

ONE HUNDRED AND FORTY-EIGHTH MEETING OF MASS CULTURAL COUNCIL

MONDAY, NOVEMBER 23, 2020: 1:30 TO 3:30 PM

ON-LINE MEETING

(CALL-IN/ZOOM INSTRUCTIONS POSTED AT
<https://massculturalcouncil.org/about/board/>
UNDER "NOVEMBER 23, 2020 COUNCIL MEETING")

AGENDA	VOTE
1. Call to Order, Welcomes and Open Meeting Law Notice	
2. Minutes of 147 th Council Meeting and July 13 Special Meeting	X
3. Reports	
a. Chair Report	
i. Update on Search Process	
b. Acting Executive Director's Report	
i. Timeline for FY 21 Spending Plan approval	
ii. Activities in advance of budget approval	
iii. Agency Updates	
c. Advocacy Report	
d. Financial Report	
e. IDEA (Inclusion, Diversity, Equity and access) Report	
4. Approval of partnership with Governor's Executive Office of Housing and Economic Development and MassDevelopment on "Economic Recovery Grants for Cultural Institutions" Program.	X
5. Approval of Reallocation of \$155,500 of "Safe Harbors" funds approved at April 7, 2020 Council Meeting from Non-Profit Finance Fund to other vendors.	X

6. Approval of Memorandum of Agreement with Mass Humanities

X

7. Adjourn

OPEN MEETING LAW STATEMENT

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

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

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

Mass Cultural Council welcomes members of the public to attend its public meetings. Under the Open Meeting Law, however, this is not a public hearing and public testimony will not be taken. Individuals may not address the meeting without permission of the Chair.

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

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

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

**TIPS FOR PARTICIPATING IN A VIRTUAL OPEN MEETING USING VIDEOCONFERENCING
WHEN THERE ARE SEVERAL PARTICIPANTS
(adapted from several sources)**

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

ONE HUNDRED FORTY-EIGHTH MEETING OF MASS CULTURAL COUNCIL

MONDAY, NOVEMBER 23, 2020

RESOLUTIONS

Minutes

RESOLVED: To approve the minutes of the One Hundred Forty-Seventh Meeting of the Mass Cultural Council and the minutes of the July 13, 2020 Special Meeting of the Mass Cultural Council.

Economic Recovery Grants for Cultural Organizations

RESOLVED: That the Council authorize a partnership with Governor Baker's Executive Office for Housing and Economic Development to receive federal CARES Act funds and implement the Economic Recovery Grants for Cultural Organizations in accordance with the documents presented to the Council at its November 23, 2020 meeting.

Reallocation of Safe Harbors "Organizational Support "Funds For NFF Coaching Services" to Additional Vendors

RESOLVED: that the Council reallocate approximately \$155,500 of funds from Massachusetts Cultural and Performing Arts Mitigation Trust Fund (the "Fund") previously authorized by the Council on April 7 under the Emergency Initiative for Cultural Organizations for the provision of "NFF Coaching Services" to Non-Profit Finance Fund and additional vendors selected by Council staff pursuant to an RFP process and the execution of contracts with such vendors all in accordance with the proposal and recommendations presented to the Council at its November 23, 2020 Meeting.

Reflecting Current Funding Arrangement with Mass Humanities in Writing

RESOLVED: That the Council authorize the Executive Director (or Acting Executive Director) to execute and deliver the Memorandum of Agreement which reduces to writing the organizations' current operating and funding relationship, in the form presented to the Council at its November 23, 2020 meeting.



Power of culture

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

**MINUTES OF THE ONE HUNDRED FORTY-SEVENTH MEETING
OF
MASS CULTURAL COUNCIL**

THURSDAY, JUNE 18, 2020

ON-LINE MEETING

Chair Nina Fialkow called the meeting to order at 1:03 PM

Council Members Present were

Nina Fialkow, Chair
Marc Carroll, Vice Chair
Barbara Schaffer Bacon
Kathy Castro
Cecil Barron Jensen
Jo-Ann Davis
Sandy Dunn
Susan Leff
Victoria Marsh
Allyce Najimy
Troy Siebels
Ann Murphy

Staff Members Present were Anita Walker, David Slatery, Jen Lawless, Bethann Steiner, Ann Petruccelli Moon, Dan Blask, Kelly Bennett, Luis Cotto, Carmen Plazas, Lisa Simmons. Also present were Khang Nguyen, Annie Le, Caitlin Rowley, Nikki Erskine, Sandra and David Dennis, State Representative Carole Fiola, and Erin Williams.

Nina Fialkow opened the meeting by causing the following to be read into the record.

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

Prepared on 7/23/20

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

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

Mass Cultural Council welcomes members of the public to attend its public meetings. Under the Open Meeting Law, however, this is not a public hearing and public testimony will not be taken. Individuals may not address the meeting without permission of the Chair.

Any member of the public may record this meeting provided that they first notify the Chair and must not interfere with the meeting. The Chair will then inform the members of the meeting that they are being recorded. This meeting will be recorded by the Council using the Zoom online meeting application

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

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

Chair Nina Fialkow then called for a moment of silence in recognition of the ongoing Covid-19 pandemic and the fight for racial justice. Once the moment of silence had concluded, she thanked the Mass Cultural Council staff for their continued work and kindness during this trying time.

Minutes & Reports

The Chair then called for a vote on the 146th Council Meeting minutes. Upon motion duly made and seconded it was unanimously by roll call vote, noting that that the following members were absent; Sherry Dong, Jake Brennan, Lillian Do, Karen Hurvitz, Matthew Keator and Karen Barry, it was

RESOLVED: To approve the minutes of the One Hundred Forty-Sixth Meeting of the Mass Cultural Council.

Nina then asked Anita Walker for her Executive Director's report.

Anita noted that this was her 53rd and final Executive Director's report at a Council Meeting. The agency is looking ahead at a year of recovery, rebuilding and renewal. Staff has been working from home and in that time has rolled out seven grant programs, five of which were new. She is extremely proud of the team for their work creating and

launching the Safe Harbors program. She then noted that the agency's service agenda had continued, Culture Chats have continued, and that the agency had held Town Hall meetings with state and federal legislators as a means of letting the field speak directly to decision-makers. A new survey closing June 30th was distributed to the field so the agency can learn not only what has been lost, but also what it will take to reopen. The agency held its first-ever weeklong virtual UP Awards ceremony earlier this month. Anita sent a statement about racial equity to the field that was reprinted by the NEA nationally. The agency has reinvigorated its focus on Diversity, Equity, and Inclusion (DEI) internally and externally. The staff has organized a POC (People of Color) Team and one member of that group attends a senior staff meeting each week. The staff has formed a new working group loosely called "From Covid Through Crisis" to potentially host a series of listening sessions with field focused on DEI issues. Anita then noted that it is Juneteenth, and asked the Council to consider a resolution around DEI to take the work a step further and call for accountable action. She then read the resolution:

After reading the draft of the resolution Anita continued and explained that the team is now asking that the Council focus on the DEI pillar, that it achieve the status of regular conversation at Council meetings, that our staff report on our DEI plan, and that our Council be part of that conversation, as much a part of the meeting as reading minutes. The Chair asked for a motion.

Upon motion duly made and seconded the motion passed unanimously by roll call vote, noting that the following members were absent; Sherry Dong, Jake Brennan, Lillian Do, Karen Hurvitz, Matthew Keator and Karen Barry, it was

RESOLVED THAT: Recognizing recent events that have occurred in the nation and the renewed awareness of the presence of systemic racism in our society, the Council hereby affirms a dedication to evaluating the progress made toward the objectives contained in the "Advancing Inclusion and Equity" pillar of its Strategic Plan which reads as follows.

ADVANCING INCLUSION AND EQUITY

Promote more diverse and inclusive participation in the cultural sector by ensuring equity in policies, practices, and opportunities.

Objectives

- *Cultivate a culture of equity and inclusion within Mass Cultural Council to ensure these values are reflected in all of our grants and initiatives.*
- *Encourage full participation in Mass Cultural Council-supported programs by promoting universal design principles, inclusive practices, and equitable access for all.*
- *Increase diversity in the sector by creating connections and expanding leadership opportunities for people of color, people with disabilities, and other underrepresented groups.*
- *Support artists and organizations working in diverse cultural traditions and/or underrepresented communities, with improved outreach, focused investment, and technical assistance.*

The Chair then moved onto the next agenda item: the search for an executive search firm to handle the search for a new Executive Director. Nina has been grateful for the Search Task Force members' time, energy, and effort along with the assistance of the staff. She noted that there was a robust response to the RFP with 33 applications having been received. Nina referred to the memorandum distributed as part of the meeting materials. She then asked Vice Chair Marc Carroll to say more about the process of selecting a firm.

The Vice Chair explained that the Search Task Force was assembled by the Chair. On April 6th an RFP was issued. The Task Force received a robust response with 33 firms submitting proposals. The proposals were reviewed by the Task Force and narrowed to a pool of 12. Each member of the Task Force reviewed and scored each firm's proposal on a 5-point scale. The Task Force considered qualifications, quality and thoroughness of response, clear plan to achieve goals, and diversity: both of candidates placed by the firm and also the firm's team. The final criteria was cost. After scoring, the Task Force invited the three firms with the highest scores for interviews. After interviews the references of two firms were checked and the Task Force finally settled on Arts Consulting Group (ACG) as the firm to recommend to the Council. This is based on ACG receiving the highest score, the strength of their references, and their reasonable cost. ACG is a Massachusetts-based firm. The decision was unanimous and Task Force members are looking forward to working with ACG pending the approval of the Council.

The Chair then invited other Task Force members to add their thoughts.

The Chair recognized Jo-Ann Davis who explained that in her work in human resources she has led many RFPs to find executive search firms and that this was one of the most thorough, rigorous, structured, and objective processes she'd been a part of. She let the Council know that when the Task Force independently settled on the same firms as the top 3 and that they all also settled independently on ACG as the top choice. She is very comfortable making this recommendation.

Troy Siebels and Victoria Marsh agreed.

The Chair asked for a motion. Upon motion duly made and seconded the motion passed unanimously by roll call vote, noting that the following members were absent; Sherry Dong, Jake Brennan, Lillian Do, Karen Hurvitz, Matthew Keator and Karen Barry, it was

RESOLVED: that the Council authorize the execution of contract with Arts Consulting Group to assist the Council in its search for a new Executive Director all in accordance with the memorandum from the Executive Committee presented to the Council at its June 18, 2020 Meeting.

Next on the agency was the resolution to authorize emergency funding in the absence of a quorum during the Covid -19 pandemic which the Council had previously discussed at the April 29 Special Meeting and asked David Slatery to read the draft resolution which had been circulated.

Upon motion duly made and seconded the motion passed unanimously by roll call vote, noting that the following members were absent; Sherry Dong, Jake Brennan, Lillian Do, Karen Hurvitz, Matthew Keator and Karen Barry, it was

RESOLVED: That in the event the Council receives any additional emergency funding related to the COVID-19 crisis, the Chair shall call a Council meeting to authorize the expenditure of such funds pursuant to a proposal from staff and if the Council shall not be able to assemble a quorum within 5 business days after such call, the Council hereby delegates to the Executive Committee the power to thereafter authorize the allocation of such emergency funding for purposes of response to the COVID-19 crisis and the Committee shall notify the Council that it is taking such action and shall report such action at the next occurring Council Meeting.

Next on the agenda was the resolution to establish interim leadership of the Council between Anita Walker's retirement on June 30th and the hiring of a new Executive Director. The Chair explained that the Council had authorized use of a search firm and noted that it is necessary to have someone acting as interim executive director. David Slatery read the draft resolution circulated with the meeting materials aloud.

Upon motion duly made and seconded the motion passed unanimously by roll call vote, noting that the following members were absent; Sherry Dong, Jake Brennan, Lillian Do, Karen Hurvitz, Matthew Keator and Karen Barry, the Council voted the following:

WHEREAS, Anita Walker, current Executive Director of the Council is retiring after 13 years of service on June 30, 2020;

WHEREAS, the Council is today authorizing the retention of an Executive Search Firm to assist in the recruitment and hiring of a new Executive Director;

WHEREAS, the search process may take several months and the Council needs to provide interim leadership during the interim period prior to the time a new Executive Director is hired and begins working;

WHEREAS, the Council has faith in the existing leadership team of the Council for this interim period,

NOW THEREFORE, IT IS RESOLVED THAT, pursuant to Massachusetts General Laws Chapter 10, Section 52, that the Council designate and the Chair concurs that the current Deputy Director of the Council, David Slatery, in addition to his current duties, shall also serve as acting Executive Director, assisted by the existing senior leadership team and with no additional compensation, during the interim period between June 30 and the date a new Executive Director has been hired and begins working.

Nina then asked Bethann Steiner to give her Advocacy report.

Bethann explained that staff was keeping up with conversations on Beacon Hill. In a normal year we'd know the House number and the Senate number, and a conference committee would be meeting to determine the final number. Due to Covid-19, none of that has happened. Right now, the legislature is trying to wrap its arms around what

deficit is in all parts of the economy, and the budget deficit is estimated to be somewhere around \$7B. The legislature is also trying to determine what federal relief might be coming and is waiting, with the tax deadline having been pushed back to see what comes in. We are anticipating interim budgets. There are lots of questions, and not a lot of answers. MassCreative is poised and the agency's line item is their #1 priority. As soon as staff has more info the Council will be informed.

The Chair then asked David Slatery to give his Financial report.

David explains that as previously discussed some funds have been reallocated to Covid-19 relief efforts. On the third page of their materials Council members can read how Gaming Funds were used. At this point the agency will commit all but about \$20K of the gaming funds due to the fact that casinos are closed. David was happy to entertain any questions from the Council.

No questions were asked. Nina thanked David for his efforts during these difficult times and moved to take a 5-minute break.

The meeting reconvened at 2:08pm. Allyce Najimy had left the meeting.

The Chair asked Grants Committee Chair Victoria Marsh to give her report.

Victoria Marsh explained that the Grants Committee had held two meetings earlier in the month: to look at artist grants and also to educate and inform Committee members on the agency's various grant programs, partnerships, and services via reports from Mass Cultural Council staff. On June 2nd the Committee met to review panel recommendations for FY20 artist fellowships in choreography, fiction/creative nonfiction, and painting. The Committee recommended that the Council vote to approve these recommendations. Before the vote, Victoria introduced Mass Cultural Council staff members Dan Blask and Kelly Bennet.

Dan explained that applications are anonymously judged and that review criteria is artistic quality and artistic ability based solely on the recent work submitted by the applicant. Dan and Kelly then presented the Council with a slideshow of work by recommended grantees.

The Chair then asked for a motion to approve the grant recommendations. Upon motion duly made and seconded the motion passed unanimously by roll call vote, noting that the following members were absent; Sherry Dong, Jake Brennan, Lillian Do, Karen Hurvitz, Matthew Keator and Karen Barry, the Council voted the following:

RESOLVED: To approve the FY 20 Artist Fellowship grant awards in the disciplines of Choreography, Fiction/Creative Nonfiction and Painting as recommended by the Grants Committee at its June 2, 2020 meeting.

Nina then moved onto the final agenda item: the designation of the Columbia Street Cultural District in Fall River.

Anita explained that while it was sad to delay, she was pleased the designation of the Commonwealth's 50th Cultural District was being put forward at her final Council

meeting. She noted that Massachusetts has more cultural districts than any other state in the nation and proceeded to run through a few slides from her site visit to the district in December 2019. She mentioned that Luis Cotto who managed the Cultural Districts Initiative had been to Fall River at least 10 times in the last year and recognized Council Member and Fall River resident Kathy Castro as a wonderful champion of the district.

Anita took Council members through the slideshow of images and then invited Representative Carole Fiola of Fall River to make some remarks. The Representative thanked Anita for her years of service, expressed her excitement at the potential designation, and recognized and thanked Council Member Kathy Castro for her efforts.

Anita thanked the Representative and then invited Sandra and David Dennis of Fall River to speak. They expressed how happy they would be to have the district designated today and said it was a great day for the City of Fall River, that the district is an important addition to the city and would hopefully generate more tourism in the wake of Covid-19.

Kathy Castro expressed that she'd hoped to have a true celebration of the designation and that she hoped that the agency could bring Anita back once a celebration is possible. She thanked David and Sandra for their efforts and committed to making sure the district would be sustained and grow.

