversity taken into consideration. The granted festivals span the Commonwealth from the Berkshires to Provincetown. The Festivals program is designed to help festival programmers meet the needs of producing, promoting, and developing audiences. The grants are \$500.

For a list of Festival grants awarded in FY18, please see [http://www.massculturalcouncil.org/programs/festivals\\_funding.asp](http://www.massculturalcouncil.org/programs/festivals_funding.asp) We can also provide a printed document upon request.

### **Cultural Districts.**

Please see Sections Nine, Seventeen and Eighteen for a summary of recent activities in this area, including information on the FY19 grant program, redesignations of existing districts and a proposed new cultural district.. Please note that long-time Program manager Meri Jenkins will be retiring at the end of October. We will miss her greatly. We have hired a new manager, Luis Cotto, who will be starting in mid-September and will have the opportunity to transition with Meri.

### **ARTISTS**

**FY19 Artist Fellowships:** In mid-August, we published the 2019 guidelines for the Artist Fellowships Program. The Artist Fellowships are direct grants to individual artists in Massachusetts. The awards are reviewed anonymously, based only on artistic quality and creative ability.

Each fiscal year, there are two Artist Fellowships deadlines. We are currently accepting applications in three disciplines: Crafts, Dramatic Writing, and Sculpture/Installation/New Genres. The deadline for these categories will be October 1, 2018. There will be grant panels in December. The panels' award recommendations will go to the January 2019 Council meeting for approval.

We will welcome applications in Film & Video, Music Composition, and Photography beginning December 15, 2018. The categories will have a January 28, 2019 deadline. Award recommendations for these categories will go to the May 2019 Council meeting.

Categories for the Artist Fellowships recur every other year. In the FY20 cycle we will repeat the disciplines from FY18 and we'll accept applications in Drawing & Printmaking, Poetry, Traditional Arts, Choreography, Fiction/Creative Nonfiction, and Painting.



Due to the increase in budget from the state legislature, the Artist Fellowship can increase in FY19 from \$12,000 to \$15,000. The finalist award will remain at \$1,000.

**In the Field:** Kelly Bennett traveled to New York City with Mass Cultural Council Operations Director Jen Lawless to attend a day-long meeting called the Day of Sharing. The meeting explored racial equity in the grants panel process and took place at the New School. The event was an opportunity to share observations and best practices in support racial equity through the grants and panel-selection processes for arts awards.

Attendance included program staff from organizations such as Creative Capital, Theater Communications Group, National Assembly of State Arts Agencies, Native Arts and Culture Foundation, Andrew W. Mellon Foundation, and many others.

Dan Blask continues to serve as Mass Cultural Council's representative in the New England Foundation for the Arts' New England States Touring (NEST) program. He will attend a panel meeting to decide Fall 2018 NEST awards on September 12, 2018.

That same day, he will participate as a review panelist for the Maine Arts Commission Artist Fellowships in Media and Performance. Both meetings take place at the New England Foundation for the Arts office in Boston.

## **FOLK ARTS & HERITAGE**

**Traditional Arts Apprenticeships:** We received 20 applications this cycle. Truly, they represent the globe with applications featuring craft, music, and dance traditions with roots in South India, North India, Ireland, Togo, Bengal, New England, Nepal, Greece, Uganda, Cambodia, Finland, occupational craft, and Judaism. The panel took place June 12. See Section Ten of the Council Meeting Book.

Since the program's inception in 2001, MCC has funded a total of 55 apprenticeships in a variety of craft and performing traditions. FY19 will bring that number to 65.

**Fieldwork:** In January we contracted with a Ngoc-Tran Vu to do documentary fieldwork within the Greater Boston Vietnamese community. She identified and documented eight traditional artists and two community events. Her research has been processed into our archive. We will be reaching out to these individuals to let them know of our grant programs and services.

Our recent fieldwork focused on identifying craft artists for the Lowell Folk Festival folklife area and our upcoming Showcase concert. Documentation includes a local blacksmith, a Nepalese sarangi player, a Judaica artist, a Greek musician, a Ugandan cook, an Ethiopian iconographer, and a Norwegian rosemaler.

**Lowell Folk Festival:** Maggie recently presented 13 craft artists who demonstrated in the [Folk Craft area](#) of the 2018 Lowell Folk Festival. Our theme this year is “Painted, Plaited, Pounded, or Pulled.” We featured a variety of traditional craft artists who whose work use one of more of these techniques.

**Showcase Concert:** Mark your calendars for September 8, 2018! We will be producing another showcase concert at the Shalin Liu Performance Center in Rockport. Maggie has put together a dynamic and diverse line-up of performers. The Nepalese music group that performed at the MCC Institute last March will be joining us, along with three other types of music/dance. The goal is to bring visibility to underserved ethnically diverse music and dance traditions, presenting them in mainstream venues. An added bonus is professionally produced videos of their performances. <http://rockportmusic.org/mcc-folk-masters/>

### **CREATIVE YOUTH DEVELOPMENT (CYD) & EDUCATION**

**YouthReach.** The Creative Youth Development team has spent the summer wrapping up the largest grant cycle in the twenty-four year history of YouthReach. In addition we have been reviewing the final reports from the FY18 cohort of grantees. This year, when asked to identify three specific challenges programs faced during the year we saw one area, the need for support in trauma informed practice, continue and saw two new challenge areas emerge. The first was the need for sustainable institutional funding for Creative Youth Development in Massachusetts. While funding as a need is not new, the loss of at least three institutional funders in the Creative Youth Development space has put tremendous pressure on organizations, with one reporting the loss of \$183,000 in funding from local foundations. The second new area to emerge was social isolation. Several programs described their work as being the only social engagement by many of their youth, who largely stay home and connect through digital spaces. While this has been a challenge in rural areas for some time, this year we began to see it emerge in urban areas as well.

**SerHacer.** It was also the end of SerHacer’s first full cycle, this exciting new grant helped provide funds for the growing number of intensive, ensemble-based music programs that enable music as a vehicle for youth development and social change, with grantees citing Mass Cultural Council as a key ally to their endeavors. We are looking forward to the next round, where we will work with an increasingly large cohort, expected to serve around 4,400 students across the state, and continue our field building to provide resources both for funded and unfunded programs alike.

**META Fellowship.** In addition to our work in grant making we are also deep in planning for the second cohort of the META Fellowship. After a successful pilot we hope to roll the program out for a new cohort of music educators and teaching artists this fall. The program was also recognized by the International Teaching Artist Conference (ITAC), who invited us to be one of a handful of presenters from the United States at the upcoming ITAC conference in New York City in September.





### **Creative Education**

Please see Section Sixteen of this Council Meeting Book for the grant and program recommendations for Education programs in FY19.

#### **FY18 Big Yellow School Bus and STARS Grants by Region**

<b>Region</b>	<b>BYSB</b>	<b>STARS</b>	<b>Total</b>
The Berkshires	22	23	45
Greater Springfield	100	71	171
Greater Worcester	93	7	100
The Northwest	46	7	53
Metro West	43	4	47
Fall River/New Bedford	36	4	40
The Cape and Islands	27	8	35
The South Shore	49	9	58
Greater Boston	151	68	219
The Northeast	91	11	102
<b>TOTAL</b>	<b>658</b>	<b>212</b>	<b>870</b>

A listing of all FY18 STARS grants can be found at  
[http://www.massculturalcouncil.org/programs/residency\\_funding.asp](http://www.massculturalcouncil.org/programs/residency_funding.asp)

And a listing of all FY18 Big Yellow School Bus grants can be found at  
[http://www.massculturalcouncil.org/programs/bigyellow\\_funding\\_FY18.asp](http://www.massculturalcouncil.org/programs/bigyellow_funding_FY18.asp)

We can also provide printed documents upon request.

**Big Yellow School Bus.** FY18 was our tenth year of providing grants under Big Yellow School Bus. Grants are available to any Massachusetts school to take students on cultural field trips to nonprofit cultural destinations throughout the Commonwealth. In ten years, almost 550,000 students from more than 7500 schools were able to go to 173 cultural organizations.

Over the first decade of the program, grants were set at \$200 to mitigate the cost of transportation. Starting in FY19, we are adjusting the award to \$250 due to the increase in cost for transportation since the program began.

In FY18, we awarded grants to 598 schools who took 49,312 students on field trips to 161 cultural destinations across the state. You can see the distribution of FY18 BYSB grants in the table above. The top 10 destinations visited were:

Destination	Visits
Museum of Science	52
Plimoth Plantation, Inc.	51
New England Aquarium	45
Boston Symphony Orchestra, Inc.	22
Old Sturbridge Village	22
Museum of Fine Arts, Boston	20
Wheelock Family Theatre	17
Massachusetts Museum of Contemporary Art	12
Worcester Center for Performing Arts	11
Franklin Park Zoo	10

The FY19 Big Yellow School Bus online application opens at 4:00 PM on Thursday, September 20, 2018. As always, any K-12 school is eligible to apply. Schools are eligible for one grant per school year.

**STARS Residencies.** STARS Residencies provides grants of \$500-\$5000 to schools to work with cultural partners to bring creative learning residencies in the arts, sciences, and humanities to students. Any K-12 school in Massachusetts is eligible to apply for one grant per school year. In FY18, we received a total of 265 applications requesting \$1,072,140. We awarded \$870,000 to 212 schools, which leveraged \$461,276 in



The Story Pottery Project  
was funded by a STARS Grant  
from the  
Massachusetts Cultural Council.

additional funds raised by the schools and cultural partners. These residencies served more than 21,507 students statewide and supported 165 cultural partners (a number of them work in more than one school.)

The stories that teachers and cultural partners send us in the Final Reports tell the real story of the impact of these residencies on young people:

### **Early Childhood Education Center, Music Residency with Community Music School of Springfield**

A student who was participated in [this residency] for his second year was nonverbal, defiant and struggled to participate with any activities. After several attempts with the name song, the student said his name for the very first time, and his teachers were so excited they burst into spontaneous applause. The following month, the student continued to say his name and began to gradually increase his vocabulary.

### **Brooke High School, Boston: Multi-media Residency with Juma**

Students created an original modern hip-hop song... that shared their aspirations and frustrations without the use of any profanity, misogyny, or other negative messaging commonplace in much of the rap music they love and frequently consume.

...one student who had prior recording experience decided to volunteer and join the group of performers. This student also happened to have had a prior conflict with one of the two other performers that had culminated in his suspension for antagonistic behaviors on social media.

With support from the cultural partners, these two young men worked through their personal differences and became each other's fiercest advocates throughout the creative process.

### **Ralph C. Mahar Regional School District, Orange: History-Theatre Residency with Enchanted Circle Theatre**

We had a students who typically did not excel in the typical research format become highly engaged when given the opportunity to "assume" the life of their historical character. This provided the students with a means of demonstrating their knowledge in a meaningful and authentic way.

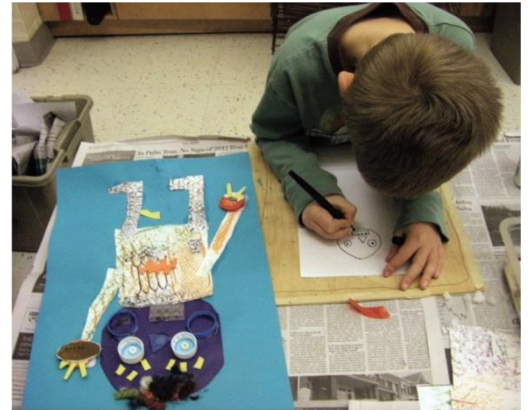
### **Everett High School, Poetry Residency with Athena Edmonds of Mass Poetry**

Junior Jeremiah lives in a group home because he is homeless. He had attendance problems throughout the year and proved difficult to reach, rarely participating in class. However, he is quite bright and has a way with words. Every time our Poet-in-Residence visited his English class, he was extremely engaged, writing many original poems, one of which was accepted for publication in the school newspaper!

The FY19 application for STARS Residencies grants will open at 4:00 PM on Wednesday, October 10, 2018. As always, we review applications on a first-received, first-reviewed basis.

**Creative Minds Out-of-School (CMOST).** Creative Minds Out of School provides free curriculum and training in visual art making to staff who work with young people grades K-5 in afterschool and out-of-school settings. Since we brought the program to the field, we have reached 1,585 educators, many of whom have no previous art education training. With the help of the training and the curriculum, these youth workers are bringing quality art-making experiences to more than 28,880 children statewide in afterschool and community based programs.

In FY18, we trained 175 youth workers at locations throughout the state. To the extent possible, we work to enlist whole programs to integrate the curriculum and teaching into a whole system. After three years of courting City Year, we were able to provide training to recruits to bring more art to Boston young people in and out of school. We also hired a new trainer/coach to better serve the Berkshires.



New communities and systems served this year were:

City Year - Boston Public Schools  
Woburn

Gateway Cities: Pittsfield; Holyoke; Springfield

21st Century Community Learning Centers: Berkshires

As we hoped when we began this program, former trainees who have moved up to become site directors are now calling us to bring CMOST to their own staff. In Woburn, the site director was a former afterschool instructor in Fitchburg who CMOST trained 5 years ago. She reached out to us because she moved to a new site in Woburn and wanted to train her new staff/community. We have a similar request for next year from a former trainee who is now working in Beverly.

We continue to offer support on-site coaching and mentoring are available at any time throughout the year for any CMOST trainee as they bring the program to their children. And, the CMOST Facebook site provides ideas, resources, photos and connections to those who have been through the training:

<https://www.facebook.com/creativemindsoutofschool>.

In FY19, we will continue the contract with Innovation Learning Center for the implementation of CMOST. The contract is the result of the RFP we issued in August 2014.

**Massachusetts History Day.** We had a good first year providing support to Mass Historical Society which implement the Massachusetts History Day contest, part of the National History Day program. In June all Massachusetts champions travelled to

participate in the National Contest in Delaware. This year's theme, "Conflict and Compromise in History," inspired many young historians to dig deep, learn, and create.

**Berkshire County Arts Education Collaboratives: BRAINworks and C4.** These collaboratives, led by Lisa Donovan at Mass College of Liberal Arts and partners, are working to provide equity and access to quality arts learning both in and out-of-school for all young people in Berkshire County. This spring, C4 released a map showing all Berkshire County schools and which cultural organizations bring each one programming. Next release this fall will be a map of CYD programs and the towns they serve. MCC provided the funding for both maps. Under BRAINworks, the first cohort of teachers received professional development in arts integration this summer to help them bring arts to their students. MCC sits on the advisory committees for these initiatives.

**Plymouth 400.** MCC sits on the Council and the Education subcommittee for the 400<sup>th</sup> Commemoration. On August 28<sup>th</sup>, the Governor will announce the official schedule. A number of education initiatives have already begun. Let us know if you'd like more information.

### **Cultural Facilities Fund (CFF)**

With the announcements of this year's grant awards in May, the Cultural Facilities Fund has reached a grand total of \$110 million in awards to 811 projects across the Commonwealth. Governor Baker joined the Mass Cultural Council and MassDevelopment at the Springfield Museums for a celebration on June 9. At this event the Governor announced the commitment of another \$10 million for a 2019 CFF round of funding. Lt. Governor Polito joined CFF grantees at a second celebration in Boylston at Tower Hill Botanical Garden. She reiterated the Governor's support for the program. Additional celebrations were held at the Clark Museum in Williamstown and Wellfleet Preservation Hall. Grantees, friends and members of the Legislature were on hand for each celebration.

In July the Legislature deliberated and passed its 5 year capital budget. An authorization for the Cultural Facilities Fund was included totaling \$50 million for the next five years.

The most recent 2018 round of funding included 98 grant recommendations that were presented and approved by the MassDevelopment Board in June totaling \$9,303,000.

The breakdown of recommended awards is as follows:

- 63 Capital Grants: \$8,754,000
- 16 Feasibility and Technical Assistance Grants: \$416,000
- 19 Systems Replacement Plan: \$133,000

MassDevelopment and Mass Cultural Council issued grant notifications, press releases, and legislative notifications in addition to the series of grant announcement ceremonies across the state.

### **UP -UNIVERSAL PARTICIPATION INITIATIVE.**

**EBT Card to Culture:** EBT Card to Culture launched in August 2017 and guided by Kalyn King (CIP Program Officer), achieved great success in its inaugural year. EBT cards were presented for free or discounted admission **161,757** times at **150+** organizations in the last year, to admit **219,759** people, including 138,840 adults and 80,919 children. Nearly all participating organizations will continue to offer their discounts during FY19.

**UP Award:** The UP Award ceremony occurred on Tuesday June 19 at the WGBH Yawkey Auditorium. After 28 peer nominations, a panel of 5 experts (Kim Charlson, President, American Council of the Blind; Dania Jekel, CEO, Autism/Aspergers Network; Elbert Joseph, Actor, ASL Coach, and Teaching Artist; Caitlin Parton, Attorney, Disability Law Center; Heather Watkins, Writer, Blogger and Disability Activist) determined a top 5 (Museum of Science, Museum of Fine Arts, Wheelock Family Theatre, Boston Landmarks Orchestra, Open Door Theater) and recommended **Open Door Theater** (of Acton, MA) to receive the 10K prize, on the value that “if an all-volunteer organization with no financial capacity can be fully accessible onstage, backstage, and in the seats... then anyone can do it”.

### **Education/Consultation**

- **ADA 101’S:** scheduling information sessions throughout the Commonwealth on organizational obligations under the ADA. These workshops address regulations in an easily understandable manner and present the programs under the UP Initiative as financial, branding, and educational resources. (Watertown, Charlestown, Springfield, Lenox, Truro, Salem, New Bedford).
- **Cultural Access New England (CANE):** the annual retreat for this Access Task Force was held in July. Determining effective practices for UP, VSA, and CANE for maximum impact. Theme of the year: Preaching Beyond the Choir.
- **Greater Boston Chorale Consortium:** barrier removal and the steps toward universal design in chorale environments on Saturday September 15 at Holden Chapel, Harvard University.

### **Leadership/Branding:**

**Leadership Exchange in Arts and Disability (LEAD) conference:** UP represented throughout the conference: content committee, tipster, affinity group leader, and 3

presentations: with NEA pre-conference, with Smithsonian Institution and MFA Boston, and with University of Louisville and University of South Carolina. Attendees from Massachusetts came from the MOS, MFA, VSA, ArtsEmerson, Huntington Theatre, Discovery Museum, CATA, BIAESN (all UP organizations) along with the BSO, Families Creating Together, and PEM. The Discovery Museum was presented an Organizational Leadership Award



ATTACHMENTS TO AGENCY UPDATES

1. TECHNOLOGY STRATEGY PLAN
2. DEI PLAN



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# Mass Cultural Council

## Technology Strategy

### MAJOR CHANGES PLANNED

- Create Steering Committee for policy-creation and ongoing governance
- Evaluate, select and implement new Grant Management System (GMS), and train staff in its use
- Migrate entirely off of Pearl
- Migrate data storage to the cloud
- Establish a data steward role
- Contract with Managed Service Provider
- Reorganize internally to create a grants operations team that supports all grant programming units
- Take better advantage of the existing financial system to track how money is spent along additional dimensions

### Timeframe

The timeframe for execution elements of this plan is three years.

### Summary of Goals

The role of technology and data systems is to support and enable the mission of Mass Cultural Council by:

1. Enhancing Mass Cultural Council's ability deploy programs scalably and efficiently
2. Collecting, structuring and storing critical data so that it is available to staff, policy-makers, and key external stakeholder

We refer to these two goals as **Operational Capacity** and **Data Transparency**.

## OPERATIONAL CAPACITY

This technology strategy aims at upgrading Mass Cultural Council's capabilities in

1. deploying and managing grant programs
2. enabling and empowering employees to work remotely
3. sustaining and enhancing a collaborative work culture

### 1 - Grant Management

Grant programs are a central feature of much of Mass Cultural Council's operations. The programs are multifaceted, encompassing:

- Applicants submitting grant applications and supporting materials to Mass Cultural Council
- Mass Cultural Council management of the application process including applicant customer support
- The jurying process and compiling board books
- Awards process, including notification, disbursement, and tracking
- Post-grant follow-up and grant reporting
- Tracking across grant programs and other types of engagements (CRM)
- Email and web-facing communication from marketing to transactional

Much of this work is technical, procedural, and replicable, and calls on a common set of expert skills in data management, database and application administration, and reporting. To maximize efficiency, Mass Cultural Council will organize a grants operations team with expertise in these areas to support and work in collaboration with program teams. These teams will work together from program ideation through deployment and ongoing support.

## 2- Working Remotely

Mass Cultural Council's mandate is to work in the field with its community stakeholders as much as possible. To enable that work, Mass Cultural Council must address the following needs:

- Cloud-based “anywhere access” to Mass Cultural Council files and systems
- Mobile-friendly/Mobile-first interfaces to Mass Cultural Council systems
- Policy framework for mobility electronics (phones, cameras, audio, etc.) and clarity on BYOD (bring your own device) policies
- Backup and disaster recovery policy and systems

## 3 - Collaboration

Mass Cultural Council will nurture increased collaboration by providing groupware and upgrading communication technology, including:

- Collaborative authoring and file sharing features in a cloud-based file system
- Upgraded internet speed at headquarters
- Improvements to the telephone system
- Better coordination of travel calendars
- Comprehensive adoption of team communication software (eg Slack, Google Hangouts Chat)
- End-user and IT infrastructure support
- Content Management System (CMS) to improve website management and increase capabilities to deploy programs and services over the web, both for internal and external stakeholders

## DATA TRANSPARENCY

This technology strategy aims to make data a strategic asset at Mass Cultural Council

1. Building data policies and governance over data and data systems
2. Ensuring systems can collect and structure data in line with operational and strategic needs
3. Provide timely reporting of data to inform decision-making

## 1 - Data Policy and Governance

Data Governance is the exercise of decision-making and authority for data-related matters. A data governance committee should be responsive to the business needs of the organization, and receptive to the inputs of IT regarding feasibility, ease-of-deployment and technical limitations. Mass Cultural Council will select and empower a steering committee to take oversight of data systems and policies, including:

- How technology is selected and acquired
- How data systems will integrate with one another
- Data quality standards to ensure data is clean, complete and entered correctly
- Establish rules for data usage and definitions
- Establish usability and User Interface/User Experience (UI/UX) standards for organizational applications, databases and sites
- Translating business informational needs into critical data and KPIs (key performance indicators) for ongoing tracking

## 2 – Collecting and Structuring Data

Building on the informational needs elicited from organizational leaders, business units, and external stakeholders, Mass Cultural Council will undertake a review of data it collects and data it should collect to build a data and reporting framework. This framework will:

- Identify critical data and why it is important (logic model)
- Determine how this data can be collected

- Identify how the data will be stored – in which system, what format, etc.
- Collect reporting needs from data clients

### 3 - Reporting

For Mass Cultural Council to benefit from investments in data and systems, relevant data must be available to appropriate decision-makers to inform those decisions. This work includes:

- Technical configuration and creation of reports and dashboards conforming to the identified reporting needs
- Scheduled production of reports
- Creating a process for requisitioning new reports
- Monitoring reporting usage and iterative on reporting structure

## IT AND DATA STRATEGY PILLARS:

Tech and data should be aligned with the following principles

### 1. Policy and Governance

Decisions about data and IT infrastructure should happen within a policy context that establishes basic guidelines and requirements for new investment in data and IT. Those policies should be actively governed by a representative team of stakeholders and a clear model for exercising authority and making decisions.

#### ○ Focus on the Users

IT systems are only valuable when they are used, and Mass Cultural Council is both culturally oriented towards greatest accessibility and isn't well positioned to enforce usage of its systems consistently. To ensure systems do get used, they should be considered through the lens of the user experience, rather than the feature list. A strong user interface that yields a positive user experience should be a requirement for systems whose use extends beyond specialist data and IT staff.

#### ○ Driving Mission

Investments in IT systems should be carefully considered in light of their

mission value, rather than by ad hoc tactical considerations. Program design choices must be responsive to technical limitations just as they are to monetary and staff limitations. Reporting systems should reinforce the connection between operations and mission-based objectives.

- **Flexibility and Adaptability**

In both its technology and its workforce, Mass Cultural Council should seek to be adaptable. On a technical level this means choosing COTS (commercial off-the-shelf) technologies with standard APIs (Application Program Interfaces), native integrations, and large developer communities. On a workforce level, this means a commitment to ongoing training and creation of training resources. On an infrastructure level this means available-anywhere data and service architectures.

- **Connectedness and Collaboration**

Mass Cultural Council's outward-facing work lies in fostering greater connectedness and nurturing a large network through a set of common programs and approaches. Internally, Mass Cultural Council must do the same, by embracing shared technology platforms, data standardization, modular approaches, and cross-organizational teams of functional specialists.

## GRANT MANAGEMENT SYSTEM ADOPTION

Central to most of the strategies in this document is the adoption of a Grant Management System (GMS) to enable Mass Cultural Council to centralize all or nearly all grant-related data, operations, and applications. An ideal GMS would

- Be customizable/configurable enough to handle grant programs from school bus microgrants to capital infrastructure grants and everything in between
- Include CRM-style functionality that enables tracking relationships with grantees and applicants over time
- Have highly usable interfaces and strong user experience for both internal/admin users and external users such as applicants and jurors
- Provide different and appropriate permissions, data visibility and user experience based on the roles of the users interacting with it

- Create efficiencies for core grant processes, especially offline/online bridge processes like collecting files from applicants and producing board books for review committees
- Be accessible from remote locations and navigable from mobile devices
- Have open APIs and integration standards to ensure expandability and compatibility with 3<sup>rd</sup> party services and with current core Mass Cultural Council tools
- Offer excellent reporting and dashboarding tools that address the data needs of both regular and power users
- Backed by a reputable vendor with strong customer service and training programs
- Financially prudent and sustainably priced

Based on these broad requirements, Mass Cultural Council should consider and select from the following finalists GMS vendors, all of whom, except where noted, substantially meet these requirements: SmartSimple, eCivis, and Akoya.

## PRIORITIZING RECOMMENDATIONS

- Speed of implementation
- Impact
- Disruption
- Cost
- Dependency

### **First (quick wins):**

High speed, high impact, low disruption, low cost, no dependency

- Contract with a Managed Services Provider (4-6 weeks)
- Modify finance system (4-6 weeks)
- Rebalance workloads between Communications and Data/Grant Operations so that grant operations work, including setting up



application forms and workflows, are centralized, in preparation for a more comprehensive transition to a grant operations team structure.

**Second (start now):**

Low speed, high impact, low disruption, low cost, no dependency

- Put together steering committee
- Gather GMS requirements
- Define job description for Data Steward role/position
- Define job description for Grants Operations role/position

**Third (scheduled burst):**

High speed, high impact, high disruption, moderate cost, no dependency

- Articulate logic models and Key Performance Indicators
- Assess data collection current state and future needs in detail, responding to logic model and Key Performance Indicators
- These are best done in a short period of days as a retreat or Kaizen-like process

**Fourth**

Low speed, high impact, high disruption, moderate cost, dependent

- After Managed Service Provider
  - a) Pick and implement cloud migration
  - b) Set up improved backup and data security
- After role/position descriptions
  - a) Hire/ Realign staff Grants Ops and Data Steward roles/positions
- After GMS requirements and data assessment review
  - a) GMS selection process
  - b) Reassessment of CMS in coordination with GMS selection process
  - c) Adaptation of the website and any required CMS changes to support GMS-driven grant operations processes and communication



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# Diversity, Equity, Inclusion Planning

Third Eye developed recommendations for Mass Cultural Council to address the diversity, equity, and inclusion goal of its strategic plan. The recommendations are grouped into these five monitoring areas and related goals, based on our own organizational structures and relationships with our constituents:

**Internal Culture:** The processes and practices within the agency

- Goal: Cultivate a culture of equity and inclusion within the Mass Cultural Council

**Grantmaking and Awards:** The direct financial support and recognition given to artists and cultural organizations

- Goal: Encourage full participation in Mass Cultural Council-supported programs

**Training, Technical Assistance, and Other Services:** Workshops, site visits, designations, and other services provided beyond grantmaking

- Goal: Encourage full participation in Mass Cultural Council-supported programs

**Marketing and Communications:** Language, images, and platforms used to describe Mass Cultural Council's work and impact across the state and in specific communities

- Goal: Expand our reach in ways that encourage an applicant pool that is more representative of the Commonwealth

**Partnerships:** Relationships with key groups, including the Council and legislators

- Goal: Leverage relationships and engagement efforts that deepen and broaden effective advocacy on behalf of cultural equity

Third Eye recommends that Mass Cultural Council interpret these DEI-related findings and prioritize solutions for implementation, understanding that this work will occur in phases. There will be no quick fixes as we work to address all of the findings that emerged in this assessment. Instead, Mass Cultural Council should

expect that working toward these goals over time will begin to create a more sustainable shift in its organizational culture.

