



Memorandum

TO: EXECUTIVE COMMITTEE

FROM: Kerry Adams Hapner

**SUBJECT: PROPOSED FY 2018-2019
GRANT AWARDS FOR
OPERATING GRANTS**

DATE: May 2, 2018

RECOMMENDATION

Recommend that the Arts Commission recommend that City Council approve proposed FY 2018-2019 Operating Grant awards as specified in Attachment A and subject to the availability of funds appropriated in the City's FY 2018-2019 Operating Budget.

BACKGROUND

Funded from projected Transient Occupancy Tax receipts, Operating Grants (OpG) provide unrestricted financial support for selected San Jose arts organizations at various stages of development.

Operating Grants are intended to support the following goals:

- A sustainable community of stable, debt-free arts organizations that are responsibly governed, well managed and adequately housed; and 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;
- 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; in one year, qualified organizations with budgets \$750,000 and higher are eligible to submit two year applications, and in the next year, organizations with budgets under \$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 14 applications for panel review in the OpG program. Applications were received primarily from larger budget organizations that were eligible this cycle for two-year grant status, provided they met other eligibility criteria. In addition, the applications from 15 organizations that were awarded an OpG grant in 2017-2018 and whose applications qualified for two-year status last year are also included in the FY2018-19 funding recommendations. The grant awards recommendations for organizations that are in the second year of a two-year cycle are based on the percentage adjustments recommended by the 2017-2018 Grant Review Panel.

The recommended amount available for granting in the OpG program is \$3,132,897. This amount represents a 4% increase over last fiscal year.

Grant Review Panel and Evaluation Criteria

The Review Panel was comprised of the following experienced arts management professionals and two Arts Commissioners:

- **Katherine Akos**, *Independent Arts Consultant*
- **Albert Le**, *San Jose Arts Commission*
- **Kyle Marinshaw**, *Program Officer, Koret Foundation*
- **Charlie McCollum**, *San Jose Arts Commission*
- **Jessica Mele**, *Program Officer, Hewlett Foundation*
- **Vanessa Whang**, *Independent Arts Consultant*

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

The Grant Review Panel (“Panel”) met on March 15, 2018 to complete its evaluation of the OpG applications. The Panel’s task was to evaluate whether an organization merits funding

based on the four criteria contained in the OpG guidelines:

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

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

Grant Reference Amount (GRA)

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, 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.

Grant Panel Recommendations

The scores ranged from 93.7 to 72.5, out of a maximum total of 100.0. Based on the distribution of these scores, the Panel recommended percentage adjustments to the GRA ranging from 120% to 85%. In its review, the panel found that all applicants merited funding.

Appeals

All applicants were notified of the results of the panel recommendations. There were no appeals filed to the Operating Grant Review Panel's recommendations.

EXECUTIVE COMMITTEE

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Page 4 of 4

PUBLIC OUTREACH

Notices of grant funding opportunities were distributed to the OCA's e-mail contacts lists, posted on the OCA website, and published multi-lingually in local newspapers prior to the grant application deadlines.



KERRY ADAMS HAPNER
Director of Cultural Affairs

Attachments:

- A. List of proposed 2018-2019 grant awards for Operating Grants
- B. Operating Grant Panelist Bios