The Chair then asked for a motion to approve the designation of the Columbia Street Cultural District. Upon motion duly made and seconded the motion passed unanimously by roll call vote, noting that the following members were absent; Sherry Dong, Jake Brennan, Lillian Do, Karen Hurvitz, Matthew Keator and Karen Barry, the Council voted the following:

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

The stated end time for the meeting having been reached, Nina as Chair adjourned the meeting.



Power of culture

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

**MINUTES: SPECIAL MEETING OF MASS CULTURAL COUNCIL
WITH ARTS CONSULTING GROUP**

MONDAY, JULY 13, 2020

ONLINE MEETING

Chair Nina Fialkow called the meeting to order at 10:33AM

Council Members Present were

Nina Fialkow, Chair
Marc Carroll, Vice Chair
Barbara Schaffer Bacon
Karen Barry
Cecil Barron Jensen
Kathy Castro
Jo-Ann Davis
Sandy Dunn
Karen Hurvitz
Susan Leff
Allyce Najimy
Troy Siebels

Staff Members Present were David Slatery, Jen Lawless, Bethann Steiner, and Ann Petruccelli Moon. Also present were Wyona Lynch-McWhite, Bruce Thibodeau, and María Muñoz-Blanco from Arts Consulting Group.

Chair Nina Fialkow opened the meeting and referred to the Agenda and Open Meeting Law Statement circulated to the members. Nina then welcomed all to the meeting and introduced Wyona, Bruce, and Maria from Arts Consulting Group. Nina then asked Acting Executive Director David Slatery to give a brief update.

David framed up the current state of the agency two weeks past Anita Walker's retirement. The leadership team (David, Bethann Steiner, and Jen Lawless) meet every morning. They also meet with every work unit every four weeks. An all-staff meeting was held on July 1. The agency is currently operating on a one month "1/12" budget. Dave explained that it is common to find ourselves without a final budget on 7/1 and we are

Prepared on 8/31/20

used to interim 1/12th budgets, but of course this year is a little different due to the pandemic and the fact that the legislature has not yet drafted an FY21 budget. The agency is focused on services. A survey of the field closed on 6/30 and we are working with the Nonprofit Finance Fund to analyze the results. The survey documents the devastating impact of Covid-19 on the cultural sector. David offered to answer any questions Council Members had and there were none. The meeting moved forward to the presentation by ACG.

Wyona Lynch-McWhite began her presentation on the Executive Director Search by introducing herself and her colleagues, María and Bruce. Bruce spoke a bit more about the work of ACG in general and his background as president of the company. Wyona then gave an overview of the many service organizations, arts agencies, and Massachusetts nonprofits with whom ACG works.

Wyona then asked María to review the timeline for the search, and María walked the Council through it:

- June 29 & July 10: Introductory Search Task Force* meetings with ACG
- June 30 – July 10: Search Task Force completion of online questionnaire
- July 13 – 29: Board, senior staff, and key stakeholder meetings and survey
- July 29: ACG and Search Task Force finalize position announcement
- July 31: Public launch with ads, emails, networking; proactive recruitment begins
- August – September: receipt of applications and ACG interviews of qualified candidates; soft skills questionnaire to candidates and those they work with most closely; web and social media research on candidates
- Late September: Search Task Force reviews first cut of candidate written materials; preliminary semi-finalist candidate interviews to determine finalists
- October: finalist interviews with Search Task Force, Board, and staff. Educational verification, criminal background, and reference checks.
- Late October: Search Task Force recommends candidate to Board for approval, pending final due diligence, background, and reference checking
- November: candidate transitions into role, lines of communication established, press release and executive placement announcement developed and distributed
- December: new Executive Director begins

**Search Task Force Members include: Nina Fialkow, Marc Carroll, Victoria Marsh, Troy Siebels, Sherry Dong, Jo-Ann Davis, and Barbara Schaffer Bacon.*

Wyona explained that this will be an inclusive and collaborative process using industrial psychology tools which are proven to reduce bias and confirm that every candidate is having an equitable experience. Bruce added that ACG is very focused on equity, inclusion and access. Wyona's direct phone number is included in the position posting so she can be reached easily. The group plans to have many, many meetings with the Search Task Force, Council members, and staff and make sure as many interested parties as possible are involved. Bruce went on to walk Council Members through ACG's methodology highlighting that the process is not just about who we know from the past, there is a strong effort made to get to know new people.

Wyona moved on to discuss soft skills: competencies, communications, and driving forces. She highlights behavioral style - how we go about doing our work. Above that is adapted behavior. Driving forces refers to "why" a person does what they do, what makes them get out of bed in the morning, while acumen anchors the work.

Wyona spoke more about competencies: diplomacy, interpersonal skills, flexibility, decision making, influencing others, resiliency, stakeholder focus, and not-named: leadership. These are the top 7 competencies we've identified through questionnaires to Council members. Wyona asked Council members for feedback.

Allyce Najimy would like to see something about authentic relationship-building skills. Susan Leff added that negotiation seems highly important, especially with the legislature. Karen Barry thought the list looked good as-is. Bruce clarified that there are actually 25 core competencies, these are just the top seven; all 25 will be evaluated.

Allyce further explained what she meant by relationship building. She didn't want to see, "I need money and then I don't talk to you for another year." Or for the final candidate to only talk to people who are influencing the cultural money. She'd like to see the agency hire someone who can build really genuine strong relationships.

Karen Hurvitz would like to add creativity and vision to the list of competencies.

Wyona moved onto Communication highlighting: interaction, versatile, people-oriented, frequent interaction with others; we are looking for someone who is extroverted. Wyona asked the Council for feedback.

Karen Barry thinks building relationships is critical. She would also want someone with established relationships and advanced working knowledge of state government, budgets and numbers. Cecil would like someone compassionate. Troy, compelling or inspiring. Karen Barry added that introverted energy can be incredibly effective as well. Karen Hurvitz added that a knowledge of history and culture in Massachusetts is important.

Bruce let the Council know that the team will also look at the personalities of the agency's seven supervisors, leaders in the agency to see what hard and soft skills were already present within the team.

Next up: Motivations – receptive, altruistic, instinctive, collaborative. These are the driving forces behind a person's work. Bruce notes that this is based on the six core elements which include: knowledge, utility, surroundings, others, power, and methodologies. Wyona clarifies this is not a psychology test. This is a tool to reduce bias and create frameworks that will infuse the entire process.

Next: Acumen – understanding others, practical thinking, systems of judgement, sense of self, role awareness, self-direction. This helps to craft questions for candidates based on who they are. Professional background is obviously important, too. ACG wants to hear from Council on that piece as well.

Karen Barry stated that she did not feel the search should be limited to those who have run a state arts agency in the past. She realizes pay equity is another sensitivity that we as a Council have faced. There will be candidates that are valued at a much higher level than state government pays, there are limitations on state budget and perceptions to think of.

Susan Leff said it is tempting to revert to a comfort level, to look for someone who has exact skill set, or someone who, professionally, looks like Anita, we have to resist that. Susan noted that "well, MA is different" is something she frequently hears during search - processes, but that the agency can hire at an executive level out-of-market, that there would be a steep but fast learning curve, and our executive team is very strong. We should aim for the best set of qualities in this 360 degree picture and not limit ourselves; we should also note that this person will face constant change with term limits on Council members and legislators, organizations will have leadership changes; this person will face constant change.

Wyona explained that the goal is to have those conversations with key stakeholders, with the limitations that Susan has detailed but that when ACG writes the competencies it is with the understanding that there is already a strong leadership team in place. Bruce added that he was glad the Council was open to candidates from other fields and other states and then further clarified that the search is very open: open to Council members and staff as well. That there should be no one who has an inside track. Response to any inquiry needs to be that we have hired a search firm, that's it.

Matthew Keator expressed that he would like to hear would like to know David and Jen's thoughts. Wyona clarified that ACG is meeting with agency staff tomorrow.

David explained that as the senior team, they are well-aware that the Council is the appointed authority, that the team has a great deal of experience, and know what goes into running the agency. He views his, Jen's and Bethann's roles as being a resource. They are here to support the Council and while they all have personal ideas of what to look for in a candidate, the team is built to adapt to whomever is hired. Jen added that she would be following the lead of the Council and Task Force, and Bethann agreed.

Allyce requested to clarify her earlier point. She agrees we should be open to people with all different backgrounds, but with an eye toward what we have done but also what we will do, adding that someone who can interact with the business world along with the cultural sector would make for a strong candidate. Nina asked Allyce to further clarify. Allyce says the world is going to change. How are we thinking about the future and how does that relate to who we are going to hire; a connection to the business world would be good. Nina said surely there could be a conversation about the business world and added that the current vision for the agency is based on the strategic plan. Bruce let Council members know that elements of the strategic plan are included in the draft position posting.

Kathy Castro highlighted the importance of diversity and inclusion in the search process and in all work done by the agency noting that the Grants Committee had discussed possibly reallocating towards DEI efforts. Jen acknowledged that in the short-term some

grant programs will have lower demand due to the impacts of Covid-19 and that DEI work will be important as the agency makes those shifts.

Cecil remarked that Allyce had made an interesting point about the agency's strategic plan. Not to say we'd drive away from it, but we should let it evolve and certainly a new Executive Director would want to drive the plan in a new way. She hoped there would be opportunities for new ED to "blue sky" the new reality, but noted that the strategic plan is needed to create focus. Wyona agreed that a key focus of a visionary leader is to be part of that plan.

Barbara Schaffer Bacon added that she hoped in the course of interviewing we could hear about ideas people have. That we want new ideas and don't want to put a narrow bend on things. Wyona explained that initially ACG will talk with candidates about their previous experience but eventually there will be a shift and they'll talk about a future vision.

Bruce noted that ACG would be talking with leaders at MassHumanities, MassCreative and other partners. Barbara encouraged the team to also talk with the Barr Foundation, The Boston Foundation, and the Network for Arts Administrators of Color.

Nina thanked Wyona, Bruce, and María for their in-depth presentation. She encouraged Council members to reach out to ACG should they receive any inquiries about the position. Wyona agreed and asked Council members to remain out of the process, to refer interested parties to ACG.

Karen Barry asked if the posting and salary range would be shared before advertising. Bruce responded that the posting will be shared but the team is unsure about the salary, they are still talking with the Search Task Force about that decision.

Wyona thanked all for attending. Nina as Chair adjourned the meeting.



Power of culture

To: Mass Cultural Council
Fr: Staff
Dt: November 23, 2020
Re: Upcoming Schedule, Pre-Spending Plan Activities and Agency Updates

EXECUTIVE

Council Meeting. As highlighted in earlier communications in earlier email communications to the Council last week, the November 23d is intended to be a "clearing the decks" meeting to address a few outstanding issues in advance of a flurry of meetings around the submission and approval of a FY21 Spending Plan as we anticipate a FY21 State Budget being in place by the end of November (see "**FY21 State Budget Update**" below). We will submit for approval all unapproved draft Council Meeting minutes, this abbreviated "Agency Updates" memo, oral Financial, Advocacy and Inclusion, Diversity, Equity and Access (IDEA) Reports and items related to our collaboration with Governor's Executive Office for Housing and Economic Development (HED) on the Governor's grant program for Cultural Organizations, contracts for vendors to provide a variety of services to our Cultural Investment Portfolio grantees and endorsement a written memorandum of agreement with Mass Humanities reflecting our long-time operating arrangement.

Upcoming Schedule. Staff is very busy building a budget for FY 21 for submission to the Council. We have scheduled meetings around the upcoming spending as follows (Zoom invites have been or will be sent out-please let us know if you have not received them)

Thursday, December 10, 2pm – Executive Committee Meeting
Thursday, December 17, 9:30am – Grants Committee Meeting
Thursday, January 7, 2pm – Full Council Meeting.

Activities in Advance of Spending Plan Approval. Since it appears that we will not have a formal FY21 Spending Plan in place until January, there is an issue of trying to compress an entire year's worth of grant-making activity into less than 6 months (usually we have 9 to 10 months as fiscal year spending plans are typically approved by late August/early September). In order to avoid some of the crush, we have begun or are about to begin working on the following grants

programs in advance of Council approval of a spending plan on January 7, 2021. These are longstanding programs we staff in good faith feels will be funded in this year's plan (especially since the Council will likely be level-funded this year based on both House and Senate Ways & Means Committee draft budgets for FY21) which require a longer lead time than other programs. No funds will be committed, awarded or spent until the Council approves the FY21 Spending Plan.

1. **Local Cultural Councils (LCCs)**- As noted in previous Council Updates, we started the machinery of the LCC grant process earlier this year to give time for LCCs to meet, draft priorities and issue calls in time to make awards early in calendar 2021 so that there will be enough time to implement the grants awarded.
2. **Artists Fellowships**- The Artists Department will begin the FY21 Artist Fellowships review process in December, with grant amounts and numbers of awards to be determined later. This will give enough time for the Artist Fellowships process, which includes the application window; a two-round review by a panel of arts professionals; and presentations of those panels' recommendations to the May 2021 Council meeting. This year, because of the delay, we will run all 6 disciplines at once rather than running two rounds of 3 disciplines. To meet this timeline, we propose beginning to accept applications on December 15, 2020, with a February 8, 2021 deadline.

Artist Fellowships and Finalist award amounts will be awarded as "To Be Determined" at the outset of the process, with those amounts clarified once the FY21 spending plan is approved. Other than the above-mentioned adjustments and the intention to conduct virtual (rather than in-person) panel meetings, the FY21 Artist Fellowships process would remain similar to past years.

Proposed Artist Fellowships Timeline

December 15, 2020 to February 8, 2021: Applications accepted in Crafts, Dramatic Writing, Film & Video, Music Composition, Photography, and Sculpture/Installation/New Genres.

January 2021: Agency's FY21 spending plan is finalized, Artist Fellowships and Finalist monetary amounts added to guidelines.

May 2021: Recommendations from the April 2021 Artist Fellowships panels go to Grants Committee and the Council.

3. **STARS**- We will begin the FY21 STARS process in December, with grant amounts and numbers of awards to be determined later. This is important because teachers, schools, and cultural partners need time to plan residencies ahead of an application deadline.

Proposed STARS Residencies Timeline:

- Early December - We plan to post the program guidelines without specific grant amount information.
- Friday, January 8 - The specific grant information will be added to the posted guidelines following Council approval of the FY21 spending plan.
- 9am Wednesday, January 27 - The online application will open.
- 5pm Friday, January 29 – Deadline to submit an application.

Applications will be reviewed by outside readers during February with all awards made by Friday, February 26. As always, staff will be available to provide support to potential applicants as soon as the guidelines are posted.

Revised STARS Guidelines. As you know, teaching and learning in schools statewide is fluctuating weekly from in-person to remote to hybrid depending on the status of COVID cases in the individual school and the general population. To be responsive to this unpredictable situation, we will propose making several adjustments to the STARS Residencies program for this year to support applicants in developing successful residency programs, which are summarized below.

- Remote delivery plan - We will require that all residencies include a plan for remote delivery, even if they hope to deliver an in-person residency should the school allow it. This would ensure funded residencies can take place even if they are not able to take place in-person.
- Per session amount - Previously this was \$100 per session. We are considering increasing the amount to account for the additional time and work that goes into residencies in the remote environment. This will not be determined until the FY21 spending plan is finalized.
- Application period and review process - We know that reliable access to internet and computers is a challenge right now and we know how unpredictable each day can be for schools. Therefore, we plan to move from a first-come-first-reviewed process, which is typically fully spent in under 40 minutes, to a process where the application will be open for several days. If there are more applications than we can fund, we would use a random selection process to determine the order in which applications would be funded.

COMMUNICATIONS, ADVOCACY AND LEGISLATIVE

FY21 State Budget Update. State operations are being funded during a one-month interim budget during the month of November and Governor Baker made his preference known in various media outlets that he would like to receive a final state budget from the Legislature by November. The House and Senate seem to be working to meet that date. While the Governor held his recommendation for the Agency's funding steady in his Revised H2 at \$16.3

Million, we are thrilled that both the House and Senate have proposed level funding Mass Cultural Council at \$18.2 Million. The House of Representatives completed their budget debate last week, no amendments of concern were adopted that affect our line item account. The Senate budget debate begins this week on Tuesday, November 17. Once the Senate finishes its work, any differences between the final House and Senate budgets will need to be ironed out – usually this is done by a Conference Committee. Then the conference budget must be adopted and enacted by both Chambers and sent to the Governor. The Governor then has 10 days to review and act on the bill. It is very likely that the Agency's line item will not be a part of the conference committee's deliberations as the House and Senate have used identical language and the same funding number in their budgets.

