



# Memorandum

**TO:** ARTS COMMISSION

**FROM:** Kerry Adams Hapner

**SUBJECT: PROPOSED FY 2024-25  
AWARDS FOR  
OPERATING GRANTS**

**DATE:** May 10, 2024

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Approved

Date 5/13/24

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## **RECOMMENDATION**

That the Arts Commission recommend to the City Council to approve the proposed thirty-three (33) FY 2024-25 Operating Grant awards specified in Attachment A and subject to the availability of funds appropriated in the City's FY 2024-25 Operating Budget.

## **BACKGROUND**

Funded from projected and collected Transient Occupancy Tax receipts and proposed General Funds to stabilize arts and cultural grants in FY 2024-25, Operating Grants (OpG) provide unrestricted financial support for selected San Jose arts organizations at various stages of development.

The OpG program is intended to support the following goals:

- A sustainable community of stable, debt-free arts organizations that are responsibly governed, well managed and adequately housed;
- Provide a large and diverse number of opportunities for residents and visitors to enjoy exhibits, performances, and other arts activities, employing professionals to achieve high standards of artistic quality;
- Enriched arts and cultural literacy among residents of all ages through arts education and outreach and opportunities for personal artistic expression and participation; and
- Broad-based, community-wide participation in the arts resulting from a diversity of programming with accessibility to all people, regardless of income, background, and abilities.

Qualified OpG applicants have the opportunity to submit applications in two-year cycles, also known as “two-year applications” provided that they meet certain financial criteria. This opportunity rotates on alternate years based on budget size; qualified organizations with budgets \$750,000 and below are eligible to submit two-year applications, and in the next year, organizations with budgets higher than \$750,000 are eligible.

OpG funding levels are designed to result in a generally decreasing proportion of City support as organizations’ budgets grow. In all cases, OpG support represents a small fraction (typically around 4 to 15 percent) of a grantee’s finances, with the fraction proportionally decreasing as the organization’s overall budget increases along with its capacity to raise funds from outside sources.

## **ANALYSIS**

The Office of Cultural Affairs (OCA) received 20 applications for the FY 2024-25 OpG program, of which 18 were eligible for panel review. The recommended amount for granting in the OpG program is \$3,161,517.

### **Grant Review Panel and Evaluation Criteria**

The grant review panel was comprised of the following experienced arts management and nonprofit professionals and a representative of the Arts Commission:

- Lorraine Cawili-Thy, *Program & Operations Officer – Grants for the Arts, SF*
- Smita Garg, *Arts Commissioner – San José Arts Commission*
- Michael Miller, *Community Member – Hunger at Home*
- Ben Miyaji, *Public Art Commissioner – City of Palo Alto Public Art Commission*
- Tiffany Wood, *Senior Program Officer – Pacific Foundation Services*

The qualifications for each review panelist are described in Attachment B.

The Grant Review Panel (“Panel”) met on March 28, 2024, to complete its evaluation of the OpG applications. The Panel’s task was to evaluate whether an organization’s application merit funding based on the four criteria contained in the OpG guidelines:

- **Artistic Program (30%)**
- **Operational Effectiveness (30%)**
- **Community Impact (30%)**
- **Economic Impact (10%)**

Key elements of the above evaluation criteria are outlined in the 2024-25 OpG guidelines.

## **Grant Reference Amount (GRA) & Inverse Proportionality**

In the OpG Program, an organization does not request a specific grant amount in its grant application. Instead, once the amount of funds available for granting is known, a preliminary grant amount is administratively generated based on an organization's cash operating expenses averaged over the past three fiscal years.

Typically ranging from about four to fifteen percent of an organization's cash expenses (averaged over three completed fiscal years), this preliminary grant amount, called the "Grant Reference Amount" (GRA), is inversely proportional to an organization's budget. For example, an organization with a larger budget will have a GRA that is a lower percentage of its budget, while an organization with a smaller budget will have a GRA that is a higher percentage of its budget. This inverse relationship is in recognition of the fact that larger organizations have greater institutional capacity to fundraise compared to smaller organizations. Although a smaller percentage of their budget, the actual grant size of larger organizations turns out to be a significant amount of money because of their larger budget size.