### Progress to Date

The Mass Cultural Council has taken action on the following recommendations, which have been completed already or will be completed in the fall of FY19:

1. Include gender pronouns and appropriate accommodations.
2. Address salary standardization and documentation per the new pay equity law.
3. Consider how candidate values and intentions are aligned with work responsibilities and if that area can be substituted when work experience is lacking.
4. Continue evaluating the skills and background necessary to perform the roles and responsibilities for a job or contract, while developing RFPs for future opportunities.
5. Continue to promote open positions through networks that encourage a diverse candidate pool.
6. Revise language used to describe programs and services that is accurate, easily understandable, and welcoming.
7. Provide offerings in the most prominent languages of our community – currently in process as part of the website redesign.
8. Communicate accessibility and non-discrimination policies more consistently.
9. Incorporate staff photos and pronouns into website.
10. Create guidance on language to support inclusivity (e.g., pronoun usage) for staff use.
11. Integrate photos and stories of Mass Cultural Council's grantees and communities reached throughout marketing and communications materials.
12. Create accessible visuals to communicate Mass Cultural Council's funding and awards.

13. Translate the website and printed materials into different languages.
14. Use as reference/model the process currently in place to ensure accessibility of large public events, applying lessons learned at smaller meetings and other public gatherings.
15. Revise application and guidelines language to ensure it is accurate, easily understandable, and welcoming.
16. Facilitate meaningful interactions between constituents and legislators to show the diversity of communities served (e.g., youth, social service organizations, artists, cultural organizations).
17. Continue successful efforts to ensure the diversity of Mass Cultural Council staff reflects the diversity of the Commonwealth.
18. Align FY19 spending plan with Diversity, Equity, and Inclusion plan.

### Staff Prioritization

On Friday, June 22 agency staff met with Darnisa from DEEP to help prioritize implementing the recommendations from Third Eye. DEEP said it would be unrealistic to take on more than two major changes in a year. Staff in attendance identified their top three priorities to focus on Recommendations 1, 5, and 6. We note that these recommendations should be paired with number 3. Staff recommended cross-agency working groups that allowed for inclusive leadership opportunities as the best method for working toward these goals.

Staff members not in attendance were given the opportunity to identify what they felt were the top three priorities and this resulted in the following prioritization over the next four years. Staff also acknowledged that future work would necessarily be influenced by what the agency learns and accomplishes as the work continues.

# FY19

## **Develop an Updated and Revised Mass Cultural Council HR Policy Manual**

- Formally document all current Mass Cultural Council HR policies by updating the formal handbook
  - Policies should address staff grievances; time away (leave); recruitment, hiring, and transferring; workplace expectations; staff development; benefits, payroll, and pay administration; workplace health and safety
  - Engage a diverse inclusive team of Mass Cultural Council staff to contribute to the development of this handbook
- Update the Mass Cultural Council organizational chart so it appropriately reflects the nature of the organization and also provides guidance on appropriate lines of communication
- Share revised policies with constituents as a way to model behavior
- Enhance Mass Cultural Council Hiring Practices through HR
- Add language to job descriptions that outlines how you create an inclusive environment
- Send job announcements to arts centers and nonprofit organizations skilled in accessibility and inclusion planning efforts

## **Examine Application and Review Process**

- Reconsider the timeline and process for grant and award submissions
- Consider how long applicants have to wait to hear a response on applications
- Reconsider the length of the applications
- Consider what is suitable for submissions and reporting requirements

- Consider how expanding submission formats (e.g., in person interviews, video submission, submissions in different language) can improve understanding of proposed projects
- Consider whether the non-panel programs are serving their intended audiences well with the selection processes that they have
- Offer technical assistance in a variety of ways
- Ensure that review processes and panelists do not inadvertently value grant writing skills above project benefit
- Convene user experts to provide feedback on timeline, application length, and language
- Reconsider and revise the application process and format based on user expert feedback
- Consider strategies for broadening the applicant pool, including engagement of Mass Cultural Council staff with broad networks
- Continue to supply applicants with feedback and panel comments in order to strengthen future applications
- Regularly review the balance of program funding allocations

### **Create More Cross-Program and Cross-Experience-Level Conversations and Working Groups to Encourage More Collaboration**

- Make use of and expand the working group model to bring together people from across the agency to work collaboratively on a problem, program, or initiative and to facilitate sharing communication, data tracking and sector trends
- Incorporate additional opportunities for cross-agency conversations into existing practices, including power of lunch and 411 presentations
- Consider increasing budget for professional development for all staff

# FY20

## Examine Grant Panel Review Process

- Diversify grant panelists, using strategies such as recruiting through channels used to post open positions
  - Go beyond existing networks and relationships
  - Promote available opportunities through community-specific networks and service organizations
- Revisit the requirements to be an effective grant panelist to only include what is truly required
- Note opportunities for panel service on the Mass Cultural Council emails and social media sites
- Review panelist requirements and recruitment language, adjusting to ensure they align with panel needs
- Survey panelists to understand their experience with the process
- Determine where else youth panelists could serve in addition to the Amplify panel and develop a pipeline of opportunities for youth panelists
- Review the various ways panelists are trained and identify and standardize current best practices across panels.

## Build in Ways to Track Progress with Accountability and Data

### Internal HR policies and practices

- Job application referrals by source (e.g., Mass Cultural Council website, other website, networks)
- Leadership opportunities offered throughout the year
- Grievances filed by staff

### Panelist Information

- Establish which metrics should be tracked agency-wide and which should be tracked on a per-program basis
- Number of panelists, by diversity categories
- Number of panelists, by program-specific qualifications (e.g., expertise in artistic discipline, experience in education, financial knowledge)
- Update the agency-wide database of panelist information to ensure it captures the agreed upon metrics
- Develop a pipeline of panelists to use across programs

#### **Applicant and Grantee Information**

- Establish which metrics are currently should be tracked agency-wide and which should be tracked on a per-program basis
- Number of applicants, by diversity categories and number of applications submitted
- Number of successful applicants (grantees), by diversity categories and percent of successful applications

#### **DEI-focused programs and services**

- Number of grantees who receive training, technical assistance, or other services

#### **LCC applicants and UP Participants**

- Number of applicants, by diversity categories
- Number of successful applicants (grantees), by diversity categories
- Number of grantees who become UP network member and/or receive designation
- Number of UP program participants who become grantees

#### **Continue ongoing internal work from FY19:**

- HR Policies and procedures
- Cross-Program and Cross-Experience-Level Conversations and Working Groups



# FY21

## Description of services and technical assistance

- Clearly define universal access, community, and participation

## Outreach

- Build wider audiences by looking beyond current networks
- Engage with partners with expertise in DEI for trainings

## Lead by Example

- Create thoughtful and intentional language around Equal Employment Opportunity Commission
- Share revised policies with constituents as a way to model behavior
- Continue a practice of transparency

## Continue ongoing internal work from FY19 and FY20:

- HR Policies and procedures
- Cross-Program and Cross-Experience-Level Conversations and Working Groups

# FY22

## Local Cultural Councils

- Strategies shared with LCCs should be determined once new MCC program guidelines are established
- Evaluate LCCs on their DEI efforts and ability to influence their own networks
- Provide support to local cultural councils in their DEI based efforts

## Advocacy and Communications

- Make use of existing data, creating maps and infographics demonstrating impact through a DEI and/or political lens
- Develop a shared vocabulary around DEI and funding practices that are explained and used consistently throughout all communications
- Ensure that communication staff are actively engaged in the planning of program launches to deliver a consistent and comprehensive message to external audiences

## Community Engagement

- Engage constituents in general feedback, list building, language/communications revisions, and professional development
- Broaden interactions during site visits and travel by meeting with organizations who are not currently grantees
- Create infographics that highlight funding patterns by arts discipline, community served, funded amount

## Continue ongoing internal work from



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To: Mass Cultural Council  
Fr: Anita Walker, David Slatery  
Dt: August 28, 2018  
Re: Budget and Program Allocation Plan for FY19

Following this memo is the proposed budget and program allocation plan for Mass Cultural Council in FY19.

The initial FY19 plan was presented to the Executive Committee on August 7 and the grant recommendations for most Mass Cultural Council grant programs based on this plan was presented to the Grants Committee on August 14. Now the plan has been brought forward to be voted on by the full Council on August 28.

This year, unlike last year, the amount of Mass Cultural Council's FY19 state funding is known and final so there is no need for alternate versions of our FY 19 spending plan

Below is a high-level overview of the FY19 plan, with detailed comments for each budget line.

#### **Available Resources in FY19**

We will have total available resources of \$18,068,305 for FY19. This includes all state, federal, and private funds. This is about \$2,325,000 more than FY 18, with most of that due to the large increase in our state appropriation. After deducting earmarks, Mass Cultural Council will have approximately \$2.23 million more in resources available than in FY18.

State funding for Mass Cultural Council programs in FY19 is \$2,204,283 more than FY18. The FY19 state budget line item for Mass Cultural Council is \$16,154,982 of which \$120,000 is dedicated to earmarks (for the Springfield Cultural District and the Albion Cultural Exchange in Wakefield) leaving \$16,034,982 available for programming and expenses. By way of comparison, in FY18, Mass Cultural Council received \$13,950,699 of which \$25,000 was dedicated to earmarks leaving \$13,925,000 for general purposes.

Mass Cultural Council is also to receive \$900,700 in NEA funding this year which is an increase of \$9,500 from the FY18 award. Additionally, we are assuming funds available for reimbursement for administrative expenses related to the Cultural Facilities Fund will be about \$325,000, the same as last year and we have roughly maintained the funding levels in our trust accounts. Additionally, we received a new \$300,000 grant from the Klarman Family Foundation for our Music Educator Teaching Artist (META) training program, of which \$88,100 will be made available this year (which is to be added to the \$61,900 still remaining from an earlier grant made over the two immediately prior fiscal years) and we expect to receive the balance of the grant (\$210,000) in future years. Through careful management of our funds in FY18, we

were able to make a \$453,000 prepayment against the MassHumanities FY19 grant thus freeing up additional resources this year.

### **Highlights of Proposed FY19 Spending Plan**

The proposed spending plan for FY19 reflects the first year of an increase following three years of “flat-funding scenarios.” This year, Mass Cultural Council staff is once again proposing to focus budget decisions upon broad themes related to the FY18-22 Strategic Plan. Staff will present a more detailed power point on these themes at the Executive Committee meeting

### **FY19 Budget Details**

#### ***Salaries (Line 1)***

- Mass Cultural Council salaries equaled \$2,463,011 in FY17 which was almost \$44,000 lower than projected at the beginning of the year. This was due to amount of time certain positions were open and vacant and the fact that the Commonwealth did not agree to a new union contract in FY18 and managers only received a 1.2% adjustment (per the example of the Executive branch agencies), hence the amount reserved for general salary increases was not spent last year. However, we have reports that the Commonwealth will be catching up in FY19 (as described below). In FY19, these positions will be filled for a full year (or for part of a year as we have some new staff starting September) so the payroll line will see a concomitant increase. We have projected a payroll line item of \$2,685,194 for FY19, an increase of \$178,000,000 over what was approved last year. Apart from filling existing positions (and one soon to be empty position-that of longtime Community Program Manager Meri Jenkins), the increase is due to (1) approximately \$15,000 for planned step and grade increases for union employees, (2) a retroactive raise of 1% for managers and 2% raise for union employees for FY18 (the administration promised this if certain revenue targets were hit for FY 18, which were), (4) the translation of such raises through FY19 (effectively adding another 1% and 2& increase, effectively), plus (4) a new 2% raise for FY19 for union workers for FY19 as negotiated by the administration in the new collective bargaining agreement and (5) a pay-equity review adjustment pool and reserve for potential manager raises for FY19.
- As we do every year, here is a bit of historical reference: Mass Cultural Council salaries were cut by more than 20% from FY09 to FY11. The reduction in force from layoffs and attrition in FY10 and FY11 equaled 7.1 FTEs. Salaries of all Mass Cultural Council managers were also frozen in FY09 and FY10. Likewise, there were no cost-of-living adjustments (COLAs) for Mass Cultural Council union employees in the state’s collective bargaining agreements in FY09 or FY10. Modest increases for managers and union employees were reintroduced in FY11 and FY12. FY13 - FY17 provided a 3-3.5% annual increase for Mass Cultural Council managers and roughly equivalent collective bargaining increases for Mass Cultural Council union employees. (FY 18 is covered in the bullets points above).
- We understand that a new collective bargaining agreement for NAGE Unit Six (the union that represents all Mass Cultural Council union employees) has recently been agreed to by the administration and the union. The collective bargaining agreements are negotiated between the state and each union; Mass Cultural Council has no direct say in these negotiations.
- Mass Cultural Council generally guided by the Executive Branch when deciding manager raises.

***Fringe and Indirect (Line 2)***

- This line shows fringe and indirect charges and also payroll taxes that are claimed by the state whenever salaries or contracts are paid from Federal accounts or state trusts.
- Salaries paid from these accounts trigger the fringe and indirect charges shown here.
- Mass Cultural Council pays portions of several salaries from an expendable trust account established for the Cultural Facilities Fund (in order to receive funds from MassDevelopment). This requires the Mass Cultural Council to reimburse the Commonwealth for fringe benefits associated with being a Commonwealth employee. Also the fringe and indirect rate charged by the state will be 53.03% in FY19 which is an increase from the FY18 rate of 52.68%, so this line will be larger.

***Employee Related Expenses (Line 3)***

- This line includes all employee reimbursements for travel, conferences, and other regular business activity.
- We are proposing increasing this item to \$46,675 in FY19 to accommodate increased staff travel expenses related to visiting constituents. This line also covers conference attendance expenses which are expected to remain at about the same level.

***Interns and Contracted Employees (Line 4)***

- This is the line used to pay for temps and interns. Sometimes it covers workers that are working temporarily while we evaluate whether to bring on a new position (as we did with two positions last year). Based upon some new projects this year (e.g. \$5000 for position to perform research on building and preserving artist spaces) and the need to cover a key position during a maternity leave (\$14,650), we foresee this item increasing to \$36,450.
- This item covers our long time Fiscal Intern, Pete Couble.
- This also covers approximately \$10,000 in intern/temporary worker costs related to administration of the CFF (and for which the Mass Cultural Council is ultimately reimbursed by MassDevelopment.)
- This also covers a projected \$3500 cost for interns in the coming year.

***Pension and Insurance Related Expenditures (Line 5)***

- This line includes pension and other charges imposed by the state. It is based primarily on salaries of the FTEs in our existing workforce.
- The chargebacks are levied by the state and are outside of our direct control.
- This item also includes auto insurance costs for the agency vehicle.
- Based on the projected increase in salary expenses and car insurance, we are projecting an increase to \$36,750 in FY19.

***Administrative Expenses (Lines 6 and 16)***

- This year in order to more accurately reflect the way Mass Cultural employs its financial resources, we have broken out costs that are Program and Services costs and these are shown in Line 16 (and include things like the costs of convenings and panels). These costs are like grants in that they are directly part of our delivery of services and programming to the field. (We will be further evaluating how we break out these kinds of costs as we go on so our presentation of these costs may change as we refine our approach.) This break-out of expenses in results directly from a comment we received from Grants Committee last year

(NOTE-we and we will also be breaking out Program and Services costs for Consultants, Equipment and Technology- as you will see in the discussion of those lines below)

- Line 6 contains the remaining Administrative Expenses which are not direct Program and Services spending.
- Overall, administrative expenses include all printing, postage, catering, membership dues, convenings and many expenses associated with grant program panels.
- It also includes all transactions on procurement cards issued by the state for Mass Cultural Council business. Many of the expenses from site visits for the Cultural Investment Portfolio Creative Youth Development and other programs are handled through procurement cards, for example. So are a growing portion of the expenses associated with board meetings, convenings and other public events and travel.
- Spending will increase in this area in FY18 (from combined \$349,000 to \$459,000). The increase comes from increased convening costs, work with the Network Arts Administrators of Color, a DEI review of our websites and online communications, personnel review services, some projected large convenings, advertising opportunities, increased printing costs plus some deferred dues. Also all administrative expenses related to the outside-funded META program are now reflected in this line. Please note we receive dedicated foundation funding for META expenses.

***Space Rental and Utilities (Line 7)***

- This line shows rent and electricity costs associated with our office at 10 St. James Avenue in Boston.
- The Mass Cultural Council signed a new ten-year lease for its space on January 14, 2016 and the annual cost is \$332,010 and we have estimated utility costs as slightly higher than last year. We have anticipated \$22,000 in annual utility costs in FY19.

***Consultant Service Contracts (Lines 8 and 17)***

- This line includes all third-party contractors. As mentioned in the first bullet point in Administrative Expense, we are breaking out breaking out Programs and Services costs for Consultant Expenses.
- This year consultant costs projects to approximately \$483,000 in Program and Services Consultants and \$71,000 for other consultants. The amounts last year were \$282,000 and \$181,000, respectively.
- In FY19, the Programs and Services part of this line (Line 17) will include intervention and financial consultants for the CIP program (\$116,000), ArtsBoston acting as festival Consultants (\$25,000), History Day match (\$15,000), Panelists stipends (\$85,000), UP consultants (\$50,000), Folk Arts fieldworkers (\$6800), Cultural District site advisors (\$4500) and Johnson Strings for the SerHacer program (\$30,000) and Innovation Learning Center for the CMOST program (\$40,000) plus expenses for Art Week, a Pittsfield Artist Residency, the META consultants (for whom we pay directly) as well the performers at the Commonwealth Awards and Folk Arts Showcase in September.
- In the more general Consultants line (Line 8). We have budgeted for HR consultants and lawyers (\$35,000), accountant services to improve our financial tracking and reporting (\$5000) and DEI Referee training (\$14,000).

***Operational Services (Line 9 and 17)***

- This line includes “technical consultants” – such as photographers, videographers, A/V providers, and interpreters. As mentioned in the first bullet point in Administrative Expense, we are breaking out Programs and Services costs for Operational Services Expenses.
- Line 9 is projected to \$31K as compared to \$6.6K in FY18. Most of the additional costs relate to the Commonwealth Awards which occur every two years. Many of the costs are placed in this line as a placeholder and may be moved later in the year to other lines.
- Line 17 contains Program & Services Costs of \$13,000 consisting of interpreters for UP and the professionals at the Commonwealth Awards and Folk Arts Showcase (as opposed to \$2971 for last year).

***Equipment Purchases (Line 10)***

- This line applies only to non-IT equipment purchases. Equipment *leases* are tracked separately, on Line 11, for non-IT leases and on Line 12 for IT leases.
- This item will be mostly level this year at \$15,850 as opposed to \$17,266 last year and cover things like – new chairs and screens for our conference room, art for the office entryway and a new dishwasher for the staff kitchen.

***Equipment Leases and Maintenance Contracts (Line 11 and 18)***

- This line includes all non-IT equipment rental agreements (such as copiers and our vehicle). As mentioned in the first bullet point in Administrative Expense, we are breaking out Programs and Services costs for Equipment Expenses.
- This line (Line 11) is roughly level funded in FY 18 at \$23,650- an increase of about \$2000. We anticipate replacing the agency vehicle which has just reached the end of its lease term.
- A new laptop for the Artists department (\$2000) for assistance with uploading and formatting fellowship submissions is included in Line 18 as a Program & Services cost.

***Information Technology Expenses (Line 12 and 18)***

- This line captures all information technology expenditures, including tech service providers, phone services and charges, computer leases, web developers, and chargebacks associated with technology services through the state’s Information Technology Division (ITD). As mentioned in the first bullet point in Administrative Expense, we are breaking out Programs and Services costs for IT Expenses.
- The costs of the SmartSimple application used by the Community program for LCC applications is included as Program & Services cost in Line 18 (\$19,000)
- We approved a large increase in this item last year but did not end up spending about \$200K of it (that money was re-allocated toward payment of the 2019 MassHumanities grant which then freed up additional funds for this year). We pushed back some of those expenses to this year and they are captured in year’s \$430,000 projection for Line 12. Most of these costs relate to a new Grants Management System (\$150K), redoing the Mass Cultural Council websites (\$112,000), retention of a new Managed Services Provider (Retrofit) (\$21,000), technology consultants Sage70 to help us with the upgrades and planning (\$50,000) and a new switch (\$12K) to improve our online accessibility speed and performance (we are currently having major problems with this).

- We are also finishing up our current lease of desktop computers and will be obtaining some additional workstations and other equipment in the new lease. (\$27,000- we put this off from last year during the pendency of our tech assessment)

### **Grant Programs**

#### ***Cultural Districts Initiative Investment Program (Line 22)***

- Staff recommends expanding the Cultural Districts Initiative Investment Program which provides up to \$5,000 grants to ALL cultural districts.
- Previously we provided funding to newly-designated districts and due to the increase in funding, recommend the program be a yearly grant to all districts.

#### ***Artist Fellowships (Line 23)***

- We are recommending increasing this program by \$102,000 to \$543,000.
- This year the award for Fellows will increase from \$12,000 to \$15,000 (a long-time goal of the agency) and Finalist awards will remain at \$1000.
- We typically receive between 1000-2000 Artist Fellowship applications each year for this small number of awards.

#### ***Cultural Investment Portfolio (Line 24)***

Here is the funding progression of this program for the last several years:

- FY12 final: \$3,407,500 (Includes Media Grants)
- FY13 final: \$3,561,200 (Includes Media Grants)
- FY14 final: \$4,002,400 (Includes Media Grants)
- FY15 final: \$4,189,000 (Includes Media Grants).
- FY16 final: \$4,582,500 (Includes Media Grants).
- FY17 final: \$4,561,000 (Includes Media Grants).
- FY 18 final: \$4,602,500 (Includes Media Grants).
- FY 19 proposal \$5,025,000 (NOT including Media Grants- see below). This amount is \$541,500 more than what was budgeted for the program in FY18, and enables us to move eligible applicants from the Gateway program into the Portfolio, to increase the number of Projects grants to 80 from 65, and to increase the number of Gateway grants from 29 from 17.

#### ***Media Grants (Line 25)***

Once again we are recommending \$120,000 to four media organizations to purchase spots to highlight various Council grantees and initiative.

#### ***Festivals Program (Line 26)***

- Staff recommends continuing the Festivals Program which provides grants to large and small festivals throughout the Commonwealth.
- \$115,000 is recommended to be allocated to this program, a \$15,000 increase allowing thirty more festivals to be funded.

#### ***Local Cultural Councils (Line 27)***



- Staff recommends increased funding to \$3,400,000 this year (a \$370,000 or 12% increase). Every local cultural council will see and increase to its allocation this year. This is the first increase in four years to the program.

***Mass. Cultural Data Project (CDP) (Line 28)***

- Mass Cultural Council and Data Arts have agreed on a contract which would extend CDP coverage through FY19 at the same cost as FY18 (\$47,500).

***Poetry Out Loud (Line 29)***

- This is a nationwide poetry recitation program for high school students that is mandated and funded annually by the National Endowment for the Arts (NEA)
- The Mass Cultural Council has historically administered the Poetry Out Loud program in Massachusetts through an annual contract with the Huntington Theatre Company. The Mass Cultural Council issued a Request for Proposals for this program in July 2013 and Huntington was the sole respondent and once again selected as the provider.
- The NEA's restricted grant for this program appears on Line 65. The funding for this program is maintained at \$17,500 in FY19.

***Traditional Arts Apprenticeships (Line 30)***

- The Apprenticeship program runs every other year, alternating with Artist Fellowship grants for the traditional arts and was last funded in FY17.
- This program is partially funded by the NEA through the Folk Arts Infrastructure grant (Line 64) which this year will equal \$30,000. Staff is recommending the program be expanded with state funds, to increase the size of the program to \$70,000. This will allow for up to \$10,000 individual grants
- Apprenticeships will next be funded in FY21.

***Big Yellow School Bus (Line 31)***

- Staff recommends increased funding of \$5000 to \$150,000. This level will allow us to fund transportation for 600 school field trips at \$250 each (a \$50 increase in the grant).
- For Fiscal Years 2009-2012, Big Yellow School Bus received annual funding from Bank of America. Bank of America ceased supporting the program in FY13, but Mass Cultural Council continued to fund it with state resources in FY13-18 (plus \$8,000 from Cape Cod Savings Bank for Cape activities in FY16-18 which has now been fully spent) and we propose to continue funding it out of our state appropriation in FY19.

***STARS (Line 32)***

- Increased funding of more than \$957,000 is proposed (an \$87,000/10% increase).
- This will allow us to support approximately 20 additional school residencies in FY19. This is a popular program and when opened up for application, the funding requests become oversubscribed within 30-45 minutes traditionally.

***Creative Youth Development-YouthReach (Line 33)***

- YouthReach is in the first year of a new three-year application cycle in FY19.

- We propose increasing the funding by \$156,000 in FY 19, allowing individual grants to increase from \$15,000 to \$16,000 and increasing the number of programs funded from 44 to 52.

***Creative Youth Development-Amplify (Line 34)***

- Also proposed is \$15,000 for continuation of the Amplify grant program. This program has been successful for three years and complements the work of YouthReach.

***Creative Youth Development-SerHacer (Line 35)***

- Like YouthReach, SerHacer is also in the first year of a three-year application cycle in FY19.
- This year staff recommends the program provide a \$16,000 grant (A \$1000 increase) to 22 grantees (an increase of 4)

***Creative Youth Development-Music Educator Teacher Artist (META) Training (Line 36)***

- This is a third year new initiative in partnership with the Klarman Foundation to provide training to teachers in existing YouthReach programs which started in FY17. Just recently, Klarman has decided to provide up to an additional \$300,000 to the program
- The \$150,000 reflected here are the grants and stipends to be paid out of the Klarman grant to participants in the program. We have \$61,900 remaining from prior year's grant funding and Klarman will be providing an additional \$88,100 for this year. Mass Cultural Council provides a small amount of matching funds to pay for certain program consultants and that expenditure is reflected above in Line 17, Programs & Services Consultants. Other administrative costs of the program are funded by Klarman and reflected in Line 16 above.

***UP! Accessibility Program (Line 37)***

- The Mass Cultural Council is setting aside \$153,000 in the budget over-all for the fifth year of implementation of a participant learning network and an UP organization network. This year the program will provide up to \$30,000 of stipends for participants, \$3000 challenge grants up to a total of \$30,000 (an increase from \$1000 grants last year) and up to \$10,000 worth of assistance to the national LEAD conference about accessibility and inclusion in the arts. Only the spending on this program which consists of grants or stipends (\$70,000) is counted as "Grants Program" spending in this line, the balance is reflected Lines 16 and 17.

***Compact Grants (Line 38)***

- The Mass Cultural Council has set aside \$40,000 for grants related to the six communities who signed Cultural Compacts in FY18. This will consist of \$5,000 grants to each such community (and a catch-up \$10,000 grant to one community which did not receive its initial \$10,000 last year).

**Re-Grant and Project Funding Programs (Lines 42-44)**

- An annual grant is proposed in FY19 to the Massachusetts Foundation for the Humanities (MFH) which is calculated as a percentage of Mass Cultural Council's state funding. Owing to the 15.1% increase in our state funding, MassHumanities will receive a concomitant increase from \$525,616 to \$605,229 (\$79,613 increase).
- Additionally, NEFA has made a, funding proposal to Mass Cultural Council about projects to which the Mass Cultural Council would be invited to participate in and fund and staff is proposing funding this project at \$55,000- a 10% increase.
- As part of the FY18 state budget, line items for \$100,000 for the Albion Center in Wakefield and \$20,000 for the Springfield Cultural District were included in Mass Cultural Council's appropriation for this year. This is not funding provided by any Mass Cultural Council program (and is not part of our Cultural Districts program) and is a pass-through "earmark" which the Mass Cultural Council will distribute in accordance with the language contained in the budget legislation.

**Other**

***Prepaid Expenses and Carryforward (Line 48)***

- This line shows funds that are used to pre-pay expenses for future years and/or carried forward in trust accounts across fiscal years.
- We typically prepay a portion of our annual partnerships with MassHumanities (and occasionally other contracts, too) with these funds. The practice began a number of years ago when a delay in the launch of a new program created a pool of funds that needed to be granted before the end of an approaching fiscal year.
- In order to avoid creating an operating hole from one year to the next, we typically reserve comparable amounts for prepaid expenses from one year to the next.
- The pre-pay reserve is anticipated to be at \$334K in FY18. Through careful management and putting off certain tech expenses, we were able to prepay \$599K in expenses for FY 19.
- Our goal will be to gradually reduce this item over time. To achieve this without creating an operating hole from one year to the next, however, the process will have to happen gradually.