Here are our blog posts that were published at each step of the FY21 budget building process to date:

[Gov Revised H2](#)

[House](#)

[Senate](#)

Team Mass Cultural Council Recognitions. On November 10th we attended a virtual convening hosted by MALC (Mass Artists Leaders Coalition) – Artists Outside the Dome – during which our former Executive Director Anita Walker was given a “shout out” for her years of service on behalf of the cultural sector. Our former MASSCreative colleague Tracie Konopinski was also given a shoutout for her service to the field. Acting Executive Director Dave Slatery spoke on behalf of the Agency after Anita's MALC shoutout to thank her and let her know that she is greatly missed, but that we believe her legacy and years of work and leadership is reaping benefits, such as the Agency's FY21 level funding recommendation, which is certainly due, in large part, to the relationships she built on Beacon Hill.

On November 18th our Education Program Manager Diane Daily was honored by Arts | Learning and received the Irene Buck Service to Arts Education Award during the 2020 Champions of Arts Education Award Ceremony, which was held virtually this year.

Mass Cultural Council in the News:

[BNN News TV Interview](#), Nov. 17, 2020

[New England Public Radio](#) – November 16, 2020

[Berkshire Edge](#) – November 16, 2020

[Cape Cod Times](#) – November 16, 2020

[Worcester Telegram & Gazette](#) – November 15, 2020

[The Berkshire Eagle](#) – November 14, 2020

[MassLive/SHNS](#) – Nov 11, 2020

New on the Power of Culture Blog: October and November posts

[Racial Equity Listening Series, What We Heard](#)

[Survey Shows Continued Staggering Impacts of Covid-19 On State's Cultural Sector](#)

[Report on Equity in Creative Youth Development Funding](#)

[Advocacy Works and Together We Will Move Forward Towards Recovery](#)

[Introducing the FY21 CultureRx Social Prescription Pilot Cohort](#)

[Our Testimony on Governor Baker's Revised FY21 H2 Budget](#)

[RFP Issued to Support Cultural Nonprofits](#)

[New Covid-19 Economic Impact Survey Launched](#)

[Cultural Organizations Join the UP Initiative](#)

[Cultural Facilities Fund Grants Available](#)

[What We Learned from CYD Organizations During Covid-19](#)

CULTURAL INVESTMENT PORTFOLIO (CIP)

The CIP team has completed hourlong Zoom conversations with over 300 Portfolio grantee organizations to discuss COVID-19's impact on their business model and planning. Certified letters have been mailed to the few organizations that have not responded to multiple efforts to reach them by email or phone. A services RFP seeking nonprofit content experts in 25 critical areas was posted on HireCulture.org, and we received approximately 100 proposals. The proposals and recommendations are summarized elsewhere in these materials. The first of three financial literacy workshops designed with SMU DataArts took place on November 19th. Over 50 organizations or individuals

registered to participate in "Building Blocks for Small Organizations: Budgeting Basics." All workshops are available to any cultural nonprofit in Massachusetts, regardless of funding relationship with Mass Cultural Council. The CIP Team has also been very involved in working on the Economic Recovery Grants for Cultural Organizations program collaboration with the Governor's office discussed elsewhere in these materials.

COMMUNITY INITIATIVE

Local Cultural Councils. Over the past few months the Community team has been working with our LCCs around the grant cycle focusing on priorities for their communities, outreach to applicants through marketing and social media, and supporting their information sessions for grantees. The team has been holding guidelines trainings for the councils as well as one-on-one trainings with municipal officers & LCCs around LCC accounting practices for the grant cycle. Program staff continues to hold office hours which give Councils the opportunity to address any issues and share best practices. The team has also held a series of webinars for the field around Council Priorities, Community Engagement, and FY21 Guideline Guidance and will be hosting a number of upcoming webinars as a way to provide technical assistance to the field.

The **Festivals Program** is working on completing the toolkit for the production of festivals and events. The toolkit came out of the Audience Lab that involved 10 festivals across the state who participated in the 10-month program centered around audience engagement, inclusion and marketing practices.

Cultural Districts. Staff continues to gather the Districts on a bi-weekly basis to disseminate information and provide them an opportunity to learn from each other. Concurrently, Anita Lauricella will soon submit recommendations to the Designation process in order to make the site visit component of the process COVID-19 safe and responsive.

ARTISTS

The Artist Department is making plans for FY21 funding through the Artist Fellowships (details above) Given the [major challenges](#) individuals continue to face due to the pandemic, we are also exploring the possibility of a FY21 version of the COVID-19 Relief Fund for Individuals.

The Artist Department continues to support individual artists by creating and sharing resources on our website ArtSake. Recent articles include a [beginner's guide to virtual programming](#).

As Mass Cultural Council's representative in the New England Foundation for the Arts' New England States Touring (NEST) program, Dan Blask will attend a

teleconferenced panel meeting to decide Winter 2021 NEST awards on January 11, 2021.

Maggie Holtzberg released a [short film](#) about traditional artist Jesse Marsolais on the agency's YouTube channel. She recorded a podcast interview with National Heritage Fellow Balla Kouyate for "[Musical Connections](#)," as part of our partnership with Revels, Inc.

Maggie is working on Apprenticeship grant recommendations to present to the Grants Committee, now that we have a clearer idea of what our budget will be.

CREATIVE YOUTH DEVELOPMENT (CYD)

Over the last several months the **Creative Youth Development** team has published three reports detailing the outcomes of our work with the field during COVID-19:

1. [CYD Community Meetings Report \(Thursday Meetings\)](#)
2. [YouthReach/SerHacer Final Reports](#) – This is an analysis of some of the
3. [Equity in CYD Funding](#)

Our Thursday meetings that began in March also continue on a biweekly basis. Throughout the fall these meetings have been focused around the [framework for Creative Youth Development \(Create, Connect, Catalyze\)](#).

We also hosted our first Social Prescription orientations session on Monday, November 16th, catalyzing a unique learning community to begin the healing that the people and cultural sector need.

EDUCATION

As noted above, normally by this point in the fiscal year, we would have made all **STARS Residencies** grant awards for the FY21 program cycle. Instead, cultural partners report that they are working to contact schools to plan residencies. For more information, please see the STARS Residencies memo included with your materials. We are continuing the monthly STARS Cultural Partners Forums which provide a space for cultural partners that have been associated with STARS grants to share challenges and strategies and to get support.

This year's **Poetry Out Loud** (POL) program will operate as a virtual contest on both the state and national levels. New this year: the National Endowment for the Arts (NEA) has opened the contest up to students who participate under the sponsorship of a cultural organization or as individuals. This is a step the NEA has taken to provide access to the program for high school students whose schools

may not choose to participate. An info session was held on Monday, November 16th, the registration deadline is December 18th.

Our partnership with the Massachusetts Historical Society, the state sponsor of **National History Day in Massachusetts** (NHD-M), enters year three this fall. Like Poetry Out Loud, the contest will be held virtually. This year's theme is "Communication in History: The Key to Understanding." Registration opens in January.

CULTURAL FACILITIES FUND (CFF)

The CFF application was made available to the public on October 10, 2020.

A webinar was presented by Mass Cultural Council staff on Wednesday October 21, and participants had the opportunity to ask questions about the application and the process. The webinar is available on our website.

Staff is busy holding office hours and fielding calls about the Fund.

The Intent to Apply was November 13, and 118 organizations have let us know they plan to apply. This is not a hard deadline, applicants can still apply so long as they submit a full applicant by the grant deadline of January 15, 2021.

UP: UNIVERSAL PARTICIPATION INITIATIVE.

The Universal Participation Initiative continues to put the A into IDEA work (Inclusion, Diversity, Equity, and Access) across the cultural sector of the Commonwealth as well as in the practices of the Council.

Weekly UP office hours with guests from UP Designated organizations continues to address both direct needs (resources, peers, solutions) and aspirational principles (strategic partnerships, critical studies, Disability Justice, intersectional bias.)

Several organizations with UP Designation will be presenting at the New England Museums Association (NEMA) virtual conference on topics of Access from Nov 16-20. The distinct work of the UP Initiative and the data mined from the office hours was presented to the Accessibility Coordinators of the National Assembly of State Arts Agencies (NASAA) upon request of the National Endowment for the Arts on Thursday November 12th.

The application for UP Designation is open and has become the touchpoint for organizations interested in applying to either receive UP Designation or join the UP Innovation and Learning Network (ILN.)



Power of culture

To: Mass Cultural Council Board
Fr: David Slatery, Jen Lawless, Bethann Steiner
Date: November 23, 2020
Re: Economic Recovery Grants for Cultural Organizations

As we notified the Council last month, Governor Baker in his Economic Recovery Plan announced on October 16, included \$10 million to address the needs of cultural organizations impacted by the pandemic. Subsequent to such announcement, we were contacted by the Governor's Executive Office for Housing and Economic Development (EOHED) to administer such program on their behalf in accordance with the letter from EOHED included with these materials. Today we are requesting formal approval of such collaboration and partnership and authority to enter into a contract reflecting these terms.

This program will be funded from federal CARES Act funds controlled by the Governor. The \$10 million provided for the program also includes the \$2 million appropriation for Mass Cultural Council to assist small nonprofit corporations affected by the pandemic that was part of the COVID Supplemental Budget signed into law earlier this year (Chapter 124 of the Acts of 2020). The COVID Supplemental Budget expressly contemplated that such small nonprofit program would be funded with federal monies. The Economic Recovery Grants for Cultural Organizations should be thought of as a consolidation of the legislatively prescribed program for small nonprofits together with a larger initiative aimed at assisting all Massachusetts cultural organizations originated by the Governor.

Under federal law, the CARES Act funds must be available to beneficiaries by the end of the year. This means we've had to move with great haste and work on finalizing and publishing a Call for Applications document prior to meeting with the Council. A copy of the latest draft of the Call for Applications is included with these meeting materials. It is planned to be finalized and posted this Friday, November 20. The closing date of the application is currently set at December 11 with the aim of having all awards determined and announced by the end of the year.

The Call for Applications document sets forth eligibility criteria and the terms of funding. The Cultural Organization Economic Recovery Grant Program will grant 501c3 cultural organizations across the Commonwealth up to \$100,000, or 3

months of supported operating expenses. However, on an extremely limited basis, Mass Cultural Council and EOHEd will reserve the right to award a small number grants worth up to \$500,000 for organizations experiencing extraordinary losses. In order for this higher award amount to be considered, an organization must demonstrate extraordinary need and show that it faces remarkable challenges that threaten its viability. Program guidelines, eligibility requirements, and the grant application for the Cultural Organization Economic Recovery Grant Program are available online. Links to the application and support material will be distributed prior to the Council Meeting.

These grants will be available to 501c3 cultural organizations across the Commonwealth of all sizes and at least \$2 million set aside specifically for small nonprofits per the terms of the COVID Supplemental Budget. Funding will be allocated through a scoring system and preference will be given to organizations

- That have been unable to reopen or fully reopen.
- Whose mission is primarily focused on:
 - Presenting, promoting, and/or preserving the cultural traditions, art, history, and creative expression of people of color, women, people with disabilities, veterans, immigrants, people who are LGBTQIA+, and members of other historically underrepresented and underfunded groups, or
 - Advancing and/or supporting artists who are people of color, women, people with disabilities, veterans, LGBTQIA+, and members of other underrepresented and underfunded groups.
- That have not received aid from other federal programs related to COVID-19.
- That operate a cultural facility they own or lease.
- That are located in a [Gateway City](#) or in an under-resourced rural town.
- That support economic recovery through their participation in: State Designated Cultural District, Organization Improvement District (BID), Transformative Development Initiative Districts.

We will reserve the ability to award less than the amount requested. EOHEd will approve the final list of grants,

The fact that the Governor's Office reached out to us shows not only a recognition of the importance of the cultural sector and the great need it is suffering as a result of COVID, but it also reflects a great deal of confidence in Mass Cultural Council's connections with the cultural sector and ability to execute in a short time frame.

We hereby request that the Council ratify and approve Mass Cultural Council's participation in the Economic Recovery Grants for Cultural organizations program as described above.



Commonwealth of Massachusetts
**EXECUTIVE OFFICE OF
HOUSING & ECONOMIC DEVELOPMENT**
ONE ASHBURTON PLACE, ROOM 2101
BOSTON, MA 02108
www.mass.gov/eohed

CHARLES D. BAKER
GOVERNOR

KARYN E. POLITO
LIEUTENANT GOVERNOR

MIKE KENNEALY
SECRETARY

TELEPHONE
(617) 788-3610

FACSIMILE
(617) 788-3605

David Slatery
Deputy Director (& Acting Executive Director)
Mass Cultural Council
November 12, 2020

Dear David,

Thank you for the commitment from the Mass Cultural Council (MCC) to support implementation of the Cultural Facilities Grant Program as part of the economic recovery plan, Partnerships for Recovery. We are grateful to have your support as the primary organization supporting cultural facilities across the Commonwealth.

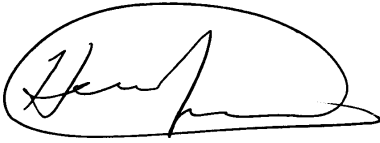
As we have discussed, some or all of the funding for the Cultural Facilities Grant Program will be provided by EOHED to the MCC pursuant to a contract that will more fully state the MCC's role in administering the program. In the meantime, this letter is to clarify our mutual understandings and expectations as we prepare to work together over the coming months.

First, MCC will support crafting the request for proposals to ensure that it addresses the needs of the cultural field. MCC's role in drafting the RFP will include advising on parameters of funding, review criteria, application questions and documentation and any special considerations about the cultural field. Second, the MCC will host the actual application, and respond to questions from applicants. Third, at the end of the application period, MCC will participate in scoring and evaluating requests for funding and provide a prioritized list to EOHED for review. Finally, MCC will contract with successful applicants, distribute funding, and monitor each grantee's performance. The content of the RFP and final list of grantees must be approved by EOHED before the MCC distributes any documents or funding.

Because MassDevelopment has a history of working collaboratively with MCC on the Cultural Facilities Fund and with EOHED in administering a number of other programs that receive funding from the Commonwealth, MassDevelopment will work with both EOHED and MCC to coordinate on all program documents and approvals.

Again, we are thankful to the MCC for supporting EOHED and the Administration in the implementation of this grant program and we look forward to administering the much needed support for the cultural field in Massachusetts.

Regards,

A handwritten signature in black ink, enclosed within an oval border. The signature is stylized and appears to read 'Helena'.

Helena Fruscio Altsman
Executive Office of Housing and Economic Development
Assistant Secretary of Program and Performance Management
C: 617-874-0486
E: helena.fruscio@mass.gov

Cultural Organization Economic Recovery Grant Program

PROGRAM OVERVIEW:

Cultural Organizations have suffered staggering losses as a result of the COVID-19 pandemic and related closures. The Cultural Organization Economic Recovery Grant Program offers grants to support Massachusetts nonprofit cultural organizations negatively impacted by the coronavirus/COVID-19 pandemic. Culture is a major contributor to economic growth and opportunity in Massachusetts, investing in the recovery of Cultural Organizations is an investment in the economic recovery of the Commonwealth.

These funds were appropriated through the Commonwealth's Supplemental Budget for Fiscal Year 2020 (FY20) as well as federal monies received through the CARES Act: \$2 million from line item 1599-1232 in Section 2A of Massachusetts session law Chapter 124 of the Acts of 2020 which is funded through the federal CARES Act and an additional \$8 million from the Commonwealth's portion of federal CARES Act funding. These funds will be administered by Mass Cultural Council, in partnership with the Executive Office of Housing and Economic Development (EOHED).

