



Memorandum

TO: EXECUTIVE COMMITTEE

FROM: Kerry Adams Hapner

**SUBJECT: PROPOSED FY 2022-2023
GRANT AWARDS FOR
OPERATING GRANTS**

DATE: April 26, 2022

RECOMMENDATION

Propose that the Arts Commission recommend that the City Council approve the proposed FY 2022-2023 *Operating Grant* awards specified in Attachment A and subject to the availability of funds appropriated in the City's FY 2022-2023 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; 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; 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. Because organizations have not submitted full OpG applications over the last two years due to the COVID-19 pandemic, in FY 2022-23, all Operating Grant applicants were required to submit a full application.

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 30 applications for panel review in the FY 2022-23 OpG program. The recommended amount available for granting in the OpG program is \$3,018,212.

Grant Review Panel and Evaluation Criteria

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

- **Roma Dawson**, *San Jose Housing and Community Development Commission*
- **Gina Hernandez-Clarke**, *Stanford University, Institute for Diversity in the Arts*
- **Charlie McCollum**, *San Jose Arts Commission*
- **Emma Moon**, *Development Director, SFJAZZ*
- **Tina Morrill**, *Community Member*

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

The Grant Review Panel ("Panel") met on March 17 and 18, 2022 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%)**
- **Economic Impact (10%)**

Key elements of the above evaluation criteria are outlined in the 2022-23 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 ranged from 88.4 to 70.4 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 90%. In its review, the panel found that all 30 applicants merited funding.

At its March 21, 2022 meeting, the Arts Commission recommended that 77.25% of the available funds in the Cultural Funding Portfolio be allocated to the OpG program. This recommendation results in \$3,018,212 being available for OpG. The recommendations are contained in Attachment A.

PUBLIC OUTREACH

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 Jose WebGrants platform, and shared via social media.

/s/

KERRY ADAMS HAPNER
Director of Cultural Affairs

Attachments:

- A. List of proposed FY 2022-2023 panel recommendations for Operating Grants
- B. 2022-23 Operating Grant Panelist Bios

ATTACHMENT A: FY 2022-2023 Operating Grant Recommendations

Applicant (Alphabetical Order)	Application Score	Percentage of Reference Grant Amount Recommended	FY2022-23 Grant Amount Recommended
Abhinaya Dance Company of San Jose	77.8	100%	\$30,255
Aimusic School	78.4	100%	\$61,460
Bay Area Glass Institute	77.8	100%	\$82,053
Cashion Cultural Legacy	81.4	104%	\$32,073
Children’s Discovery Museum of San Jose	88.2	115%	\$206,242
Children’s Musical Theater San Jose	85.0	108%	\$206,946
Chinese Performing Arts of America	74.2	95%	\$52,511
Cinequest Film Festival	85.2	108%	\$137,465
City Lights Theater Company of San Jose	81.3	104%	\$93,706
Kaisahan of San Jose Dance Company	75.8	100%	\$23,573
MACLA/Movimiento de Arte y Cultura Latino Americana	88.4	120%	\$108,217
Opera San Jose	86.0	108%	\$238,865
San Jose Chamber Orchestra	79.8	102%	\$49,241
San Jose Institute of Contemporary Art	80.0	102%	\$108,070
San Jose Jazz	85.0	108%	\$187,190
San Jose Multicultural Artists Guild	77.0	100%	\$26,829
San Jose Museum of Art	88.0	110%	\$232,700
San Jose Museum of Quilts & Textiles	83.6	106%	\$82,615
San Jose Stage Company	79.4	102%	\$98,776
San Jose Symphonic Choir	70.4	90%	\$15,123
San Jose Taiko	88.0	110%	\$69,317
San Jose Youth Symphony	79.4	102%	\$99,060
School of Arts and Culture at MHP	83.0	106%	\$219,974
Silicon Valley Shakespeare	77.8	100%	\$26,578