Attachment A:
FY2018-19 Operating Grant Recommendations

Applicant (Alphabetical Order)	Application Score		Percentage of Reference Grant Amount Recommended	FY2018-19 Grant Amount Recommended
Children's Discovery Museum of San Jose	92.7		117%	\$237,277
Children's Musical Theater San Jose	87.1		108%	\$214,031
Cinequest Film Festival	85.8		108%	\$150,072
MACLA/Movimiento de Arte y Cultura Latino Americana	92.2		117%	\$108,165
Opera San Jose	85.2		108%	\$260,949
San Jose Jazz	90.6		113%	\$197,281
San Jose Museum of Art	93.7		120%	\$289,877
San Jose Museum of Quilts & Textiles	81.1		105%	\$86,737
San Jose Stage Company	78.0		100%	\$103,981
San Jose Youth Symphony	82.9		105%	\$112,617
School of Arts and Culture at MHP	90.6		113%	\$181,293
sjDANCEco	73.5		90%	\$23,057
Starting Arts	72.5		85%	\$111,520
Symphony Silicon Valley	76.1		100%	\$236,286
Abhinaya Dance Company of San Jose	2nd Year	**	105%	\$42,798
Aimusic School	2nd Year	**	110%	\$54,335
Bay Area Glass Institute	2nd Year	**	105%	\$85,711
Chinese Performing Arts of America	2nd Year	**	105%	\$80,129
City Lights Theater Company of San Jose	2nd Year	**	105%	\$90,930
Kaisahan of San Jose Dance Company	2nd Year	**	105%	\$33,423
San Jose Chamber Orchestra	2nd Year	**	105%	\$55,113
San Jose Institute of Contemporary Art	2nd Year	**	120%	\$96,148
San Jose Multicultural Artists Guild	2nd Year	**	80%	\$18,793
San Jose Symphonic Choir	2nd Year	**	95%	\$24,694
San Jose Taiko	2nd Year	**	105%	\$72,471
Silicon Valley Shakespeare	2nd Year	**	105%	\$30,638
Steinway Society - The Bay Area	2nd Year	**	95%	\$19,231
The Tabard Theatre Company	2nd Year	**	105%	\$78,133
Vivace Youth Chorus	2nd Year	**	100%	\$37,207
TOTAL GRANTS PROPOSED:				\$3,132,897
** 2nd year of two-year application; percentage of reference grant amount carried over from previous year.				

Operating Grant Panelist Bios

Katherine Akos*Independent Arts Consultant,*

Ms. Akos has served nonprofit organizations as a senior executive and consultant for over 25 years. Founder of Katherine Akos Consulting, Ms. Akos provides interim leadership to arts, cultural, educational and civic organizations, and also serves as fundraising counsel. She has held interim Executive Director positions with such organizations as ODC Dance, The Philadelphia Orchestra, Pacific Symphony, Marin Symphony, Oregon Symphony, California Shakespeare Theater, Monterey Jazz Festival, Smuin Ballet, and Chabot Space & Science Center, and has consulted for Carmel Bach Festival, Music Team San Francisco, Stockton Symphony and Santa Cruz Symphony, and the Computer History Museum, among others. Ms. Akos previously served as President and CEO of the Fort Worth Symphony; VP of Advancement for the San Francisco Conservatory of Music, where she achieved double-digit percentage increases in contributed revenue for five consecutive years and successfully led its \$85 million capital campaign; VP of Advancement for the Graduate Theological Union; Artistic Administrator of the San Francisco Symphony; and Orchestra Manager of the Detroit Symphony. Ms. Akos received a BA in Music magna cum laude from Amherst College and is an accomplished violinist.

Albert Le*Arts Commissioner, San Jose Arts Commission*

Mr. Le currently serves on the Arts Commission, appointed for District 5. As a native of San Jose, he is active in the local arts scene as Founder and Executive Director for the Far East Dragon Lion Dance Association and a supporter of the local urban arts scene. He is also active in civic engagement and in spaces empowering communities of color. Mr. Le graduated with a BA in Political Science from San Jose State University and a doctorate in dentistry from the University of Southern California. He currently works at PG&E in their Public Affairs Department.