Funding is intended to help non-profit cultural organizations adversely impacted by the pandemic. Preference will be given to cultural organizations:

- That have been unable to reopen or have been unable to fully reopen.
- Whose mission is primarily focused on:
 - Presenting, promoting, and/or preserving the cultural traditions, art, history, and creative expression of people of color, women, people with disabilities, veterans, immigrants, people who are LGBTQIA+, and members of other historically underrepresented and underfunded groups, or
 - Advancing and/or supporting artists who are people of color, women, people with disabilities, veterans, LGBTQIA+, and members of other underrepresented and underfunded groups.
- That have not received aid from other federal programs related to COVID-19.
- That operate a cultural facility they own or lease
- That are located in a [Gateway City](#) or in an under-resourced rural town (will link to list).
- That support economic recovery through their participation in: State Designated Cultural District, Organization Improvement District (BID), Transformative Development Initiative District.
- An amount equal to at least \$2 million will be awarded to "Small Organizations."
 - For the purpose of this program Small Organizations are defined as those organizations which have 10 or fewer Full-Time Equivalents (FTEs) for calendar year 2019.

APPLICATION SUBMISSION INSTRUCTIONS:

Your application must be filled out and submitted along with attachments as stated in "Required Documentation" electronically through Mass Cultural Council's online platform ([link](#)). Hard copies or electronic copies submitted in any other way, such as mailed in or emailed, will not be considered.

APPLICANT ELIGIBILITY:

- Applicant must be a Massachusetts **cultural organization**, which is defined as a non-profit corporation:
 - whose mission is primarily concerned with the arts, humanities, or interpretive sciences, including but is not limited to, museums, historic sites, zoos, aquariums, theaters, concert halls, exhibition spaces, classrooms, and auditoriums;
 - that offers public cultural programming in Massachusetts annually and maintains year-round operations in Massachusetts; and

- has a 501(c)3 designation with the Internal Revenue Service which is currently active.
- Applicant must be able to document a loss of revenue due to COVID-19 between March 10, 2020 and December 31, 2020 equal to or greater than requested assistance.
- Applicant must be currently in operation or, if not in operation, must have an intent to reopen.
- Applicant must have been incorporated prior to 06/30/2019.
- Ineligible applicants include but are not limited:
 - For-profit entities
 - Unincorporated associations
 - Colleges and Universities
 - Private/Non-profit secondary schools
 - Nonprofit organizations whose mission is not primarily concerned with the arts, humanities, or interpretive sciences
 - Municipal entities

AMOUNT OF FUNDING:

Organizations can request a grant of up to the lesser of \$100,000 or 3 months of supported operating expenses, as detailed under “APPROVED USE OF FUNDS” section below and as evidenced by the organization’s 2019 Internal Revenue Service Form 990.

The maximum grant amount an organization can request is \$100,000. ***Mass Cultural Council and EOHED reserve the right to award less than the amount requested.***

On a very limited basis, Mass Cultural Council and EOHED may consider awards exceeding \$100,000. Organizations must demonstrate extraordinary need and document that they are facing remarkable challenges that threaten the viability of the organization. These organizations can request up to \$500,000 if they can:

- Clearly articulate the extraordinary need.
- Demonstrate more than \$500,000 in lost revenue (between 3/10/20 and 12/31/20)
- Demonstrate 3 months of supported operating expenses of at least \$500,000, as detailed under “APPROVED USE OF FUNDS” section below and as evidenced by the organization’s 2019 Internal Revenue Service Form 990
- Provide invoice(s) for eligible expenses of at least \$500,000 in expenses incurred in any three month period occurring between 3/10/20 and 12/31/20.

Mass Cultural Council and EOHED reserve the right to award less than the amount requested. Awards exceeding \$100,00 for extraordinary need, if any, will be awarded at the discretionary judgment of Mass Cultural Council and EOHED.

APPROVED USE OF FUNDS:

Employee payroll and benefit costs, current mortgage payments and mortgage interest, rent, utilities and interest on other debt obligations. Small Organizations may also use funds for general operations.

NON-APPROVED USE OF FUNDS:

- Major equipment purchases
- Construction, purchase, or capital renovation costs of facilities or land
- Lobbying
- Compensation to foreign nationals, including traveling to or from foreign countries when those expenditures are not in compliance with regulations issued by the U.S. Treasury Department Office of Foreign Assets Control (OFAC Sanctions/NEA guidelines)
- Visa costs that are paid to the U.S. Government
- Subgranting or regranteeing
- Costs of entertainment, including amusement and social activities such as receptions, parties, galas, dinners, etc., and any associated costs including catering, alcoholic beverages, planning, staffing, supplies, etc.,

- Rental of any property owned by any individuals or entities affiliated with the non-Federal entity for purposes such as the home office workspace
- Costs of goods for resale are unallowable. This includes the sale of concessions, promotional merchandise, or items purchased to sell.

Also, grantees must prevent the duplication of benefits, which means these grant funds may not be used to pay expenses if another source of financial aid has paid that same expense.

AWARD PROCESS:

After the application period closes, Mass Cultural Council will review all applications to determine eligibility. Mass Cultural Council will make award recommendations to EOHED based upon eligibility criteria and preference prioritization. EOHED will approve final grant amounts. Mass Cultural Council will administer all grant payments.

REQUIRED DOCUMENTATION:

Please be prepared to provide the following for your application:

- A copy of the Applicant's 2019 IRS Form 990. If, due to an extension, the applicant has not filed their 2019 IRS Form 990 at the time of application, they may submit their 2018 IRS Form 990.
- A copy of the invoice(s) for expenses you wish to use these grant funds to cover between March 10, 2020 and December 31, 2020. If you plan to incur expenses between the time of application and December 31, 2020, please describe what that expense will be (in 1-2 sentences) and expect to submit proof that the expense was paid within 45 days of receiving your grant award.

COMPLIANCE WITH FEDERAL FUNDS, LAWS AND REGULATIONS:

Applicants must comply with all applicable laws.

QUESTIONS: CONTACT MASS CULTURAL COUNCIL

Sara Glidden, Program Manager Cultural Investment Portfolio

Email: Sara.Glidden@art.state.ma.us

Please use the subject line "Cultural Organization Economic Recovery Grant Program"

LANGUAGE TRANSLATIONS:

Program overview information will be available in the following languages on/before **November __, 2020**:

(Application will remain in English)

- Arabic
- Gujarati
- Haitian Creole
- Khmer
- Korean
- Portuguese
- Simplified Chinese
- Spanish
- Traditional Chinese
- Vietnamese

About Mass Cultural Council:

MISSION:

Mass Cultural Council is a state agency that promotes excellence, education, diversity, and inclusion in the arts, humanities, and sciences to foster a rich cultural life for all Massachusetts residents and contribute to the vitality of our communities and economy.

We pursue this mission through a wide range of grants, initiatives, and advocacy for artists, communities, organizations, and schools. We work with partners in government, the cultural community, and across sectors, to increase public and private investment in the arts, humanities, and sciences.

VALUES:

We believe in the power of culture. Working through the arts, humanities, and sciences, culture is a dynamic force for enriching communities, growing the economy, advancing equity, and fostering individual creativity. Culture is intrinsically valuable and unique in its ability to lift the human spirit.

We recognize the essential role that a rich cultural life plays in communities and the lives of individuals. To invest in our cultural life is to invest in our shared future.



Power of culture

To: Mass Cultural Council Board
Fr: David Slatery, Jen Lawless, Sara Glidden, Michael Ibrahim,
Date: November 23, 2020
Re: Safe Harbors/Reallocation of Funds for Organizational Support Services

At the April 7, 2020 Council Meeting, the Council approved an emergency COVID-19 Response Program funded from the portion of Massachusetts Cultural and Performing Arts Mitigation Fund under M.G.L. Chapter 23K (the Massachusetts Gaming Law) dedicated to "organizational support" which included up to \$240,000 for the **Safe Harbors and Soft Landings COVID-19 Emergency Initiative for Cultural Organizations**. This provided funding for the Council to contract with Non-Profit Finance Fund (NFF) to provide pandemic-related support services to cultural organizations throughout Massachusetts. A copy of the approval memo for these COVID-19 Response Programs is included with the meeting materials.

Today we are bringing forward a request to re-allocate some of the approved funding. A portion of the previously-approved funding was to enable NFF to provide assistance to Massachusetts cultural organizations in the form of webinars and instructional materials to help navigate the various federal stimulus programs dedicated to COVID relief such as the Payroll Protection Program. The good news is that these NFF services were successful, and Massachusetts organizations enjoyed great success in accessing federal dollars. Even better news was that NFF's services only cost under \$85,000 leaving an unspent balance of \$155,000. However, as we wrote to the Council earlier, more sobering news is that in an environment where roughly [90% of our organizations conduct programming in-person and indoors](#), there is still a tremendous need for technical assistance and services to help organizations craft their own COVID recovery strategies.

The earlier funding supported what was termed "NFF Coaching Services" for Cultural Investment Portfolio (CIP) grantees. The CIP team talked to each organization this fall (logging over 300 hours in conversation with each of the 300+ organizations in the Portfolio) and got a sense of what kind of services would be helpful to them. As NFF had informed us they did not have the capacity to provide all of the additional services we would be looking for, it was necessary to seek services from additional vendors through a competitive

request for proposals (RFP) process which we issued in mid-October-please see our [blogpost](#). We received more than 100 different proposals from 24 different vendors (including NFF). Attached please find the team's recommendations for contracts. We are requesting approval from the Council to enter into contracts with these vendors.

Firm	Content Expert	Main Category	Content Area	Sessions	Format	Cost
Anita Morson-Matra &	Anita Morson-Matra	Human Resources	Employee self-care in support of mental health during times of stress	2	2.5 hour sessions	\$7,500.00
Anita Morson-Matra &	Anita Morson-Matra	Human Resources	Support and executive coaching for Eds and similar leaders in balancing multiple stressors	2	2.5 hour sessions	\$7,500.00
Anita Morson-Matra &	Anita Morson-Matra	Human Resources	Work from home best practices: Human Capital	2	2.5 hour sessions	\$7,500.00
Arts and Business Coun	Luke Blackadar	Human Resources	Basics of employment law, legal requirements of hiring, layoffs, furloughs	1	90 minute webinar	\$1,875.00
Arts and Business Coun	Luke Blackadar/Jim C	Leadership/Management	Legal Coaching Hours	30	1 hour one-on-one consulting	\$5,300.00
Arts and Business Coun	Luke Blackadar	Leadership/Management	Nonprofit Mergers & Absorptions	1	90 minute webinar	\$1,875.00
Arts and Business Coun	Luke Blackadar	Leadership/Management	Nonprofit Suspension & Closure	1	90 minute webinar	\$1,875.00
Arts and Business Coun	Luke Blackadar	Board/Governance	Risk Assessment Concerns for Nonprofit Boards and Staff during COVID	1	90 minute webinar	\$1,575.00
Arts and Business Coun	Luke Blackadar	Human Resources	Unemployment obligations	1	90 minute webinar	\$1,875.00
Arts and Business Coun	Luke Blackadar	Human Resources	Work from home best practices: Legal Considerations	1	90 minute webinar	\$1,875.00
Arts Extension Service	Dee Boyle-Clapp	Board/Governance	How to motivate and support board members remotely	1	1.5 webinar	\$3,500.00
BroadBand	Sara Stackhouse	Leadership/Management	Charting A New Path Without a Map: Adaptive Arts Leadership During COVID-19 & Times	1	1.5 webinar	\$2,950.00
BroadBand	Sara Stackhouse	Digital Programming	Connecting in the Cloud: Innovations in Audience Engagement in Virtual Performance	1	1.5 webinar	\$3,550.00
BroadBand	Sara Stackhouse	Marketing/Development	Funding Streams: Virtual Fundraising in the time of COVID-19	1	1.5 webinar	\$2,150.00
Claire West Consulting	Mollie Quinlan-Haye	Board/Governance	Successful board recruitment/retainment process in times of stress	1	1.5 hour webinar	\$4,500.00
Claire West Consulting	Mollie Quinlan-Haye	Board/Governance	The role of an effective board during times of stress	2	1.5 hour webinars	\$7,500.00
MassCreative	Emily Ruddock	Leadership/Management	Federal and State Advocacy 101: Fundamentals	1	1.5 webinar with coaching	\$2,500.00
MassCreative	Emily Ruddock	Leadership/Management	Federal and State Advocacy 101: Strategy and Organizing	1	1.5 webinar with coaching	\$2,500.00
NMBL Strategies	Eric Moraczewski	Board/Governance	Best Practices of Leadership Transition during COVID-19	1	90 minute webinar with coachi	\$5,000.00
NMBL Strategies	Dion Brown	Marketing/Development	Conducting a Successful Capital Campaign During Times of Stress	1	90 minute webinar with coachi	\$5,000.00
Nonprofit Finance Func	Kristin Giantris	Board/Governance	Board Governance	1	90 minute webinar	\$4,450.00
Nonprofit Finance Func	Kristin Giantris	Financial Management	Budgeting Basics	1	90 minute webinar	\$4,450.00
Nonprofit Finance Func	Kristin Giantris	Leadership/Management	Business Model Adaptation (Name TBD)	1	90 minute webinar	\$4,450.00
Nonprofit Finance Func	Kristin Giantris	Financial Management	Cash Flow Planning	1	90 minute webinar	\$4,450.00
Nonprofit Finance Func	Kristin Giantris	Financial Management	Financial Coaching Hours	15	1 hour one-on-one consulting	\$10,000.00
Nonprofit Finance Func	Kristin Giantris	Leadership/Management	Managing Risks and Opportunities	1	90 minute webinar	\$4,450.00
Nonprofit Finance Func	Kristin Giantris	Leadership/Management	Operating in a Flawed System/Managing Uncharted Waters I	1	90 minute webinar	\$4,450.00
Nonprofit Finance Func	Kristin Giantris	Leadership/Management	Operating in a Flawed System/Managing Uncharted Waters II	1	90 minute webinar	\$4,450.00
Nonprofit Finance Func	Kristin Giantris	Leadership/Management	Partnerships and Collaborations	1	90 minute webinar	\$4,450.00
Nonprofit Finance Func	Kristin Giantris	Financial Management	Reading Financial Statements	1	90 minute webinar	\$4,450.00
Nonprofit Finance Func	Kristin Giantris	Financial Management	Strategic Budgeting and Scenario Planning	1	90 minute webinar	\$4,450.00
Nonprofit Finance Func	Kristin Giantris	Leadership/Management	Telling Your Financial Story for Different Audiences	1	90 minute webinar	\$4,450.00
Nonprofit Finance Func	Kristin Giantris	Financial Management	Understanding Full Cost	1	90 minute webinar	\$4,450.00
Paper Crane Associates	Sarah Glatt	Leadership/Management	How to conduct strategic planning during COVID-19	1	90 minute webinar	\$2,700.00
Penn Creative Strategy	Marita Phelps	Leadership/Management	Effective Collaborations & Partnerships	1	1 hour webinar plus coaching	\$3,500.00
Penn Creative Strategy	Marita Phelps	Leadership/Management	Effectively Motivating Remote Teams	1	1 hour webinar plus coaching	\$5,000.00
SectorWind	Sandi McKinley	Financial Management	Financial Health Resilience post-COVID: Revisiting your organization's lifecycle to inform p	1	1 hour webinar	\$3,000.00
				39 webinars and 45 hours of consulting	\$155,500.00	

FY21 Cultural Investment Portfolio Services Description

Recommended Firms

Anita Morson-Matra & Eryn Johnson Consultants

Arts & Business Council of Greater Boston, Inc.

Arts Extension Service

BroadBand

Claire West Consulting/Mollie Quinlan-Hayes

MassCreative

NMBL Strategies

Nonprofit Finance Fund

Penn Creative Strategy

SectorWind

Service Category: Human Resources

Firm: Anita Morson-Matra & Eryn Johnson Consultants

Content Expert: Anita Morson-Matra & Eryn Johnson Consultants

Session Name: Support and Executive Coaching for Executive Directors and Similar Leaders in Balancing Multiple Stressors

Description: Nonprofit leadership can be stressful and isolating. It is often our own peers who can best help us find a way forward. Participants in this two-part workshop will hear from a diverse group of nonprofit Executive Directors of arts organizations across Massachusetts as they reflect honestly about ways they are navigating the difficult waters we are all swimming in. Participants will then have the opportunity to ask questions of panelists in a large group discussion. Following the discussion, participants will be given tools to reflect on their own “pain points” in order to choose an affinity group for session two. Session two will consist of a combination of facilitated affinity groups, sharing of leadership frameworks and individual goal setting. Each leader will leave the workshop with an “accountability partner” from the training who they will be encouraged to maintain contact with for support and further guidance.

