

**Cultural Funding Advisory Committee
2018-19 Funding Cycle
Committee Orientation Agenda**

Members: Connie Bye
Kate Camber
James Cash
Becky Crook
Jen Kochenash
Helen (Kami) Lee
Diane Walker

Chair: Councilmember Wayne Roth

Also Attending: Anne Katahira, The Giving Practice

Meeting Goals

- CFAC members understand legal and public record considerations of citizen review committees
- CFAC members begin their service by creating shared agreement and understanding of proposed 2018-19 process. Members agree to shared ground rules and discuss what will constitute “success” for committee by December.
- CFAC members are oriented to key concepts in grantmaking and funding distribution recommendations
- CFAC members leave feeling energized and with a better understanding of committee roles and responsibilities

6:00 – 6:15 Call to Order
Opening and Introductions
Agenda Approval
Conflict of Interest Disclosure

6:15 – 6:45 Open Public Meetings Act and Public Records Act Training (Joe Levan, City Attorney)

6:45 – 7:05 Committee Role(s), Ground Rules and Shared Vision for Success

7:05 – 7:50 Grantmaking 101

7:50 – 7:55 Topics for Next Meeting
November 1, 2017 - Initial Feedback on Proposals

8:00 Adjourn

Anne Katahira
Senior Advisor, The Giving Practice

Anne brings 20+ years of experience in foundation and nonprofit organizational management, development and governance, strategic communications, external affairs and philanthropic advising. She is effective at making connections between people, ideas and resources, particularly in arts and culture and civic engagement spaces. Prior to joining The Giving Practice, Anne helped multi-generational family foundations develop shared visions and strategies for impact at Arabella Advisors. At WaMu, she managed a \$6.9 million charitable giving budget, served as lead corporate grantmaker for the arts education portfolio and relationship manager to key arts partner organizations including Seattle Art Museum, Pacific Northwest Ballet and ACT Theatre, while providing personalized grantmaking consultation and board training to the bank's top 240 executives. At WaMu, she created the first board training program for senior executives including workshops on governance, fundraising and understanding nonprofit finances. As a program officer at Seattle Foundation, Anne worked to increase access to resources and transparency in the field for traditionally underserved communities and for a number of years, led the foundation's arts and culture grantmaking.

Anne served on the board and Writers in Residence Selection Committee of Hedgebrook, a literary arts organization that supports women writers and amplifies their voices into the world; Allocations Committee for ArtsFund, representing WaMu; Communications Advisory Committee of Richard Hugo House; and as an Arts and Cultural Organizations Peer Review Panelist for the City of Seattle, Office of Arts & Culture. Anne was a founding member of Asian Americans and Pacific Islanders in Philanthropy's Pacific Northwest Chapter and DC-based Cherry Blossom Giving Circle. She received Philanthropy Northwest's Mary Helen Moore Volunteer of the Year Award in 2004. She spends the rest of her time as a constant learner navigating the daily adventures of parenting a tween and kindergartener and getting her hands dirty with natural dyes, traditional Japanese textile design and printmaking. Recently, Anne returned to her hometown of Seattle after seven years in Washington, D.C. and New York City. She holds a bachelor's degree from Oberlin College.



2018-2019 Cultural Funding At-A-Glance: *Key highlights of the Cultural Funding RFP Process*

The City of Bainbridge Island is seeking proposals for cultural projects and activities that will benefit Bainbridge Island residents and visitors during 2018-2019. Special consideration will be given to organizations and projects that will use City funds to advance the community objectives identified within the [Cultural Element](#) and/or [Economic Element](#) of the [City's Comprehensive Plan](#). Special consideration will also be given to organizations and projects that involve significant community participation; encourage the well-being of the Island's significant cultural sector; strengthen organizational capacity; and foster opportunities for collaboration within the cultural sector.

A total of \$300,000 will be available for distribution through a two-year funding cycle. The City hopes to consider support for a wide range of projects and activities of varying sizes that meet the needs and interests of Bainbridge Island residents. The Cultural Funding Advisory Committee, a new seven-member citizen advisory committee, will review proposals and funding recommendations will be considered and approved by City Council.