## **Sources of Funds**

### ***Basic State Appropriation: Account Number 0640-0300 (Line 56)***

- First some history:
  - In FY16, the final state budget provided \$14,000,000 in funding for Mass Cultural Council programs and operation. This represented an 18.8% increase over FY15 (after the mid –year cuts) and enabled the Mass Cultural Council to increase and expand funding for its programs and operations in FY16.
  - In FY17, the final state budget provided \$13,950,000 in funding for Mass Cultural Council programs and operation. This represented a slight decrease from FY16.
  - In FY18, the final state budget provided \$13,925,699 in funding for Mass Cultural Council programs and operation. This represented another slight decrease from FY17 (although down \$75K from FY16 levels).
  - After three years of flat (actually slightly decreasing) funding, in FY19, Mass Cultural Council received a 15.14% increase to \$16,034,982.

### ***State Pass-Through Funds (Line 57)***

- As described above, the final FY19 budget included a \$120,000 in earmarks.

### ***MassDevelopment: Statutory Transfer to Mass Cultural Council (Line 58)***

- This item is included purely for historical interest.
- After four years of funding annual \$3 million transfers (FY11-14), the FY15 state budget did not call for the Mass Cultural Council to receive any funds from the Massachusetts Development Finance Agency (MassDevelopment) and since then state budget has not required MassDevelopment funding.

### ***MassDevelopment: For Mass Cultural Council Expenses Associated with the Cultural Facilities Fund (Line 59)***

- Every year since FY07 we have had an annual contract with MassDevelopment to compensate us for our services in the management and administration of the Cultural Facilities Fund.
- This is strictly a fee-for-service arrangement, under terms stipulated in the CFF statute.
- Under the CFF statute, expenses for administration of CFF cannot exceed 7.5% of total yearly grant commitments. This is usually shared between MassDevelopment and Mass Cultural Council.
- Governor Baker announced a \$10 million allocation for CFF in FY19 (the same as FY17 & FY18) and there will be a new \$10 million funding round this fall. We anticipate a \$325,000 expense budget with MassDevelopment for this year (the same as FY17 & FY18.)

### ***Prepaid Expenses (Line 60)***

- This line reflects prepayments made in FY18 for expenses related to FY19 operations and is discussed above.

***National Endowment for the Arts: State Partnership Grant (Lines 61-65)***

- These lines comprise the different components of our annual state partnership with the National Endowment for the Arts (NEA)
- In total, we will receive \$900,700 from the NEA in FY18. This represents a \$9,500 increase from the amount provided last year.
- This is an important piece of our financial picture. Below is a chart that summarizes the Federal funding over since FY11 (not counting some special project one-time support in FY17) and the increase for this year.

NEA Grants to Mass Cultural Council	FY11	FY12	FY13	FY14	FY15	FY16	FY17	FY18	FY19
Basic State Plan	668,500	615,400	582,400	540,700	567,500	570,400	591,100	585,800	592,700
Arts in Education	62,100	80,500	74,300	70,900	71,100	71,200	71,400	64,100	63,500
Arts in Underserved Communities	240,500	199,600	184,900	178,000	183,000	186,500	193,400	193,800	197,000
Folk Arts Infrastructure	25,000	30,000	30,000	29,100	25,000	30,000	40,000	30,000	30,000
Poetry Out Loud	20,000	20,000	17,500	17,500	17,500	17,500	20,000	17,500	17,500
<b>Total</b>	<b>1,016,100</b>	<b>945,500</b>	<b>889,100</b>	<b>836,200</b>	<b>864,100</b>	<b>875,600</b>	<b>915,900</b>	<b>891,200</b>	<b>900,700</b>

***Private Funds-Big Yellow School Bus (Line 66)***

- Mass Cultural Council had largely funded this program out of its own funds for the past several years except for Cape Cod Savings Bank which made \$8,000 available to the program available for field trips on the Cape. We have fully expended the Bank's contribution over FY16-18 (40 trips) and the account is now empty.
- We will continue to look for more potential corporate partners for future years.

***Harry Rice Trust Account (Line 67)***

- The Harry Rice Trust account is where funds from miscellaneous donors and other amounts can be deposited.
- We spent down this account (by funding a few grant payments from it) to its more traditional level last year.

***Additions to Harry Rice Trust Account (Line 68)***

- We added approximately \$1,584 to the account last year consisting of expense reimbursements and contributions.

***Commonwealth Awards Trust Account (Line 69-70)***

- This represents money raised privately for the Commonwealth Awards.
- We raised in excess of \$18,200 directly for the FY17 awards which funds were used to pay for the event in February 2017. All of this funding was spent on the event and only \$6 remains in this account.
- We will be seeking to raise additional outside funds this year for the FY19 Commonwealth Awards

***Klarman Funding for META Account (Line 71-73)***

- We received \$135,000 from Klarman for META in FY 17.
- We also received another \$135,000 from Klarman for the program in FY18 of which \$61.9K remains (due to participant drop outs and failure to seek program grant funds and unexpected costs savings on venues).
- Klarman has indicated it will provide \$88,100 of its new \$300K commitment during FY19.

***Dudamel Foundation (Line 61)***

- This represents money contributed to us from the Gustavo Dudamel Foundation in FY18. It was used to defray certain expenses of an annual El Sistema Showcase and to bolster the grants made under the Ser Hacer program and partner programs.
- Although we show this as a separate account here, these funds were held in the Harry Rice Account once received.
- We fully expended the Foundation's contribution in FY18 but hope to work with it more in the future.

***NOTE- We have added lines 51a and 51b to the spreadsheet highlighted in orange. These lines are meant to reflect the amount of Cultural Facility Fund (CFF) awards that are made each year and should be reflected in total grant-making activities for the year.***

***However, as these funds do not flow through Mass Cultural Council's balance sheet and are in fact held and disbursed over several years by another agency (MassDevelopment), these amounts are not reflected in any other line on the spreadsheet and are included for illustrative purposes only.***

MASSACHUSETTS CULTURAL COUNCIL FY 19 BUDGET Council Meeting Aug 28, 2018			FY 18 FINAL BUDGET (EST)	FY 19 PROPOSED BUDGET
NON GRANT/NON PROGRAM EXPENSES-SALARIES, SPACE, AND ADMINISTRATION				
1	AA: Salaries		2,463,011	2,685,194
2	AA: Fringe & Indirect (Salaries & Contracts Paid Thru Fed. or Trust Accounts)		90,476	94,000
3	BB: Employee Related Expenses		41,555	46,675
4	CC: Interns and Contracted Employees		27,222	36,200
5	DD: Pension and Insurance Related Expenditures (State Chargebacks)		32,305	36,750
6	EE and FF: Administrative Expenses (NPS)		196,633	260,170
7	GG: Space Rental and Utilities		353,410	354,010
8	HH: Consultant Service (NPS) Contracts		180,624	71,000
9	JJ: Operational Services		6,834	31,000
10	KK: Equipment Purchases		17,266	15,850
11	LL: Equipment Leases and Maintenance (Non-IT)		21,581	23,650
12	UU: Information Technology Expenses		261,918	429,802
13	<b><i>SUB-TOTAL NON GRANT/NON PROGRAM EXPENSES</i></b>		<b>3,692,835</b>	<b>4,084,301</b>
14				
15	<b>PROGRAM &amp; SERVICES EXPENSES</b>			
16	EE: Administrative Program Expenses		152,810	208,850
17	HH&JJ: Consultants & Panelists		285,401	495,550
18	LL&UU: P&S Tech and Equipment		14,100	21,000
19	<b><i>SUB-TOTAL P&amp;S EXPENSES</i></b>		<b>452,311</b>	<b>725,400</b>
20				
21	<b>GRANTS AND STIPENDS (PP)</b>			
22	Cultural Districts		40,000	240,000
23	Artist Fellowships		441,000	543,000
24	Cultural Investment Portfolio		4,440,100	5,025,000
25	Media		120,000	120,000
26	Festival		99,000	115,000
27	Local Cultural Council Program		3,030,000	3,400,000
28	Mass. Cultural Data Project		47,500	47,500
29	Poetry Out Loud		17,500	17,500
30	Traditional Arts Apprenticeships		-	70,000
31	Big Yellow School Bus		117,800	150,000
32	STARS		865,000	957,000
33	CYD -YouthReach		660,000	832,000
34	CYD-Amplify		14,850	15,000
35	CYD-SerHacer		275,670	352,000
36	CYD: META		119,721	150,000
37	UP Program Stipends/Challenge Grants		61,000	70,000
38	Compact Grants		50,000	40,000
39	<b><i>SUB-TOTAL GRANT EXPENSES</i></b>		<b>10,399,141</b>	<b>12,144,000</b>
40				
41	<b>PARTNERSHIPS, RE-GRANT AND PROJECT FUNDING PROGRAMS</b>			
42	Massachusetts Foundation for the Humanities		525,616	605,229
43	NEFA Project		50,000	55,000
44	Pass Through Earmarks		25,000	120,000
45	<b><i>SUB-TOTAL PARTNERSHIPS/ RE-GRANT PROGRAMS</i></b>		<b>600,616</b>	<b>780,229</b>

46			
47	<b>OTHER</b>		
48	<b>Prepaid Expenses and Carryforward</b>	<b>599,278</b>	<b>334,375</b>
49	<b><i>SUB-TOTAL, OTHER</i></b>	<b><i>599,278</i></b>	<b><i>334,375</i></b>
50			
51	<b><i>SUB-TOTAL, ALL PROGRAM</i></b>	<b><i>12,051,346</i></b>	<b><i>13,984,004</i></b>
51a	<b><i>CFF GRANTS (OFF BALANCE SHEET)</i></b>	<b><i>9,302,400</i></b>	<b><i>9,303,000</i></b>
51b	<b><i>ALL PROGRAM SPENDING INCLUDING CFF</i></b>	<b><i>21,353,746</i></b>	<b><i>23,287,004</i></b>
52			
53	<b>TOTAL EXPENSES (Not including CFF)</b>	<b>15,744,181</b>	<b>18,068,305</b>
54			
55	<b>REVENUE</b>		
56	<b>State: Basic Appropriation (0640-0300) less Earmarks</b>	<b>13,925,699</b>	<b>16,034,982</b>
57	<b>State: Pass-Through Funds</b>	<b>25,000</b>	<b>120,000</b>
58	<b>State: Supplemental Appropriation</b>		
59	<b>MassDevelopment: For MCC Expenses Associated with Cultural Fa</b>	<b>326,549</b>	<b>325,000</b>
60	<b>Prepaid Expenses (Funding from Prior Years' Budgets)</b>	<b>296,840</b>	<b>463,623</b>
61	<b>National Endowment for the Arts: Basic State Plan</b>	<b>585,800</b>	<b>592,700</b>
62	<b>National Endowment for the Arts: Arts in Education</b>	<b>64,100</b>	<b>63,500</b>
63	<b>National Endowment for the Arts: Arts in Underserved Communities</b>	<b>193,800</b>	<b>197,000</b>
64	<b>National Endowment for the Arts: Folk Arts Infrastructure Grant</b>	<b>30,000</b>	<b>30,000</b>
65	<b>National Endowment for the Arts: "Poetry Out Loud"</b>	<b>17,500</b>	<b>17,500</b>
66	<b>Private Funds: Big Yellow School Bus</b>	<b>800</b>	<b>-</b>
67	<b>Harry Rice Trust Account (As of 7/1)</b>	<b>84,882</b>	<b>73,994</b>
68	<b>Additions to Harry Rice</b>	<b>1,584</b>	
69	<b>Comm Awards Trust Account</b>	<b>6</b>	<b>6</b>
70	<b>Additions to Comm Awards Account</b>		
71	<b>Klarman Year I Funding for META</b>	<b>46,621</b>	<b>-</b>
72	<b>Klarman Year II Funding for META</b>	<b>135,000</b>	<b>61,900</b>
73	<b>Klarman Year III Funding for META</b>		<b>88,100</b>
74	<b>Dudamel Foundation</b>	<b>10,000</b>	
75	<b>TOTAL REVENUE</b>	<b>15,744,181</b>	<b>18,068,305</b>
		-	-





*Power of culture*

**Conflicts of Interest Notifications- Mass Cultural Council Members- August 2018**

Jake Brennan

Shout Syndicate

The Record Company

The Boston Foundation

RadioPublic

PRX/PRI

Sandy Dunn

Discover Central Massachusetts

Nina Fialkow

Boston Ballet

Isabella Stewart Gardner Museum

Dr. Barbara Wallace Grossman

American Repertory Theatre

Tufts (employer)

Matthew Keator

Lenox Library

Susan Leff

Childrens Museum

MassHumanities

Victoria Marsh

Company One

WGBH

Allyce Najimy

None

Barbara Schaffer Bacon

Arts Extension Institute

Double Edge Theater

Enchanted Circle Theater

Amherst Cultural District

Malcolm Sherman  
Museum of Science  
Brandeis University

Troy Siebels  
Hanover Theater/Worcester Center for the Performing Arts  
Worcester Cultural Coalition  
Discover Central Massachusetts  
Indian Hill Music

Ann Murphy  
The Pilgrim Monument and Provincetown Museum

Sherry Dong  
Chinese Historical Society of New England

Dr. Michael Yaremchuk

Lillian Do

Jodi-Tatiana Charles

Vanessa Otero

Kathleen Castro  
Little Theater of Fall River  
New Bedford Festival Theater

Karen Barry  
The Friendship Home

Procedure for dealing with conflicts of interest on Mass Cultural Council grant votes.

Prior to any Council or Grants Committee meeting, staff will compile a list of conflicts of interest by identifying any potential recipient of council funds to be voted on at that meeting to which any Council member has an identified connection. Unless a Council member indicates otherwise, it is assumed that the Council member will abstain from all discussion and any vote regarding such grantee.

A document listing these possible conflicts of interest (the "conflicts list") will be distributed to the board at the beginning of the meeting.

After presentation of grant recommendations for a particular program, before a motion for vote, the chair should refer to the list and 1) ask the members present if the conflicts list is accurate and if the members identified will abstain from votes and discussion for the relevant organizations as identified on the conflicts list and 2) ask if any other conflicts exist which should be added to the conflicts list.

After dealing with any necessary corrections or additions, the chair will then ask for a motion approving the grant/allocation recommendations noting that the Council members noted on the conflict list will abstain from discussion and votes for certain organizations in accordance with the conflicts list. It will not be necessary for any member with a conflict to leave the room as long as such member does not participate in any decision regarding the affected organization and it is specifically noted in the minutes that such member abstained from all discussion and votes regarding the specified organization.

Sample script for a meeting vote:

CHAIR: We will now consider votes approving the FY19 grant recommendations. Please note the conflicts list that has been distributed. Staff members have compiled these lists to identify members that have a real or potential conflict of interest in connection with this vote. Please indicate 1) if there are any inaccuracies on the list or 2) if any additional conflicts need to be disclosed.

*[If any corrections or additions are noted by board members, the conflicts list will be amended at this time]*

Noting the abstentions disclosed on the *[corrected]* conflicts list, the chair now calls for a motion to approve the grants recommendations for this program.

Then, upon motion duly and made and seconded, with the abstentions noted above, it was VOTED: ...]"

---

In the minutes recording this vote, the following will be included

**[Council Member X]** disclosed that s/he would abstain from any discussion or vote regarding the provision of a grant or other assistance to {list affiliated organizations}



*Power of culture*

To: Mass Cultural Council  
 Fr: Anita Walker, David Slatery, Jen Lawless, Sara Glidden, Michael Ibrahim, Kalyn King  
 Dt: August 14, 2018  
 Re: Cultural Investment Portfolio: FY19 Grant Recommendations

### **Summary**

In this section you will find proposed FY19 grant recommendations for nonprofit cultural organizations (and entities of local government) in the Cultural Investment Portfolio (CIP). These grant recommendations were recommended by the Grants Committee on August 14 for approval by the full Council. The Grants Committee did request that staff clarify the treatment of certain pass-through expenses when making cash expense adjustments when calculating the funding formula so that organizations were aware which expenses were classified as “pass-through” and staff agreed to do this.

A total of 424 organizations are recommended for grants totaling **\$5,145,000**.

<b><u>Category</u></b>	<b><u>#</u></b>	<b><u>Amount</u></b>
Portfolio	311	\$4,738,000
Gateway	29	\$87,000
Projects	80	\$200,000
Media*	4	\$120,000
<b>Total</b>	<b>424</b>	<b>\$5,145,000</b>

\*For details on the Media Partnerships- please see Tab 13

The CIP awards budget of \$5,145,000 was recommended by the Executive Committee. This amount is \$541,500 more than what was budgeted for the program in FY18, and enables us to move 12 eligible applicants from the Gateway program into the Portfolio, to increase the number of Projects grants to 80 from 65, and to increase the number of Gateway grants from 29 from 17. Gateway and Project grants are detailed in separate memos.

Based on this budget, we calculated award assignments for individual Portfolio organizations. Maximum and minimum grant amounts are increased in FY19. Maximum grant has increased to \$57,000 from \$56,500, and minimum grants are increased to \$4,000 from \$3,800.

## **Background**

The Cultural Investment Portfolio provides multi-year grants to nonprofit organizations that provide public programs in the arts, sciences, and humanities in Massachusetts. The program was launched in 2009, replacing our former Organizational Support Program. A series of focus group meetings were held across the state to solicit input from organizations that was included in its design.

The new program established various categories of participation based on several factors, including organizational mission, duration of public programming, staff size, and track record of excellence based on previous grant reviews. For Portfolio grantees, the program also replaced traditional written applications and panel reviews with comprehensive site visits performed by Council staff and in some cases, the senior staff members from other cultural organizations in the Portfolio.

Portfolio grantees are also required to submit annual financial data (a “Cultural Data Profile”) to DataArts, a powerful online financial tracking tool that was created by the Pew Charitable Trusts and launched in Massachusetts in 2009 through a partnership between MCC, Pew, and other Massachusetts funders.

More than simply a traditional grant program, we view the Cultural Investment Portfolio as a vehicle to strengthen our state’s nonprofit cultural sector, not only through grants, but also through information, advocacy, and peer exchange.

The Gateway Program was introduced in 2016 as a clearly defined way for organizations to move into the Portfolio. Gateway organizations must be approved for funding for two out of three cycles (of two years of funding) to be eligible to move into the Portfolio in their next application. Re-classification into the Portfolio can only happen if the MCC has sufficient resources to increase the number of Portfolio grantees.

The Projects Program was introduced in 2016 to extend funding opportunities to smaller organizations, and to support specific project activity at organizations that do not receive Portfolio or Gateway grants.

## **Award Assignments for Portfolio Grantees**

Portfolio Grantees’ award assignments are determined through the following process:

1. Determine available resources for Portfolio, based on CIP program budget for the year, less funds allocated for Gateway, Projects, and media groups.
2. Determine budget size for each Portfolio organization.
  - Current model calculates budget size as the mean of the three most recent years of cash expenses, based in all but a few cases on data self-reported in DataArts. (See Cash Expense Adjustments chart below.)
  - For the purposes of the award assignments, organizations with budgets of \$10 million and above are treated as equal.

3. Apply maximum and minimum parameters for the Portfolio and maximum grant amount for Cultural Affiliates.
  - Increase the maximum Portfolio grant to \$57,000 and the minimum to \$4,000.
  - Set the maximum Cultural Affiliate grant at \$11,400, which is 20% of the maximum Portfolio grant.
4. Apply cap of \$25,000 for degree-granting art colleges or conservatories.
  - This affects two organizations: New England Conservatory, and Boston Conservatory at Berklee.
5. Run budget-based formula incorporating above maximum and minimum parameters. Under this formula, larger organizations receive larger grants, but smaller organizations receive larger percentages of their operating budgets from the MCC.
6. Identify and adjust groups that had CDP compliance issues.
  - Organizations which did not meet the annual Cultural Data Project requirement by **June 1, 2018** will have their FY19 grant amount cut by 10%.
  - Organizations which still did not meet the annual Cultural Data Project requirement by **June 8, 2018** will have their FY19 grant amount cut an additional 15%, to a total of 25% cut.
  - Any organization remaining non-compliant with the annual CDP requirement after **June 15, 2018** will not be eligible for an FY19 Cultural Investment Portfolio grant.

### **Cash Expense Adjustments**

In a few exceptional cases each year, we are unable to use financial data that is reported through the DataArts platform. To ensure that each grantee's formula expenses are the most representative of actual history and fairly entered into the formula with other grantees, we make small adjustments. A few of these grantees are small organizations whose three-year cash average did not meet the new eligibility requirement of \$50,000. These organizations were given the opportunity to 're-start' and retain their eligibility if their FY16 cash expenses met the new threshold. The cash expense adjustments applied for FY19 are as follows:

<b>Name</b>	<b>FYs in Formula</b>	<b>Reason for formula adjustment</b>
Acme Theater Productions	FY17; FY16	Small organization formula re-start
Arts Foundation of Cape Cod	FY17; FY16; FY15	Remove grantmaking/pass-through funds
Available Potential Enterprises, Ltd.	FY17; FY16; FY15	Remove pass-through funds
Boston Dance Alliance	FY17; FY16; FY15	Remove grantmaking/pass-through funds
Boston Early Music Festival & Exhibition	FY17; FY16; FY15; FY14	Biennial Festival, 4-year average used
Cambridge Arts Council	FY16; FY15; FY14	Remove grantmaking/pass-through funds

Cantemus	FY17; FY16	Small organization formula re-start
Historic New England	FY17; FY16; FY15	Remove grantmaking/pass-through funds
Northampton Arts Council	FY14, FY15, FY16	Remove grantmaking/pass-through funds
Old Sturbridge Village	FY17; FY16; FY15	Irregular fiscal year
Prometheus Dance, Inc.	FY17	Small organization formula re-start
Sociedad Latina	FY17; FY16; FY15	Re-classified from Gateway, amounts based on audited financials
Somerville Arts Council	FY17; FY16; FY15	Remove grantmaking/pass-through funds
Voices Rising	FY16	Small organization formula re-start
Westport River Watershed Alliance	FY17; FY16; FY15	CDP catch-up, completed 2 data profiles in one year

### **Suspensions and deletions in FY19**

All recommendations are based on clearly stated guidelines and expectations for each category, as well as terms stated in each organization's annual grant contract package.

#### **Deletion**

We recommend the following organizations be deleted from the Cultural Investment Portfolio funding pool. As per program policy, deleted grantees would have to reapply through a competitive process in order to receive future CIP funding. For FY20 funding, a deleted organization could apply for CIP Project funding, if they meet all eligibility requirements at the time of application. An organization that meets Portfolio eligibility requirements in the future could reapply through the multi-year Gateway program.

<b>Organization Name</b>	<b>Reason for Deletion</b>
Addison Gallery of American Art	Withdrew from the Portfolio
The Berkshire Museum	Withdrew from the Portfolio
Cooperative Artists Institute	Ceased operations
Paris Press	Ceased operations
Women's Review of Books	No longer meets eligibility requirements

#### **Suspension**

These organizations will not receive a grant in FY19, but can be reinstated for FY20 if they meet eligibility requirements

<b>Organization Name</b>	<b>Reason for Suspension</b>
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Community Outreach Group	Dropped below three year average \$50K minimum cash expenses.
Photographic Resource Center	Dropped below three year average \$50K minimum cash expenses.
Robert Treat Paine Estate	Dropped below three year average \$50K minimum cash expenses.

### **Hold**

We are proposing “holds” on 4 of the FY19 contracts, meaning organizations will not receive disbursement of their grant amount unless the reason is resolved, and the FY19 grant contract is returned to Mass Cultural Council, by the deadline to return grant contract packages in February 2019.

<b>Organization Name</b>	<b>Reason for Hold</b>
Actor’s Shakespeare Project	FY18 Requirements: Pending submission of FY17 Audit, for verification of DataArts Funder Report
Hull LifeSaving Museum	FY18 Requirements: Pending submission of FY17 Audit, for verification of DataArts Funder Report
Prometheus Dance	FY18 Requirements: Pending submission of FY17 990, for verification of DataArts Funder Report
Danforth Museum	Verification of Merger with Framingham State, and submission of FY19 programming plan for CIP

In addition, 6 organizations need to submit their final report for their FY18 Festivals grant.

### **Reduction of FY19 Grant**

The following organizations will receive cuts to their maximum possible FY19 grant amount, as a penalty for missing year-end compliance deadlines.

<b>Organization Name</b>	<b>Penalty</b>	<b>Notes</b>
Artists for Humanity	10%	Compliance, missed 6/1 reporting deadline
Charlestown Working Theatre	10%	Compliance, missed 6/1 reporting deadline
Martha’s Vineyard Chamber Music Society	10%	Compliance, missed 6/1 reporting deadline
Massachusetts Museum of Contemporary Art	10%	Compliance, missed 6/1 reporting deadline
Museum of African American History	10%	Compliance, missed 6/1 reporting deadline

### **Reconsideration Requests**

There were no requests for reconsideration on any of the penalties or reclassifications we are proposing.



## **Attachments**

Following this memo is a spreadsheet with award recommendations for FY19 Portfolio grants.