Number of Sessions: 2

Format: This is a two-part online session that combines panel presentation, individual work, learning of new frameworks and facilitated small group and pair discussion.

Outcomes: Identify strategies to address professional stressors. Verbalize the “pain points” of their own work as it is now. Identify an area of growth to improve their own approach to leadership. Leverage connections in the field who provide professional support and accountability.

Expert Bio(s): Anita and Eryn are independent consultants with a combined 35 years of experience as leaders and advisors in neighborhood, youth and cultural nonprofit organizations. After working individually as consultants for many years, they have teamed up to leverage their shared belief in working towards racial equity and social justice through empowering communities and leaders to make values based change in their organizations and the world.

As consultants, Anita and Eryn leverage their complimentary areas of knowledge to partner with clients and to facilitate growth processes that are directly connected to the needs of the place, time and community where shared work is being done. They understand that clients and communities can drive their own learning and discover how to move forward through well facilitated conversation, provision of resources and supportive guidance.

Anita and Eryn are committed to supporting organizations using a racial equity and social justice lens - giving priority to lifting voices and perspectives that are often silenced or suppressed.

Cost: \$7,500.00

Service Category: Human Resources

Firm: Anita Morson-Matra & Eryn Johnson Consultants

Content Expert: Anita Morson-Matra & Eryn Johnson Consultants

Session Name: Employee Self-Care in Support of Mental Health During Times of Stress

Description: Stress can have a deep impact on mental health, staff culture and organizational impact - particularly during these times. Grounded in a strength-based approach, facilitators will provide self-care strategies to assist employees. This session will support employees to identify when they are struggling, how to communicate with their employer and team members, provide strategies to lessen stress, and help employees understand when to seek support from a trained mental health professional.

Number of Sessions: 2

Format: This is a two-part online session that combines facilitated discussion, individual work, learning of new frameworks and facilitated small group and pair discussion.

Outcomes: Identify when they are struggling (when stress is impacting their mental health). Better communicate with their employer and co-workers. Identify strategies to lessen stress. Understand when to seek support from a mental health professional.

Expert Bio(s): Anita and Eryn are independent consultants with a combined 35 years of experience as leaders and advisors in neighborhood, youth and cultural nonprofit organizations. After working individually as consultants for many years, they have teamed up to leverage their shared belief in working towards racial equity and social justice through empowering communities and leaders to make values based change in their organizations and the world.

As consultants, Anita and Eryn leverage their complimentary areas of knowledge to partner with clients and to facilitate growth processes that are directly connected to the needs of the place, time and community where shared work is being done. They understand that clients and communities can drive their own learning and discover how to move forward through well facilitated conversation, provision of resources and supportive guidance.

Anita and Eryn are committed to supporting organizations using a racial equity and social justice lens - giving priority to lifting voices and perspectives that are often silenced or suppressed.

Cost: \$7,500.00

Service Category: Human Resources

Firm: Anita Morson-Matra & Eryn Johnson Consultants

Content Expert: Anita Morson-Matra & Eryn Johnson Consultants

Session Name: Work from Home Best Practices

Description: Working from home can present a number of challenges. This workshop will provide suggested best practices to successfully work from home. Facilitators will lead an interactive session that will empower employees with the tools and skills necessary to create a positive work from home experience. This session will provide tips on both creating a healthy physical space and establishing a routine that will maintain productivity in these challenging times.

Number of Sessions: 2

Format: This is a two-part online session that combines facilitated discussion, individual work, learning of new frameworks and facilitated small group and pair discussion.

Outcomes: Create a healthy, productive workspace. Establish and maintain a routine. Create boundaries with family and maintain balance. Identify creative ways to stay connected to co-workers and other professional relationships. Build a stronger relationship with virtual platforms.

Expert Bio(s): Anita and Eryn are independent consultants with a combined 35 years of experience as leaders and advisors in neighborhood, youth and cultural nonprofit organizations. After working individually as consultants for many years, they have teamed up to leverage their shared belief in working towards racial equity and social justice through empowering communities and leaders to make values based change in their organizations and the world.

As consultants, Anita and Eryn leverage their complimentary areas of knowledge to partner with clients and to facilitate growth processes that are directly connected to the needs of the place, time and community where shared work is being done. They understand that clients and communities can drive their own learning and discover how to move forward through well facilitated conversation, provision of resources and supportive guidance.

Anita and Eryn are committed to supporting organizations using a racial equity and social justice lens - giving priority to lifting voices and perspectives that are often silenced or suppressed.

Cost: \$7,500.00

Service Category: Human Resources

Firm: Arts & Business Council of Greater Boston, Inc.

Content Expert: Lucas Blackadar, Esq., Director of Legal Services

Session Name: Employment Law Basics

Description: The workshop reviews essential principles of employment law, chiefly, (1) defining the employer's obligations to employees with respect to hiring, termination, compensation, and benefits, (2) explaining the distinctions between an employee and an independent contractor, and (3) identifying common (but serious) employment pitfalls, including deferring compensation, misclassifying employees as independent contractors, and failing to pay payroll taxes.

Number of Sessions: 1

Format: The format of the first workshop will be a 1.5-hour virtual webinar. Due to the volume of information to present, we propose foregoing a question and answer session. We propose assembling a panel consisting of an employment attorney, a business insurance broker, and a human resources consultant to deliver the presentation. A panel of this makeup can offer complementary perspectives regarding each topic.

Outcomes: An understanding of the legal foundations of a traditional employer-employee

relationship. Fundamental employment law vocabulary. An understanding of how to spot and avoid potential employment-related legal issues. How to apply for individualized legal assistance from the Volunteer Lawyers for the Arts.

Expert Bio(s): Lucas Blackadar, Esq., Director of Legal Services, Arts & Business Council of Greater Boston.

Luke manages the Arts & Business Council's Volunteer Lawyers for the Arts and Patent Pro Bono programs. An attorney and visual artist, Luke counsels start-up, small, and creative businesses on trademark, copyright, nonprofit, and for-profit business matters. Luke also trains law students in the practice of business law, through the Volunteer Lawyers for the Arts legal internship, and as adjunct professor of law at Roger Williams University, where he teaches Contract Drafting & Transactional Lawyering. Prior to joining the Arts & Business Council, Luke was a professional liability defense attorney, representing lawyers, medical professionals, and design professionals in malpractice lawsuits.

Cost: \$1,875.00

Service Category: Human Resources

Firm: Arts & Business Council of Greater Boston, Inc.

Content Expert: Lucas Blackadar, Esq., Director of Legal Services

Session Name: Work from Home Best Practices: Legal Considerations

Description: With much of the Massachusetts workforce engaging in remote work, employers should take time to assess whether their systems are working for both their organizations and their staff. Working from home, while creating flexibility for employers and employees, does carry risks and consequences. The second workshop builds upon the first and shares best practices for implementing a successful work from home policy. Topics for discussion include working hours, employee privacy, data security, and risks and potential liabilities, including insurance consequences.

Number of Sessions: 1

Format: The format of this workshop will be a 1.5-hour virtual webinar, with time built-in for questions and answers. We propose a panel consisting of an employment attorney, an insurance expert, and a human resources expert.

Outcomes: An understanding of potential liability exposure created by a remote workforce. How employers can use insurance to mitigate the risks of a remote workforce. How employees can safeguard sensitive information at home. How to apply for individualized legal assistance from the Volunteer Lawyers for the Arts.

Expert Bio(s): Lucas Blackadar, Esq., Director of Legal Services, Arts & Business Council of Greater Boston

Luke manages the Arts & Business Council's Volunteer Lawyers for the Arts and Patent Pro Bono programs. An attorney and visual artist, Luke counsels start-up, small, and creative businesses on trademark, copyright, nonprofit, and for-profit business matters. Luke also trains law students in the practice of business law, through the Volunteer Lawyers for the Arts legal internship, and as adjunct professor of law at Roger Williams University, where he teaches Contract Drafting & Transactional Lawyering. Prior to joining the Arts & Business Council, Luke was a professional liability defense attorney, representing lawyers, medical professionals, and design professionals in malpractice lawsuits.

Cost: \$1,875.00

Service Category: Human Resources

Firm: Arts & Business Council of Greater Boston, Inc.

Content Expert: Lucas Blackadar, Esq., Director of Legal Services

Session Name: Unemployment Obligations

Description: Unfortunately, while the pandemic has expanded remote work opportunities for workers, it has also forced many of them into unemployment. In this final workshop in the series, we will provide an overview of the Massachusetts unemployment system, from the initial claim to receipt of benefits.

Number of Sessions: 1

Format: The format of this workshop will be a 1.5-hour virtual webinar, with time built-in for questions and answers. This webinar will be taught solely by attorneys.

Outcomes: An understanding of unemployment eligibility criteria and the unemployment process. An understanding of the employer's reporting obligation. How to approach certain problems raised by remote work, such as work performed in multiple states. How to apply for individualized legal assistance from the Volunteer Lawyers for the Arts.

Expert Bio(s): Lucas Blackadar, Esq., Director of Legal Services, Arts & Business Council of Greater Boston

Luke manages the Arts & Business Council's Volunteer Lawyers for the Arts and Patent Pro Bono programs. An attorney and visual artist, Luke counsels start-up, small, and creative businesses on trademark, copyright, nonprofit, and for-profit business matters. Luke also trains law students in the practice of business law, through the Volunteer Lawyers for the Arts legal internship, and as adjunct professor of law at Roger Williams University, where he teaches Contract Drafting & Transactional Lawyering. Prior to joining the Arts & Business Council, Luke was a professional liability defense attorney, representing lawyers, medical professionals, and design professionals in malpractice lawsuits.

Cost: \$1,875.00

Service Category: Leadership/Management

Firm: Arts & Business Council of Greater Boston, Inc.

Content Expert: James Grace, Esq., Executive Director, Arts & Business Council of Greater Boston, Inc.

Session Name: Nonprofit Suspension & Closure

Description: The workshop will be a survey of common methods of closing a nonprofit organization: suspension of operations, bankruptcy, and dissolution. Topics include an overview of the processes each of these methods entail, as well as a discussion of the issues raised by a closing nonprofit's obligations to staff (compensation and benefits), local and federal governments (taxes and regulatory compliance), and vendors, contractors, partners, and collaborators (outstanding programmatic commitments). We will also explain how human resources decisions play a role in each method.

Number of Sessions: 1

Format: The format of this workshop will be a 1.5-hour virtual webinar, with time built-in for questions and answers. This webinar will be presented by business attorneys.

Outcomes: An understanding of the overall processes for suspension, bankruptcy, and dissolution. A checklist of key business closure considerations and questions for attendees to share with their leadership and business consultants. Liability considerations from the board of directors' perspective. How to apply for individualized legal assistance from the Volunteer Lawyers for the Arts. This is particularly relevant for this series because each situation is highly fact-specific.

Expert Bio(s): Jim Grace is the Executive Director of the A&BC. He was the Executive Director of the Volunteer Lawyers for the Arts of Mass. from 1998 until 2008, when it merged with the A&BC. Jim has extensive experience working with artists and arts organizations in the areas of public art and social practice art projects, copyright, nonprofit incorporation and mergers, nonprofit boards and real estate development of creative spaces. Jim was an adjunct professor for BU's Masters in Arts Admin Program for five years where he co-taught a course on legal issues in arts administration. Currently, Jim teaches workshops locally and nationally on a variety of legal and artist professional development topics. He serves on the boards of the Brookline Community Foundation and the AIR Institute (in DC) as well as the Advisory Board of Brain Arts Org and is a founding board member of the Arts Services Coalition and the Fort Point Cultural Coalition (the developer of Midway Studios, 89 units of artist live/work space in downtown Boston). He previously served on the board of Philanthropy Massachusetts and the Private Sector Council of Americans for the Arts. Jim is also a working author, book editor, and published attorney. He is the co-author of the bestseller, *The Worst Case Scenario Handbook: Golf*. To date, Jim has been involved in the publication of over eight books.

Cost: \$1,875.00

Service Category: Leadership/Management

Firm: Arts & Business Council of Greater Boston, Inc.

Content Expert: James Grace, Esq., Executive Director, Arts & Business Council of Greater Boston, Inc.

Session Name: Nonprofit Mergers & Absorptions

Description: The workshop will focus on the challenges associated with nonprofit mergers and, more commonly, acquisitions. Mergers and acquisitions each raise unique business and financial questions: What are the various types of mergers, and the relevant vocabulary? What is the process of a merger: Due diligence, Written agreement ("MOU"), Board votes. Bylaws, Secretary of State filings. In an acquisition, what will become of the acquired organization's staff, and in what form will the programs and operations of the acquired organization continue? In a merger, who will govern the new organization? What are the boards' roles? (Before and after).

Number of Sessions: 1

Format: The format of this workshop will be a 1.5-hour virtual webinar, with time built-in for questions and answers. This webinar will be presented by nonprofit and corporate M&A attorneys.

Outcomes: A high-level overview of a nonprofit corporate merger. A high-level overview of a nonprofit corporate acquisition. Key vocabulary pertaining to both processes. Key business questions to help evaluate the viability of a corporate merger or acquisition. How to apply for individualized legal assistance from the Volunteer Lawyers for the Arts. This is particularly relevant for this series because each situation is highly fact-specific.

Expert Bio(s): Jim Grace is the Executive Director of the A&BC. He was the Executive Director of the Volunteer Lawyers for the Arts of Mass. from 1998 until 2008, when it merged with the A&BC. Jim has extensive experience working with artists and arts organizations in the areas of public art and social practice art projects, copyright, nonprofit incorporation and mergers, nonprofit boards and real estate development of creative spaces. Jim was an adjunct professor for BU's Masters in Arts Admin Program for five years where he co-taught a course on legal issues in arts administration. Currently, Jim teaches workshops locally and nationally on a variety of legal and artist professional development topics. He serves on the boards of the Brookline Community Foundation and the AIR Institute (in DC) as well as the Advisory Board of Brain Arts Org and is a founding board member of the Arts Services Coalition and the Fort Point Cultural Coalition (the developer of Midway Studios, 89 units of artist live/work space in downtown Boston). He previously served on the board of Philanthropy Massachusetts and the Private Sector Council of Americans for the Arts. Jim is also a working author, book editor, and published attorney. He is the co-author of the bestseller, *The Worst Case Scenario Handbook: Golf*. To date, Jim has been involved in the publication of over eight books.

Cost: \$1,875.00

Service Category: Board/Governance

Firm: Arts & Business Council of Greater Boston, Inc.

Content Expert: James Grace, Esq., Executive Director, Arts & Business Council of Greater Boston, Inc.

Session Name: Risk Assessment Concerns for Nonprofit Boards and Staff during COVID

Description: This workshop will introduce principles and concerns regarding risk assessment for nonprofit organizations. Understanding that nonprofit organizations are stewarded by both boards of directors and staff members, the target audience for this workshop is both board members themselves and the staff members (executive directors, artistic directors, operations managers, program managers, etc.) who work closely to and advise those boards. While this workshop will focus on risk management issues arising due the COVID-19 pandemic—including potential closure and other exit strategies—we expect the principles discussed during the program can apply to a variety of external challenges.

Number of Sessions: 1

Format: The format of this workshop will be a 1.5-hour virtual webinar, with time built-in for questions and answers. This webinar will be presented by nonprofit attorneys and an insurance expert.