Kyle Marinshaw*Program Officer, Koret Foundation*

Mr. Marinshaw joined the Koret Foundation in 2015 as a program officer. In this role, he manages a diverse portfolio of general community grants, with a particular focus on higher education and the arts. In 2016 Mr. Marinshaw helped launch a new \$50 million Higher Education Initiative and in 2017, a \$10 million Arts and Culture Initiative. Prior to joining Koret, Mr. Marinshaw worked at WolfBrown, an arts and cultural management consultancy firm, where he led a range of projects, including program evaluation, strategic planning, market research, and capacity building initiatives. His diverse roster of clients included the Performing Arts Program of the Hewlett Foundation, the National Endowment for the Arts, Arts Midwest, and Chorus America. Previously, he worked for Arlington Cultural Affairs in Arlington County, Virginia, where he supported a wide range of cultural organizations. Since 2016, Mr. Marinshaw has served on the Steering Committee of the Arts Loan Fund, a program managed by Northern California Grantmakers. He holds an MA in arts management from American University in Washington, DC, and earned his BFA in Dance at the University of Arizona.

Operating Grant Panelist Bios

Charlie McCollum*Arts Commissioner, San Jose Arts Commission*

Mr. McCollum is a member of the San Jose Arts Commission, appointed for District 2. He is active in several local organizations and supports a wide range of local arts groups. After graduating from Boston University with a degree in television and film and a minor in government and politics, Mr. McCollum spent nearly 45 years as a journalist, working at papers and magazines in Washington, D.C., Boston and Hartford, CT. He joined the staff of the San Jose Mercury News in 1984 and worked as both an editor and a writer with the paper until his retirement in 2013. During his final 10 years at the Mercury, he was an arts and entertainment editor and writer, reporting extensively on television, theater, film, the visual arts and the San Jose arts scene.

Jessica Mele*Program Officer, Performing Arts, Hewlett Foundation*

Ms. Mele is a Program Officer in Performing Arts at the William and Flora Hewlett Foundation. She manages a diverse portfolio of grants, with a particular focus on arts education advocacy and policy. Previously, Ms. Mele was executive director at Performing Arts Workshop, an arts education organization in San Francisco. During that time, she was also an active arts education advocate, serving on the executive committee of the Arts Provider's Alliance of San Francisco, the steering committee of the Alameda Alliance for Arts Learning Leadership, and the national advisory council of Teaching Artist's Guild. Earlier in her career, Jessica managed the research projects of Marshall Ganz at Harvard's Kennedy School of Government, and served as an organizer for the Harvard Union of Clerical and Technical Workers. Ms. Mele holds a bachelor's degree in anthropology and French studies from Smith College and a master's degree in education policy and management from the Harvard Graduate School of Education. In her spare time, she writes, directs and produces sketch comedy as part of Chardonnay, one of two in-house sketch groups at San Francisco's Pianofight Theater Company.

Operating Grant Panelist Bios

Vanessa Whang*Independent Arts Consultant,*

Ms. Whang is a thought partner to funders and organizations engaged with culture, arts, and their role in social change. Her inquiries grapple with how to achieve social justice in a diverse nation built on the legacies of codified inequality and how a deeper understanding of culture can be a key to finding a path forward. Previously, she served as Director of Programs for California Humanities, responsible for the strategic design, development, and evaluation of programs. In New York, Ms. Whang consulted on cultural equity, changing demographics, and program design and evaluation for the Ford Foundation, Leveraging Investments in Creativity, Rockefeller Philanthropy Advisors, Doris Duke Charitable Foundation, and others. In Washington, DC, she served as Director of Multidisciplinary Arts and Presenting at the National Endowment for the Arts. In the Bay Area, Ms. Whang led an arts learning initiative for the East Bay Community Foundation, and worked as a cultural activist, performing arts presenter, and recording musician. She is immediate past president of the East Bay Center for the Performing Arts (Richmond, CA) and board treasurer of The Whitman Institute, a trust-based funder for social good (SF). Ms. Whang has served as Director of Programs for Cal Humanities, California's state humanities council; the Director of Multidisciplinary Arts and Presenting at the National Endowment for the Arts (DC); and as a New York-based consultant to the Ford Foundation, Rockefeller Philanthropy Advisors, and the Doris Duke Charitable Foundation, among others. Earlier in her career, she worked as a community cultural activist and performing arts presenter, a recording and touring musician, and an inept waitress (though she still enjoys serving food to friends and family).