We hope this is enough information to prepare you for the Grants Committee meeting next week. In the meantime, if you have any questions, please do not hesitate to contact us:

- Kalyn King, Program Officer, CIP mid-sized – large organizations: (617) 858-2718 (NOTE- currently on maternity leave)
- Sara Glidden, Program Manager, CIP Gateway, Projects, and Cultural Affiliates at non-cultural organizations: (617) 858-2710
- Michael Ibrahim, Program Manager, CIP small – mid-sized organizations, and Cultural Affiliates at colleges and secondary schools: (617) 858-2737

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#	App	Name	FY18 CIP Grant	FY18 Formula Expenses	FY19 Formula Expenses	Compliance Penalty	FY19 Proposed award	Difference From FY18
1	0717	American Repertory Theater Company, Inc.	\$56,500	\$10,000,000	\$10,000,000		\$57,000	\$500
2	0710	Boch Center^The	\$56,500	\$10,000,000	\$10,000,000		\$57,000	\$500
3	0713	Boston Ballet, Inc.	\$56,500	\$10,000,000	\$10,000,000		\$57,000	\$500
4	0718	Boston Children's Museum	\$56,500	\$10,000,000	\$10,000,000		\$57,000	\$500
5	0670	Boston Conservatory at Berklee^The	\$25,000	\$10,000,000	\$10,000,000		\$25,000 *	\$0
6	0703	Boston Symphony Orchestra, Inc.	\$56,500	\$10,000,000	\$10,000,000		\$57,000	\$500
7	0709	Clark Art Institute^Sterling & Francine	\$56,500	\$10,000,000	\$10,000,000		\$57,000	\$500
8	0716	Gardner Museum, Inc.^Isabella Stewart	\$56,500	\$10,000,000	\$10,000,000		\$57,000	\$500
9	0604	Harvard Art Museums	\$11,300	\$10,000,000	\$10,000,000		\$11,400	\$100
10	0704	Historic New England	\$56,500	\$10,000,000	\$10,000,000		\$57,000	\$500
11	0714	Huntington Theatre Company, Inc.	\$56,500	\$10,000,000	\$10,000,000		\$57,000	\$500
12	0705	Institute of Contemporary Art^The	\$56,500	\$10,000,000	\$10,000,000		\$57,000	\$500
13	0706	Massachusetts Audubon Society, Inc.	\$56,500	\$10,000,000	\$10,000,000		\$57,000	\$500
14	0702	Massachusetts Museum of Contemporary Art	\$55,600	\$9,795,398	\$10,000,000	10%	\$51,300 **	-\$4,300
15	0707	Museum of Fine Arts, Boston	\$56,500	\$10,000,000	\$10,000,000		\$57,000	\$500
16	0708	Museum of Science	\$56,500	\$10,000,000	\$10,000,000		\$57,000	\$500
17	0719	New England Aquarium	\$56,500	\$10,000,000	\$10,000,000		\$57,000	\$500
18	0669	New England Conservatory	\$25,000	\$10,000,000	\$10,000,000		\$25,000 *	\$0
19	0700	Old Sturbridge Village	\$52,600	\$9,086,117	\$10,000,000		\$57,000	\$4,400
20	0715	Peabody Essex Museum, Inc.	\$56,500	\$10,000,000	\$10,000,000		\$57,000	\$500
21	0712	Worcester Art Museum	\$56,500	\$10,000,000	\$10,000,000		\$57,000	\$500
22	0711	Zoo New England	\$56,500	\$10,000,000	\$10,000,000		\$57,000	\$500
23	0699	New England Historic Genealogical Soc.	\$50,300	\$8,537,554	\$9,526,704		\$55,100	\$4,800
24	0701	Plimoth Plantation, Inc.	\$53,000	\$9,174,997	\$9,485,812		\$54,900	\$1,900
25	0601	Lesley Univ. College of Art and Design	\$11,300	\$8,342,319	\$8,714,112		\$11,400	\$100
26	0726	Worcester Center for Performing Arts	\$3,000		\$8,655,079		\$51,600	\$48,600
27	0698	Boston Lyric Opera Company, Inc.	\$47,400	\$7,877,561	\$8,284,994		\$50,100	\$2,700
28	0697	Springfield Museums	\$44,900	\$7,322,353	\$7,330,383		\$46,100	\$1,200
29	0696	Center for EcoTechnology, Inc.	\$43,500	\$7,027,424	\$6,684,366		\$43,300	-\$200
30	0695	Celebrity Series of Boston, Inc.	\$42,500	\$6,800,458	\$6,661,839		\$43,200	\$700
31	0607	Longy School of Music of Bard College	\$11,300	\$6,820,761	\$6,408,670		\$11,400	\$100
32	0694	Jacob's Pillow Dance Festival, Inc.	\$39,100	\$6,079,892	\$6,397,322		\$42,000	\$2,900
33	0693	North Bennet Street School	\$38,500	\$5,945,213	\$6,026,292		\$40,400	\$1,900
34	0606	Springfield City Library	\$11,300	\$5,727,383	\$5,995,228		\$11,400	\$100
35	0692	American Antiquarian Society	\$38,100	\$5,864,518	\$5,960,385		\$40,100	\$2,000
36	0688	Historic Deerfield, Inc.	\$34,200	\$5,058,190	\$5,925,443		\$39,900	\$5,700
37	0691	Massachusetts Historical Society	\$37,400	\$5,714,595	\$5,832,103		\$39,500	\$2,100
38	0689	Rockwell Museum^The Norman	\$34,600	\$5,145,182	\$5,357,833		\$37,300	\$2,700
39	0690	DeCordova Sculpture Park and Museum	\$36,000	\$5,440,397	\$5,300,517		\$37,000	\$1,000
40	0687	Handel and Haydn Society	\$33,300	\$4,884,707	\$5,138,572		\$36,200	\$2,900
41	0684	South Shore Conservatory	\$31,300	\$4,491,586	\$4,838,338		\$34,800	\$3,500
42	0685	Manomet, Inc.	\$31,800	\$4,589,690	\$4,814,720		\$34,700	\$2,900
43	0686	Shakespeare & Company, Inc.	\$33,200	\$4,858,697	\$4,610,556		\$33,700	\$500
44	0683	New Bedford Whaling Museum	\$30,700	\$4,368,754	\$4,567,130		\$33,400	\$2,700
45	0676	Tower Hill Botanic Garden	\$28,300	\$3,916,554	\$4,530,647		\$33,300	\$5,000
46	0680	EcoTarium	\$29,600	\$4,165,308	\$4,376,672		\$32,500	\$2,900
47	0682	Williamstown Theatre Festival	\$30,000	\$4,245,489	\$4,357,589		\$32,400	\$2,400
48	0681	Barrington Stage Company, Inc.	\$29,600	\$4,162,785	\$4,300,635		\$32,100	\$2,500
49	0675	Berkshire Theatre Group	\$28,100	\$3,877,386	\$4,283,815		\$32,000	\$3,900

\*Degree-granting institution

\*\*Compliance Penalty

\*\*\*Ceased Operations

#	App	Name	FY18 CIP Grant	FY18 Formula Expenses	FY19 Formula Expenses	Compliance Penalty	FY19 Proposed award	Difference From FY18
50	0679	Cape Cod Symphony and Conservatory	\$28,700	\$3,994,524	\$4,100,687		\$31,100	\$2,400
51	0678	Rockport Music	\$28,500	\$3,959,998	\$4,039,909		\$30,800	\$2,300
52	0598	Williams College Museum of Art	\$11,300	\$3,678,943	\$4,030,388		\$11,400	\$100
53	0674	Artists for Humanity, Inc.	\$27,700	\$3,799,715	\$3,912,848	10%	\$27,100 **	-\$600
54	0677	Northeast Document Conservation Center	\$28,400	\$3,947,389	\$3,886,821		\$30,000	\$1,600
55	0672	Coolidge Corner Theatre Foundation, Inc.	\$25,500	\$3,399,211	\$3,672,725		\$28,800	\$3,300
56	0673	From The Top, Inc.	\$26,500	\$3,587,119	\$3,607,271		\$28,500	\$2,000
57	0671	USS Constitution Museum, Inc.	\$25,200	\$3,345,468	\$3,532,969		\$28,100	\$2,900
58	0667	Indian Hill Music, Inc.	\$24,100	\$3,153,539	\$3,435,391		\$27,600	\$3,500
59	0666	Carle Museum of Picture Book Art^Eric	\$23,900	\$3,123,921	\$3,245,773		\$26,500	\$2,600
60	0668	Center for Independent Documentary^The	\$24,600	\$3,248,737	\$3,218,497		\$26,400	\$1,800
61	0605	Smith College Museum of Art	\$11,300	\$2,962,535	\$3,035,326		\$11,400	\$100
62	0661	Boston Philharmonic Orchestra, Inc.	\$21,200	\$2,643,884	\$2,969,050		\$24,900	\$3,700
63	0662	Zeiterion Theatre, Inc.	\$21,300	\$2,666,566	\$2,903,551		\$24,600	\$3,300
64	0663	Boston Center for the Arts, Inc.	\$21,400	\$2,678,247	\$2,775,910		\$23,800	\$2,400
65	0599	Rivers School Conservatory^The	\$11,300	\$2,555,201	\$2,688,655		\$11,400	\$100
66	0664	Community Music Center of Boston, Inc.	\$21,500	\$2,696,462	\$2,679,531		\$23,300	\$1,800
67	0660	New England Wild Flower Society, Inc.	\$20,700	\$2,564,221	\$2,651,010		\$23,100	\$2,400
68	0659	Boston Youth Symphony Orchestras, Inc.	\$19,600	\$2,379,451	\$2,580,638		\$22,700	\$3,100
69	0600	List Visual Arts Center	\$11,300	\$2,516,272	\$2,578,350		\$11,400	\$100
70	0658	Boston Early Music Festival & Exhibition	\$19,500	\$2,367,458	\$2,456,007		\$21,900	\$2,400
71	0657	Merrimack Repertory Theatre	\$19,400	\$2,357,815	\$2,430,792		\$21,800	\$2,400
72	0656	Worcester County Mechanics Association	\$18,800	\$2,253,549	\$2,381,480		\$21,500	\$2,700
73	0655	Ballet Theatre of Boston, Inc.	\$18,800	\$2,254,477	\$2,254,477		\$20,700	\$1,900
74	0654	Mahaiwe Performing Arts Center, Inc.^The	\$18,200	\$2,150,206	\$2,199,589		\$20,300	\$2,100
75	0603	Davis Museum and Cultural Center	\$11,300	\$1,928,587	\$2,137,258		\$11,400	\$100
76	0649	RAW Art Works, Inc.	\$17,000	\$1,967,228	\$2,136,567		\$19,900	\$2,900
77	0646	World Music, Inc.	\$16,700	\$1,922,847	\$2,104,704		\$19,700	\$3,000
78	0653	Greater Boston Stage Company	\$18,200	\$2,161,160	\$2,043,586		\$19,400	\$1,200
79	0652	Institute for Human Centered Design	\$17,400	\$2,022,893	\$2,018,739		\$19,200	\$1,800
80	0650	Lyric Stage Company of Boston, Inc.	\$17,200	\$1,998,067	\$2,018,361		\$19,200	\$2,000
81	0644	Berkshire Choral International	\$16,400	\$1,870,920	\$2,007,754		\$19,100	\$2,700
82	0643	Boston Children's Chorus, Inc.	\$16,200	\$1,834,829	\$1,960,347		\$18,800	\$2,600
83	0642	Cape Ann Museum	\$16,000	\$1,808,596	\$1,952,145		\$18,800	\$2,800
84	0647	Concord Museum	\$16,700	\$1,922,043	\$1,943,535		\$18,700	\$2,000
85	0651	ArtsBoston, Inc.	\$17,300	\$2,015,204	\$1,908,610		\$18,500	\$1,200
86	0639	Grub Street, Inc.	\$15,300	\$1,708,877	\$1,902,891		\$18,400	\$3,100
87	0648	Hancock Shaker Village, Inc.	\$16,800	\$1,934,224	\$1,902,787		\$18,400	\$1,600
88	0731	Wharton Restoration, Inc.^Edith	\$3,000		\$1,889,917		\$18,400	\$15,400
89	0645	Museum of African American History	\$16,500	\$1,881,740	\$1,858,768	10%	\$16,300 **	-\$200
90	0640	House of the Seven Gables^The	\$15,600	\$1,743,368	\$1,848,040		\$18,100	\$2,500
91	0629	Springfield Symphony Orchestra	\$14,300	\$1,795,231	\$1,843,658		\$18,000	\$3,700
92	0641	Central Square Theater, Inc.	\$15,900	\$1,789,007	\$1,775,304		\$17,600	\$1,700
93	0630	Umbrella Community Arts Center^The	\$14,400	\$1,576,597	\$1,774,633		\$17,600	\$3,200
94	0720	Sociedad Latina, Inc.	\$3,000		\$1,770,501		\$17,600	\$14,600
95	0633	Bostonian Society^The	\$14,900	\$1,646,286	\$1,737,116		\$17,300	\$2,400
96	0636	Brookline Music School, Inc.	\$15,100	\$1,676,617	\$1,728,592		\$17,300	\$2,200
97	0637	SpeakEasy Stage Company	\$15,200	\$1,685,514	\$1,721,131		\$17,200	\$2,000
98	0638	Actors' Shakespeare Project, Inc.	\$15,300	\$1,699,088	\$1,718,379		\$17,200	\$1,900
99	0632	Cambridge Arts Council	\$14,900	\$1,643,672	\$1,682,277		\$17,000	\$2,100

\*Degree-granting institution

\*\*Compliance Penalty

\*\*\*Ceased Operations

#	App	Name	FY18 CIP Grant	FY18 Formula Expenses	FY19 Formula Expenses	Compliance Penalty	FY19 Proposed award	Difference From FY18
100	0634	New Repertory Theatre, Inc.^The	\$15,000	\$1,666,707	\$1,663,984		\$16,800	\$1,800
101	0619	Mount Auburn Cemetery^The Friends of	\$13,500	\$1,439,011	\$1,609,047		\$16,500	\$3,000
102	0635	Boston Baroque, Inc.	\$15,100	\$1,674,762	\$1,604,327		\$16,400	\$1,300
103	0625	Fine Arts Work Center in Provincetown	\$14,000	\$1,516,857	\$1,591,572		\$16,300	\$2,300
104	0631	Discovery Museums, Inc.	\$14,500	\$1,581,806	\$1,589,497		\$16,300	\$1,800
105	0623	Care Center^The	\$13,800	\$1,482,076	\$1,583,296		\$16,300	\$2,500
106	0620	Community Music School of Springfield	\$13,600	\$1,449,538	\$1,580,381		\$16,300	\$2,700
107	0602	Wheelock Family Theatre	\$11,300	\$1,620,809	\$1,538,935		\$11,400	\$100
108	0628	Provincetown Art Association and Museum	\$14,300	\$1,556,588	\$1,532,368		\$15,900	\$1,600
109	0618	Passim	\$13,100	\$1,379,316	\$1,528,534		\$15,900	\$2,800
110	0627	Country Dance & Song Society, Inc.	\$14,100	\$1,519,019	\$1,525,745		\$15,900	\$1,800
111	0621	Revels, Inc.	\$13,700	\$1,467,037	\$1,484,826		\$15,600	\$1,900
112	0626	Primary Source, Inc.	\$14,100	\$1,528,235	\$1,479,533		\$15,500	\$1,400
113	0622	Danforth Museum of Art	\$13,800	\$1,476,443	\$1,417,132		\$11,400	-\$2,400
114	0617	Fitchburg Art Museum, Inc.	\$13,100	\$1,376,992	\$1,413,012		\$15,100	\$2,000
115	0616	All Newton Music School, Inc.	\$13,000	\$1,362,086	\$1,368,945		\$14,700	\$1,700
116	0624	Wellfleet Harbor Actors Theater, Inc.	\$13,900	\$1,494,072	\$1,331,541		\$14,500	\$600
117	0613	Boston Landmarks Orchestra, Inc.	\$12,300	\$1,261,465	\$1,325,111		\$14,400	\$2,100
118	0614	Rehearsal for Life, Inc.	\$12,400	\$1,284,637	\$1,315,653		\$14,300	\$1,900
119	0615	Zumix, Inc.	\$12,500	\$1,290,685	\$1,266,398		\$14,000	\$1,500
120	0608	Fuller Craft Museum	\$11,400	\$1,137,471	\$1,245,714		\$13,800	\$2,400
121	0611	Snow Farm: The New England Craft Program	\$11,600	\$1,174,330	\$1,234,518		\$13,700	\$2,100
122	0594	Suzuki School of Newton, Inc.	\$11,100	\$1,099,641	\$1,221,086		\$13,600	\$2,500
123	0610	Narrows Center for the Arts, Inc.	\$11,600	\$1,175,165	\$1,214,965		\$13,600	\$2,000
124	0595	Old South Association in Boston	\$11,200	\$1,118,423	\$1,177,394		\$13,300	\$2,100
125	0609	New Art Center in Newton	\$11,400	\$1,150,288	\$1,171,729		\$13,300	\$1,900
126	0592	Eliot School of Fine & Applied Arts^The	\$10,900	\$1,083,306	\$1,149,675		\$13,100	\$2,200
127	0590	Theater Offensive^The	\$10,800	\$1,059,194	\$1,135,828		\$13,000	\$2,200
128	0612	Orion Society^The	\$12,300	\$1,269,226	\$1,113,761		\$12,800	\$500
129	0591	Commonwealth Shakespeare Company, Inc.	\$10,800	\$1,064,669	\$1,112,892		\$12,800	\$2,000
130	0593	Pocumtuck Valley Memorial Association	\$11,000	\$1,091,804	\$1,084,905		\$12,600	\$1,600
131	0584	Yard, Inc.^The	\$9,400	\$884,645	\$1,033,907		\$12,200	\$2,800
132	0589	Society of Arts and Crafts^The	\$9,900	\$1,087,032	\$1,020,904		\$12,100	\$2,200
133	0596	Documentary Educational Resources, Inc.	\$11,200	\$1,117,003	\$1,019,229		\$12,100	\$900
134	0588	Boston Modern Orchestra Project	\$9,800	\$937,775	\$952,137		\$11,500	\$1,700
135	0581	Revere Memorial Association^Paul	\$9,100	\$846,771	\$935,728		\$11,400	\$2,300
136	0587	Mudflat Pottery School, Inc.	\$9,500	\$899,898	\$933,424		\$11,400	\$1,900
137	0582	Music Worcester, Inc.	\$9,300	\$863,821	\$917,152		\$11,200	\$1,900
138	0567	Worcester Center for Crafts, Inc.	\$8,100	\$725,217	\$900,381		\$11,100	\$3,000
139	0586	Tsongas Industrial History Center	\$9,500	\$891,001	\$899,809		\$11,100	\$1,600
140	0565	Martha's Vineyard Film Society, Inc.	\$8,000	\$712,476	\$897,173		\$11,100	\$3,100
141	0580	Joy of Music Program, Inc.	\$9,100	\$846,385	\$887,706		\$11,000	\$1,900
142	0583	Cape Cod Museum of Natural History	\$9,300	\$871,550	\$886,941		\$11,000	\$1,700
143	0579	Boston Gay Men's Chorus	\$9,000	\$835,255	\$884,697		\$11,000	\$2,000
144	0576	Gloucester Maritime Heritage Center	\$8,900	\$819,349	\$856,538		\$10,700	\$1,800
145	0722	Jewish Arts Collaborative	\$3,000		\$845,783		\$10,600	\$7,600
146	0575	Brattle Film Foundation	\$8,700	\$789,321	\$816,238		\$10,400	\$1,700
147	0570	Plymouth Philharmonic Orchestra, Inc.	\$8,300	\$738,813	\$815,179		\$10,400	\$2,100
148	0572	South Shore Art Center, Inc.	\$8,400	\$752,667	\$814,227		\$10,400	\$2,000
149	0573	Truro Center for the Arts at Castle Hill	\$8,400	\$759,997	\$812,887		\$10,300	\$1,900

\*Degree-granting institution

\*\*Compliance Penalty

\*\*\*Ceased Operations

#	App	Name	FY18 CIP Grant	FY18 Formula Expenses	FY19 Formula Expenses	Compliance Penalty	FY19 Proposed award	Difference From FY18
150	0571	Young Audiences of Massachusetts, Inc.	\$8,300	\$747,577	\$784,134		\$10,100	\$1,800
151	0574	Provincetown Film Society, Inc.	\$8,600	\$775,131	\$775,131		\$10,000	\$1,400
152	0553	Martha's Vineyard Playhouse	\$7,200	\$610,065	\$751,622		\$9,800	\$2,600
153	0566	Inquilinos Boricuas en Acción	\$8,000	\$713,400	\$746,731		\$9,800	\$1,800
154	0563	National Center for Jewish Film, Inc.	\$7,800	\$682,127	\$724,893		\$9,600	\$1,800
155	0577	Arts Foundation of Cape Cod	\$8,900	\$823,164	\$724,878		\$9,600	\$700
156	0578	Emmanuel Music, Inc.	\$9,000	\$826,269	\$724,281		\$9,600	\$600
157	0585	Gore Place Society, Inc.	\$9,400	\$879,053	\$715,072		\$9,500	\$100
158	0554	Firehouse Center for the Arts^The	\$7,300	\$626,701	\$715,007		\$9,500	\$2,200
159	0569	Lloyd Center for the Environment, Inc.	\$8,100	\$717,348	\$709,080		\$9,400	\$1,300
160	0552	Double Edge Theatre Productions, Inc.	\$7,200	\$616,344	\$701,112		\$9,400	\$2,200
161	0564	Cape Cod Museum of Art, Inc.^The	\$7,800	\$681,436	\$698,662		\$9,300	\$1,500
162	0568	Dickinson Museum^The Emily	\$8,100	\$715,095	\$686,534		\$9,200	\$1,100
163	0532	Dance Complex, Inc.^The	\$6,100	\$492,967	\$669,807		\$9,100	\$3,000
164	0557	Northampton Community Music Center, Inc.	\$7,400	\$640,447	\$669,687		\$9,100	\$1,700
165	0559	Boston Jewish Film Festival, Inc.^The	\$7,400	\$641,470	\$667,471		\$9,000	\$1,600
166	0556	Cambridge Historical Commission	\$7,300	\$621,000	\$663,711		\$9,000	\$1,700
167	0544	Bakalar and Paine Galleries	\$6,900	\$577,820	\$655,995		\$8,900	\$2,000
168	0562	Hull Lifesaving Museum, Inc.	\$7,600	\$655,758	\$655,758		\$8,900	\$1,300
169	0550	Community Access to the Arts, Inc.	\$7,200	\$609,464	\$646,184		\$8,800	\$1,600
170	0539	Company One, Inc.	\$6,600	\$546,818	\$640,055		\$8,800	\$2,200
171	0549	Nashua River Watershed Association	\$7,200	\$611,603	\$639,331		\$8,800	\$1,600
172	0548	Hitchcock Center, Inc.^The	\$7,000	\$592,178	\$637,285		\$8,800	\$1,800
173	0551	Harwich Jr. Theatre Company	\$7,200	\$612,665	\$626,387		\$8,700	\$1,500
174	0542	Project STEP, Inc.	\$6,700	\$561,045	\$625,887		\$8,700	\$2,000
175	0546	VSA Massachusetts, Inc.	\$6,900	\$580,161	\$622,109		\$8,600	\$1,700
176	0543	Express Yourself, Inc.	\$6,900	\$583,773	\$617,871		\$8,600	\$1,700
177	0545	Somerville Arts Council	\$6,900	\$580,027	\$611,633		\$8,500	\$1,600
178	0555	Chesterwood Museum and Estate	\$7,300	\$628,165	\$596,418		\$8,400	\$1,100
179	0537	Boston City Singers, Inc.	\$6,500	\$532,448	\$593,887		\$8,400	\$1,900
180	0541	Joiner Center^William	\$6,600	\$547,200	\$591,693		\$8,300	\$1,700
181	0547	New England Museum Association, Inc.	\$7,000	\$592,474	\$584,440		\$8,300	\$1,300
182	0561	IS183 Art School	\$7,500	\$651,596	\$583,070		\$8,300	\$800
183	0558	Burgess Society, Inc.^Thornton W.	\$7,400	\$633,073	\$573,622		\$8,200	\$800
184	0538	Academy Playhouse	\$6,500	\$530,601	\$543,391		\$7,900	\$1,400
185	0535	Cantata Singers, Inc.^The	\$6,300	\$511,533	\$536,439		\$7,800	\$1,500
186	0536	Essex Art Center, Inc.	\$6,400	\$527,558	\$525,948		\$7,700	\$1,300
187	0531	Berkshire Music School, Inc.^The	\$6,100	\$495,879	\$524,458		\$7,700	\$1,600
188	0529	Northampton Academy of Music, Inc.	\$5,900	\$472,563	\$521,768		\$7,700	\$1,800
189	0540	Arts & Business Council of Gr. Boston	\$6,600	\$547,232	\$517,063		\$7,600	\$1,000
190	0533	Westport River Watershed Alliance, Inc.	\$6,100	\$489,585	\$510,366		\$7,500	\$1,400
191	0534	Ploughshares	\$6,200	\$496,764	\$502,773		\$7,500	\$1,300
192	0528	Earthdance Creative Living Project, Inc.	\$5,800	\$461,248	\$501,358		\$7,400	\$1,600
193	0527	Enchanted Circle Theater	\$5,800	\$455,877	\$481,986		\$7,300	\$1,500
194	0526	Puppet Showplace, Inc.	\$5,600	\$437,620	\$472,176		\$7,200	\$1,600
195	0530	Cambridge Multicultural Arts Center	\$5,900	\$467,744	\$468,822		\$7,100	\$1,200
196	0524	Medicine Wheel Productions, Inc.	\$5,500	\$424,415	\$459,830		\$7,000	\$1,500
197	0525	Chester Theatre Company, Inc.	\$5,600	\$434,704	\$447,776		\$6,900	\$1,300
198	0520	Brookline Arts Center, Inc.	\$5,100	\$387,192	\$443,974		\$6,900	\$1,800
199	0518	Lexington Symphony, Inc.	\$5,000	\$372,776	\$438,469		\$6,800	\$1,800

\*Degree-granting institution

\*\*Compliance Penalty

\*\*\*Ceased Operations

#	App	Name	FY18 CIP Grant	FY18 Formula Expenses	FY19 Formula Expenses	Compliance Penalty	FY19 Proposed award	Difference From FY18
200	0730	Pioneer Valley Ballet Guild, Inc.	\$3,000		\$423,021		\$6,600	\$3,600
201	0521	Preservation Worcester, Inc.	\$5,200	\$394,652	\$415,353		\$6,600	\$1,400
202	0523	Rotch-Jones-Duff House & Garden Museum	\$5,300	\$401,199	\$408,795		\$6,500	\$1,200
203	0522	New Bedford Art Museum/ArtWorks!	\$5,300	\$406,558	\$401,929		\$6,400	\$1,100
204	0516	Flying Cloud Institute, Inc.	\$4,700	\$343,710	\$397,997		\$6,400	\$1,700
205	0721	Urbano Project, Inc.	\$3,000		\$387,875		\$6,300	\$3,300
206	0513	Images Cinema	\$4,600	\$335,037	\$378,574		\$6,200	\$1,600
207	0514	Pakachoag Music School	\$4,600	\$334,458	\$366,250		\$6,000	\$1,400
208	0519	Folk Arts Center of New England, Inc.	\$5,100	\$388,791	\$361,254		\$6,000	\$900
209	0728	Morgan Arts^Maud	\$3,000		\$349,842		\$5,800	\$2,800
210	0512	Drama Studio, Inc.	\$4,600	\$334,374	\$341,323		\$5,700	\$1,100
211	0515	Blue Heron Renaissance Choir, Inc.	\$4,600	\$330,442	\$341,277		\$5,700	\$1,100
212	0517	Boston Chamber Music Society, Inc.	\$4,700	\$346,033	\$335,467		\$5,700	\$1,000
213	0509	Juniper Initiative for Literary Arts	\$4,400	\$312,613	\$335,093		\$5,700	\$1,300
214	0560	Newton Historical Society, Inc.	\$7,500	\$747,090	\$332,484		\$5,600	-\$1,900
215	0506	Arts Extension Institute, Inc.	\$4,200	\$291,634	\$322,886		\$5,500	\$1,300
216	0510	New England Quilt Museum	\$4,500	\$325,276	\$310,121		\$5,400	\$900
217	0507	UMASS Amherst Asian Arts & Culture Prog.	\$4,300	\$308,908	\$307,488		\$5,300	\$1,000
218	0511	Fort Point Arts Community, Inc.	\$4,500	\$325,909	\$300,318		\$5,300	\$800
219	0485	Waterfront Historic Area League	\$3,800	\$237,347	\$282,196		\$5,000	\$1,200
220	0508	Massachusetts Intl. Festival of the Arts	\$4,300	\$308,773	\$281,329		\$5,000	\$700
221	0724	Worcester Chamber Music Society, Inc.	\$3,000		\$276,668		\$5,000	\$2,000
222	0425	Lowell Parks & Conservation Trust, Inc.	\$3,800	\$246,584	\$274,527		\$4,900	\$1,100
223	0725	Andover Historical Society	\$0		\$272,316		\$4,900	\$4,900
224	0474	Aston Magna Foundation for Music & Hum.	\$3,800	\$258,358	\$260,261		\$4,800	\$1,000
225	0478	Spontaneous Celebrations, Inc.	\$3,800	\$261,445	\$255,505		\$4,700	\$900
226	0505	Longwood Symphony Orchestra, Inc.	\$4,000	\$280,673	\$249,879		\$4,600	\$600
227	0452	Apollinaire Theatre Company	\$3,800	\$221,977	\$248,056		\$4,600	\$800
228	0453	Art Connection, Inc.^The	\$3,800	\$256,646	\$247,806		\$4,600	\$800
229	0448	StageSource, Inc.	\$3,800	\$239,517	\$245,083		\$4,600	\$800
230	0456	Back Bay Chorale	\$3,800	\$223,595	\$241,608		\$4,500	\$700
231	0475	Boston Camerata, Inc.^The	\$3,800	\$224,025	\$241,293		\$4,500	\$700
232	0489	Montserrat College of Art Gallery	\$3,800	\$240,643	\$237,830		\$4,500	\$700
233	0469	Chinese Culture Connection, Inc.	\$3,800	\$207,449	\$234,655		\$4,400	\$600
234	0465	Cape Cod Chamber Music Festival, Inc.	\$3,800	\$225,760	\$226,787		\$4,300	\$500
235	0499	Zamir Chorale of Boston, Inc.	\$3,800	\$197,765	\$225,305		\$4,300	\$500
236	0432	New Philharmonia Orchestra of MA, Inc.	\$3,800	\$210,542	\$221,737		\$4,300	\$500
237	0498	Pro Arte Chamber Orchestra of Boston	\$3,800	\$244,985	\$221,499		\$4,300	\$500
238	0464	Cape Ann Symphony Orchestra, Inc.	\$3,800	\$212,632	\$216,806		\$4,200	\$400
239	0483	Voices Boston	\$3,800	\$255,737	\$216,233		\$4,200	\$400
240	0487	Young at Heart Chorus, Inc.	\$3,800	\$218,449	\$205,369		\$4,100	\$300
241	0428	Massachusetts Educational Theater Guild	\$3,800	\$180,275	\$199,173		\$4,000	\$200
242	0477	Spinner Publications, Inc.	\$3,800	\$206,033	\$198,511		\$4,000	\$200
243	0423	On Stage, Inc.	\$3,800	\$169,155	\$190,967		\$4,000	\$200
244	0480	Triboro Youth Theatre, Inc.	\$3,800	\$167,381	\$188,848		\$4,000	\$200
245	0422	Coro Allegro, Inc.	\$3,800	\$168,479	\$186,206		\$4,000	\$200
246	0433	New England Quarterly, Inc.^The	\$3,800	\$211,935	\$185,950		\$4,000	\$200
247	0427	Massachusetts Center for the Book, Inc.	\$3,800	\$136,318	\$185,412		\$4,000	\$200
248	0457	BalletRox, Inc.	\$3,800	\$147,156	\$185,225		\$4,000	\$200
249	0458	Berkshire Historical Society, Inc.^The	\$3,800	\$209,618	\$182,107		\$4,000	\$200