Outcomes: An insurance overview, including common vocabulary. A foundational understanding of Directors and Officers (D&O) insurance and its costs. What general commercial liability insurance (GCL) policies do and do not cover with respect to COVID-19. The intersection of discrete insurance polici

Expert Bio(s): Jim Grace is the Executive Director of the A&BC. He was the Executive Director of the Volunteer Lawyers for the Arts of Mass. from 1998 until 2008, when it merged with the A&BC. Jim has extensive experience working with artists and arts organizations in the areas of public art and social practice art projects, copyright, nonprofit incorporation and mergers, nonprofit boards and real estate development of creative spaces. Jim was an adjunct professor for BU's Masters in Arts Admin Program for five years where he co-taught a course on legal issues in arts administration. Currently, Jim teaches workshops locally and nationally on a variety of legal and artist professional development topics. He serves on the boards of the Brookline Community Foundation and the AIR Institute (in DC) as well as the Advisory Board of Brain Arts Org and is a founding board member of the Arts Services Coalition and the Fort Point Cultural Coalition (the developer of Midway Studios, 89 units of artist live/work space in downtown Boston). He previously served on the board of Philanthropy Massachusetts and the Private Sector Council of Americans for the Arts. Jim is also a working author, book editor, and published attorney. He is the co-author of the bestseller, *The Worst Case Scenario Handbook: Golf*. To date, Jim has been involved in the publication of over eight books.

Cost: \$1,575.00

Service Category: Multiple

Firm: Arts and Business Council

Content Expert: Jim Grace

Session Name: Soft Landing Coaching Hours

Description: 1 hour one-on-one advising regarding legal issues nonprofits are facing in light of COVID-19.

Number of Sessions: 1 hour one-on-one advising

Format: 1 hour

Outcomes: In a pool of coaching hours, individual orgs can sign up for as many coaching hours as they desire

Expert Bio(s): TBD. \$175 per hour

Cost: \$5,300.00

Service Category: Board/Governance

Firm: Arts Extension Service

Content Expert: Dee Boyle-Clapp

Session Name: How to Motivate and Support Board members remotely

Description: The routine of board membership, including regular in-person meetings and collegial interaction at events, is a fixed part of the culture of most nonprofits. This year, public health concerns have limited or prohibited in-person participation at precisely the moment when board engagement is the most crucial. This 1.5 hour webinar will consider both formal and informal strategies to ensure that board members working remotely not only receive all the information necessary to do their work, but also maintain a personal sense of engagement with the organization, its community, and its mission. Discussion will include roles for executive staff who may be working remotely and with minimal staff; special circumstances board and staff members may be dealing with, such as loss of childcare or changes in their own employment; free online tools that may help, not overwhelm, board members; and suggestions for ways to make the most of online board meeting time.

Number of Sessions: 1

Format: 90 minute webinar

Outcomes: At the conclusion of this session, organizational leaders will be familiar with multiple options that will enable the board's work to be done remotely, foster a strong sense of community, and strengthen board commitment to the organization even with challenges spurred by the pandemic.

Expert Bio(s): Dee Boyle-Clapp, MFA, MNM, is the Director of the Arts Extension Service. She is a sculptor, and has taught studio, art history and arts management courses for 25 years at UMass Amherst, museum schools, and at community colleges. She is a member of the Pioneer Valley Creative Economy Network, a three-county initiative to serve artists and their creative businesses by building deeper and is a member of the Leadership Committee for MASSCreative. Dee launched the new Arts Entrepreneurship Initiative at UMass, which works to expand opportunities for area artists and students by providing internships, consulting, and artist-in-business and public art trainings, and she oversees the National Arts Policy Archive and Library which holds the collections of leading institutions and Federal agencies documenting the evolution of arts policy in the U.S. Dee joined the staff at the Arts Extension Service in 2008, and holds bachelor's degrees in art and art history from the University of Wisconsin at Madison, an MFA in sculpture from UMass Amherst, and a Master's in Non-profit Management from Regis University, Denver.

Cost: \$3,500.00

Service Category: Leadership/Management

Firm: BroadBand

Content Expert: Sara Stackhouse

Session Name: Charting A New Path Without a Map: Adaptive Arts Leadership During COVID-19 & Times of Crisis

Description: Supporting your People: Rebuilding your culture for virtual environment or unexpected conditions, leaning into relationship and values to guide decision making, motivating and energizing teams remotely. Adapting your Business Model: The myth of sustainability, short term and scenario planning & financial forecasting, building buy in for learning, piloting, experimenting to test financial hypotheses - Making hard decisions with integrity, managing expectations. Same Mission, Different Plan: Re-framing your approach to programming, adaptive leadership and creative opportunities, examples and models of successful innovation

Number of Sessions: 1

Format: 90 minute webinar. A mix presentation & discussion, with ppt slides to support concepts, examples and sharing from the group, and sharing of video and examples.

Outcomes: Understand and be able to implement concrete strategies and tactics to build staff culture and teams remotely. Be able to bring a new approach and new language to financial and business planning with their organization and board during this time of crisis. Approach hard decisions with clarity and confidence. Apply adaptive leadership concepts to engage their full organization (board, staff, artists, teaching artists, youth, parents) in mission-driven programming innovation. Emerge with a new network of colleagues with whom to continue this conversation, learn from, and support, strengthening the sector.

Expert Bio(s): Sara Stackhouse, Founder & Principal of BroadBand, is a producer and specialist in organizational development and strategy. Clients have included The Steve Fund, Arlekin Players Theater, Children's Hope India, Boston Baroque Orchestra, Mass Cultural Council, Silkroad, Arts Boston, Swanee Hunt Alternatives, ArtWorks SA, and the Acera School. She was the founding Executive Producer/CEO of Actors' Shakespeare Project for 11 years, and then served as Chair of Theater at Boston Conservatory during the merger with Berklee College of Music. Previously, Stackhouse was supervising producer of Inside This Old House for the A&E television network. She served as project manager for cellist Yo-Yo Ma for six years, managing projects and overseeing collaborations with artists such as Mark O'Connor, Bobby McFerrin, Mark Morris, Toni Morrison, Torvill and Dean, Atom Egoyan, and others. Stackhouse was associate producer on eight films, including the Yo-Yo Ma: Inspired by Bach series, which received numerous international awards. She was the first director of education for NPR's From the Top, designing curriculum, training teachers, and creating the Make Your Own Radio program and Cultural Ambassador program, served as a consultant to the Berkshire Institute for Theology and the Arts for over a decade, produced A Taste of Chanukah for PBS, PRI, and Rounder Records, and was an executive producer of the MIT Media Lab's Toy Symphony. She is the immediate past chair and a current board member of MASSCreative, Massachusetts' arts advocacy organization.

Cost: \$2,950.00

Service Category: Digital Programming

Firm: BroadBand

Content Expert: Cristin Canterbury Bagnall

Session Name: Connecting in the Cloud: Innovations in Audience Engagement in Virtual Performance

Description: Creating & Marketing Programming that Rises Above the Fray. Learning, Testing & Understanding Audience Behavior in the Cloud. The Artist's Perspective: What Artists Need & New Opportunities for Connection. Innovations & Approaches to Building, Engaging, & Retaining Audiences in the Virtual Space. Models & Examples of Powerful, Meaningful Audience Engagement During COVID-19

Number of Sessions: 1

Format: 90 minute webinar. Using BroadBand's All Together Now streaming show, created in April 2020 to bring artists and audiences together during the pandemic, as a core case study, this webinar will be a mix of presentation, stories, data, and discussion, with ppt slides to support concepts, examples and sharing from the group, and sharing of videos from a range of virtual performance and audience experiences happening across the country during this time of crisis.

Outcomes: Be able to shape and implement new strategies for building and maintaining an audience virtually. Be able to identify key questions and approaches to help shape audience engagement and audience experience experiments for virtual performance. Understand and be able to test new audience engagement tools and platforms for virtual performance. Have new frameworks for engaging artists in adaptive and innovative audience engagement activities. Be able to articulate and distinguish between programming using virtual platforms for dissemination, and programming and audience experiences created specifically for the virtual space. Emerge with a new network of colleagues with whom to continue this conversation, learn from, and support, strengthening the sector.

Expert Bio(s): Cristin Canterbury Bagnall, Founder & Principal, is an independent producer whose credits include Osvaldo Golijov's Falling Out of Time, a song cycle commissioned by Silkroad (executive producer), Yo-Yo Ma's Grammy-winning Songs of Joy & Peace (executive producer), and Morgan Neville's documentary The Music of Strangers: Yo-Yo Ma and the Silk Road Ensemble, one of the top-grossing documentaries of 2016 (co-executive producer). Previously, Cristin spent nineteen years working with Yo-Yo Ma, serving in capacities such as General Manager and Director of Strategic Planning. Cristin was the founding Treasurer of Silkroad (then called the Silk Road Project), served for eight years as a board member and for two years as the director of artistic and learning programs. Cristin is also a strategic consultant to cultural institutions, including the John F. Kennedy Center for the Performing Arts, the Chicago Symphony Orchestra, and MusiCorps, a conservatory-level music rehabilitation program working at Walter Reed National Military Medical Center to help severely wounded warriors play music and recover their lives. She lives with her husband and daughter in Arlington, Massachusetts, where she is the co-chair of the Arlington Commission for Arts & Culture.

Cost: \$3,550.00

Service Category: Marketing/Development

Firm: BroadBand

Content Expert: Sara Stackhouse

Session Name: Funding Streams: Virtual Fundraising in the time of COVID-19

Description: Creating Content for Online Fundraising. Engaging and Energizing your Donors and Sponsors in Digital Fundraising. Brass Tacks Tech: Streaming Events, Interacting via Zoom, Event Platforms & Online Fundraising Tools. Maintaining a Sense of Occasion: Engaging Your Audience in Real Time. Managing Expectations. Adapting and Innovating-Messaging, Auctions, Program Books & Advertising.

Number of Sessions: 1

Format: 90 minute webinar. A mix presentation & discussion, with ppt slides to support concepts, tips and tools, examples, problem solving, and sharing from the group, and modelling of video and examples.

Outcomes: Understand key questions and considerations for content creation for virtual fundraising. Be able to develop a strategy and approach for board and sponsor engagement in digital fundraising. Be able to access and make use of a set of platforms and tools for virtual fundraising Develop thoughtful strategies for maintaining a sense of occasion and audience engagement Create alternatives to traditional messages, silent and live auctions, printed materials, and sponsorship recognitions. Develop a point of view on collaborations with artists and teaching artists for fundraising Emerge with a new network of colleagues with whom to continue this conversation, learn from, and support, strengthening the sector.

Expert Bio(s): Sara Stackhouse, Founder & Principal of BroadBand, is a producer and specialist in organizational development and strategy. Clients have included The Steve Fund, Arlekin Players Theater, Children's Hope India, Boston Baroque Orchestra, Mass Cultural Council, Silkroad, Arts Boston, Swanee Hunt Alternatives, ArtWorks SA, and the Acera School. She was the founding Executive Producer/CEO of Actors' Shakespeare Project for 11 years, and then served as Chair of Theater at Boston Conservatory during the merger with Berklee College of Music. Previously, Stackhouse was supervising producer of Inside This Old House for the A&E television network. She served as project manager for cellist Yo-Yo Ma for six years, managing projects and overseeing collaborations with artists such as Mark O'Connor, Bobby McFerrin, Mark Morris, Toni Morrison, Torvill and Dean, Atom Egoyan, and others. Stackhouse was associate producer on eight films, including the Yo-Yo Ma: Inspired by Bach series, which received numerous international awards. She was the first director of education for NPR's From the Top, designing curriculum, training teachers, and creating the Make Your Own Radio program and Cultural Ambassador program, served as a consultant to the Berkshire Institute for Theology and the Arts for over a decade, produced A Taste of Chanukah for PBS, PRI, and Rounder Records, and was an executive producer of the MIT Media Lab's Toy Symphony. She is the immediate past chair and a current board member of MASSCreative, Massachusetts' arts advocacy organization.

Cost: \$2,150.00

Service Category: Board/Governance

Firm: Claire West Consulting/Mollie Quinlan-Hayes

Content Expert: Mollie Quinlan-Hayes

Session Name: Successful Board Recruitment and Retention in Times of Stress

Description: It may seem strange to focus on adding people to our boards when there is so much unknown with our organizations, but boards should be working year-round on building a pool of potential candidates. The profile of the candidate may have changed. Your ideal prospects will be big thinkers to help you get where your plan is going. You may need different subject matter expertise. What is clear is that we still have to get people excited about the prospect of serving, whilst being transparent about the numbers. And, it is almost easier to keep the board engaged at this moment – there is much to do, and very little business-as-usual.

Number of Sessions: 1

Format: 90-minute webinar: slides, joint presentation by Claire and Mollie, Zoom Q&A and chat function. Slides and tools provided for download. Handouts will be a blend of original material and existing relevant texts with credits. Recruitment basics, and new techniques for recruitment in the age of COVID-19, The Right Board at the Right Time – who is the ideal board member to govern and lead with courage? Examples of successful recruitment of stellar board members during the period of the pandemic. The New orientation process – providing the new board members with what they'll need for satisfying service – including the hard new facts. Successfully integrating new voices/perspectives into an existing group of board members. Retention basics, and new techniques for retention in the age of COVID-19. Board diversity as a core value. The board's increased attention to risk assessment and management; strong internal controls; updated policies, applicable laws/regulations, endowment, and up-to-date insurance. Elegantly managing board members who aren't contributing or engaging in this new environment, and those who are feeling like "I didn't sign up for this."

Outcomes: Tools and ideas for fearless recruitment, including communicating the current value of your organization as a community asset. Tools and ideas for updated needs assessment and prospect identification. Case studies in recruitment success in 2020. Methods that assure retention of the finest board members through to the conclusion of their terms. Examples to help organizations practice equity, diversity and inclusion from the inside-out. Identification of areas which are always critical to good governance, and sharply in focus now. Ability to help reassure the board that they have the information they need to make wise decisions.

Expert Bio(s): Mollie Quinlan-Hayes served as the Deputy Director and Accessibility Coordinator for South Arts, one of the six U.S. Regional Arts Organizations, from 2006 through 2020. Prior to that, she worked with the Arizona Commission on the Arts over 14 years, including as community development/touring coordinator, local arts agency director, public information officer, as Deputy Director for seven years, and as Interim Executive Director.

Cost: \$4,500.00

Service Category: Board/Governance

Firm: Claire West Consulting/Mollie Quinlan-Hayes

Content Expert: Mollie Quinlan-Hayes

Session Name: The Role of an Effective Board During Times of Stress

Description: Board members today are being pressed to make more difficult decisions than they're used to. In times of stress – including the current unforeseen and unpredictable environment – it is more critical than ever that the board and executive leadership work collaboratively and transparently. This set of two workshops will provide tools, exercises and examples of healthy approaches to uncertainty and stress. The agenda is packed, with the understanding that adjustments may be made after registration is complete. Participants will come away with practical and impactful outcomes from Session 1, regardless of their participation in Session 2. Session 2 will build on Session 1 with more in-depth exploration, exercises and case studies.

Number of Sessions: 2

Format: Two-part series, up to 60 (tbd in consultation with Mass CC) days apart, each a 90-minute webinar, with optional homework between #1 and 2.

Session #1: Slides, joint presentation by Claire and Mollie, judicious use of Zoom chat/Q&A function for participants, as well as 2-3 “polls” to ascertain participants’ current Board dynamics and urgent concerns along a spectrum. Slides and homework tools provided for download. Handouts and recommended reading will be a blend of original material and existing texts with credits.

Session #2: Slides, joint presentation by Claire and Mollie, focused use of Zoom chat/Q&A functions to share stories and allow for full-group participation

Outcomes: Understanding of the critical role of mission in decision-making. Actionable tools and ideas for use by board leadership and executive leadership to motivate and

guide board members individually, and boards as a whole. Crucial information a board member should expect to receive, to understand, and to act on. Principles of organizational communications strategy. The unique dynamics created by stress within an nonprofit organization’s leadership and basic. Deepened understanding of the roles and options of board and staff in difficult decision-making including conflict management. Deeper exploration of financial and program data and how boards can use it effectively. Multiple methods of approaching scenario planning including financial, programmatic and governance avenues. Exposure to peer experiences.

Expert Bio(s): Mollie Quinlan-Hayes served as the Deputy Director and Accessibility Coordinator for South Arts, one of the six U.S. Regional Arts Organizations, from 2006 through 2020. Prior to that, she worked with the Arizona Commission on the Arts over 14 years, including as community development/touring coordinator, local arts agency director, public information officer, as Deputy Director for seven years, and as Interim Executive Director.