After the panel evaluates each application, the organizations are grouped into similar scoring clusters and then are considered for a funding recommendation, which comes in the form of a percentage adjustment to their preliminary GRA – either 100% of their GRA, a greater-than-100% of their GRA or a less-than-100% of their GRA.

## **Grant Panel Recommendations**

The scores of the applications ranged from 93.1 to 78.1 out of a maximum total of 100. Based on the distribution of these scores, the panel recommended percentage adjustments to the GRA ranging from 112% to 90%. In its review, the panel found that all 18 eligible applicants merited funding.

## **Two-Year Grantees**

Additionally, 15 FY 2023-24 OpG grantees who met the two-year eligibility to roll over their grant reference amount percentage from the previous grant cycle are also included on the proposed list of FY 2024-25 Operating Grant Awards. With the panel recommended 18 applications, combined with the 15 two-year grantees, the total number of proposed Operating Grant awards for FY 2024-25 is 33. The recommendations are contained in Attachment A of this memo.

At their March 18, 2024, meeting, the Arts Commission recommended that 76.50% of the available funds in the Cultural Funding Portfolio be allocated to the OpG Program. This recommendation results in \$3,161,517 being proposed for OpG grant awards. The recommendations are contained in Attachment A of this memo.

Of the total 33 organizations recommended for proposed OpG grant awards, 60% are BIPOC (Black Indigenous People of Color) serving organizations, 42% are BIPOC-led organizations, and 42% are both BIPOC-led and BIPOC serving organizations.

ARTS COMMISSION

May 20, 2024

**Subject: Proposed FY 2024-25 Operating Grant Awards**

## **PUBLIC OUTREACH**

The Executive Committee reviewed these recommendations at a publicly noticed meeting on May 6, 2024. Notices of granting opportunities were distributed to the OCA's e-mail contacts lists, posted on the OCA website, uploaded on the City of San José WebGrants platform, advertisement placed in a Spanish language newspaper, and shared via social media.

/s/

KERRY ADAMS HAPNER

Director of Cultural Affairs

### Attachments:

- A. List of proposed FY 2024-25 panel recommendations for Operating Grants including 2-Year OpG Grantees
- B. FY 2024-25 Operating Grant Panel Qualifications

**ATTACHMENT A: FY 2024-25 Operating Grant Recommendations**

<b>Applicant</b>	<b>Application Score</b>	<b>Percentage of Reference Grant Amount Recommended</b>	<b>FY2024-25 Grant Amount Recommended</b>
San Jose Taiko	93	105%	\$77,750
Mosaic America	91	103%	\$57,626
Abhinaya Dance Company of San Jose	90	103%	\$35,421
Teatro Vision	90	103%	\$48,162
Local Color	89	102%	\$68,970
San Jose Chamber Orchestra	88	102%	\$50,448
Silicon Valley Shakespeare	88	102%	\$39,135
San Jose Stage Company	87	100%	\$90,787
Vivace Youth Chorus	87	100%	\$35,377
sjDANCEco	86	100%	\$26,113
Cashion Cultural Legacy	86	100%	\$37,182
Silicon Valley African Film Festival	85	100%	\$25,580
Aimusic	84	97%	\$63,012
Bay Area Glass Institute	84	97%	\$78,081
Kaisahan of San Jose Dance Company	84	97%	\$19,675
San Jose Multicultural Artists Guild	82	95%	\$28,710
Chinese Performing Arts of America	80	95%	\$45,442
San Jose Symphonic Choir	78	90%	\$15,560
<b>TOTAL FY 2024-25 OpG Applicants:</b>			<b>\$843,031</b>