Award Type

- Project support
- General operating support

Award Size

Projected to range from roughly \$5,000 - \$30,000 for a two-year funding period

Reporting Requirements

Two reports:

- 1) Annual Report due January 2019
- 2) Final Report due January 2020

Eligibility

Organizations with:

- Tax-exempt 501(c)(3) status (Entities without tax-exempt 501(c)(3) status may apply under the fiscal sponsorship of another organization with the required status.)
- The majority of services provided on Bainbridge Island or for its residents
- At least one ongoing cultural program open to the public or that provide services (training, administrative support, technical assistance, and more) to arts professionals on Bainbridge Island
- A minimum two-year history of continuous operation or record

Criteria

- **Aligns with Cultural and Economic Elements:** supports one or more of the community objectives identified within the Cultural Element and/or Economic Element of the City's Comprehensive Plan
- **Community Impact:** provides opportunities for community participation; encourages the well-being of Bainbridge Island's significant cultural sector; fosters opportunities for collaboration within the cultural sector
- **Capacity for Success:** can be carried out and completed within the funding period and builds the recipient's organizational capacity
- **Feasible Budget:** demonstrates diverse revenue sources for their project or operating budget and proposals that indicate an ability to leverage additional support from other funders
- **Evaluation:** have a clear plan for self-evaluating continually learning from and improving their approach; identify clear indicators of success and/or other metrics against which to measure progress

Review and Selection Process

- 1) Potential applicants attend informational workshop
- 2) Applicants submit proposals
- 3) City staff review applications for completeness
- 4) Applicants present proposal highlights to Cultural Funding Advisory Committee (CFAC), citizen review panel, and address reviewer questions
- 5) CFAC reviews applications and develops funding recommendation
- 6) City Council considers CFAC funding recommendation and approves awards
- 7) City staff notify applicants of award results
- 8) City executes funding agreements with recipient organizations

Important Dates

<i>Pre-Application Workshop for Potential Applicants:</i> <i>Applicants have opportunity to learn more about process and ask questions about the RFP</i>	Monday, October 16, 2017, 3:00pm at City Hall
<i>Application Deadline:</i> <i>Applications will not be accepted after this time</i>	no later than 4:00pm on Friday, October 27, 2017
<i>Proposal Presentations:</i> <i>Applicants will present proposals to and answer questions from Cultural Funding Advisory Committee</i>	Monday, November 6, 2017 6:00pm at City Hall
<i>CFAC Funding Recommendation:</i>	November/December 2017, TBD
<i>City Council Approval of 2018-19 Cultural Funding Awards:</i>	December 2017, TBD
<i>Notification by:</i>	December 31, 2017

Contact

Morgan Smith, Deputy City Manager, msmith@bainbridgewa.gov, 206-780-8620



CFAC 2018-19 Grant Review Process

Key dates

October

- **Monday, October 16 at 6:00 – 8:00pm (Council Conference Room)**
Meeting 1: Committee Orientation – *Review of City committees, Open Public Meetings Act, Public Records Act (the City Attorney) and Orientation to CFAC objectives and process (The Giving Practice)*
- **By October 20** – Proposal review begins
Proposals received by this date will be logged in and distributed as an initial batch to committee members for review
- **Friday, October 27 at 4:00pm – DEADLINE for proposal submissions**
- **Monday, October 30** – Proposal review continues
Proposals received by deadline will be logged in and distributed to committee members for review

November

- **Wednesday, November 1 at 6:00 – 8:00pm (Council Conference Room)**
Meeting 2: Initial Proposal Review – *Discuss proposals and develop any questions for applicants*
- **Monday, November 6 at 6:00 – 9:00pm (City Council Chambers)**
Meeting 3: Applicant Presentations – *Receive presentations from and hold Q&A with applicants*
- **Monday, November 13 at 6:00pm – 8:00pm (City Council Chambers)**
Meeting 4: Deliberations – *Review proposals and develop funding recommendation to City Council*
- **Monday, November 20 at 6:00pm – 8:00pm (City Council Chambers)**
Meeting 5: Deliberations (if needed) – *Review proposals and develop funding recommendation to City Council or feedback on process and committee wrap-up*
- **Tuesday, November 28 at 7:00pm – 9:00pm (City Council Chambers)**
City Council Meeting: *City Council considers and formally approves funding recommendation*

December

- City staff notifies applicants of award decisions

Key Links

The Committee:

<http://www.bainbridgewa.gov/926/Cultural-Funding-Ad-Hoc-Committee>

The City's Funded Cultural Activities:

<http://www.bainbridgewa.gov/948/City-Funded-Cultural-Activities>

Key Contacts

- City of Bainbridge Island Deputy City Manager, Morgan Smith
msmith@bainbridgewa.gov or (206) 842-2545
- Anne Katahira, Senior Advisor, The Giving Practice (Consultant)
anne.katahira@philanthropy.org or (206) 861-5944

Committee Introductions

Round 1:

Share name and brief background (neighborhood, how long here, professional background, engagement in arts and cultural activities, other civic engagement, etc.)

Round 2:

Why did you volunteer for CFAC?

One thing you're hoping to learn; one thing you're hoping to offer

Meeting Goals

- CFAC members understand legal and public record considerations of citizen review committees
- CFAC members begin their service by creating shared agreement and understanding of proposed 2018-19 process
- Members agree to shared ground rules and discuss what will constitute “success” for committee by December
- CFAC members are oriented to key concepts in grantmaking and funding distribution recommendations
- CFAC members leave feeling energized and with a better understanding of committee roles and responsibilities

Committee Role(s), Ground Rules and Shared Vision for Success

1. Review committee charge

Ordinance No. 2017-18, Chapter 2.43 Cultural Funding Advisory Committee, Section 2.43.030 Duties and Responsibilities.