Cost: \$7,500.00

Service Category: Leadership/Management

Firm: MassCreative

Content Expert: Emily Ruddock

Session Name: Federal and State Advocacy 101: Fundamentals

Description: The session will focus on a foundational understanding of Federal and State governments, government agencies that intersect with the arts and cultural community, and the legislative and budgetary process. We will use case studies to illustrate how to successfully engage in the legislative and budgetary process. Participants will receive training in composing testimony in support of legislation and developing talking points to advocate to elected officials. We will also introduce free tools to engage with the legislative process.

Number of Sessions: 1

Format: MASSCreative will provide two one-hour-and-thirty-minute sessions focused on Federal and State Advocacy Basics. These will cover Federal and State lawmaking functions, the legislation and budget development process, advocacy opportunities to lawmakers, developing a public narrative of change and the rules of the road for 501(c)3 and advocacy.

Outcomes: Have a deeper knowledge of Federal and State Governments. Including the roles and responsibilities of State Legislators, Cabinet Secretaries and State Agencies. Be able to articulate the process of a bill becoming a law and where in the process an individual can formally advocate in favor of or in opposition to the bill. Have an advocacy strategy for their members of Congress and State Legislators. Have a stronger understanding of what a 501(c)3 organization can and cannot do when advocating for policy or engaging in elections. Have a strategy to engage their organization's board of directors, audiences and supporters in advocacy efforts.

Expert Bio(s): Emily Ruddock brings 15 years of experience in strategic and management positions for non-profit arts organizations, including working as the first director of the City of Lynn's Downtown Cultural District. Before joining MASSCreative in 2017, Ruddock was the artistic producer at Merrimack Repertory Theatre (MRT), where she managed the day-to-day operations of the Artistic Department, including hiring, resource logistics, and budgeting for theatrical productions. She also developed and supervised MRT's first education department-focused effort, strengthening partnerships with local social service organizations and schools. As director of Lynn's Downtown Cultural District, Ruddock was highly regarded by city officials and local arts leaders for her leadership in coordinating arts and cultural organizations for neighborhood revitalization and economic development. Ruddock worked with elected city and state officials on a range of projects to promote downtown Lynn and the arts community, including drafting legislation establishing the city's first Public Art Commission. She also organized and executed free public events featuring local arts and community groups.

Tri Vi Quach is a 20 plus years community organizer, educator and artist. His work has focused on the empowerment of students to be change agents in their communities. As director of the Coalition for Asian Pacific American Youth, he developed a curriculum that integrated anticolonial history, organizing practices, and using art for activism.

Cost: \$2,500.00

Service Category: Leadership/Management

Firm: MassCreative

Content Expert: Emily Ruddock

Session Name: Federal and State Advocacy 101: Strategy and Organizing

Description: The session will cover how to engage your board, audiences and networks in broader advocacy efforts. We will help participants develop a public narrative which can anchor an organization's advocacy efforts. We will cover a variety of advocacy actions from letter writing campaigns, to meetings with legislators and engaging the media. We will also share examples of advocacy strategies that effectively engage audiences. Finally, we will cover what advocacy 501(c) nonprofit organizations are permitted to do on both legislation and elections. Each session will include time for questions and feedback on specific legislation and advocacy plans. Following the sessions, up to 30 participants will have the option of a 45 minute coaching session with MASSCreative to address specific advocacy plans and strategies.

Number of Sessions: 1

Format: MASSCreative will provide two one-hour-and-thirty-minute sessions focused on Federal and State Advocacy Basics. These will cover Federal and State lawmaking functions, the legislation and budget development process, advocacy opportunities to lawmakers, developing a public narrative of change and the rules of the road for 501(c)3 and advocacy.

Outcomes: Have a deeper knowledge of Federal and State Governments. Including the roles and responsibilities of State Legislators, Cabinet Secretaries and State Agencies. Be able to articulate the process of a bill becoming a law and where in the process an individual can formally advocate in favor of or in opposition to the bill. Have an advocacy strategy for their members of Congress and State Legislators. Have a stronger understanding of what a 501(c)3 organization can and cannot do when advocating for policy or engaging in elections. Have a strategy to engage their organization's board of directors, audiences and supporters in advocacy efforts.

Expert Bio(s): Emily Ruddock brings 15 years of experience in strategic and management positions for non-profit arts organizations, including working as the first director of the City of Lynn's Downtown Cultural District. Before joining MASSCreative in 2017, Ruddock was the artistic producer at Merrimack Repertory Theatre (MRT), where she managed the day-to-day operations of the Artistic Department, including hiring, resource logistics, and budgeting for theatrical productions. She also developed and supervised MRT's first education department-focused effort, strengthening partnerships with local social service organizations and schools. As director of Lynn's Downtown Cultural District, Ruddock was highly regarded by city officials and local arts leaders for her leadership in coordinating arts and cultural organizations for neighborhood revitalization and economic development. Ruddock worked with elected city and state officials on a range of projects to promote downtown Lynn and the arts community, including drafting legislation establishing the city's first Public Art Commission. She also organized and executed free public events featuring local arts and community groups.

Cost: \$2,500.00

Service Category: Board/Governance

Firm: NMBL Strategies

Content Expert: Eric Moraczewski

Session Name: Best Practices of Leadership Transition during COVID-19

Description: NMBL offers a variety of extremely valuable practices, not the least of which is our Interim Leadership practice that assists nonprofits and small businesses during times of leadership transition. During COVID- 19 NMBL has assisted several groups through interim roles to smooth their transition process and as such has gained best practices through hands on experience. NMBL will take this experience and walk nonprofits through the best ways to handle this transition and position themselves for success.

In addition to the services listed above, NMBL will offer a one-hour individual consultation for all Mass Cultural Council nonprofits that are interested in discussing more specific areas of personal concern. Our belief is that between the general sessions and the personalized touch we can create the best possible outcome for the success of the Mass Cultural Council nonprofits.

Number of Sessions: 1 plus coaching

Format: 90 minute webinar

Outcomes: Detailing unique and critical information that will enhance and improve the nonprofits that are watching and engaging with the presentation. These sessions will jointly reference best practices and real-world examples coming from the NMBL Strategies leadership team's deep experience guiding many different nonprofit organizations, as well as our work with nonprofits of all sizes. Prior to developing these presentations NMBL would welcome the chance to review the feedback received by the nonprofits that prompted these webinars and/or supply a survey that can allow the nonprofits to express their particular interests and ensure the presentations deliver on their concerns.

Expert Bio(s): Eric Moraczewski is a pragmatic, data driven CEO/CFO specializing in startups and turnarounds with for profits, nonprofits and public-private partnerships across 20+ countries and four continents. Eric used his background as a global consultant, CEO and CFO to found NMBL Strategies, LLC in 2019 after leading the Gateway Arch Park Foundation (Private Foundation responsible for providing \$250 million of the \$380 million project) through the largest Public-Private Partnership in National Park Service history. NMBL is designed to utilize Eric's passion for startups and turnarounds combined with data analytics, finance and experience working with nonprofits, public- private partnerships and small businesses.

Cost: \$5,000.00

Service Category: Marketing/Development

Firm: NMBL Strategies

Content Expert: Dion Brown

Session Name: Capital Campaigns

Description: NMBL will talk through current capital campaigns being worked on showing the successes and challenges that have arisen at different phases of the campaign during COVID-19. During this session NMBL will pull direct insights received from donors, boards and staff that will allow viewers the ability to apply successful characteristics of capital campaigns going on right now into their own organization. NMBL will walk through the successful campaigns going on during COVID-19 as well as some of the differences to prior times of stress, like the financial crisis in 2008 and 2009, to help groups understand the differing pain points and opportunities that exist.

Number of Sessions: 1 plus coaching

Format: 90 minute webinar

Outcomes: Detailing unique and critical information that will enhance and improve the nonprofits that are watching and engaging with the presentation. These sessions will jointly reference best practices and real-world examples coming from the NMBL Strategies leadership team's deep experience guiding many different nonprofit organizations, as well as our work with nonprofits of all sizes. Prior to developing these presentations NMBL would welcome the chance to review the feedback received by the nonprofits that prompted these webinars and/or supply a survey that can allow the nonprofits to express their particular interests and ensure the presentations deliver on their concerns.

Expert Bio(s): Dion Brown is an accomplished nonprofit leader. With a proven track record on defining visions, leading teams through strategic planning, conducting analysis of operations and building budgets that work. He prides himself on building teams and producing programming that will engage the community. He works with board members and staff to adopt culturally responsive strategies and navigate challenging situations. In February 2018, Brown became the President and Chief Operating Officer of the National Underground Railroad Freedom Center. In the first three months, Brown analyzed and completed the fiscal year operating budget, reducing annual expenses by \$1M. As The spokesperson for the institution Dion engaged the community, current and new donors resulting in higher visibility for the organization. These efforts led to contributions of over \$1M in new donations. Dion built strong collaborative partnerships with several organizations including the YWCA, Jewish Federation, African American Chamber, Cincinnati Police Department and the LGBTQ community among others. These relationships helped to secure over \$1M in new funding.

Cost: \$5,000.00

Service Category: Board/Governance

Firm: Nonprofit Finance Fund

Content Expert: Kristin Giantris

Session Name: Board Governance

Description:

- Knowing the role of the board
- Understanding financial health and performance
- Thinking big picture and identifying strengths, gaps, opportunities, and risks
- Tips for board support during a crisis

Number of Sessions: 1

Format: 90 minute webinar

Outcomes: Nonprofit leaders and board members understand the board's legal and practical role in guiding a nonprofit toward financial strength and mission achievement.

Expert Bio(s): TBD

Cost: \$4,450.00

Service Category: Financial Management

Firm: Nonprofit Finance Fund

Content Expert: Kristin Giantris

Session Name: Budgeting Basics

Description: Reviewing key budget terms, demystify the budgeting process for annual budgets and grants management

Bottom-up budgeting, how to budget for restricted revenue, below-the-line-budgeting, and budget reforecasting

Number of Sessions: 1

Format: 90 minute webinar

Outcomes: Nonprofit leaders understand how to manage expenses alongside revenue realities.

Expert Bio(s): TBD

Cost: \$4,450.00

Service Category: Financial Management

Firm: Nonprofit Finance Fund

Content Expert: Kristin Giantris

Session Name: Cash Flow Planning

Description:

- How to create a cash-flow projection
- Common strategies for managing cash flow
- How to avoid common missteps in cashflow planning
- The differences between cash and accrual accounting and how cashflow management connects to accessing credit

Number of Sessions: 1

Format: 90 minute webinar

Outcomes: Nonprofit leaders understand how cash flows in and out of their organization.

Expert Bio(s): TBD

Cost: \$4,450.00

Service Category: Financial Management

Firm: Nonprofit Finance Fund

Content Expert: Kristin Giantris

Session Name: Reading Financial Statements

Description:

- How to read income statements and balance sheets
- Using financial statements to assess your organization's financial picture

Number of Sessions: 1

Format: 90 minute webinar

Outcomes: Nonprofit leaders understand how to review their organization's financial reports and are aware of their financial picture from an outside perspective.

Expert Bio(s): TBD

Cost: \$4,450.00

Service Category: Financial Management

Firm: Nonprofit Finance Fund

Content Expert: Kristin Giantris

Session Name: Strategic Budgeting and Scenario Planning

Description:

- Tools and methods that help quantify the unknown
- Developing 3, 6, and 9-month budgets
- Identifying key triggers or drivers of change
- Assessing revenue and expense variability
- Planning and preparing for best- and worst-case scenarios

Number of Sessions: 1

Format: 90 minute webinar

Outcomes: Nonprofit leaders learn how to incorporate scenario planning into budgeting, allowing leaders and board members to imagine budget implications for various “what-ifs” and create plans of action.

Expert Bio(s): TBD

Cost: \$4,450.00

Service Category: Financial Management

Firm: Nonprofit Finance Fund

Content Expert: Kristin Giantris

Session Name: Understanding Full Cost

Description:

- Defining the components of full cost
- Language to name and claim the full cost needs of an organization
- How to prioritize full cost needs
- Insight and communication tips for how to ask for full cost needs

Number of Sessions: 1

Format: 90 minute webinar

Outcomes: Nonprofit leaders understand the full cost of operating their organizations and how to communicate them.

Expert Bio(s): TBD

Cost: \$4,450.00

Service Category: Leadership/Management

Firm: Nonprofit Finance Fund

Content Expert: Kristin Giantris

Session Name: Business Model Adaptation

Description:

- Understanding your business model and how programs/activities affect your bottom line
- Orienting toward mission and understand where your business model may be shifting or adapting
- Responding to the current moment and business model adaptation

Number of Sessions: 1

Format: 90 minute webinar

Outcomes: Nonprofit leaders assess and understand how their programs contribute to money and mission objectives.

Expert Bio(s): TBD

Cost: \$4,450.00

Service Category: Leadership/Management

Firm: Nonprofit Finance Fund

Content Expert: Kristin Giantris

Session Name: Managing Risks and Opportunities

Description:

- Identifying the capital structure required to support the financial sustainability of programs and business model
- Options to consider to strengthen capital structure and build a buffer during times of uncertainty and change
- Covering the full cost of an adaptable and thriving organization

Number of Sessions: 1

Format: 90 minute webinar

Outcomes: Nonprofit leaders can assess their organizations' financial risks and better understand the kinds of resources needed to manage them.

Expert Bio(s): TBD

Cost: \$4,450.00

Service Category: Leadership/Management

Firm: Nonprofit Finance Fund

Content Expert: Kristin Giantris

Session Name: Operating in a Flawed System/Managing Uncharted Waters I

Description:

- Reviewing the challenges of nonprofit finance and implications of the “flawed system”
- Introduction to balancing money and mission and building comprehensive financial health amidst significant uncertainty

Number of Sessions: 1

Format: 90 minute webinar

Outcomes: Nonprofit leaders are introduced to core concepts in nonprofit finance and operating in a “flawed system”.

Expert Bio(s): TBD

Cost: \$4,450.00

Service Category: Leadership/Management

Firm: Nonprofit Finance Fund

Content Expert: Kristin Giantris

Session Name: Operating in a Flawed System/Managing Uncharted Waters II

Description:

- Understanding your strengths
- Framework and tools for assessing your organization's position, setting priorities, and communication, preparation, and planning amidst uncertainty

Number of Sessions: 1

Format: 90 minute webinar

Outcomes: Nonprofit leaders take stock of where they are amidst compounding health and economic crises and how to navigate uncertainty.

Expert Bio(s): TBD

Cost: \$4,450.00

Service Category: Leadership/Management

Firm: Nonprofit Finance Fund

Content Expert: Kristin Giantris

Session Name: Partnerships and Collaborations

Description:

- The difference between partnership and collaboration
- Assessing strengths and full costs in partnerships and collaboration
- Developing your value proposition for collaboration
- Financial elements and potential barriers to consider
- Guidance for navigating partnerships (and change)

Number of Sessions: 1

Format: 90 minute webinar

Outcomes: Nonprofit leaders learn how to recognize the conditions for successful collaborations, evaluate alignment, assess prospects, and facilitate productive conversations with potential partners.

Expert Bio(s): TBD

Cost: \$4,450.00

Service Category: Leadership/Management

Firm: Nonprofit Finance Fund

Content Expert: Kristin Giantris

Session Name: Telling Your Financial Story for Different Audiences

Description:

- Prioritizing opportunities and decisions
- Crafting a compelling financial story to a variety of audiences, using budgets, dashboards, financial statements, and other materials
- Knowing your audience – internal versus external
- Engaging the board and other stakeholders during times of crisis

Number of Sessions: 1

Format: 90 minute webinar

Outcomes: Nonprofit leaders know, own, and effectively articulate their organization's financial story to build trust and credibility, contextualize financial reports, connect finances to mission, and advocate for their needs.

Expert Bio(s): TBD

Cost: \$4,450.00

Service Category: Multiple

Firm: Nonprofit Finance Fund

Content Expert: Kristin Giantris

Session Name: Financial Management Coaching Hours

Description: One-on-one financial management coaching and consulting

Number of Sessions: 1 hour one-on-one advising

Format: 1 hour

Outcomes: In a pool of coaching hours, individual orgs can sign up for as many coaching hours as they desire.