\*Degree-granting institution

\*\*Compliance Penalty

\*\*\*Ceased Operations

#	App	Name	FY18 CIP Grant	FY18 Formula Expenses	FY19 Formula Expenses	Compliance Penalty	FY19 Proposed award	Difference From FY18
250	0729	WAM Theatre, Inc.	\$3,000		\$174,799		\$4,000	\$1,000
251	0447	Agni Review	\$3,800	\$164,273	\$172,548		\$4,000	\$200
252	0445	Nature Connection, Inc.^The	\$3,800	\$145,748	\$169,922		\$4,000	\$200
253	0502	Pioneer Valley Symphony, Inc.	\$3,800	\$178,125	\$169,484		\$4,000	\$200
254	0723	ArtsWorcester, Inc.	\$3,000		\$167,514		\$4,000	\$1,000
255	0503	Provincetown Arts Press, Inc.	\$3,800	\$156,482	\$167,301		\$4,000	\$200
256	0426	Contact Collaborations, Inc.	\$3,800	\$178,045	\$162,230		\$4,000	\$200
257	0462	Boston Musica Viva, Inc.	\$3,800	\$146,780	\$156,923		\$4,000	\$200
258	0446	Boston Dance Alliance	\$3,800	\$201,642	\$153,024		\$4,000	\$200
259	0476	Woods Hole Film Festival, Inc.	\$3,800	\$98,522	\$152,846		\$4,000	\$200
260	0470	City Stage Co., Inc.	\$3,800	\$159,938	\$150,722		\$4,000	\$200
261	0472	Close Encounters with Music, Inc.	\$3,800	\$171,099	\$149,181		\$4,000	\$200
262	0438	Masterworks Chorale, Inc.	\$3,800	\$171,929	\$147,794		\$4,000	\$200
263	0436	Massachusetts Review^The	\$3,800	\$125,208	\$142,278		\$4,000	\$200
264	0451	Angkor Dance Troupe, Inc.	\$3,800	\$117,496	\$136,545		\$4,000	\$200
265	0443	Metropolitan Chorale of Brookline	\$3,800	\$136,148	\$135,915		\$4,000	\$200
266	0415	Martha's Vineyard Chamber Music Society	\$3,400	\$114,021	\$135,628	10%	\$3,600 **	\$200
267	0471	Civic Symphony Orchestra of Boston	\$3,800	\$126,763	\$132,273		\$4,000	\$200
268	0467	Cape Cod Writers Center, Inc.	\$3,800	\$139,671	\$131,635		\$4,000	\$200
269	0441	Mistral Music, Inc.	\$3,800	\$115,367	\$128,280		\$4,000	\$200
270	0468	Chameleon Arts Ensemble of Boston, Inc.	\$3,800	\$119,414	\$127,644		\$4,000	\$200
271	0727	Shelter Music Boston	\$3,000		\$127,427		\$4,000	\$1,000
272	0444	Commonwealth Chorale	\$3,800	\$121,024	\$120,562		\$4,000	\$200
273	0440	Multi-Arts, Inc.	\$3,800	\$130,896	\$119,439		\$4,000	\$200
274	0492	Northampton Arts Council	\$3,800	\$105,771	\$118,938		\$4,000	\$200
275	0430	Musica Sacra	\$3,800	\$105,224	\$117,943		\$4,000	\$200
276	0416	Charlestown Working Theater, Inc.	\$3,400	\$134,369	\$116,752	10%	\$3,600 **	\$200
277	0434	New England Philharmonic, Inc.	\$3,800	\$119,271	\$116,272		\$4,000	\$200
278	0482	Tunefoolery Music, Inc.	\$3,800	\$105,876	\$113,560		\$4,000	\$200
279	0455	Available Potential Enterprises, Ltd.	\$3,800	\$112,295	\$108,879		\$4,000	\$200
280	0454	Arts Are Essential, Inc.	\$3,800	\$121,509	\$106,287		\$4,000	\$200
281	0421	Dorchester Community Ctr. for Visual Art	\$3,800	\$78,301	\$104,174		\$4,000	\$200
282	0437	Musicians of the Old Post Road, Inc.	\$3,800	\$97,340	\$99,334		\$4,000	\$200
283	0495	SMARTS Collaborative	\$3,800	\$100,034	\$96,338		\$4,000	\$200
284	0466	Cape Cod Theatre Project, Inc.^The	\$3,800	\$99,855	\$96,313		\$4,000	\$200
285	0459	Concord Chamber Music Society, Inc.	\$3,800	\$97,006	\$96,249		\$4,000	\$200
286	0501	Radius Ensemble, Inc.	\$3,800	\$97,448	\$95,575		\$4,000	\$200
287	0419	Golden Tones, Inc.	\$3,800	\$91,823	\$91,709		\$4,000	\$200
288	0490	Salamander, Inc.	\$3,800	\$86,143	\$85,045		\$4,000	\$200
289	0424	La Donna Musicale, Inc.	\$3,800	\$84,268	\$83,328		\$4,000	\$200
290	0504	Sarasa, Inc.	\$3,800	\$80,665	\$82,381		\$4,000	\$200
291	0497	Performance Project, Inc.^The	\$3,800	\$76,628	\$75,875		\$4,000	\$200
292	0479	Symphony by the Sea	\$3,800	\$76,819	\$74,358		\$4,000	\$200
293	0429	KO Theater Works, Inc.	\$3,800	\$65,704	\$71,177		\$4,000	\$200
294	0460	Boston Cyberarts, Inc.	\$3,800	\$64,215	\$66,590		\$4,000	\$200
295	0418	Eagle Eye Institute, Inc.	\$3,800	\$92,439	\$66,249		\$4,000	\$200
296	0484	Spectrum Singers, Inc.^The	\$3,800	\$65,549	\$65,174		\$4,000	\$200
297	0449	1794 Meetinghouse, Inc.	\$3,800	\$64,862	\$64,112		\$4,000	\$200
298	0481	Triple Shadow, Inc.	\$3,800	\$54,787	\$63,943		\$4,000	\$200
299	0435	New England Classical Singers, Inc.	\$3,800	\$59,572	\$62,505		\$4,000	\$200

\*Degree-granting institution

\*\*Compliance Penalty

\*\*\*Ceased Operations

#	App	Name	FY18 CIP Grant	FY18 Formula Expenses	FY19 Formula Expenses	Compliance Penalty	FY19 Proposed award	Difference From FY18
300	0414	Prometheus Dance, Inc.	\$0	\$33,888	\$61,392		\$4,000	\$4,000
301	0439	Music at Eden's Edge, Inc.	\$3,800	\$76,758	\$60,510		\$4,000	\$200
302	0420	History Project, Inc.^The	\$3,800	\$52,234	\$60,055		\$4,000	\$200
303	0417	Cambridge Forum, Inc.	\$3,400	\$60,385	\$60,028		\$4,000	\$600
304	0486	Writers' Room of Boston, Inc.^The	\$3,800	\$58,031	\$59,154		\$4,000	\$200
305	0442	Metropolitan Wind Symphony, Inc.	\$3,800	\$51,712	\$57,478		\$4,000	\$200
306	0488	Zephyr Press	\$3,800	\$59,500	\$57,267		\$4,000	\$200
307	0473	Collage New Music	\$3,800	\$58,733	\$57,175		\$4,000	\$200
308	0494	Voices Rising, Inc.	\$3,800	\$50,289	\$54,462		\$4,000	\$200
309	0463	Cantemus Chamber Chorus, Inc.	\$3,800	\$51,103	\$53,353		\$4,000	\$200
310	0431	Odaiko New England, Inc.	\$3,800	\$50,013	\$52,926		\$4,000	\$200
311	0450	Acme Theater Productions, Inc.	\$3,800	\$52,003	\$50,884		\$4,000	\$200
312	0597	Addison Gallery of American Art	\$11,300	\$3,353,416	\$3,450,459	100%	\$0 **	-\$11,300
313	0665	Berkshire Museum^The	\$22,100	\$2,810,226	\$2,810,226	100%	\$0 **	-\$22,100
314	0500	Paris Press, Inc.	\$3,800	\$99,059	\$99,059	100%	\$0 **	-\$3,800
315	0491	Women's Review of Books^The	\$3,800	\$52,214	\$55,769	100%	\$0 **	-\$3,800
316	0493	Paine Estate^Robert Treat	\$3,800	\$51,810	\$41,279	100%	\$0 **	-\$3,800
317	0461	Community Outreach Group, Inc.	\$3,800	\$66,399	\$37,496	100%	\$0 **	-\$3,800
318	0496	Photographic Resource Center	\$3,800	\$106,359	\$36,356	100%	\$0 **	-\$3,800
319	0778	Cooperative Artists Institute	\$0	\$43,315	\$43,315	100%	\$0 **	\$0
			\$4,303,000	\$597,378,305	\$626,319,491		\$4,738,000	\$435,000

\*Degree-granting institution

\*\*Compliance Penalty

\*\*\*Ceased Operations





*Power of culture*

To: Mass Cultural Council  
Fr: Anita Walker, David Slatery, Jen Lawless, Sara Glidden, Michael Ibrahim, Kalyn King  
Dt: August 28, 2018  
Re: CIP Gateway: FY19 Grant Recommendations

### **Background on the Gateway Program**

Gateway is a program that provides operating support for two years (\$3,000 grants), and is structured to be the path for organizations to move into the Portfolio. Applicant organizations must meet Portfolio eligibility. Within the Gateway program, we have clearly defined the process for ‘re-classifying’ an organization from Gateway into the Portfolio. FY19 is the first year of this Gateway funding cycle. The Grant Recommendations in this memo were recommended by the Grants Committee on August 14 for approval by the full Council.

A few details about this year’s applicants and process:

- Mass Cultural Council received 76 complete and eligible applications in this round of the Gateway program. An additional three applications were either ineligible or incomplete, and were not forwarded to the panel.
- These applicants represented a wide range of artistic, cultural, and interpretive sciences disciplines, and organizational budgets ranging from \$56,000 to \$39,000,000. The applicants are from every region of the state. Organizations ranged from two years old to 140 years old.
- Twenty panelists, drawn primarily from Portfolio grantee organizations, participated in site visits to all applicants. They reviewed and scored the applications on criteria relating to public value, organizational capacity and sustainability. The panelists were accompanied on all site visits by staff.
- Twenty-nine organizations are recommended for Gateway funding. Twelve additional organizations met the previously published requirements for re-classification into the Portfolio, and they are included in the current recommendation for Portfolio funding.
- The 29 organizations are recommended for Gateway grants of \$3,000 each, for a total of \$87,000.
  - The recommended grantees include applicants in a wide range of disciplines: music (8), literary (2), visual arts (3), history/humanities (4), interpretive science (3), dance (2), other/multi-disciplinary (7)
  - Organization budgets range from \$68,000 to \$6.6 million

A few organizations of interest:

- **Transformative Culture Project** harnesses the economic power of creative arts for youth and community development. We imagine a world in which artists and cultural

creatives are celebrated and compensated for their role in imagining the future and connecting people to one another. Programs include “Beyond Creative”, a full service creative media agency staffed by youth. Young people learn how to tell a different story about their communities while writing their own futures.

- The **Worcester Historical Museum** is a unique regional museum committed to the collection, preservation, and interpretation of all subject matter in all time periods of Worcester’s history. WHM has developed strong partnerships to tell the stories of the various communities in Worcester. Exhibitions have focused on the Swedish, Vietnamese, Jewish, and Greek populations, and their current development of their Latino History Project, a five year research program that will culminate in a major exhibition in 2021. WHM is a CultureLEAP partner with Worcester Public Schools, and over 2,000 Worcester fifth grade students visit the Museum annually.
- Located in New Bedford, the nation’s most valuable fishing port, **New Bedford Fishing Heritage Center** is dedicated to preserving and presenting the story of the fishing industry past, present, and future through exhibits, programs, and archives. Programs include “Workers on the New Bedford Waterfront” in which folklorists are recording oral histories about rarely documented skills, knowledge, and trades.

Gateway Panelists, June, 2018

Kathy Czerny  
President  
South Shore Conservatory  
Hingham, MA

Christopher Edwards  
Artistic Director  
Actors Shakespeare Project  
Somerville, MA

Elaine Fong  
Founder/Artistic Director  
Odaiko  
Woburn, MA

Howard Grant  
Arts management consultant,  
Sudbury, MA

Sabrina Hamilton  
Artistic Director  
KO festival  
Amherst, MA

Wen Huang  
Managing Director  
Boston Chamber Music Society  
Cambridge, MA

Debra J'Anthony  
Executive Director  
Northampton Academy of Music  
Northampton, MA

Denise Lebica  
Executive Director  
Fuller Craft Museum  
Brockton, MA

Linda Mawhinney  
Chief Operating Officer  
Cape Symphony & Conservatory  
Hyannis, MA

Christine McCarthy  
Executive Director  
Provincetown Art Association  
Provincetown, MA

Cecilia Mendez-Ortiz  
Director, Center for Art and Community Partnerships  
Mass Art  
Boston, MA

Catherine Peterson  
Executive Director  
ArtsBoston

Boston, MA

Gregory Ruffer  
Executive Director  
Boston Center for the Arts  
Boston, MA

Harriet Sheets  
Managing Director  
New Repertory Theatre

Nathaniel Sheidley  
Executive Director  
Bostonian Society  
Boston, MA

Harold Steward  
Managing Director  
The Theatre Offensive  
Boston, MA

Kim Szeto  
Program Manager, Creative City  
New England Foundation for the Arts  
Boston, MA

Lecolion Washington  
Executive Director  
Community Music Center of Boston  
Boston, MA

Ryan Woods  
Senior Vice President and Chief Operating Officer  
NE Historic Genealogical Society  
Boston, MA

Rachel Yurman  
Director of Foundation and Government Giving  
Boston Ballet  
Boston, MA

<b>Name</b>	<b>City</b>	<b>Grant Recommendation</b>
Agassiz Baldwin Community	Cambridge	Portfolio
Andover Historical Society	Andover	Portfolio
ArtsWorcester, Inc.	Worcester	Portfolio
Jewish Arts Collaborative	Newton	Portfolio
Pioneer Valley Ballet Guild, Inc.	Easthampton	Portfolio
Shelter Music Boston	Arlington	Portfolio
Sociedad Latina, Inc.	Roxbury	Portfolio
Urbano Project, Inc.	Jamaica Plain	Portfolio
WAM Theatre, Inc.	Lenox	Portfolio
Wharton Restoration, Inc.^Edith	Lenox	Portfolio
Worcester Center for Performing Arts	Worcester	Portfolio
Worcester Chamber Music Society, Inc.	Worcester	Portfolio
826 Boston, Inc.	Roxbury	\$3,000
A Far Cry, Inc.	Jamaica Plain	\$3,000
Assabet Valley Mastersingers, Inc.	Northborough	\$3,000
Berkshire Film and Media Collaborative	Pittsfield	\$3,000
Berkshire Playwrights Lab, Inc.	Great Barrington	\$3,000
Berkshire Pulse, Inc.	Housatonic	\$3,000
Boston Book Festival, Inc.	Cambridge	\$3,000
BSA Foundation	Boston	\$3,000
Buttonwood Park Zoo	New Bedford	\$3,000
Buzzards Bay Coalition, Inc.	New Bedford	\$3,000
Cambridge Symphony Orchestra, Inc.	Cambridge	\$3,000
Community Art Center, Inc.^The	Cambridge	\$3,000
Concord Chorus^The	Concord	\$3,000
Design Museum Boston, Inc.	Boston	\$3,000
Falmouth Chorale, Inc.^The	Falmouth	\$3,000
Grow Native Massachusetts, Inc.	Waltham	\$3,000
Heritage Plantation of Sandwich, Inc.	Sandwich	\$3,000
Hopkinton Center for the Arts	Hopkinton	\$3,000
Kennedy Library Foundation, Inc.^John F.	Boston	\$3,000
Nantucket Historical Association	Nantucket	\$3,000
New Bedford Fishing Heritage Center	New Bedford	\$3,000
New Bedford Symphony Orchestra Assn.	New Bedford	\$3,000
Newburyport Choral Society, Inc.	Newburyport	\$3,000
Northeast Massachusetts Youth Orchestras	Manchester	\$3,000
Now and There, Inc.	Boston	\$3,000
OrigiNation Cultural Arts Center	Boston	\$3,000

Special Needs Arts Programs, Inc.	Lexington	\$3,000
Transformative Culture Project, Inc.	Roxbury	\$3,000
Worcester Historical Museum	Worcester	\$3,000
Albany Berkshire Ballet	Pittsfield	\$0
Apple Tree Arts, Inc.	Grafton	\$0
Art Resource Collaborative for Kids	Boston	\$0
Arts Empowering Life Foundation, Inc.	Orleans	\$0
Berkshire Opera Festival, Inc.	Great Barrington	\$0
Beverly Historical Society, Inc.	Beverly	\$0
Boston by Foot, Inc.	Boston	\$0
Brown Box Theatre Project, Inc.	Boston	\$0
Cambridge Art Association	Cambridge	\$0
Cape Cod Repertory Theatre Co., Inc.	Brewster	\$0
College Light Opera Company, Inc.	Falmouth	\$0
Danvers Historical Society	Danvers	\$0
e inc.	Charlestown	\$0
Gloucester Stage Company, Inc.	Gloucester	\$0
Guerilla Opera, Inc.	Boston	\$0
Historic Highfield, Inc.	Falmouth	\$0
Improbable Players, Inc.	Watertown	\$0
Leventhal Map Center, Inc.^The Norman B.	Boston	\$0
Lexington Chamber Music Center, Inc.	Lexington	\$0
Little Theatre of Fall River, Inc.	Fall River	\$0
Lorelei Ensemble, Inc.	Cambridge	\$0
Lowell's Maritime Foundation	Amesbury	\$0
Massachusetts Symphony Orchestra, Inc.	Worcester	\$0
Mosesian Center for the Arts^The	Watertown	\$0
Museum of Russian Icons	Clinton	\$0
National Association for Armenian Stud.	Watertown	\$0
Newton Cultural Alliance, Inc.	Newton	\$0
Old North Foundation of Boston, Inc.	Boston	\$0
Record Company, Inc.^The	Boston	\$0
Silk Road Project, Inc.^The	Boston	\$0
Springfield Central Cultural District	Springfield	\$0
Trustees of Reservations^The	Boston	\$0
Urbanity Dance, Inc.	Boston	\$0
Wellfleet Preservation Hall, Inc.	Wellfleet	\$0
Your Theatre, Inc.	New Bedford	\$0



*Power of culture*

To: Mass Cultural Council  
Fr: Anita Walker, David Slatery, Jen Lawless, Sara Glidden, Michael Ibrahim, Kalyn King  
Dt: August 28, 2018  
Re: CIP Projects: FY19 Grant Recommendations

### **Project Program Background/Grant Recommendations for Projects**

These Grant Recommendations in this memo were recommended by the Grants Committee on August 14 for approval by the full Council.

The Projects category includes, in addition to organizations otherwise eligible for CIP Gateway grants, organizations whose missions are not fully cultural, and organizations that do not meet (or choose to opt out of) eligibility requirements for Gateway/Portfolio grants. Project grantees receive funding for one year (\$2500 grants), restricted to the proposed project.

CIP Project grants are one year grants for specific cultural public programming, and are not for general operating support. Applications are accepted from:

- Massachusetts recognized 501(c)3 organizations
- Programs under a federal, state, or local entity/municipality

To make the Projects grants available to more organizations, and to smaller organizations, we extended eligibility to:

- Unincorporated associations, or organizations that are eligible to be federally tax exempt, 501(c)3 nonprofit but have not attained this status may apply using a fiscal agent

A few details about this year's applicants and process:

- Mass Cultural Council received 161 applications in the Projects program. Staff conducted a review to screen out applications that were clearly either ineligible or incomplete, and 150 applications were forwarded to the panel.
- These applicants represented a wide range of artistic, cultural, and interpretive sciences disciplines, and organizational budgets ranging from \$11,000 to \$17.5million. The applicants are from every region of the state. Organizations ranged from two years old to 211 years old.
- Applications were randomly assigned to three review groups. Eighteen panelists (six per panel), drawn from Portfolio grantee organizations, reviewed and scored the applications on criteria relating to project quality, public value, and organizational capacity to deliver the project.

**In FY19, there are 80 Projects recommended for grants at \$2,500 each – a total of \$200,000.**

- The recommended grantees include applicants in a wide range of disciplines, and from every region of the Commonwealth

- Eight of the recommended grantees are unincorporated organizations, using a Fiscal Agent. Two recommended grantees are programs of municipalities.
- Project grants are supporting small organizations: 27 of the recommended grantees have organization budgets up to \$50,000, and an additional 15 organizations have budgets under \$100,000. A total of 62 organizations have budgets under \$500,000.
- Project budgets range from \$5,000 to \$462,000. Forty-eight of the project budgets are under \$25,000

A few projects of interest:

- **Asian American Resource Workshop:** The 2018 Boston Asian American Film Festival (BAAFF), the largest Asian American Film Festival in New England, in its tenth year, in Boston and Cambridge
- **ANIKAYA Dance Theater:** The “Listen Project” a series of workshops that will develop an ensemble of Deaf performers who create and perform site-responsive works in public spaces in Somerville.
- **Easthampton City Arts +:** Youth Arts Initiative, an intergenerational art project that brings teenagers and senior citizens together to create art, share stories, learn history, make connections, and build community in Easthampton.
- **Albany Berkshire Ballet:** Rockwell in Our Times, a new dance work based on Norman Rockwell’s iconic paintings “The Four Freedoms”, this is a collaboration with Youth Alive and The Fund Box Dance Studio, in Pittsfield.
- **Lowell Kinetic Sculpture Race:** a project celebrating the intersection of art, science, engineering, math and technology by way of racing human powered art sculptures through Lowell on September 22.

Project Panelists, June, 2019

Nick Adams Executive Director Longwood Symphony Boston MA	Georgia Lyman Producer Boston MA
Bonnie Butkas Managing Director Merrimack Repertory Theatre Lowell MA	Catherine Meilus Managing Director Puppet Showplace Theatre Brookline MA
Debra Cash Executive Director Boston Dance Alliance Boston, MA	Abigail Norman Executive Director The Eliot School Jamaica Plain MA
Lisa Dady Executive Director Historic Newton Newton MA	William Pierce Editor Agni Boston MA

Rima Dael Director of Development NEPR Springfield MA	Dawn Simmons Director of Programming Boston Center for the Arts Boston MA
William Fickes Artistic Director Community Music Center of Boston Boston MA	Victoria Stevens Executive Director Hull Lifesaving Museum Hull MA
Victoria George Audience Lab Director ARTSBoston Boston MA	Wanda Strukus Artistic Advisor Boston Conservatory at Berklee Boston MA
Beryl Jolly Executive Director Mahaiwe Performing Arts Center Great Barrington MA	Chanel Thervil Program Manager The Art Connection Boston MA
Margaret Keller Executive Director Community Access to the Arts Great Barrington MA	John Yannis Executive Director Blue Heron Newton MA



## Grant Recommendations-CIP Projects

Organization Name	City	Application Status
20 Summers, Inc.	Provincetown	\$2,500
Acre Family Child Care	Lowell	\$2,500
AHA! New Bedford/Community Foundation of Southeastern MA	New Bedford	\$2,500
Albany Berkshire Ballet	Pittsfield	\$2,500
Amherst Cinema Arts Center, Inc.	Amherst	\$2,500
ANIKAYA/Akhra, Inc.	Somerville	\$2,500
Arlington Public Art	Arlington	\$2,500
Ashmont Hill Chamber Music	Dorchester	\$2,500
Asian American Resource Workshop	Dorchester	\$2,500
BAMS Fest, Inc.	Dorchester	\$2,500
Belmont World Film	Sudbury	\$2,500
Berkshire Children's Chorus	Sheffield	\$2,500
Berkshire Cultural Resource Center	North Adams	\$2,500
Berkshire South Community Center	Great Barrington	\$2,500
Boston Chinatown Neighborhood Center	Boston	\$2,500
Boston Shakespeare Project	Boston	\$2,500
Brown Box Theatre Project, Inc.	Berlin	\$2,500
CACHE in Medford, Inc.	Medford	\$2,500
Cambodian Mutual Assistance Association of Greater Lowell, Inc.	Lowell	\$2,500
Cambridge Center for Adult Education	Cambridge	\$2,500
Cambridge Public Access Corporation	Cambridge	\$2,500
Canal District Alliance	Worcester	\$2,500
Cantilena C.C. Corporation	Lenox	\$2,500
Cappella Clausura, Inc	Newtonville	\$2,500
Chinese Consolidated Benevolent Association of New England	Boston	\$2,500
Community Service Care, Inc.	Jamaica Plain	\$2,500
Convergence Ensemble, Inc.	Boston	\$2,500
CO-OP	North Dighton	\$2,500
Da Camera Singers	Amherst	\$2,500
DÜNYA	Belmont	\$2,500
Easthampton City Arts +	Easthampton	\$2,500
Emerson College - Emerson College Art Gallery	Boston	\$2,500
Framingham Downtown Renaissance dba Downtown Framingham, Inc.	Framingham	\$2,500
Girls Inc. of Worcester	Worcester	\$2,500
Girls Incorporated of Greater Lowell	Lowell	\$2,500
Girls Rock Campaign Boston (GRCB)	Jamaica Plain	\$2,500
Gloucester Meetinghouse Foundation	Gloucester	\$2,500
Gloucester Writers Center	Gloucester	\$2,500

GreenRoots Inc.	Chelsea	\$2,500
HONK!	Cambridge	\$2,500
Housing Families Inc.	Malden	\$2,500
Juventas New Music Ensemble	Boston	\$2,500
Lexington Chamber Music Center	Lexington	\$2,500
Liars & Believers	Cambridge	\$2,500
Lowell Kinetic Sculpture Race	Lowell	\$2,500
Lowell Telecommunications Corp.	Lowell	\$2,500
LuminArtz Trust	Essex	\$2,500
Marble Collection, Inc.	Lakeville	\$2,500
Massachusetts Center for Native American Awareness	Danvers	\$2,500
Master Singers, Inc.	Lexington	\$2,500
Medford Arts Center Inc.	Medford	\$2,500
Mosesian Center for the Arts	Watertown	\$2,500
musiConnects	Roslindale	\$2,500
Mystic Learning Center	Somerville	\$2,500
New Bedford Historical Society, Inc.	New Bedford	\$2,500
New Bedford Parks Recreation & Beaches	New Bedford	\$2,500
New England Brass Band	Groton	\$2,500
Nolumbeka Project, Inc.	Greenfield	\$2,500
Novi Cantori	Longmeadow	\$2,500
Old Colony Historical Society	Taunton	\$2,500
On with Living and Learning, Inc.	Boston	\$2,500
Palante Theater Company	Holyoke	\$2,500
Palaver Strings Incorporated	Brookline	\$2,500
Piti Theatre Company	Shelburne	\$2,500
Provincetown Tennessee Williams Theater Festival	Provincetown	\$2,500
Rockport New Year's Eve, Inc.	Rockport	\$2,500
Rose Fitzgerald Kennedy Greenway Conservancy	Boston	\$2,500
Salem Harbor Community Development Corp.	Salem	\$2,500
Silverthorne Theater Company, Inc	Turners Falls	\$2,500
South Shore YMCA	Norwell	\$2,500
Sterling Youth Ballet Inc	Sterling	\$2,500
Survivor Theatre Project	Cambridge	\$2,500
Sustainable CAPE	Truro	\$2,500
The Nantucket Dreamland Foundation	Nantucket	\$2,500
UMASS Lowell Department of Art & Design	Lowell	\$2,500
Vineyard Arts Project Limited	Edgartown	\$2,500
Wellesley Choral Society	Wellesley Hills	\$2,500
Wellfleet Preservation Hall, Inc.	Wellfleet	\$2,500
Worcester Schubertiade, Inc.	Worcester	\$2,500
Worcester Youth Center, Inc.	Worcester	\$2,500

A Far Cry, Inc.	Jamaica Plain	\$ 0
Ace It Education Inc.	Boston	\$ 0
Actors Studio of Newburyport	Newburyport	\$ 0
Andover Choral Society	Andover	\$ 0
Andover Historical Society	Andover	\$ 0
Arlington Children's Theatre	Arlington	\$ 0
Arts Empowering Life Foundation, Inc.	Orleans	\$ 0
Assabet Valley Mastersingers	Northboro	\$ 0
Berkshire Film and Media Collaborative, Inc.	Pittsfield	\$ 0
Berkshire Playwrights Lab, Inc.	Great Barrington	\$ 0
Berkshire Pulse, Inc.	Housatonic	\$ 0
Berkshires Jazz, Inc.	Pittsfield	\$ 0
Boston Architectural College	Boston	\$ 0
Boston Athenaeum, Inc.	Boston	\$ 0
Boston Book Festival, Inc.	Cambridge	\$ 0
Boston Singers' Resource	Boston	\$ 0
Boston Theater Company, Inc.	Boston	\$ 0
BRAIN Arts Organization	Boston	\$ 0
Brockton Symphony Orchestra, Inc.	Brockton	\$ 0
Brookline Symphony Orchestra, Inc.	Brookline	\$ 0
BSA Foundation	Boston	\$ 0
Center for Arts at the Armory	Somerville	\$ 0
Charles River Museum of Industry and Innovation, Inc.	Waltham	\$ 0
Chorus pro Musica, Inc.	Boston	\$ 0
Co-Incidence, Inc. (Fiscal Sponsor: Non-Event, Inc.)	Somerville	\$ 0
Cultural Organization of Lowell	Lowell	\$ 0
Culture Park Theatre & Performing Arts	New Bedford	\$ 0
Dedham School of Music	Dedham	\$ 0
Dinosaur Annex Music Ensemble	Watertown	\$ 0
Eggtooth Productions	Greenfield	\$ 0
Falmouth Chorale, Inc.	Falmouth	\$ 0
Fort Point Theatre Channel, Inc.	Boston	\$ 0
Grow Native Massachusetts	Waltham	\$ 0
Guild of Boston Artists, Inc.	Boston	\$ 0
Harwich Cranberry Arts & Music Festival, Inc.	Harwich	\$ 0
Heart & Dagger Productions	Boston	\$ 0
Innovators for Purpose	Acton	\$ 0
John F. Kennedy Library Foundation, Inc.	Boston	\$ 0
Jubilat/Umass Amherst	Hadley	\$ 0
Kadence Arts	West Roxbury	\$ 0
Leventhal Map Center, Inc.	Boston	\$ 0
Massachusetts Symphony Orchestra, Inc.	Worcester	\$ 0