The cultural funding advisory committee, working in collaboration with the city, shall develop funding recommendations for consideration by the city council. The committee's recommendation should meet any requirements or guidance provided from the city council to the committee including, but not limited to: the total amount of available funds, identified goals and priorities for funding, eligibility requirements, specific parameters such as maximum or minimum award levels, and any other identified guidelines for funding.

2. How will we feel successful at the end of the process in early December?
3. From our committee charge and our discussion of success by early December, are there any group ground rules or practices we would like to consider?
4. A couple of observations of group process in grantmaking groups

Grantmaking 101

Proposal Types

(Examples, not an exhaustive list—at least a dozen types of grants exist)

General operating support grants, or “gen op” grants, support the general expenses of operating an organization, rather than the expenses of a specific project or program. A general operating support grant, often referred to as unrestricted or core support means that the funder supports the nonprofit's overall mission and trusts the organization to make good use of the funds.

Project or program grants support a specific project, program or activity of the organization, rather than its day-to-day activities. Project grants support specific activities with a beginning and end, clearly stated objectives and a specific budget. With this type of grant, the funder restricts the use of the funds to the designated project.

Summary: Project funding usually require a specific budget that recipients must follow. With operating grants, recipients may typically use funds at their discretion—wherever they need it most.

Key Financial Documents

1. IRS Form 990
2. Balance sheet (The balance sheet is a picture of the organization at a point in time.)
3. Budgets (The budget is the organization's financial plan for income and expenditures for a defined period of time.)

Three Things to Look for in Financial Documents

1. Relevant new knowledge
(e.g., they spend 40% of the budget on equipment)
2. Relevant substantive questions to ask the nonprofit organization
(e.g., Why do you spend so much on equipment?)
3. “I don't understand” questions to ask the nonprofit organization (or others, if about accounting)
(e.g., What is the difference between “equipment” and “furniture”?)

Sorting and Evaluating Proposals

Many grantmakers develop a system to place proposals into bins, or categories, prior to making a recommendation. This categorization provides the basis for treating similar proposals equitably and for clarification on how to proceed. Joel Orosz, who served as a program officer at the W.K. Kellogg Foundation for many years, separated proposals into the following four categories:

Joel Orosz's Four-Category Sorting System

1. Good idea/Good proposal
2. Good idea/Bad proposal
3. Bad idea/Good proposal
4. Bad idea/Bad proposal

1. Good Idea/Good Proposal and Bad Idea/Bad Proposal

These categories lead to easy decisions: fund in the first case, do not fund in the second case.

2. Bad Idea/Good Proposal

Making a sound decision about a bad idea/good proposal requires separating the beauty of the prose from the value of the proposal. Once this is done, the decision is quite simple: do not fund.

3. Good Idea/Bad Proposal

This is undoubtedly the most challenging. Proposals that fall into this category most commonly represent smaller, less-sophisticated, and/or new organizations that have worthwhile ideas, but cannot afford to hire skilled grantwriters to present them in a compelling way. The risk that a grantmaker faces is making an automatic assumption that second-rate writing, spelling, and grammar reflects a second-rate project. This can be the case in some instances, but not in others. The challenge, therefore, is to conduct a careful analysis and make a clear and fair distinction. And this, in fact, is only the start of the challenge. It is extremely difficult to present poorly presented proposals to a board for consideration.

Large institutions have grantwriters who know how to put a proposal on paper. Small, community-based organizations often lack these resources, yet they still might be among the best partners for a funder and ones that might be in a strong position to create a significant social return on a grantmaker's investment.

Source: "Proposals: How to Separate the Good, Bad, and the Ugly," *The Insider's Guide to Grantmaking*, Joel Orosz

Initial Review

- Use the **reviewer worksheet** to consider the proposal against the evaluation criteria. Jot down notes and raise questions. Proposals will begin to blur after a while!
- Craft questions that seek clarity on elements in the proposal or about the organization; attempt to keep tone neutral.
- Review budget to seek alignment to proposed project goals and whether it's realistic to meet proposed timeline and outcomes.
- Understand how the proposal is addressing unmet need(s).
- Begin internal ranking prior to committee discussion. What falls in "strong" (Good Idea/Good Proposal) bucket?

Common Funding Recommendations

1. Do not fund.
2. Fully fund the project, with no stipulations.
3. Fully fund the project, with stipulations. This is a good option for proposals with a few correctable items that otherwise would prevent you from funding the proposal. For example, you may choose to fund a project as long as the grantee institutes a board process for evaluating the chief executive.
4. Partially fund the proposal. This occurs for different reasons and in different situations.