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2-Year Grantees	Percentage of Reference Grant Amount Recommended	FY2024-25 Grant Amount Recommended
School of Arts and Culture @ MHP	112%	\$218,966
Movimiento de Arte y Cultura Latino Americana (MACLA)	105%	\$101,194
San Jose Museum of Art	105%	\$242,267
San Jose Jazz	105%	\$182,895
Opera San Jose	105%	\$223,959
City Lights Theater Company	102%	\$109,565
Children’s Discovery Museum	102%	\$161,570
Children’s Musical Theater	102%	\$208,018
New Ballet	102%	\$125,815
Cinequest Film Festival	102%	\$124,279
Symphony San Jose	97%	\$184,381
Starting Arts	97%	\$154,062
San Jose Institute of Contemporary Art	97%	\$107,947
San Jose Museum of Quilts & Textiles	97%	\$78,255
San Jose Youth Symphony	90%	\$95,313
<b>TOTAL 2-YEAR GRANTEES:</b>		<b>\$2,318,486</b>
<b>TOTAL FY 2024-25 OPG GRANTS PROPOSED:</b>		<b>\$3,161,517</b>

**ATTACHMENT B: FY 2024-25 Operating Grants  
Grant Review Panel Qualifications**

**Lorraine Cawili-Thy**

*Program & Operations Officer – Grants for the Arts SF*

Born in The Philippines and raised in the SF Bay Area, Ms. Cawili-Thy brings 10 years of experience in the nonprofit and philanthropic sectors. She has worn many "hats" across these sectors as a grant writer, development and program manager, volunteer, and board member. Lorraine's unique experience as a grantee and grantor shapes her work and values in centering equity in grantmaking. Currently, she is serving as the Program and Operations Officer at Grants for the Arts in San Francisco.

**Smita Garg**

*Commissioner – San José Arts Commission*

Ms. Garg is a Bay Area artist and arts educator with over 20 years of teaching experience. Having received a Doctorate in Art Education from UIUC, she loves to create youth-centric programs based firmly in both research and extensive classroom teaching experience. Her work with children covers academic creative/expressive as well as therapeutic aspects of art making.

Smita draws her influences from various subject areas, cultures, and art forms in her curriculum development and lesson planning. Her work has been published and presented at national and international conferences. Her engagement with local community and educational foundations is extensive. She currently is on the City of San José Arts Commission representing District 1 where she has held the position of Chair and has served on the Executive and Public Art Committees.

**Michael Miller**

*Community Member – Board Treasurer, Hunger at Home*

Mr. Miller's career includes more than 20 years in nonprofit leadership on both coasts and serving as general manager and producer for events internationally. He has led two San José nonprofit arts organizations — Children's Musical Theater and San José Jazz — through successful turnarounds. A longtime Silicon Valley resident, Michael works as a theatrical consultant, serves on several boards and collaborates on a variety of projects with his wife, Mary Curtis. He received his Bachelor of Arts degree in Business Administration from the University of Kentucky and is a graduate of Stanford University's Nonprofit Leadership program.

**Ben Miyaji**

*Public Art Commissioner – City of Palo Alto Public Art Commission*

Mr. Miyaji is an ardent supporter and patron of the arts and is very excited for this opportunity to serve on the Operating Grants panel for the City of San Jose. Ben is currently serving on the Palo Alto Public Art Commission and has served on that commission for 11 years. He is also a Lead Advisor for Arts Contra Costa County (ArtsCCC), the new county arts council for Contra Costa County. Ben also served on the San José Arts Commission from 1992 to 2014 and was chair for three consecutive years. He has served on many grant panels on the local, county and state levels.

**Tiffany Wood**

*Senior Program Officer – Pacific Foundation Services*

Ms. Wood is a Senior Program Officer at Pacific Foundation Services where she provides private foundations with dedicated support to streamline operations, promote equitable grantmaking, and maximize impact. With over 15 years of experience in philanthropy, she has a deep understanding of effective grantmaking practices and a passion for advancing diversity, equity, and inclusion in the field. Additionally, Tiffany has six years of experience in education policy research, providing her with valuable insights into the challenges and opportunities within the education sector.

Beyond her professional endeavors, Tiffany is an active volunteer, previously serving as an Advisory Board Member for the Oakland Public Education Fund and fostering a love for reading and learning among incarcerated individuals through supporting the Prisoners Literature Project, among other volunteer activities. She earned a Master’s Degree in International Comparative Education from Stanford University and a Bachelor’s degree in Chemistry and International Studies from Emory University. She also holds a Diversity and Inclusion Certificate from Cornell University.