Metalwerx Inc.	Waltham	\$ 0
Mohawk Trail Concerts Inc.	Shelburne Falls	\$ 0
New Bedford Fishing Heritage Center, Inc.	New Bedford	\$ 0
New England Sculptors Association	Lexington	\$ 0
New England Symphony Orchestra, Inc.	Leominster	\$ 0
Newburyport Choral Society	Newburyport	\$ 0
Non-Event	Jamaica Plain	\$ 0
North Shore Concert Band	Peabody	\$ 0
Northeast Massachusetts Youth Orchestras, Inc.	Manchester	\$ 0
Outer Cape Chorale	South Wellfleet	\$ 0
Polymnia Choral Society	Melrose	\$ 0
Powers Music School Inc.	Belmont	\$ 0
Reading Community Singers	Reading	\$ 0
Regis College	Weston	\$ 0
Roomful of Teeth Vocal Arts Project, Inc.	Williamstown	\$ 0
Sandwich Arts Alliance	Sandwich	\$ 0
Special Needs Arts Programs, Inc.	Lexington	\$ 0
Swift River Valley Historical Society	New Salem	\$ 0
The Community Art Center, Inc.	Cambridge	\$ 0
Veronica Robles Cultural Center	East Boston	\$ 0
Vokes Players	Wayland	\$ 0
WAM Theatre, Inc.	Lenox	\$ 0
Wellesley Symphony Orchestra	Wellesley	\$ 0

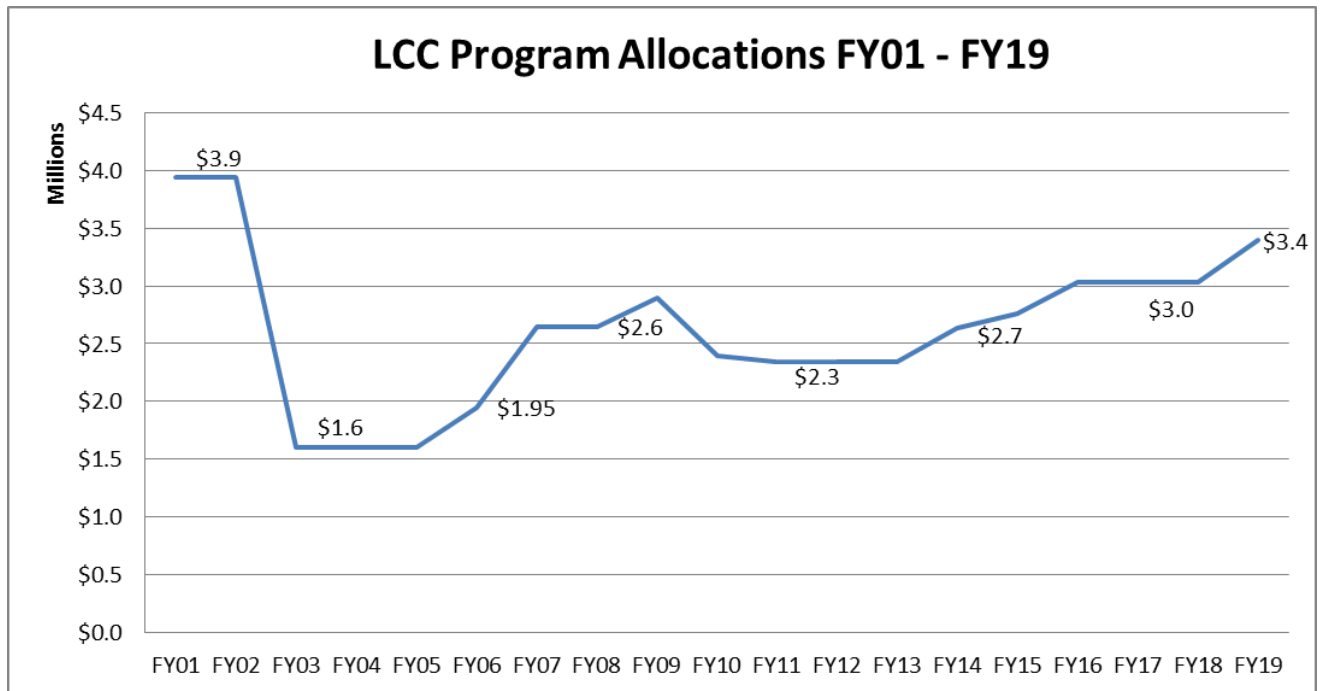


*Power of culture*

To: Mass Cultural Council  
Fr: Anita Walker, David Slatery, Jen Lawless, Lisa Simmons, Arreen Andrew, Mina Kim, Charlotte Cutter  
Dt: August 28, 2018  
Re: FY19 Local Cultural Council Allocations

This memo presents recommended allocations for each of the 329 Local Cultural Councils in FY2019. The proposal is based on a program budget of \$3.4 million as recommended by the Mass Cultural Council Executive Committee. This figure represents an increase of \$370,000 in funding compared to funding in FY18. These allocations were recommended by the Grants Committee on August 14 for approval by the full Council. The Grants Committee did ask staff to review the spending patterns of so-called “minimum award” councils and to report back to the committee which staff agreed to do.

For reference, below is a chart that summarizes the last 19 years of LCC Program allocations. The budget for the program was as high as \$3.9 million in FY02. This fell to \$1.6 million in FY03 – the year that Mass Cultural Council’s state appropriation was cut by 62%. It gradually grew back to \$2.9 million before further cuts in FY10 and FY11. From FY11 – FY18 there was a steady increase but on average the LCC’s were level funded. With the increase in the FY19 budget the LCC’s will see a marked increase from \$3,030,000 to \$3,400,000.



The recommended allocations for all 329 Local Cultural Councils are detailed in the chart which follows this memo. Each council's individual allocation is determined by following the Department of Revenue's percent distribution of lottery funds to each city and town, which is done using a state local aid formula, based on population and property values. Because funding has increased this year, each LCC's allocation will increase on average by 9.78%.

The minimum allocation was \$4,400 in FY18. We recommend increasing the minimum allocation to \$4,500 for FY19. There are 81 out of 329 councils that receive the minimum allocation. The largest increase in allocation (to the Boston Cultural Council and Springfield Cultural Council) is \$20,100.

<b>Council</b>	<b>FY18 Allocation</b>	<b>FY19 Allocation</b>	<b>Difference</b>	<b>% Difference</b>
Abington Cultural Council	\$6,200	\$7,100	\$900	14.52%
Acton-Boxborough Cultural Council	\$9,300	\$10,300	\$1,000	10.75%
Acushnet Cultural Council	\$4,700	\$5,300	\$600	12.77%
Agawam Cultural Council	\$11,600	\$13,400	\$1,800	15.52%
Alford-Egremont Cultural Council	\$8,800	\$9,000	\$200	2.27%
Amesbury Cultural Council	\$6,200	\$7,100	\$900	14.52%
Amherst Cultural Council	\$25,300	\$29,600	\$4,300	17.00%
Andover Cultural Council	\$5,800	\$6,800	\$1,000	17.24%
Arlington Cultural Council	\$12,300	\$13,700	\$1,400	11.38%
Ashburnham Cultural Council	\$4,600	\$5,000	\$400	8.70%
Ashby Cultural Council	\$4,400	\$4,600	\$200	4.55%
Ashfield Cultural Council	\$4,400	\$4,500	\$100	2.27%
Ashland Cultural Council	\$4,900	\$5,700	\$800	16.33%
Athol Cultural Council	\$7,400	\$8,700	\$1,300	17.57%
Attleboro Cultural Council	\$18,300	\$21,200	\$2,900	15.85%
Auburn Cultural Council	\$5,400	\$6,200	\$800	14.81%
Avon Cultural Council	\$4,400	\$4,600	\$200	4.55%
Ayer Cultural Council	\$4,600	\$5,000	\$400	8.70%
Barre Cultural Council	\$4,600	\$5,000	\$400	8.70%
Becket Cultural Council	\$4,400	\$4,500	\$100	2.27%
Bedford Cultural Council	\$4,600	\$5,000	\$400	8.70%
Belchertown Cultural Council	\$5,500	\$6,500	\$1,000	18.18%
Bellingham Cultural Council	\$5,400	\$6,200	\$800	14.81%
Belmont Cultural Council	\$5,000	\$5,600	\$600	12.00%
Berkley Cultural Council	\$4,500	\$4,900	\$400	8.89%
Berlin Cultural Council	\$4,400	\$4,500	\$100	2.27%
Bernardston Cultural Council	\$4,400	\$4,500	\$100	2.27%
Beverly Cultural Council	\$12,200	\$14,000	\$1,800	14.75%
Billerica Arts Council	\$12,500	\$14,400	\$1,900	15.20%
Blackstone Cultural Council	\$4,700	\$5,300	\$600	12.77%
Blandford Cultural Council	\$4,400	\$4,500	\$100	2.27%
Bolton Cultural Council	\$4,400	\$4,600	\$200	4.55%
Boston Cultural Council	\$179,000	\$199,100	\$20,100	11.23%

Bourne Cultural Council	\$4,700	\$5,300	\$600	12.77%
Boxford Cultural Council	\$4,500	\$4,700	\$200	4.44%
Boylston Cultural Council	\$4,400	\$4,600	\$200	4.55%
Braintree Cultural Council	\$9,600	\$11,000	\$1,400	14.58%
Brewster Cultural Council	\$4,400	\$4,600	\$200	4.55%
Bridgewater Cultural Council	\$10,300	\$12,100	\$1,800	17.48%
Brimfield Cultural Council	\$4,400	\$4,600	\$200	4.55%
Brockton Cultural Council	\$56,100	\$65,000	\$8,900	15.86%
Brookfield Cultural Council	\$4,500	\$4,800	\$300	6.67%
Brookline Commission for the Arts	\$10,900	\$12,000	\$1,100	10.09%
Buckland Cultural Council	\$4,400	\$4,500	\$100	2.27%
Burlington Cultural Council	\$4,800	\$5,500	\$700	14.58%
Cambridge Arts Council	\$21,600	\$23,600	\$2,000	9.26%
Canton Cultural Council	\$4,800	\$5,500	\$700	14.58%
Carlisle Cultural Council	\$4,400	\$4,500	\$100	2.27%
Carver Cultural Council	\$4,800	\$5,500	\$700	14.58%
Charlemont-Hawley Cultural Council	\$8,800	\$9,000	\$200	2.27%
Charlton Cultural Council	\$4,800	\$5,600	\$800	16.67%
Chatham Cultural Council	\$4,400	\$4,500	\$100	2.27%
Chelmsford Cultural Council	\$9,700	\$11,100	\$1,400	14.43%
Chelsea Cultural Council	\$18,300	\$21,900	\$3,600	19.67%
Chester Cultural Council	\$4,400	\$4,500	\$100	2.27%
Chesterfield Cultural Council	\$4,400	\$4,500	\$100	2.27%
Chicopee Cultural Council	\$33,400	\$38,500	\$5,100	15.27%
Clinton Cultural Council	\$7,000	\$8,000	\$1,000	14.29%
Cohasset Cultural Council	\$4,400	\$4,600	\$200	4.55%
Colrain Cultural Council	\$4,400	\$4,500	\$100	2.27%
Concord Cultural Council	\$4,600	\$5,000	\$400	8.70%
Conway Cultural Council	\$4,400	\$4,500	\$100	2.27%
Cultural Council of Northern Berkshire	\$59,100	\$62,600	\$3,500	5.92%
Cummington Cultural Council	\$4,400	\$4,500	\$100	2.27%
Dalton Cultural Council	\$4,600	\$5,100	\$500	10.87%
Danvers Cultural Council	\$6,300	\$7,400	\$1,100	17.46%
Dartmouth Cultural Council	\$8,200	\$9,600	\$1,400	17.07%



Dedham Cultural Council	\$6,400	\$7,300	\$900	14.06%
Deerfield Cultural Council	\$4,500	\$4,700	\$200	4.44%
Dennis Arts and Culture Council	\$4,400	\$4,600	\$200	4.55%
Dighton Cultural Council	\$4,600	\$5,000	\$400	8.70%
Douglas Cultural Council	\$4,600	\$5,100	\$500	10.87%
Dover Cultural Council	\$4,400	\$4,500	\$100	2.27%
Dracut Cultural Council	\$11,300	\$13,200	\$1,900	16.81%
Dudley Cultural Council	\$5,000	\$5,900	\$900	18.00%
Dunstable Cultural Council	\$4,400	\$4,500	\$100	2.27%
Duxbury Cultural Council	\$4,600	\$5,000	\$400	8.70%
East Bridgewater Arts Council	\$4,900	\$5,700	\$800	16.33%
East Brookfield Cultural Council	\$4,400	\$4,500	\$100	2.27%
East Longmeadow Cultural Council	\$4,900	\$5,800	\$900	18.37%
Eastham Cultural Council	\$4,400	\$4,500	\$100	2.27%
Easthampton City Arts +	\$8,400	\$9,500	\$1,100	13.10%
Easton Cultural Council	\$7,000	\$8,100	\$1,100	15.71%
Erving Cultural Council	\$4,400	\$4,500	\$100	2.27%
Essex Cultural Council	\$4,400	\$4,500	\$100	2.27%
Everett Cultural Council	\$12,400	\$15,400	\$3,000	24.19%
Fairhaven Cultural Council	\$6,100	\$6,900	\$800	13.11%
Fall River Cultural Council	\$68,600	\$77,800	\$9,200	13.41%
Falmouth Cultural Council	\$4,700	\$5,200	\$500	10.64%
Fitchburg Cultural Council	\$26,900	\$31,400	\$4,500	16.73%
Foxborough Cultural Council	\$4,800	\$5,500	\$700	14.58%
Framingham Cultural Council	\$20,300	\$24,100	\$3,800	18.72%
Franklin Cultural Council	\$8,000	\$9,400	\$1,400	17.50%
Freetown Cultural Council	\$4,600	\$5,000	\$400	8.70%
Gardner Cultural Council	\$13,200	\$15,400	\$2,200	16.67%
Georgetown Cultural Council	\$4,600	\$5,000	\$400	8.70%
Gill Cultural Council	\$4,400	\$4,500	\$100	2.27%
Gloucester Cultural Council	\$7,600	\$8,500	\$900	11.84%
Goshen Cultural Council	\$4,400	\$4,500	\$100	2.27%
Gosnold Cultural Council	\$4,400	\$4,500	\$100	2.27%
Grafton Cultural Council	\$5,000	\$5,900	\$900	18.00%

Granby Cultural Council	\$4,600	\$5,000	\$400	8.70%
Granville Cultural Council	\$4,400	\$4,500	\$100	2.27%
Great Barrington Cultural Council	\$4,400	\$4,600	\$200	4.55%
Greenfield Local Cultural Council	\$10,000	\$11,400	\$1,400	14.00%
Groton Cultural Council	\$4,600	\$5,100	\$500	10.87%
Groveland Cultural Council	\$4,600	\$4,900	\$300	6.52%
Hadley Cultural Council	\$4,400	\$4,600	\$200	4.55%
Halifax Cultural Council	\$4,600	\$5,100	\$500	10.87%
Hamilton-Wenham Cultural Council	\$8,900	\$9,400	\$500	5.62%
Hampden Cultural Council	\$4,500	\$4,800	\$300	6.67%
Hanover Cultural Council	\$4,700	\$5,200	\$500	10.64%
Hanson Cultural Council	\$4,700	\$5,300	\$600	12.77%
Hardwick-New Braintree Cultural Council	\$8,900	\$9,200	\$300	3.37%
Harvard Cultural Council	\$4,500	\$4,700	\$200	4.44%
Harwich Cultural Council	\$4,400	\$4,600	\$200	4.55%
Hatfield Cultural Council	\$4,400	\$4,500	\$100	2.27%
Haverhill Cultural Council	\$25,300	\$29,600	\$4,300	17.00%
Heath Cultural Council	\$4,400	\$4,500	\$100	2.27%
Hingham Cultural Council	\$4,700	\$5,200	\$500	10.64%
Hinsdale-Peru Cultural Council	\$8,800	\$9,000	\$200	2.27%
Holbrook Cultural Council	\$4,800	\$5,500	\$700	14.58%
Holden Cultural Council	\$5,600	\$6,700	\$1,100	19.64%
Holland Cultural Council	\$4,400	\$4,500	\$100	2.27%
Holliston Arts Council	\$4,700	\$5,300	\$600	12.77%
Holyoke Local Cultural Council	\$30,700	\$35,600	\$4,900	15.96%
Hopedale Cultural Council	\$4,500	\$4,800	\$300	6.67%
Hopkinton Cultural Council	\$4,600	\$5,100	\$500	10.87%
Hubbardston Cultural Council	\$4,500	\$4,800	\$300	6.67%
Hudson Cultural Council	\$6,400	\$7,400	\$1,000	15.63%
Hull Cultural Council	\$4,500	\$4,800	\$300	6.67%
Huntington Cultural Council	\$4,400	\$4,600	\$200	4.55%
Ipswich Cultural Council	\$4,600	\$5,100	\$500	10.87%
Kingston Cultural Council	\$4,700	\$5,300	\$600	12.77%

Lakeville Arts Council	\$4,700	\$5,200	\$500	10.64%
Lancaster Cultural Council	\$4,600	\$5,100	\$500	10.87%
Lawrence Cultural Council	\$63,500	\$75,100	\$11,600	18.27%
Lee Cultural Council	\$4,500	\$4,700	\$200	4.44%
Leicester Arts Council	\$5,500	\$6,400	\$900	16.36%
Lenox Cultural Council	\$4,400	\$4,500	\$100	2.27%
Leominster Cultural Council	\$18,400	\$21,600	\$3,200	17.39%
Leverett Cultural Council	\$4,400	\$4,500	\$100	2.27%
Lexington Council for the Arts	\$4,800	\$5,400	\$600	12.50%
Leyden Cultural Council	\$4,400	\$4,500	\$100	2.27%
Lincoln Cultural Council	\$4,400	\$4,500	\$100	2.27%
Littleton Cultural Council	\$4,500	\$4,900	\$400	8.89%
Longmeadow Cultural Council	\$4,800	\$5,600	\$800	16.67%
Lowell Cultural Council	\$64,700	\$75,500	\$10,800	16.69%
Ludlow Cultural Council	\$9,700	\$11,100	\$1,400	14.43%
Lunenburg Cultural Council	\$4,700	\$5,300	\$600	12.77%
Lynn Cultural Council	\$48,200	\$56,300	\$8,100	16.80%
Lynnfield Cultural Council	\$4,600	\$4,900	\$300	6.52%
Malden Cultural Council	\$25,800	\$29,500	\$3,700	14.34%
Manchester Cultural Council	\$4,400	\$4,500	\$100	2.27%
Mansfield Local Cultural Council	\$5,400	\$6,400	\$1,000	18.52%
Marblehead Cultural Council	\$4,600	\$5,100	\$500	10.87%
Marion Cultural Council	\$4,400	\$4,500	\$100	2.27%
Marlborough Cultural Council	\$10,600	\$12,500	\$1,900	17.92%
Marshfield Cultural Council	\$6,300	\$7,200	\$900	14.29%
Martha's Vineyard Cultural Council	\$26,400	\$27,000	\$600	2.27%
Mashpee Cultural Council	\$4,500	\$4,700	\$200	4.44%
Mattapoisett Cultural Council	\$4,400	\$4,500	\$100	2.27%
Maynard Cultural Council	\$4,700	\$5,200	\$500	10.64%
Medfield Cultural Council	\$4,600	\$5,000	\$400	8.70%
Medford Arts Council	\$20,800	\$23,100	\$2,300	11.06%
Medway Cultural Council	\$4,700	\$5,300	\$600	12.77%
Melrose Cultural Council	\$9,200	\$10,300	\$1,100	11.96%
Mendon Cultural Council	\$4,500	\$4,800	\$300	6.67%

Merrimac Cultural Council	\$4,600	\$5,000	\$400	8.70%
Methuen Cultural Council	\$17,200	\$20,300	\$3,100	18.02%
Mid-Cape Cultural Council	\$11,300	\$12,800	\$1,500	13.27%
Middleborough Cultural Council	\$8,000	\$9,600	\$1,600	20.00%
Middlefield Cultural Council	\$4,400	\$4,500	\$100	2.27%
Middleton Cultural Council	\$4,500	\$4,800	\$300	6.67%
Milford Cultural Council	\$9,800	\$11,400	\$1,600	16.33%
Millbury Cultural Council	\$5,600	\$6,400	\$800	14.29%
Millis Cultural Council	\$4,600	\$5,000	\$400	8.70%
Millville Cultural Council	\$4,500	\$4,700	\$200	4.44%
Milton Cultural Council	\$7,000	\$7,900	\$900	12.86%
Monson Cultural Council	\$4,700	\$5,300	\$600	12.77%
Montague Cultural Council	\$4,700	\$5,200	\$500	10.64%
Monterey Cultural Council	\$4,400	\$4,500	\$100	2.27%
Montgomery Cultural Council	\$4,400	\$4,500	\$100	2.27%
Mount Washington Cultural Council	\$4,400	\$4,500	\$100	2.27%
Nahant Cultural Council	\$4,400	\$4,500	\$100	2.27%
Nantucket Cultural Council	\$4,400	\$4,500	\$100	2.27%
Natick Cultural Council	\$7,100	\$8,200	\$1,100	15.49%
Needham Cultural Council	\$4,900	\$5,500	\$600	12.24%
New Bedford Cultural Council	\$70,700	\$80,900	\$10,200	14.43%
New Marlborough Cultural Council	\$4,400	\$4,500	\$100	2.27%
New Salem Cultural Council	\$4,400	\$4,500	\$100	2.27%
Newbury Cultural Council	\$4,400	\$4,600	\$200	4.55%
Newburyport Cultural Council	\$4,700	\$5,200	\$500	10.64%
Newton Cultural Council	\$15,000	\$16,900	\$1,900	12.67%
Norfolk Cultural Council	\$4,700	\$5,200	\$500	10.64%
North Andover Cultural Council	\$6,400	\$7,700	\$1,300	20.31%
North Attleborough Cultural Council	\$9,200	\$10,600	\$1,400	15.22%
North Brookfield Cultural Council	\$4,500	\$4,900	\$400	8.89%
North Reading Cultural Council	\$4,700	\$5,200	\$500	10.64%
Northampton Arts Council	\$12,200	\$13,700	\$1,500	12.30%
Northborough Cultural Council	\$4,600	\$5,100	\$500	10.87%
Northbridge Cultural Council	\$6,700	\$7,800	\$1,100	16.42%

Northfield Cultural Council	\$4,400	\$4,500	\$100	2.27%
Norton Cultural Council	\$6,700	\$7,800	\$1,100	16.42%
Norwell Cultural Council	\$4,500	\$4,800	\$300	6.67%
Norwood Cultural Council	\$7,900	\$9,000	\$1,100	13.92%
Oakham Cultural Council	\$4,400	\$4,500	\$100	2.27%
Orange Cultural Council	\$5,100	\$5,800	\$700	13.73%
Orleans Cultural Council	\$4,400	\$4,500	\$100	2.27%
Otis Cultural Council	\$4,400	\$4,500	\$100	2.27%
Oxford Cultural Council	\$6,500	\$7,400	\$900	13.85%
Palmer Cultural Council	\$6,400	\$7,400	\$1,000	15.63%
Paxton Cultural Council	\$4,500	\$4,800	\$300	6.67%
Peabody Cultural Council	\$15,100	\$17,500	\$2,400	15.89%
Pelham Cultural Council	\$4,400	\$4,500	\$100	2.27%
Pembroke Cultural Council	\$5,400	\$6,200	\$800	14.81%
Pepperell Cultural Council	\$4,800	\$5,600	\$800	16.67%
Petersham Cultural Council	\$4,400	\$4,500	\$100	2.27%
Phillipston Cultural Council	\$4,400	\$4,500	\$100	2.27%
Pittsfield Cultural Council	\$24,800	\$28,200	\$3,400	13.71%
Plainfield Cultural Council	\$4,400	\$4,500	\$100	2.27%
Plainville Cultural Council	\$4,600	\$5,000	\$400	8.70%
Plymouth Cultural Council	\$12,700	\$15,000	\$2,300	18.11%
Plympton Cultural Council	\$4,400	\$4,500	\$100	2.27%
Princeton Cultural Council	\$4,400	\$4,600	\$200	4.55%
Provincetown Cultural Council	\$4,400	\$4,500	\$100	2.27%
Quincy Arts Council	\$31,000	\$35,300	\$4,300	13.87%
Randolph Cultural Council	\$12,300	\$14,600	\$2,300	18.70%
Raynham Cultural Council	\$4,700	\$5,300	\$600	12.77%
Reading Cultural Council	\$6,400	\$7,300	\$900	14.06%
Rehoboth Cultural Council	\$4,700	\$5,200	\$500	10.64%
Revere Cultural Council	\$20,000	\$23,700	\$3,700	18.50%
Richmond Cultural Council	\$4,400	\$4,500	\$100	2.27%
Rochester Cultural Council	\$4,400	\$4,600	\$200	4.55%
Rockland Cultural Council	\$7,400	\$8,400	\$1,000	13.51%
Rockport Cultural Council	\$4,400	\$4,600	\$200	4.55%

Rowe Cultural Council	\$4,400	\$4,500	\$100	2.27%
Rowley Cultural Council	\$4,500	\$4,700	\$200	4.44%
Royalston Cultural Council	\$4,400	\$4,500	\$100	2.27%
Russell Cultural Council	\$4,400	\$4,500	\$100	2.27%
Rutland Cultural Council	\$4,700	\$5,300	\$600	12.77%
Salem Cultural Council	\$13,900	\$16,400	\$2,500	17.99%
Salisbury Cultural Council	\$4,500	\$4,800	\$300	6.67%
Sandisfield Cultural Council	\$4,400	\$4,500	\$100	2.27%
Sandwich Cultural Council	\$4,800	\$5,400	\$600	12.50%
Saugus Cultural Council	\$7,200	\$8,400	\$1,200	16.67%
Scituate Cultural Council	\$4,600	\$5,100	\$500	10.87%
Seekonk Cultural Council	\$4,700	\$5,400	\$700	14.89%
Sharon Cultural Council	\$4,800	\$5,400	\$600	12.50%
Sheffield Cultural Council	\$4,400	\$4,500	\$100	2.27%
Shelburne Cultural Council	\$4,400	\$4,500	\$100	2.27%
Sherborn Arts Council	\$4,400	\$4,500	\$100	2.27%
Shirley Cultural Council	\$4,700	\$5,300	\$600	12.77%
Shrewsbury Cultural Council	\$8,300	\$9,800	\$1,500	18.07%
Shutesbury Cultural Council	\$4,400	\$4,500	\$100	2.27%
Somerset Cultural Council	\$5,000	\$6,000	\$1,000	20.00%
Somerville Arts Council	\$34,200	\$37,500	\$3,300	9.65%
South Hadley Cultural Council	\$8,300	\$9,600	\$1,300	15.66%
Southampton Cultural Council	\$4,500	\$4,800	\$300	6.67%
Southborough Cultural Arts Council	\$4,500	\$4,800	\$300	6.67%
Southbridge Cultural Council	\$11,200	\$13,000	\$1,800	16.07%
Southwick Cultural Council	\$4,700	\$5,300	\$600	12.77%
Spencer Cultural Council	\$6,100	\$7,000	\$900	14.75%
Springfield Cultural Council	\$117,400	\$137,500	\$20,100	17.12%
Sterling Cultural Council	\$4,600	\$5,000	\$400	8.70%
Stockbridge Cultural Council	\$4,400	\$4,500	\$100	2.27%
Stoneham Cultural Council	\$6,600	\$7,500	\$900	13.64%
Stoughton Cultural Council	\$9,900	\$11,300	\$1,400	14.14%
Stow Cultural Council	\$4,500	\$4,700	\$200	4.44%
Sturbridge Cultural Council	\$4,600	\$5,100	\$500	10.87%