Expert Bio(s): TBD

Cost: \$10,000.00

Service Category: Leadership/Management

Firm: Paper Crane Associates

Content Expert: Sara Glatt

Session Name: How to conduct strategic planning during COVID-19

Description: None of our 2020s looked anything like what we expected. Who could have predicted covid, shut downs, the recession, remote working and learning, and overnight changes to our service delivery, demand, and business models? While many organizations are having a natural instinct to abandon planning since their last plans felt irrelevant, this is the worst time to abandon planning. How can you help your board and leadership team take stock of the lessons learned from 2020 and prepare for your next year, even with what feel like so many unknowns? What conversations will be helpful to have now and which will only add to the feelings of stress? How can we use planning to guide our decision-making in times of change and uncertainty?

Once we agree to undertake strategic planning, the next challenge is seeing how the planning process itself is set up. Contrary to popular belief, success of strategic planning isn't determined by which decisions are made or how well the plan is executed but instead by the framing of the planning process itself. It is critical to fully understand and carefully design the strategic planning process in order to ensure effective use of valuable time and resources before making significant investments of either. There are four critical questions to answer before you begin so that you get the most out of your strategic planning process. Even if your organization has conducted strategic plans before, you will want to answer these same questions again as their answers change over time as organizations grow and change. And now with the covid pandemic, how we conduct strategic planning both looks different and produces better, more productive, and more inclusive processes.

Number of Sessions: 1

Format: 90 minute webinar

Outcomes: Understand the goals of strategic planning and the strategic planning process. Explore why abandoning strategic planning is the wrong response to 2020. Understand how scenario planning can help with addressing open questions. Understand how planning can guide decision-making in times of change and uncertainty. Understand why success and failure of a strategic plan is based, not on what is decided in the strategic planning process, but on how the process is set up. Learn the 4 critical questions to answer before you start. Explore how strategic planning during the covid pandemic and the economic recession is both different and better than what we did prior to these dual crises.

Expert Bio(s): Sarah is the Founder of Paper Crane Associates, a woman-owned and Massachusetts-based consulting firm. She has spent more than fifteen years in the nonprofit sector as a consultant and coach helping to support sustainability and change within organizations and in the world. Prior to launching Paper Crane Associates, Sarah was a consultant at TDC for seven and a half years where she was deeply immersed in the leading thinking about financial benchmarks, capitalization, business/funding models in the nonprofit and nonprofit cultural sectors, and the translation of that thinking into practice with client organizations.

Cost: \$2,700.00

Service Category: Leadership/Management

Firm: Penn Creative Strategy

Content Expert: Molly Penn

Session Name: Essential Ingredients and Process of Effective Collaborations and Partnerships

Description: Are you considering whether partnership or collaboration may be a strategy to help you expand your reach or broaden your impact? In this webinar, we will cover various types of collaborations and partnerships, drawing on real world examples, and the considerations associated with each. We will also cover the delicate process around vetting, building trust and conducting negotiations with potential partners.

Number of Sessions: 1 plus coaching

Format: Based on the roster of participating organizations, PCS will design and develop the workshop content and supporting materials for a 90 minute webinar to specifically address the anecdotal or documented needs of the actual participants. We build adult learning principles into every training and are highly adept at modifying trainings to create peer to peer engagement and learning in a virtual setting. We utilize a diverse team to deliver every webinar to reflect the diversity of participants. The webinar will be delivered at a date and time based on the program schedule and provide additional support for webinar participants up to 30 days post-webinar.

Outcomes: Understand the spectrum of collaborations and partnerships with one or more organizations. Have tools to support partnership vetting, landscape positioning, asset inventory, desired outcomes. Understand the process of building trust, negotiating terms, and achieving commitment. Have a list of further reading and resources for reference.

Expert Bio(s): Molly Penn (she/her/hers) brings to her work a passion for the social justice and an entrepreneurial thought process. As a consultant to mission-based organizations for nearly two decades, she has honed her skill in synthesizing complex information and guiding groups through the process of aligning around powerful strategy. Molly works across sectors as diverse as the arts, community development, advocacy, the environment, social justice, and human service. Her foundation and nonprofit clients have included the Ford Foundation, Pinkerton Foundation, National Dance Institute, STEM From Dance, and many other large and small nonprofits and foundations. Molly began her professional life in senior staff roles at Lincoln Center for the Performing Arts as well as small nonprofit arts organizations. She has an MBA in Management from Fordham University, an MA in Arts Management from Columbia University and a BA in Dance from Bard College. She is certified in Lean process management and Hogan personality inventories and is trained as an executive coach. Molly is on the board of the Alliance for Nonprofit Management and serves on the Nonprofit Excellence Awards selection committee for Nonprofit New York.

Cost: \$3,500.00

Service Category: Leadership/Management

Firm: Penn Creative Strategy

Content Expert: Molly Penn

Session Name: Effectively Motivating Remote Teams

Description: Have you suddenly found yourself managing teams of staff members working remotely, or in a blended environment with some on-site and others remote? Are some staff carrying too much of the load while others are not working hard enough? In this workshop we will cover key methods for supervising remote or blended teams. We will cover a method commonly used by major tech corporations such as Google as well as national nonprofit organizations: Objectives and Key Results. We will also cover how to shift performance management systems to complement the OKR approach to supervision and how to engage and build strong teams in a remote environment.

Number of Sessions: 1 plus coaching

Format: Based on the roster of participating organizations, PCS will design and develop the workshop content and supporting materials for a 90 minute webinar to specifically address the anecdotal or documented needs of the actual participants. We build adult learning principles into every training and are highly adept at modifying trainings to create peer to peer engagement and learning in a virtual setting. We utilize a diverse team to deliver every webinar to reflect the diversity of participants. The webinar will be delivered at a date and time based on the program schedule and provide additional support for webinar participants up to 30 days post-webinar.

Outcomes: Have tools and techniques for managing remote teams. Understand the philosophical differences between remote management and in-person management. Have ideas for building connective tissue within their team. Be able to assess the current culture and build a plan to move to an improved culture. Have a list of further reading and resources for reference.

Expert Bio(s): Molly Penn (she/her/hers) brings to her work a passion for the social justice and an entrepreneurial thought process. As a consultant to mission-based organizations for nearly two decades, she has honed her skill in synthesizing complex information and guiding groups through the process of aligning around powerful strategy. Molly works across sectors as diverse as the arts, community development, advocacy, the environment, social justice, and human service. Her foundation and nonprofit clients have included the Ford Foundation, Pinkerton Foundation, National Dance Institute, STEM From Dance, and many other large and small nonprofits and foundations. Molly began her professional life in senior staff roles at Lincoln Center for the Performing Arts as well as small nonprofit arts organizations. She has an MBA in Management from Fordham University, an MA in Arts Management from Columbia University and a BA in Dance from Bard College. She is certified in Lean process management and Hogan personality inventories and is trained as an executive coach. Molly is on the board of the Alliance for Nonprofit Management and serves on the Nonprofit Excellence Awards selection committee for Nonprofit New York.

Cost: \$5,000.00

Service Category: Financial Management

Firm: SectorWind

Content Expert: Sandi McKinley

Session Name: Financial Health Resilience post-COVID: Revisiting your organization's lifecycle to inform planning

Description: Like living organisms, organizations cycle through stages – from that of conception, growth, maturity, and decline. But unlike organic organisms those stages are not always linear or determined. As difficult as the pandemic has been on the arts and cultural sector, many organizations have found ways to reinvent themselves and find operating and financial success while bringing joy, delight, and comfort during quarantine and lockdown. While this is not something that has been attained by the majority of organizations, this isn't surprising that it has been accomplished by some – especially in our creative community - because regeneration happens when organizations are faced with a crisis from which they can't escape and the recognition that the methods used in the past will no longer support the organization in the current environment. This webinar encourages regeneration by using lifecycles as a diagnostic frame to begin a strategic financial planning progress. By viewing the performance, strengths and characteristics of organizations through a lens of lifecycle characteristics, leaders and board can quickly assess their own programmatic, staffing, governance, social capital, and financial profile to see if they are aligned with its current operating model and, if not, begin to plan for realignment to meet the needs of the community moving forward. Case studies will be used to provide real-life examples of organizations that adapted their operating model pivot both their programs and business model, and finally, participants will be shown how to use a diagnostic tool to assess where their own organization.

Number of Sessions: 1

Format: 90 minute webinar

Outcomes: Identify which areas/capacities/needs have changed and implications on Programs, People, Social/Network/Operations and Finance. Identify where their organization is in the post-COVID 'life-stage'. Prioritize and focus on areas that will build financial health and strategic resilience.

Expert Bio(s): Sandi McKinley has more than 25 years of experience serving the nonprofit sector. In 2020, she founded SectorWind, a consulting firm that works with leaders and philanthropies to build financial strength and strategic resilience within nonprofit organizations. Prior to SectorWind, Sandi was Vice President, Advisory Services at Nonprofit Finance Fund where she was on staff for nearly 14 years. As a member of the Advisory Services Leadership team and serving as chief of practice, she was responsible for leading and managing the national consulting team and overseeing the services that were provided to nonprofits and funders. Throughout her tenure at NFF, she sought to ensure that NFF's services reflected the needs of community-based organizations and counts among her many accomplishments the redesign of NFF's consulting methodology, implementation of a data and knowledge function, integration of a regional structure to a national consulting practice and the ongoing evolution of the suite of services that NFF provides.

Cost: \$3,000.00

To: Mass Cultural Council Board
Fr: David Slatery
Date: November 23, 2020
Re: Memorandum of Agreement reflecting Funding and Operating Practice with Mass Humanities

As the Council is aware, Mass Cultural Council has a longstanding, ongoing relationship with Mass Humanities. Mass Humanities is a 501c3 organization and is the state recipient of National Endowment for the Humanities funds, while Mass Cultural Council is the legal state agency recipient of National Endowment for the Arts funds. As Mass Cultural Council also contains "Humanities" as part of its statutory mission, there is an overlap in our missions, and the entities have worked in concert with each other over the years. While this constitutes a very important and significant relationship (Mass Humanities is our largest grantee, having received over \$679,000 in FY20), the relationship mainly exists pursuant to unwritten norms and practices established over the years.

Last year, Mass Humanities Executive Director Brian Boyles reached out to me (I have been the Mass Cultural Council liaison to the Mass Humanities Board since Greg Liakos left) to see if we could more formally reflect the relationship between our organizations. I have attempted to do this in the memorandum of agreement (MOA) draft included with the meeting materials.

The essentials of the arrangement are as follows:

1. Each year, Mass Cultural Council provides a grant to Mass Humanities calculated as a set percentage of our line item (net of earmarks) in the state budget. That percentage is 3.7743%. You may ask: Why such an oddly specific percentage? The reason is that this happened to the percentage that Mass Humanities' grant bore to the Mass Cultural Council line in the fiscal year when this agreement was originally reached.
2. Mass Humanities will support Mass Cultural Council's state budget advocacy and not seek additional funding from the state.
3. If Mass Cultural Council has additional unencumbered funds at the end of any fiscal year, it will prepay them to Mass Humanities against the next year's grant.

4. Mass Cultural Council will provide a Board liaison to attend Mass Humanities meetings. The Executive Director of Mass Humanities will be invited to all full Mass Cultural Council meetings.
5. The two organizations will meet frequently and cooperate on programs, advocacy, and any other items of mutual interest.

This is how the two organizations have behaved in my 8 years at the Council and, as I understand it, for many years prior to that. The enclosed MOA attempts to simply reflect existing practices and not change anything. It provides that if either party disagrees with any aspect of this arrangement, they are free to request a change or leave the arrangement.

Brian has indicated to me that Mass Humanities' Executive Committee has approved the draft MOA and so we are bringing it forward today for endorsement by the Council.

DRAFT

MEMORANDUM OF AGREEMENT
REGARDING
THE OPERATING AND FUNDING RELATIONSHIP
BETWEEN
MASS CULTURAL COUNCIL AND MASS HUMANITIES

RECITALS

- A. MASSACHUSETTS CULTURAL COUNCIL, known as “Mass Cultural Council,” is an independent Massachusetts state agency existing under Massachusetts General Laws Chapter 10, Sections 52-58A and its mission thereunder is to “promote excellence, access, education, and diversity in the arts, humanities, and interpretive sciences in order to improve the quality of life for all Massachusetts residents and to contribute to the economic vitality of its communities” and is designated as the state recipient of funds distributed to the states by the National Endowment for the Arts.
- B. MASSACHUSETTS FOUNDATION FOR THE HUMANITIES & PUBLIC POLICY, INC., known as “Mass Humanities,” is a Massachusetts nonprofit corporation whose mission is to “lead and support programs using history, literature and other humanities disciplines to improve civic life in Massachusetts” and is designated as the state recipient of funds distributed to the states by the National Endowment for the Humanities.
- C. Mass Cultural Council and Mass Humanities in acknowledgment of a partial overlap of their respective mission to support the humanities in Massachusetts have over the past several years agreed to coordinate their approach to advocacy for public funding from the Commonwealth of Massachusetts’ annual state budget to support of each party’s respective missions.
- D. Such coordination has consisted of Mass Humanities agreeing not to seek a direct appropriation from the Massachusetts state budget but to support Mass Cultural Council’s annual request for an appropriation and Mass Cultural Council’s commitment to provide a grant equal to a set percentage of Mass Cultural Council’s annual state appropriation (net of earmarks) to Mass Humanities each fiscal year.
- E. In addition, the parties have coordinated in advocacy and communications. A designee of Mass Cultural Council’s executive director serves a liaison to Mass Humanities’ board and the Mass Humanities executive director has a standing invitation to all of Mass Cultural Council’s council meetings.

- F. Now each of Mass Cultural Council and Mass Humanities desire to formalize the parties' longstanding operating and funding practices in writing.

MASS CULTURAL COUNCIL and MASS HUMANITIES agree to follow the practices outlined below

1. **Annual Grant.** Mass Cultural Council staff shall each year submit to its governing Council as part of its submission of a fiscal year spending plan for approval, a request to fund Mass Humanities with an annual grant equal to 3.77443% of Mass Cultural Council's appropriation in the official enacted annual state budget for such fiscal year as enacted as set forth in Line 0640-0300 net of any earmarks. In the event of any subsequent reduction or increase in such appropriation during the fiscal year, the amount of such grant shall be reduced or increased proportionately. Such grant, once approved, shall be made pursuant to a Massachusetts Standard Form Contract and shall contain typical annual report, credit and publicity requirements.
2. **Prepayments.** In the event, that at the end of any fiscal year, Mass Cultural Council determines that it has available unencumbered funds, it may prepay a portion of the anticipated amount of the following fiscal year grant to Mass Humanities with such funds. Mass Humanities shall be free to use any such prepaid funds for operations and grants in such following fiscal year. In the event that any such prepayment shall be larger than the grant for such following fiscal year (as determined under the formula referred to in paragraph 1 above), any excess amount of such prepayment shall be applied to the next succeeding fiscal year's grant.
3. **Advocacy.** Mass Humanities will support Mass Cultural Council's annual request to Massachusetts Governor and General Court for funding in the annual state budget and, as applicable, supplemental budgets, and coordinate its advocacy efforts with respect to such request. Mass Humanities will not seek separate funding through the state budget or supplemental budgets.
4. **Board and Council Meetings.** Mass Humanities will invite the Mass Cultural Executive Director, or designee thereof, to serve as a liaison to the Mass Humanities Board and such liaison will attend all of Mass Humanities Board meetings and make a report to said board regarding Mass Cultural Council activities. Mass Cultural Council will invite the Mass Humanities Executive Director, or designee thereof, to attend all full Council meetings and make a report to said board regarding Mass Humanities activities.
5. **Coordination.** The respective chairs, executive directors and staff of Mass Cultural Council and Mass Humanities shall meet and communicate periodically in order to better inform each party's as the other's policies and programs. The parties shall seek to cooperate and coordinate communications to the public, Massachusetts state government, the federal government and the funding community generally on issues of advocacy and joint concern.

This document is intended to reflect in writing the current operating and funding relationship between Mass Cultural Council and Mass Humanities and the current statement of an intention to continue to do so. Should either party wish to modify any of the practices reflected, such party will contact the other party and commence a discussion regarding the same. Either party shall be free to leave this arrangement should the parties fail to agree on any key points of the relationship.

Each party shall present this document for endorsement to its Board or Council as appropriate at the next occurring meeting of said body

MASS HUMANITIES

MASS CULTURAL COUNCIL

By: _____
Executive Director

By: _____
Executive Director

Signed this ____ day of _____, 202__