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Applicant (Alphabetical Order)	Application Score	Percentage of Reference Grant Amount Recommended	FY2022-23 Grant Amount Recommended
Starting Arts	72.4	92%	\$148,785
Steinway Society - The Bay Area	74.0	95%	\$20,972
Symphony San Jose	73.0	92%	\$171,629
Teatro Vision	77.0	100%	\$34,966
The New Ballet School	81.6	104%	\$118,286
Vivace Youth Chorus	76.8	100%	\$34,735
TOTAL GRANTS PROPOSED:			\$3,018,212

ATTACHMENT B: FY 2022-2023 Operating Grants Grant Review Panel Qualifications

Roma Dawson

Ms. Dawson served two terms on the San Jose Arts Commission having been appointed in 2013, having chaired the Arts Commission's Public Art Committee for two years. Prior to retirement, Ms. Dawson served as a key staff member for several elected officials including Mayor Tom McEnery, Congresswoman Zoe Lofgren, Councilmember (now Mayor) Sam Liccardo, Councilmember (now Supervisor) Cindy Chavez and Councilmember Charlotte Powers. In these roles, she focused on arts, economic development, land use, parks, budget, and community engagement. Ms. Dawson also served as Director of Cultural Tourism and Citywide Marketing for the San Jose Convention and Visitors Bureau. In coordination with the San Jose Office of Cultural Affairs, San Jose Sharks, and many arts organizations and cultural groups, she developed San Jose's first cultural tourism program and managed a \$3M advertising and public relations campaign. Ms. Dawson has a degree in psychology from University of California, Berkeley. She was recently appointed to the San Jose Housing and Community Development Commission by Vice Mayor Chappie Jones.

Gina Hernandez-Clarke

Gina Hernandez Clarke is an arts administrator and Lecturer in Comparative Studies in Race & Ethnicity (CSRE) and a Director of Community Engaged Learning at the Institute for Diversity in the Arts (IDA), Stanford University. She has developed and implemented arts programs and curricula at Stanford for two decades. Hernandez received her M.F.A. in Creative Producing in Theater, Film and Television from the University of California, Los Angeles, and is working on her master's in liberal arts at Stanford University. A participant in the Smithsonian Latino Center Museum Studies Program in 2009, she teaches courses in Latino visual and performing arts and community-based and public art in CSRE.

Charlie McCollum

A retired journalist who now works with arts and community non-profits, Charlie McCollum currently serves on the San Jose Arts Commission representing Council District 2 and has been on the San Jose Arts Commission for two terms. He is a member of the boards of City Lights Theater Company, the Happy Hollow Foundation, and the San Jose Downtown Association Foundation. He is also a member of the Rotary Club of San Jose. A graduate of Boston University, Charlie worked with newspapers and magazines in Boston and Washington, D.C. before joining the San Jose Mercury News in 1984. Until his retirement in 2013, he held several editing and writing positions, ending his career as the paper's arts and entertainment editor.

Emma Moon, Director of Development - SFJAZZ

Emma Moon is the Director of Development at SFJAZZ and was most recently at the Segerstrom Center for the Arts in Orange County as Vice President of Development. Prior to that, Emma has had a distinguished career in development leadership in Bay Area arts institutions including Montalvo Arts Center, Other Minds, and the Stern Grove Festival. She also is a freelance flutist in the Freeway Philharmonic and is on the adjunct music faculty at UC Berkeley.

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Tina Morrill

Tina Morrill is a former San Jose Arts Commissioner having served on the Arts Commission's Public Art Committee and the San Jose Library Commission. She is a dedicated community activist and founder of the San Jose Art Box Project, an idea she came up with to beautify the often-drab utility boxes found throughout San José into beautiful works of art created in partnership with neighborhood and business associations, artists, and community members. She resides in San Jose and is active in her community, having served her neighborhood as president of the neighborhood association for several years. Employed as a director of sales/marketing and overseeing an assisted living community and a memory care (dementia) community on the peninsula, Tina believes in the power and impact of art in community for all generations and cultures and is a strong promoter of the arts and the lasting impressions the arts leave on the human psyche.