Sudbury Cultural Council	\$4,600	\$5,100	\$500	10.87%
Sunderland Cultural Council	\$4,500	\$4,700	\$200	4.44%
Sutton Cultural Council	\$4,600	\$5,000	\$400	8.70%
Swampscott Cultural Council	\$4,600	\$5,100	\$500	10.87%
Swansea Cultural Council	\$5,900	\$6,700	\$800	13.56%
Taunton Cultural Council	\$26,700	\$30,900	\$4,200	15.73%
Templeton Cultural Council	\$4,800	\$5,500	\$700	14.58%
Tewksbury Cultural Council	\$8,900	\$10,300	\$1,400	15.73%
Tolland Cultural Council	\$4,400	\$4,500	\$100	2.27%
Topsfield Cultural Council	\$4,400	\$4,600	\$200	4.55%
Townsend Cultural Council	\$4,800	\$5,500	\$700	14.58%
Truro Cultural Council	\$4,400	\$4,500	\$100	2.27%
Tyngsborough Cultural Council	\$4,700	\$5,300	\$600	12.77%
Tyringham Cultural Council	\$4,400	\$4,500	\$100	2.27%
Upton Cultural Council	\$4,500	\$4,900	\$400	8.89%
Uxbridge Cultural Council	\$4,800	\$5,600	\$800	16.67%
Wakefield Cultural Council	\$7,000	\$8,000	\$1,000	14.29%
Wales Cultural Council	\$4,400	\$4,500	\$100	2.27%
Walpole Cultural Council	\$5,900	\$6,800	\$900	15.25%
Waltham Cultural Council	\$16,500	\$18,900	\$2,400	14.55%
Ware Cultural Council	\$5,400	\$6,300	\$900	16.67%
Wareham Cultural Council	\$6,300	\$7,200	\$900	14.29%
Warren Cultural Council	\$4,700	\$5,200	\$500	10.64%
Warwick Cultural Council	\$4,400	\$4,500	\$100	2.27%
Washington Cultural Council	\$4,400	\$4,500	\$100	2.27%
Watertown Cultural Council	\$8,800	\$9,900	\$1,100	12.50%
Wayland Cultural Council	\$4,500	\$4,800	\$300	6.67%
Webster Cultural Council	\$7,700	\$8,900	\$1,200	15.58%
Wellesley Cultural Council	\$4,600	\$5,100	\$500	10.87%
Wellfleet Cultural Council	\$4,400	\$4,500	\$100	2.27%
Wendell Cultural Council	\$4,400	\$4,500	\$100	2.27%
West Boylston Cultural Council	\$4,600	\$5,000	\$400	8.70%
West Bridgewater Cultural Council	\$4,500	\$4,800	\$300	6.67%
West Brookfield Cultural Council	\$4,500	\$4,700	\$200	4.44%

West Newbury Cultural Council	\$4,400	\$4,500	\$100	2.27%
West Springfield Arts Council (WSAC)	\$11,500	\$13,400	\$1,900	16.52%
West Stockbridge Cultural Council	\$4,400	\$4,500	\$100	2.27%
Westborough Cultural Council	\$4,700	\$5,300	\$600	12.77%
Westfield Cultural Council	\$20,200	\$23,600	\$3,400	16.83%
Westford Cultural Council	\$4,900	\$5,700	\$800	16.33%
Westhampton Cultural Council	\$4,400	\$4,500	\$100	2.27%
Westminster Cultural Council	\$4,600	\$5,000	\$400	8.70%
Weston Cultural Council	\$4,400	\$4,500	\$100	2.27%
Westport Cultural Council	\$4,600	\$5,100	\$500	10.87%
Westwood Cultural Council	\$4,500	\$4,900	\$400	8.89%
Weymouth Cultural Council	\$21,300	\$24,100	\$2,800	13.15%
Whately Cultural Council	\$4,400	\$4,500	\$100	2.27%
Whitman Cultural Council	\$6,600	\$7,500	\$900	13.64%
Wilbraham Cultural Council	\$4,800	\$5,600	\$800	16.67%
Williamsburg Cultural Council	\$4,400	\$4,500	\$100	2.27%
Wilmington Cultural Council	\$4,900	\$5,800	\$900	18.37%
Winchendon Cultural Council	\$5,400	\$6,500	\$1,100	20.37%
Winchester Cultural Council	\$4,600	\$5,100	\$500	10.87%
Windsor Cultural Council	\$4,400	\$4,500	\$100	2.27%
Winthrop Cultural Council	\$7,600	\$8,600	\$1,000	13.16%
Woburn Cultural Council	\$9,800	\$11,200	\$1,400	14.29%
Worcester Arts Council	\$103,100	\$120,800	\$17,700	17.17%
Worthington Cultural Council	\$4,400	\$4,500	\$100	2.27%
Wrentham Cultural Council	\$4,600	\$5,000	\$400	8.70%
	\$3,030,000	\$3,400,000	\$370,000	12.21%



To: Mass Cultural Council  
Fr: Anita Walker, David Slatery, Erik Holmgren, Rodrigo Guerrero  
Dt: August 28, 2018  
Re: FY19 CYD Grant Recommendations- YouthReach, SerHacer, Amplify and META

### **Summary**

Attached for your review are the results of the FY19 YouthReach and SerHacer panels. We just completed a three-year grant cycle in FY18 and we are beginning the first year of a new three-year grant cycle in FY19 with a new cohort of grantees. We are pleased to bring forward recommendations for 52 YouthReach grants totaling \$832,000 and 22 SerHacer grants totaling \$352,000 for a total of \$1.184 million of funding for Creative Youth Development programs in Massachusetts. This recommendation includes an increase from the prior cycle in each individual grant award from \$15,000 to \$16,000. For reference- at the time of the National Summit on Creative Youth Development in FY15, by comparison, we allocated \$478,000 to support Creative Youth Development organizations.

This memo also includes an update and recommendations for continued funding of three companion projects – Amplify, the Johnson String Project and the META Fellowship. The total recommended funding for YouthReach, SerHacer and relevant support programs is \$1.228 million.

These Grant Recommendations in this memo were recommended by the Grants Committee on August 14 for approval by the full Council.

### **Background**

The YouthReach Initiative was launched in 1994 to promote the integration of substantive out-of-school arts learning opportunities into a collaborative community response to the needs of young people – especially those at risk of not making a successful transition from adolescence to young adulthood. The program has received several national awards, and has been replicated by other states' arts councils. More than 40 YouthReach grant recipients have been also honored over the years with *National Arts & Humanities Youth Program* (formerly *Coming Up Taller*) awards from the President's Committee on the Arts and Humanities.

In March 2014, Mass Cultural Council hosted the National Summit on Creative Youth Development, which catalyzed the work of YouthReach into a national spotlight and generated an ongoing national partnership between Mass Cultural Council, the National Guild for Community Arts Education, the President's Committee on the Arts and Humanities, and Americans for the Arts. This partnership has brought visibility, technical support, and new sources of funding to our programs in Massachusetts over the last four years.

In December of 2014, Massachusetts became the first state in the nation to create a public support system for El Sistema inspired work. In September 2015, we launched Amplify, which provides grants for youth led projects around Massachusetts and in 2016, upon receipt of two –year \$270,000 grant from the Klarman Family Foundation, we launched the Music Educator and Teaching Artists (META) Fellowship Pilot Program, which is currently the largest teaching artist support program in the United States. We are pleased to report that we have emerged from that pilot and The Klarman Family Foundation has agreed to continue to provide funding up to \$300,000 in additional funds to Mass Cultural Council over the next two+ years to continue the program.

### **Application Review Process**

For the third consecutive cycle, YouthReach Grants are being awarded for a 3-year grant cycle, with SerHacer adopting that same cycle.

Three panels met in July of this year and reviewed a total of 85 applications. One panel reviewed 23 applications from currently funded YouthReach organizations, another panel reviewed 31 new applications to YouthReach, and the third panel reviewed 29 applications to SerHacer. This report combines the results of all three panels.

All applicants received on-site evaluations as part of their review that included a panelist and a Mass Cultural Council staff member. The Panels met at the Mass Cultural Council offices on July 10, 11, and 12 and were public, meaning applying organizations were encouraged to call in to listen to the deliberations. At the end of the scoring process panelists were asked to come to consensus around a funding line, above which they would make recommendations to the Mass Cultural Council. This document includes those recommendations.

### **YouthReach Partners**

One of the new policies adopted by the Council in FY11 was the creation of the YouthReach Partners—projects in which the Mass Cultural Council has made the longest investments. Like our Cultural Investment Portfolio organizations, the eighteen YouthReach Partners were not required to submit an application for continued funding. Instead, they were required to commit senior staff in their project or organization to meet specific service requirements – and help build the Creative Youth Development field. For many this year, their service to the field was serving as YouthReach review panelists.

### **FY19 Recommendations**

We are recommending a total of **52 YouthReach grants** for FY19-21:

- 18 YouthReach Partners
- 21 Applicants for continued YouthReach funding
- 13 Projects new to YouthReach funding

We are recommending a total of **22 SerHacer grants** for FY19-21.

We are also recommending that the final four organizations supported through SerHacer, Worcester Public Schools, Lawrence Public Schools, City Strings and the Community Music Center of Boston, be funded on year to year conditional basis. The Community Music School of Boston, City Strings and the Worcester public school programs have demonstrated a capacity to implement high quality programs, however programmatic and organizational growth are important for each organization to reach their potential. The Lawrence Public School program is one that is a model for other districts, however, the impact of significant staffing changes over the summer is unclear, leading us to recommend contingency funding. Mass Cultural Council staff will be developing benchmarks with each the organizations for each of the three years of the grant period. These benchmarks will serve as the basis for the continuation of funding in the program.

The recommended grant amounts are all \$16,000. This is keeping with the policy adopted in FY11 to keep all YouthReach grants consistent and bringing SerHacer into alignment with YouthReach. The grants represent an increase of \$1,000 per organization over the last year.

### **Creative Youth Development Support Programs**

#### *META Fellowship.*

In 2016 the Mass Cultural Council, in partnership with the Klarman Family Foundation (which provided funding), launched the META Fellowship pilot program. The program included more than 50 Fellows from 32 different schools and organizations throughout the Commonwealth. Over a two year period the Fellows met 8 times for workshops with leaders from around the country, visited at least 4 other programs represented

*Power of culture*

in the Fellowship, and took advantage of Professional or Artistic Development grants of up to \$3,000. Throughout the pilot we worked with a skilled evaluator, Julia Gittleman, to understand the impact of the Fellowship on Fellows and on their organizations. The Fellows identified four key areas of impact:

- 1.) Increased connections to peers and music educator community
- 2.) Improved skills related to student voice and engagement, classroom management, lesson and curriculum planning
- 3.) Stronger sense and appreciation for themselves as music educators AND as artists
- 4.) Greater motivation and engagement with their teaching

In addition, several Fellows provided comments on the experience:

“Through my involvement with META, I have definitely made more of an effort to create programs that are **culturally relevant to our youth.**”

“Following the example of what I observed at site visits, I **structure my lessons differently, and greatly expanded the teaching materials** I use.”

“Because of my participation in the program I have been **re-inspired**, and have **had time to reflect on my own experience as a young person learning to play a classical instrument.**”

“I have been filled with **tons of new ideas, offered many new resources, and made many connections**, and, ultimately, this has **reinvigorated**, in particular, the teacher in me. But also the musician, as well.”

“I’d just like to emphasize how **extremely uplifting our sessions** were: to come together with so many FELLOW teaching artists, see their faces, hear their concerns and enjoy their personalities.”

“To be honest, before the META Fellowship opportunity, I did not realize I was even a part of such a community. Thank you to both MCC and Klarman for gathering our community together. **I left sessions feeling rejuvenated, as a result of the human connection with my peers.**”

Organizational leaders also identified the Fellowship as being an impactful experience on their organization with 87% saying the Fellowship improved the practice of participating educators and had a positive impact on other teachers at the organizations who were not Fellows. Organizational and School leadership commented:

“... programs like the META Fellowship that offer the opportunity for teachers to learn from each other over an extended period of time (two years) are **extremely motivating**. The results are **far more important than a one-time workshop alone**. This in turn improves teacher retention within the field.”

“(The Fellowship...) **Initiated regional collaborations in western MA** -started second site in elementary school.”

“**I would love to have more staff participating in the META fellowship**. It is a brand of thinking that we’d like to continue having in our organization.”

We are pleased to recommend \$15,000 of support for the next cohort of this program, which will leverage an additional \$300,000 of support from The Klarman Family Foundation over the next 2+ years.

*Amplify Youth Voice Grant.*

Mass Cultural Council has been a leader in supporting Creative Youth Development over the past 24 years, providing more than \$12M of support to programs that infuse the arts with the principles of youth development, empowering a generation of young people to find their voice and contribute to their communities. In its short three-year history, Amplify has supported over 40 youth led projects that heightened the visibility of contributions that young people make to their communities in the arts, sciences and humanities and sharing their work in a public setting.

Amplify grants provide support of up to \$1,000 for projects designed and executed by young people in programs currently supported by MCC's YouthReach and SerHacer programs. These grants support the creation of work by young people in the arts, sciences, or humanities that demonstrates the capacity they have to be visible and audible part of developing safe and thriving communities throughout the Commonwealth.

Proposals for Amplify grants which come from young people will include a written application and presentation to a groundbreaking panel composed of expert youth practitioners and artists who make funding recommendations for the projects. Each project is required to have a public culminating event.

Amplify grant recipients have been celebrated in the Massachusetts State House, eliciting fantastic responses from legislators, organizations and participants alike with Representative Jeffrey Sanchez stating: "To see you here and to see the power of what Mass Cultural Council is doing with state resources is dramatic to me... I see what it's doing, it's giving all of you a voice." And Senator Adam Hinds: "I'm so glad that you are stepping up in helping your communities, and I want you to know that in this building you've got a bunch of people who are going to get your back, and make sure that you can keep doing that,"

We are recommending \$15,000 in funds be made available to support this project.

*Instruments.*

As part of the launch of SerHacer, the Mass Cultural Council issued an RFP in FY15 for two projects designed to strengthen the foundation of support for El Sistema-inspired work throughout the Commonwealth. The first was for a partner to provide instruments to young programs supported in our initiative. We worked with the Johnson String Project to support their launch of a 501(c)3 non-profit arm of their string business dedicated to providing instruments, complete with maintenance and insurance, to SerHacer programs. Our initial funding of \$15,000 came with a continued commitment to leverage funding from the private sector. In its first year, Johnson Strings has raised nearly \$100,000 above and beyond our funding. For FY19, we are recommending continued funding of \$30,000 as a matching grant to Johnson Strings as we continue push toward our goal of providing every young person in SerHacer a high quality instrument.

**Creative Youth Development FY19 Grant Recommended for Funding**
**YouthReach, Partners**

<b>Organization</b>	<b>Location</b>
Artists for Humanity	South Boston
Berklee College of Music	Boston
Community Art Center	Cambridge
Express Yourself	Beverly
Partners for Youth with Disabilities	Boston
RAW Art Works	Lynn
Shakespeare and Company	Lenox
The Theater Offensive	Boston
Zumix	East Boston
Angkor Dance Troupe	Lowell
Actors Shakespeare Project	Boston
Barrington Stage Company	Pittsfield
Cambridge Community Television	Cambridge
The CARE Center	Holyoke
Hyde Square Task Force	Boston
Medicine Wheel Productions	Boston
Northern Berkshire Community Coalition	North Adams
Zoo New England	Boston

**YouthReach, Returning Applicants**

<b>Organization</b>	<b>Location</b>	<b>Panel Score</b>
Sociedad Latina	Boston	90.2
South End Technology Center	Boston	89.5
Enchanted Circle Theater	Holyoke	88.4
The Clubhouse Network	Boston	88.3
Transformative Culture Project	Boston	87.3
Girls Inc. of Lynn	Lynn	85.1
Elevated Thought	Lawrence	83.8
BalletRox	Boston	83.5
New England Aquarium	Boston	83.5
New Bedford Whaling Museum	New Bedford	83.1
The Institute of Contemporary Art	Boston	82.2
Artistic Noise	Boston	82
Performance Project	Holyoke	81
Central Square Theater	Cambridge	80.8
Mystic Learning Center	Somerville	80.8
Provincetown Art Association and Museum	Provincetown	79.1
Worcester Youth Center	Worcester	78.7
Groundwork Lawrence	Lawrence	78.3

Bird Street Community Center	Boston	75.8
Project STEP	Boston	72.2
Mass Audubon	Lowell	72

### **YouthReach, New Applicants**

<b>Organization</b>	<b>Location</b>	<b>Panel Score</b>
Inquillinos Boricus en Accion	Boston	82.87
Origination	Boston	82.25
Mass College of Art and Design	Boston	81.5
Cambridge Community Center	Cambridge	79.87
The Art Garden	Shelburne Falls	79.75
Mass LEAP	Boston	79.37
Boys and Girls Club of Greater Lowell	Lowell	79.12
The Brick House Community Resource	Turners Falls	78.37
New England Public Radio	Springfield	77.62
GreenRoots	Chelsea	72.87
'E' Inc	Charlestown	72.75
Berkshire Pulse	Housatonic	72.29
Urban Improv	Boston	72.125

### **SerHacer**

<b>Organization</b>	<b>Location</b>	<b>Panel Score</b>
Berklee College of Music*	Boston	98
Boston City Singers	Dorchester	98
Margarita Muniz Academy	Jamaica Plain	97
Springfield Public Schools (SciTech Band)	Springfield	97
Josiah Quincy Orchestra Program	Boston	96
musiConnects	Roslindale/Mattapan	96
Musica Franklin, Inc.	Greenfield	95
Bridge Boston Charter School	Dorchester	95
Boston Children's Chorus, Inc.	Boston	94
Berkshire Children & Families, Inc.	Pittsfield	94
Somerville Public Schools	Somerville	92
Community Day Charter Public School – Prospect*	Lawrence	91
Boston Youth Symphony Orchestras, Inc.	Boston	91
Worcester Chamber Music Society	Worcester	88
Boston String Academy	Boston	87
Community Music School of Springfield	Springfield	85
Conservatory Lab Charter School	Dorchester	81
Lawrence Public Schools*	Boston	81
Merrimack Valley Comm Music	Lawrence	79



School*		
City Strings*	Roxbury	74
Worcester Public Schools*	Worcester	73
Community Music Center of Boston	Boston	73

SerHacer

\*indicates programs new to the SerHacer portfolio

### Not Recommended for Funding

#### YouthReach, Returning Applicants\*

Organization	Location	Panel Score
Boston Ballet	Boston	64.6
Boys and Girls Club of Dorchester	Dorchester	62

\*these programs were previously funded during the FY16-FY18 cycle

<u>YouthReach, New Applicants</u>		
Organization	Location	Panel Score
Worcester Center for the Performing Arts	Worcester	71.375
West End House	Boston	70.375
YMCA of the North Shore	Salem	69.375
Boston Shakespeare Project	Lawrence	69
Save the Harbor/Save the Bay	Boston	67.875
TheatreZone – Appollinaire Theater	Chelsea	67.25
Greenagers	Housatonic	67.25
Trustees of Eliot School	Boston	64
Flying Cloud Institute	Great Barrington	58.875
Piers Sailing Park	East Boston	57.625
Housing Families	Malden	55.875
Isabella Stewart Gardner	Boston	53.5
White Heron Theatre Company	Nantucket	53.25
Whittier Street Health Center	Boston	52.75
Worcester Roots	Worcester	50.125
Create.Inspire.Change. Theater Company	Boston	48.5
Hope Collaborative	Boston	48.5

Organization	Location	Panel Score
Global Learning Public Charter School*	New Bedford	65
West End House	Boston	65
Berkshire Hills Music Academy*	South Hadley	63
Immigrant Family Services Institute	Boston	62
New School of Music*	Cambridge	57
Our Sisters School	New Bedford	54

\*these programs were funded during the last cycle, FY16-FY18

### **YouthReach/SerHacer Panelists**

#### **YouthReach, New Applicants**

Corey Depina	Zumix
Mara Sidmore	Actors' Shakespeare Project
Graciela Briceno	Josiah Quincy Orchestra Program
Jason Trotta	Northampton Community Music Center
Dahvy Tran	Angkor Dance Troupe
Tracie Konopinski	Mass Creative
Alicia Stevenson	Berkshire Children and Families
Tanya Maggi	New England Conservatory

#### **YouthReach, Returning Applicants**

Zakiya Thomas	Boston Symphony Orchestra
Amber Besaw	Northern Berkshire Community Coalition
Katie Cohn	Department of Youth Services
Lori Taylor	Silk Road Ensemble
Kim Dawson	Zumix
Heath Marlow	New England Conservatory
Evelyn Francis	The Theater Offensive



**SerHacer**

Kalen Ratzlaff	Longy School of Music
Jenny Shulman	Zumix
Rodrigo Monterrey	MA Dept. of Public Health
Chloe Kline	Community MusicWorks (Rhode Island)
Leslie Wu-Foley	Boston Symphony Orchestra
Susan Larson	Handel and Haydn Society



*Power of culture*

To: Mass Cultural Council  
Fr: Anita Walker, David Slatery, Meri Jenkins, Lisa Simmons  
Dt: August 28, 2018  
Re: Cultural Districts– FY19 Grant Recommendations

Grants Committee on August 14 recommended this program to the full Council for authorization to proceed in FY 19. For FY19, we are recommending \$240,000 to be allocated to the Cultural District Initiative for the following grants:

There are currently forty four districts designated from the beginning of the program through August 14, 2018 (listed on the next page), each to receive grants of up to \$5,000:

\$220,000

Additionally, We wish to set aside a small reserve for an additional four districts yet to be designated in FY19 (NOTE-This includes Great Barrington which will be recommended for designation at the August Council Meeting).

\$20,000

Total: \$240,000

To receive funds, the municipality must apply through a streamlined application process. In the instances where there is a 3<sup>rd</sup> party managing the district, the funds will go to the municipality to disburse.

Applications are reviewed internally by program staff. The application guidelines specify that the funds may be used for staffing; consultant fees; marketing; and artist or vendor fees. The grant must be spent in FY19 and a final report will be due in July 2019.

There is no longer a matching requirement as was the case in previous years' grants to Cultural Districts. In FY16, we provided matching grants to all of the then designated cultural districts thinking that they would be able to leverage their standing in their community and easily raise funds from the municipality and other sources. We learned that although some districts in larger cities and towns were able to meet the requirement, others struggled to find the funds for a variety of reasons such as; competing with organizations in the cultural districts partnership that also raise funds at the local level; capacity to raise funds in the timeframe allotted; and unintentionally impeding progress by adding fundraising as a requirement thus creating stress on the partnership, particularly in the formative first two years of the designation. Staff therefore

recommends that the FY19 grants do not require a match, and that further consideration is given to this issue at a later date.

MASSACHUSETTS CULTURAL DISTRICTS

(as of August 14, 2018)

1. [Amherst Center Cultural District](#), *Amherst*
2. [Aquinnah Circle Cultural & Historic District](#), *Aquinnah*
3. [Arlington Cultural District](#), *Arlington*
4. [Barnstable Village Cultural District](#), *Barnstable*
5. [HyArts Cultural District](#), *Barnstable*
6. [Beverly Arts District](#), *Beverly*
7. [Boston's Latin Quarter Cultural District](#), *Boston*
8. [Boston's Literary Cultural District](#), *Boston*
9. [Fenway Cultural District](#), *Boston*
10. [Roxbury Cultural District](#), *Boston*
11. [Central Square Cultural District](#), *Cambridge*
12. [Concord Center Cultural District](#), *Concord*
13. [Cottage Street Cultural District](#), *Easthampton*
14. [Shovel Town Cultural District](#), *Easton*
15. [Essex River Cultural District](#), *Essex*
16. [Harbortown Cultural District](#), *Gloucester*
17. [Rocky Neck Cultural District](#), *Gloucester*
18. [Crossroads Cultural District](#), *Greenfield*
19. [Riverfront Cultural District](#), *Haverhill*
20. [Lowell's Canalway Cultural District](#), *Lowell*
21. [Downtown Lynn Cultural District](#), *Lynn*
22. [Marlborough Downtown Village Cultural District](#), *Marlborough*

23. [Assabet Village Cultural District](#), *Maynard*
24. [Nantucket Cultural District](#), *Nantucket*
25. [Natick Center Cultural District](#), *Natick*
26. [North Adams Cultural District](#), *North Adams*
27. [Seaport Cultural District](#), *New Bedford*
28. [Newburyport Cultural District](#), *Newburyport*
29. [Paradise City Cultural District](#), *Northampton*
30. [Orleans Village Center Cultural District](#), *Orleans*
31. [Upstreet Cultural District](#), *Pittsfield*
32. [Plymouth Bay Cultural District](#), *Plymouth*
33. [Provincetown Cultural District](#), *Provincetown*
34. [Rockport Cultural District](#), *Rockport*
35. [Salisbury Cultural District](#), *Worcester*
36. [Glass Town Cultural District](#), *Sandwich*
37. [Scituate Harbor Cultural District](#), *Scituate*
38. [Shelburne Falls Cultural District](#), *Shelburne Falls*
39. [Springfield Central Cultural District](#), *Springfield*
40. [Turners Falls Cultural District](#), *Turners Falls*
41. [Vineyard Haven Harbor Cultural District](#), *Vineyard Haven*
42. [Wellfleet Cultural District](#), *Wellfleet*
43. [West Concord Junction Cultural District](#), *West Concord*
44. [Williamstown Cultural District](#), *Williamstown*



*Power of culture*

To: Mass Cultural Council  
 Fr: Anita Walker, Dave Slatery, Maggie Holtzberg  
 Dt: August 28, 2018  
 Re: FY19 Traditional Arts Apprenticeship Program

We are pleased to present grant recommendations for Mass Cultural Council's FY19 Traditional Arts Apprenticeship Program. Mass Cultural Council provides financial support for traditional artists through the Apprenticeship Program (in odd-numbered fiscal years) and through the Artist Fellowship Program (in even-numbered fiscal years). The panel recommended funding ten grants. Grant requests totaled \$152,000. We are recommending fully funding the top four ranked applicants, the next three at 80% and the remaining three at 70%. These grant recommendations were recommended by the Grants Committee on August 14 for approval by the full Council.

### **Background**

The Traditional Arts Apprenticeship Program is an important part of Mass Cultural Council's strategy to support, promote, and build public appreciation for the cultural traditions and expressions of the many diverse populations living in Massachusetts.

Apprenticeships are a long-standing method by which an individual learns skills, techniques, and artistry under the guidance of a recognized master. **Master artists** are individuals recognized within their communities as exemplary practitioners of traditional art forms. **Apprentices**—individuals who learn under the guidance of master artists—typically have prior experience in the traditional art form, significant promise, and a serious long-term commitment to practicing the art.

One of the goals of the Apprenticeship Program is to help communities preserve their own cultural heritage. The strongest applications tend to be those that include the pairing of masters and apprentices who are members of the same ethnic, religious, or occupational group. A master artist and an apprentice must apply together. Apprenticeships are awarded every other year to a limited number of master artists. Funds (up to \$10,000 per apprenticeship) are provided to compensate the master artist for teaching time. However, supplies, materials, and travel expenses may also be included in the budget.

Since FY02, the inaugural year of the program, Mass Cultural Council has reviewed 170 applications in this category and awarded a total of 55 apprenticeships; this year's recommended grantees would bring the total to 65.

Year/ No. Applicants	Grants	Amount
FY19 20	10	\$70,000

FY17	17	7	\$50,000
FY15	20	6	\$28,800
FY13	10	6	\$28,437
FY11	18	6	\$25,000
FY10	10	5	\$15,000
FY07	18	8	\$20,000
FY05	19	6	\$20,000
FY03	12	5	\$24,000
FY02	27	6	\$21,545

### Training Period

The apprenticeships awarded in this cycle will be conducted over a 10-month period between September 1, 2018 and June 30, 2019.

### Public Event Requirement

The master artist and apprentice are expected to give a joint community presentation near the end of the apprenticeship period. Examples include performing at a public event, offering a master class, holding an open studio, or exhibiting at a local library or gallery.

### Review Criteria

The review criteria for the Apprenticeship Program are as follows:

- Artistic quality of the master's work (20 points)
- Traditional (as opposed to commercial or popular) nature of art form (15 points)
- Skill and commitment of the apprentice (20 points)
- Feasibility of work plan (15 points)
- Limited availability of master teachers in this art form or skill in MA (15 points)
- Potential impact of apprenticeship on continued vitality of the tradition (15 points)

### Panel Recommendations

Master Artist	Tradition	Town	Rank	Amount
Shyam Nepali	Nepalese sarangi	Watertown	4.91	<b>\$10,000</b>
Tim Chan Thou	Cambodian dance	Lowell	4.79	<b>\$10,000</b>
Benjamin Pearce	Guitar making	Cambridge	4.70	<b>\$6,300</b>
Shipra S. Mehrotra	Odissi dance	Framingham	4.69	<b>\$9,700</b>
Carol Martin	Westfield whipmaking	Westfield	4.65	<b>\$8,000</b>
Vasileios Kostas	Music of Epirus	Boston	4.60	<b>\$8,000</b>
Surya Sundararajan	Carnatic violin	Holliston	4.59	<b>\$4,160</b>
Urmi Samadar	Kathak dance	Belmont	4.55	<b>\$6,839</b>
Tara Anand Bangalore	Carnatic vocal	Framingham	4.55	<b>\$2,451</b>
Mahalingam Santhanakrishnan	Carnatic mridangam	Norwood	4.54	<b>\$4,550</b>
Tara Anand Bangalore	Carnatic vocal	Framingham	4.40	<b>0</b>

		m		
Elaine Moe	Finnish basketry	Millers Falls	4.24	<b>0</b>
George Keith	Irish fiddle	Medford	4.08	<b>0</b>
Karina Dise	Togolese storytelling	Monson	3.76	<b>0</b>
Juliet Najjumba	Ugandan storytelling	Waltham	3.73	<b>0</b>
Maitreyee Chakraborty	Bengali vocal	Wellesley	3.48	<b>0</b>
Laurel Martin	Irish fiddle	Westford	3.41	<b>0</b>
Mouli Nandi	Odissi dance	Wilmington	3.33	<b>0</b>
Maitreyee Chakraborty	Bengali vocal	Wellesley	3.31	<b>0</b>
Amy Lassman	Jewish ritual garments	Needham	3.16	<b>0</b>
<b>TOTAL</b>				<b>\$70,000</b>

To help ensure completion of each apprenticeship project, recipients will initially receive 80% of the awarded amount. The final 20% will be withheld until next year, pending completion and final reports.

### **Documentation**

During the apprenticeship period, Mass Cultural Council's Traditional Arts Program Manager Maggie Holtzberg will make site visits to each apprenticeship to document the teaching/learning process. She will photograph each team at work and record interviews with masters and apprentices. The audio recordings and photographs will be used to enhance our website [massfolkarts.org](http://massfolkarts.org) and can also serve as source materials for blog posts, public radio features, or other public presentations to raise the visibility of the program and Mass Cultural Council.





*Power of culture*

To: Mass Cultural Council  
Fr: Anita Walker, David Slatery  
Dt: August 28, 2018  
Re: FY19 Partnership Grant with MassHumanities

In our FY19 budget we are recommending **\$605,229** for our annual partnership grant with the Massachusetts Foundation for the Humanities (MassHumanities). This grant amount was included in the FY19 budget that was recommended for approval by the Executive Committee on August 7. The proposed partnership award for FY19 is **15.1% (\$79,613) greater** than the amount actually awarded in for FY16 (\$525,616). The percentage is the same as the percentage increase in Mass Cultural Council's FY19 state appropriation (after earmarks) from the amount actually received (after earmarks) for FY18. We have an agreement with MFH that this grant will increase or decrease at the same percentage rate as our state appropriation from one year to the next.

This partnership goes back more than twenty years. The qualifications of both organizations for these partnerships were re-established through a statewide RFP process in July 2008. The partnership is renewed each year through a vote of the full Council.

This grant recommendation was recommended by the Grants Committee on August 14 for approval by the full Council.



*Power of culture*

To: Mass Cultural Council  
Fr: Anita Walker, David Slatery  
Dt: August 28, 2018  
Re: FY19 Project Grant for New England Foundation for the Arts (NEFA)

Per a vote at Mass Cultural Council's January 2014 Council meeting, in a change from past practice which involved more of a dues-based scheme, the council now considers annual funding requests from NEFA for projects and activities that benefit the Commonwealth of Massachusetts. In addition, we require an annual accounting of NEFA's expenditure of any Mass Cultural Council funding with a clear showing of the benefits to Massachusetts. We of course continue to work closely with and collaborate with NEFA as an important local arts organization representing the region on issues of mutual interest.

Staff presented a summary of NEFA's FY19 Massachusetts activities and its proposal for FY19 funding in the amount of \$55,000 at the Grants Committee meeting. This amount represents an increase of \$5,000 from last year's award. A draft of the FY19 budget containing this award was approved by the Executive Committee on August 7. This grant recommendation was recommended by the Grants Committee on August 14 for approval by the full Council.

For further information, we have received an annual report from NEFA detailing use of our FY18 award of \$50,000 which was used to support its New England States Touring (NEST) Program. According to the report, Massachusetts artists and venues received almost \$110,000 in support from NEST and another \$82,000 to Massachusetts presenting organizations through other touring programs. In addition, as the report shows, Massachusetts organizations and artists received an additional \$515,000 in support from other NEFA programs (although not specifically supported by Mass Cultural Council funding). The NEFA report also highlights other projects which generally support the Massachusetts cultural community such as Idea Swap, Assets for Artists workshop, the Northeast Indigenous Arts Alliance, Creative Communities Exchange (CCX) conference, community placemaking initiatives, the CreativeGround online directory of New England artists and research on the creative economy in New England. Copies of NEFA's FY18 Annual Report to the Council is available upon request



*Power of culture*

To: Mass Cultural Council  
Fr: Anita Walker, David Slatery, Greg Liakos,  
Dt: August 28, 2018  
Re: FY19 Media Partnerships

### **Funding Recommendations for Media Partnerships**

We plan to renew our investment in public media organizations that play a unique role in promoting the power of culture. We are recommending that \$120,000 again be allocated to this effort in FY19 by which we support nonprofit media organizations by purchasing radio sponsorships that promote our grantees and position Mass Cultural Council as a vital source of support for the cultural sector. Last year we selected four stations to receive this funding through an RFP and awarded \$50,000 in funding each to WCRB (a WGBH station), and WBUR, and \$10,000 each to WICN, which covers Central Mass, and New England Public Radio (NEPR), which covers the Pioneer Valley and Berkshires.

In past years we have focused messages around organizations in our Cultural Investment Portfolio, UP Initiative, and Cultural Districts. (Communications Officer Carmen Cadran also leveraged our investment for a *pro bono* run of 48 spots this summer on WCRB for our *Creative Minds Our Loud* podcast!) This year we plan to focus the messaging around Creative Youth, and will invite our YouthReach and SerHacer programs to participate. We will work to renegotiate contracts with each of the public radio stations for sponsorships to air in early 2019.

This funding recommendation was recommended by the Grants Committee on August 14 for approval by the full Council.



*Power of culture*

To: Mass Cultural Council  
Fr: Anita Walker, David Slatery, Greg Liakos,  
Dt: August 28, 2018  
Re: FY19 Poetry Out Loud

Again this year we are recommending to contract with the Huntington Theatre Company to implement the national Poetry Out Loud program on behalf of Mass Cultural Council here in Massachusetts. POL is a program of the National Endowment for the Arts and the Poetry Foundation. The \$17,500 for the contract is designated for the program by the NEA in their grant to us. The Huntington Theatre Company raises approximately \$40,000 in additional funds to carry out the program, which is among the top 5 in the country for student and teacher participation.

Grants Committee recommended this funding on August 14 for approval by the full Council.



*Power of culture*

To: Mass Cultural Council  
Fr: Anita Walker, David Slatery  
Dt: August 28, 2018  
Re: FY19 DataArts Contract

As referenced in the grants recommendation memo for the Cultural Investment Portfolio (CIP), the Mass Cultural Council both in its CIP and Cultural Facilities Fund programs makes use of a data reporting platform called the “Cultural Data Profile” administered by DataArts (formerly known as the Cultural Data Project or CDP), a powerful online financial tracking tool that was created by the Pew Charitable Trusts and launched in Massachusetts in 2009 through a partnership between Mass Cultural Council, Pew, and other Massachusetts funders. This application over the years has evolved into a basic grantmaking tool for which we pay a fee each year. The price we have negotiated for FY19 is \$47,500, the same cost as last year. Grants Committee recommended this funding on August 14 for approval by the full Council.

We note that DataArts has just completed a merger With Southern Methodist University’s National Center for Arts Research on August 16 noting in a [press release](#)

Our goal is to build a national culture of data-informed decision making for those who want to see the arts and culture sector thrive. We aim to make data useful and accessible to all in the arts and culture field, and to illuminate strengths, challenges and opportunities for individual organizations and the sector as a whole.

We look forward to working with the newly-formed entity in FY19.



*Power of culture*

To: Mass Cultural Council  
 Fr: Anita Walker, David Slatery, Diane Daily  
 Dt: August 28, 2018  
 Re: FY19 Funding of STARS Residencies, Big Yellow School Bus (BYSB) and Creative Minds Out of School (CMOST)

As referred to in the FY19 Budget and Allocation Plan, staff is recommending funding for the STARS Residencies program, Big Yellow School Bus program and the Creative Minds Out of School Training (CMOST) program in the amounts set forth below. These amounts represent a 9% increase over the amount spent on these programs last year and please note that the grant in BYSB program has been increased from \$200 to \$250.

<b><u>Program</u></b>	<b><u>Amount</u></b>
STARS	\$ 957,000
Big Yellow School Bus	\$ 150,000
Creative Minds Out of School Training	\$ 40,000
Total	\$1,147,000

Unlike many other programs submitted to the Grants Committee for approval and recommendation to the full Council, FY19 grantees under the STARS and BYSB programs have not yet been identified; grant awards are made pursuant to application processes previously approved by the Council. Links to a list of the awards made under these two programs are provided in Section 3 (*Agency Updates*) of the book of materials for the Council meeting on August 28, 2018.

For implementation of the CMOST program, Mass Cultural Council contracts with a vendor, Innovation Learning Center (ILC), selected pursuant to an RFP process conducted in 2014 and approved by the Council at that time. Under the contract, ILC conducts outreach and provides free visual arts education training and curriculum developed by Mass Cultural Council to educators in afterschool and out-of-school programs for K-5 children. CMOST has now completed seven full years of operation.

These program recommendations were recommended by the Grants Committee on August 14 for approval by the full Council



*Power of culture*

To: Mass Cultural Council  
 Fr: Anita Walker, David Slatery, Kelly Bennett, Dan Blask, Maggie Holtzberg  
 Dt: August 28, 2018  
 Re: Artist Fellowships budget for FY19

In FY18, \$441,000 was allocated to the Artist Fellowships for 34 \$12,000 fellowship grants and 33 \$1,000 finalist awards.

In FY19, we propose an increase the Fellowship amount from \$12,000 to \$15,000 and maintaining the same number of awards, resulting in a \$543,000 Artist Fellowships budget. The following table represents a potential distribution of FY19 Artist Fellowships awards based on a total budget of \$543,000 and estimates for applicant totals (based on averages of past cycles). The grants allocated to each discipline may be adjusted based on the number of applications actually received in each discipline.

<u><b>Discipline</b></u>	<b>FY19 - \$15,000 fellowships, \$1,000 finalist awards</b>							
	<b>Applicants</b>	<b>Grants</b>	<b>%</b>	<b>Amount</b>	<b>Finalists</b>	<b>%</b>	<b>Amount</b>	<b>Total Awarded</b>
Crafts	145	5	3.45%	\$75,000	5	3.45%	\$5,000	\$80,000
Dramatic Writing	135	4	2.96%	\$60,000	5	3.70%	\$5,000	\$65,000
Sculpture	300	7	2.33%	\$105,000	5	1.67%	\$5,000	\$110,000
Photography	400	7	1.75%	\$105,000	7	1.75%	\$7,000	\$112,000
Film/Video	150	7	4.67%	\$105,000	7	4.67%	\$7,000	\$112,000
Music	100	4	4.00%	\$60,000	4	4.00%	\$4,000	\$64,000
<b><u>TOTAL</u></b>	<b>1230</b>	<b>34</b>	<b>2.76%</b>	<b>\$510,000</b>	<b>33</b>	<b>2.68%</b>	<b>\$33,000</b>	<b>\$543,000</b>

Please note that we are seeking in this vote as an endorsement of the process by which Artist Fellowships grants are made (consistent with all of the other Mass Cultural Council programs), and we will bring all recommendations for Artist Fellowship and Finalist awards back to the Grants Committee and full Council in January and May.

Grants Committee recommended these program recommendations on August 14 for approval by the full Council.



*Power of culture*

To: Mass Cultural Council  
 Fr: Anita Walker, David Slatery, Jen Lawless, Charles Baldwin  
 Dt: August 28, 2018  
 Re: UP for FY19

### **Background**

Going into its fifth year, UP is the universal participation initiative of Mass Cultural Council. This Initiative is designed to break down the barriers to participation, draw on best qualities of cultural organizations, and to encourage, inspire, and unleash the creativity of the field.

UP consists of a participatory learning network, technical resource assistance, user/expert site visits, ADA consulting, and a peer network for the sharing of best practices/innovative solutions in the field. This memo is meant to provide information about the selection process for participating in the Innovation and Learning Network (ILN), UP Organization designation, and the UP Innovation Fund.

In FY19, we are recommending providing the following funding amounts which are within the purview of the Grants Committee (all as further described in the memo below):

Innovation & Learning Network Stipends	\$30,000
Innovation Fund Grants	\$30,000
LEAD Stipends	<u>\$10,000</u>
	\$70,000

### **Innovation & Learning Network**

The Innovation and Learning Network (ILN) will provide up to ten organizations the opportunity for experiential, collaborative learning and program development. Participants in the Innovation and Learning Network will:

- receive a \$3,000 stipend from;
- provide two to four staff to take part in five day-long workshops over the course of six months to develop an program focused on universal design/accessibility/inclusivity;
- receive a website review and practical steps for ADA compliance;
- receive a user/expert site visit to their organization to help the organization continue to learn more about its strengths and weaknesses;
- be provided access to the technical expertise required to implement their plan;
- become an UP Organization upon completion of the network;
- be promoted on Mass Cultural Council website and other channels as an UP Organization.
- be eligible for LEAD stipends



- be eligible for an UP Award, which includes a cash prize.

ILN applications open in September 2018 and will be due by the end of November.

The Executive Director will select a panel made up of Mass Cultural Council staff and experts in the field of universal design and accessibility to review the applications. The panel will review the materials and recommend up to ten organizations that:

- demonstrate evidence of a commitment to learn, take action, and embrace inclusion as a core organizational value;
- make a compelling case that the organization:
  - board members, staff, and volunteers are invested in the UP vision and can/will be able to commit the time and staff resources necessary to participate;
  - has the capacity and is prepared to implement the program that they will develop during the network;
- ensure geographical diversity;
- ensure diversity in discipline and organizational size/type represented.

The Executive Director and Senior Staff will review and finalize the panel recommendations in December. The Innovation and Learning Network will begin in January 2019.

### **UP Designated Organizations**

UP Designated organizations are a growing cohort of leaders and innovators in the field who serve to inspire other organizations. An organization can receive UP Designation by going through the Innovation and Learning Network (ILN) as described above.

However, we know there are already organizations in Massachusetts that have made a commitment to inclusive culture and exhibit the characteristics we seek to recognize and foster: training for all personnel, engagement of user/experts, integrated settings & programs, and innovative, solution-based practices.

Organizations that do not participate in the ILN can become an UP Designated organization by applying outside of the ILN. Once designated, UP Designated organizations will:

- be promoted by Mass Cultural Council as an Universal Participation Organization;
- make a commitment to serve as a mentor to ILN members or host an ILN session;
- continue to educate and train staff and to modify policies around inclusion by electing to participate in the ILN;
- gain a wealth of knowledge, experience and camaraderie by being part of a network of likeminded organizations;
- share knowledge and innovation with the field through the UP messaging platforms (bi-weekly updates), ADA 101's, and webinars;
- be eligible for the UP Innovation Fund, a seed grant for the development of an innovative accessible practice;
- be eligible for LEAD stipends
- be eligible for an UP Award, which includes a cash prize.

The UP Designation application will open in September 2018 and will be due by the end of November. Organizations will submit an application designed to surface information about the key behavioral indicators we are looking for in UP:

- provides training for everyone about inclusion, access, and equity;
- engages user/experts to inform and consult;
- coordinates and integrates a vision of inclusion throughout the entire organization;
- innovates.

The Executive Director will select a panel made up of staff and experts in the field of universal design and accessibility to review the applications. The panel will review the materials and recommend up to ten organizations that:

- demonstrate evidence of a commitment to learn, take action, and embrace inclusion as a core organizational value;
- demonstrate evidence that the organization behaviors and culture are reflective of the aspirations of the UP Program.

### **Innovation Fund Grants**

Based on constituent interviews, UP cohorts are looking for financial support for technical, digital, and human resource development. The UP initiative began offering seed grants on first-come, first-served basis to UP Designated organizations that pursued a deeper understanding of an inclusive practice; or the creation of an innovative, accessible program; or committed to the development of a technological or human resource. We set aside \$15,000 for this purpose in the FY18 budget and request \$30,000 for FY19. This amount represents an increase in grant amount from \$1,000 to \$3,000 for greater impact. We will provide these grants to the first 10 applicants that meet the Innovation Fund requirements.

### **LEAD Stipends**

The Kennedy Center for the Performing Arts LEAD Conference (Leadership Exchange in Arts and Disability) continues to be at the forefront of accessibility and inclusion work. LEAD provides participants a grounding in solid accessible practices on multiple experience levels for the full range of cultural institutions. LEAD also develops strong peer networks. While UP organizations are informed and encouraged to attend, most often cited for non-attendance are fiscal barriers. To that end, we are requesting \$10,000 in FY19 for up to ten \$1,000 professional development stipends to support UP Organizations sending a representative to the LEAD conference in August 2019. These stipends would be applied for in April and disbursed in May after participants have registered and booked travel. The UP professional development stipend is available to UP Designated organizations only. Those that receive stipends will be required to share their learning with the UP network through blog posts, webinars, e-newsletters, ILN session, or other means.

These program recommendations were recommended by the Grants Committee on August 14 for full approval by the Council.



*Power of culture*

To: Mass Cultural Council  
Fr: Anita Walker, David Slatery, Jen Lawless, Meri Jenkins, Lisa Simmons, Arreen Andrew, Mina Kim, and Charlotte Cutter  
Dt: August 28, 2018  
Re: FY19 Compact Grants

The Cultural Compact is shaped around the idea of city and town government working together with the cultural sector to instill the power of culture in their communities. The Compact requires a working partnership with the cultural community, artists and the municipality to make cities and towns a better place for people to live, work, and thrive. The Cultural Compact that is signed by all parties is designed to build relationships, support economic growth, cultivate a strong cultural environment, and promote the power of culture.

The municipality and the cultural community sign the Cultural Compact and agree, through a shared vision, to commit to and support a cultural agenda in their communities. By adhering to the partnership principles of leadership, communication, transparency, accountability and engagement, communities will attest in the belief that the power of culture can add benefit and richness to communities.

The program was piloted during FY18 and there were 6 communities that participated. The program was supported with \$10,000 grants to each community for a total of \$60,000. (Although one community, Lynn, signed its compact too late in FY18 to use its grant so we are recommending shifting its initial \$10,000 to FY19)

The communities are: Harwich, Worcester, Springfield, New Bedford, Lynn, & Pittsfield.

The grant guidelines require that the Cultural Compact communities apply to the Mass Cultural Council for up to \$5,000 for and funds that they receive from their municipality. Therefore, in FY19 we are requesting \$30,000 to support six \$5,000 matching grants for the six Compact communities plus the \$10,000 “catch-up” grant for Lynn for a total of **\$40,000**.

These program recommendations were recommended by the Grants Committee on August 14 for approval by the full Council.



*Power of culture*

To: Mass Cultural Council  
Fr: Anita Walker, David Slatery, Jen Lawless, Lisa Simmons, Arreen Andrew, Mina Kim, Charlotte Cutter  
Dt: August 28, 2018  
Re: FY19 Festivals

Festivals are a vital part of the cultural landscape in Massachusetts offering creative platforms, performance spaces and exhibition opportunities for artists and cultural products. They add a rich and vibrant texture to communities, and provide access to arts, heritage, and educational programs that engage wide and varied audiences.

The Festivals Grant Program is now in its sixth grant cycle and has granted to over 225 festivals since the inception of the program. The amount of funding for the program has remained steady at \$100,000. For TY19 we are requesting an increase of \$15,000 to **\$115,000** which would permit the funding of 30 additional festivals.

The grant is administered in two cycles, spring/summer for festivals that take place March 1 – August 31, and September 1 – February 28.

The program is a first come/first review process where festival producers submit an online application.

The Festivals Grant Program goals are:

- To engage residents and visitors with programs that celebrate the arts, humanities, and sciences;
- To build community;
- To offer diverse arts and cultural experiences;
- To showcase Massachusetts artists, humanists, and scientists
- To showcase the Commonwealth's geographic, artistic, and cultural diversity.

MCC has defined an eligible festival as:

- An annual or bi-annual celebration.
- An organized sequence of curated events within a certain time period - not less than 4 hours in one day and not to exceed 14 consecutive days.
- An identifiable unified theme that either has an arts, humanities or interpretive science component.
- In operation for 1 year or more.
- Employ or showcases MA artists, humanists, or scientists.
- Meet the 501(c) (3) requirements.
- Open to the public and include free programming

Unlike many other programs submitted to the Grants Committee for approval and recommendation to the full Council, FY19 grantees under the Festivals program have not yet been identified; grant awards are made pursuant to application processes previously approved by the Council. Links to a list of the awards made under the program in FY18 are provided in Section 3 (*Agency Updates*) of the book of materials for the Council meeting on August 28, 2018.

These program recommendations were recommended by the Grants Committee on August 14 for approval by the full Council.



*Power of culture*

To: Mass Cultural Council  
Fr: Anita Walker, David Slatery, Meri Jenkins, Lisa Simmons  
Re: Cultural District Initiative – Redesignation  
Date: August 28, 2018

We are delighted to present the second cohort of municipalities that have applied for cultural district redesignation for a Council vote. Six designated cultural districts completed five years at the end of FY2018. They are:

- Orleans Village
- Cottage Street, Easthampton
- Central Square, Cambridge
- Essex River
- Marlborough Downtown Village
- Glass Town, Sandwich

One additional district- Harbortown in Gloucester- also completed five years in FY 18 and is discussed further below

The completion of five years triggers the option to renew the designation. Redesignation may be awarded as long as the cultural district has complied with filing yearly reports; used Council funds as intended; made reasonable progress against the goals identified in the initial application to the satisfaction of staff and the Executive Team; and submitted a renewal application that is compelling and achievable.

In December, 2017 a letter was sent to the pertinent renewal municipality outlining the steps that had to be taken to renew with a deadline to respond by February, 2018. We did not assume that the seven municipalities would want to renew, however, we received affirmation from them all of their intent to apply. This is significant as all of the districts have experienced turnover of municipal leaders, department representatives, staff, and committee members. Change in leadership has meant that in some instances, progress has been uneven. The application was positioned as an opportunity to reestablish or deepen buy-in at a local level, and reinforce and encourage best practice. The application also provided staff with an opportunity to gather the districts as a cohort to boost and enhance their work in a small group.

The application for renewal was as rigorous as the original application and involved submitting the following:

- Proof of a vote by city/town council recommitting to CD
- A letter of endorsement from top city/town official

- Proof of a meeting with cultural organizations and artists in the district to set goals
- Third party agreement (if relevant) discussed and updated.
- Cultural District map with the current boundaries and updated key and if requesting changes to the footprint, a justification of the change.
- A document describing the changes in the district in terms of business openings, closings, new events/programs/festivals.
- Commentary on changes to the cultural district partnership and/or leadership
- Submission of cultural district marketing/promotion materials

The Harbortown Cultural District, led by the City of Gloucester, requested additional time to apply for redesignation. Staff changes in municipal departments, as well as shifts in executive leadership in several cultural organizations have led to the need to rebuild the district's partnership. The redesignation process prompted a local conversation about regrouping and realigning the goals of the district to reflect the partnership's ambitions going forward. In agreement with the Mayor of Gloucester and the Community Development Director, we expect to receive their application in December to be able to bring the redesignation to the Council in January.

Below are quotes from municipal leaders in support of redesignation:

*Central Square, Cambridge:*

Central Square Cultural District brings together a unique, sustainable, and collaborative effort to highlight the creativity, innovation, and funky nature that has long been associated with Cambridge's "downtown." I applaud the leadership of the Arts Council and the Central Square Business Association to engage key partners in both the arts and culture sector and business district to work collaboratively in developing an exciting approach to positioning Central Square Cambridge as one of the brightest and most exciting cultural destinations in the Commonwealth..."

- Mayor Marc McGovern

*Easthampton:*

"Our city has experienced tremendous growth since becoming a designated cultural district in 2013 and we recognize that this designation has directly contributed to an increasingly positive economic and cultural impact, both in and outside of the designated district. We have seen our arts and cultural programming grow significantly from year to year and have welcomed new businesses as they arrive, take root, and create new opportunities for economic growth and community engagement."

- Mayor Nicole LaChapelle

*Essex:*

"Essex has a long history of cultural and recreational attractions, including the Essex Historical Society and Shipbuilding Museum, numerous antiques shops and galleries, outdoor recreation on the Essex River, the Essex County Greenbelt conservation activities, the Manchester-Essex Conservation Trust, and historic Cogswell's Grant administered by Historic New England. The Cultural District has become an important tool in focusing many of these ongoing activities and planning for the future."

- Board of Selectmen

*Marlborough:*

“The City of Marlborough recognizes the importance of promoting our cultural assets and enhancing the vibrancy of downtown through artistic and innovative measures; renewing our cultural district designation will support our efforts. I wholeheartedly endorse the renewal of our cultural district designation.”

- Mayor Arthur Vigeant

*Orleans:*

“Orleans is home to many artists and others involved in the creative economy. Re-designating the Village Center as a cultural district will continue to acknowledge their presence and importance to the local economy, and will help create an environment in which the arts can continue to thrive. “

- Alan McClennen, Chairman

*Sandwich:*

“Over the last five years, as highlighted in the attached application, our community has worked very hard to promote the Glass Town Cultural District, sponsoring numerous and varied arts and cultural events, erecting signs and banners marking and publicizing the cultural district, and encouraging the development of an artistically and culturally diverse community in Sandwich. The Selectmen believe the application for renewal of the Glass Town Cultural District honors our past, while at the same time protects and plans responsibility for our future.”

- George Dunham, Town Manager





*Power of culture*

To: Mass Cultural Council  
Fr: Anita Walker, David Slatery, Meri Jenkins, Lisa Simmons  
Re: Massachusetts Cultural District Initiative: Designation – Town of Great Barrington  
Dt: August 28, 2018

We are pleased to submit a recommendation for the designation of the 45th cultural district for the Town of Great Barrington, the first in the southern Berkshires region.

The site visit took place on April 27. Staff has worked with the Chris Rembold, Town Planner and Laura Brennan, Berkshire Regional Planning agency (the agency helped the Town with the designation process) to accomplish certain tasks to a satisfactory level before bringing the district to the council with a recommendation for designation. The tasks involved redrawing the proposed area to lend more cohesion to the district's footprint; and to define the proposed district's management and partnership structure. Both tasks have been accomplished.

Anita Lauricella was the site advisor for the district; Anita Walker and Meri Jenkins also attended.

Excerpted from the site advisor report:

*"The vision (for the district) is appropriate and strategic. It acknowledges that Great Barrington is already a destination for arts, culture, shopping and dining. The designation will build on this by "weaving together the cultural programming, built environment, natural resources and the people living and working in the district (as well as those investing)". It is a broad and very inclusive vision that identifies key assets, beneficiaries and the importance of communication and collaboration to make it real.*

*The goals are actionable, aligned and achievable. The goals clarify key assets and focus on the necessary communication and strategies to enhance these assets. The goals are clear that the efforts of the District are expected to benefit both residents and visitors. The focus on a broad definition of cultural assets is a good first step in building an inclusive district. It casts a wide net that can bring in a variety of partners and be attractive to both of visitors and residents. This is very important since the Town has a significant population of second-home owners who behave like both residents and tourists and can play a vital role in the District."*

Regarding the management structure, the site advisor outlined the following:

*"The partnership and sense of collaboration that were demonstrated during the community meeting was impressive. The conversation was informed, and members actively engaged... gaps in representation were addressed in a positive manner that included concrete actions that could be taken to engage more young people and more people of color. Also important was the recognition that everyone has a lot on their plate and other people would need to be brought into the conversation.*

*A management structure needs to be developed...The memorandum should clarify the basic roles and responsibilities of the District committee and the Town. It should identify policies around decision making, budgeting, financial reporting, open meetings (or distributing information) and fundraising. The process for developing the memorandum should aim to balance expediency with transparency.”*