

## **2018 Trust Fund/Cultural Council Application**

### **Agency Contact Information**

**Agency Legal Name** – Cultural Council of Greater Jacksonville, Inc.

**Also Known As** – N/A

**Program Name** – Cultural Service Grant Program

**Address** – 300 Water St., Suite 201

**City** - Jacksonville

**State** - FL

**Zip Code** - 32202

**Phone** – (904) 358-3600

**Fax** (904) 353-5100

**Website** [www.culturalcouncil.org](http://www.culturalcouncil.org)

**Contact Person E-mail Address** – apalmer@culturalcouncil.org

**Legal Entity Status** – 501(c)(3)  
**Select from list**

**Executive Director First Name** - Antonio

**Executive Director Last Name** - Allegretti

**Agency Cover Sheet**

**2017-2018 Requested Amount - \$3,000,000**  
(Whole Numbers Only)

**Total Program Cost - \$3,806,750**  
(Whole Numbers Only)

**Tax ID (This is verified through the IRS) - 237347442**

**Organization's Fiscal Year (January - December, July - June, October - September, or other)**

October 1-September 30

**2013 Organizational Annual Revenues - \$3,111,996**  
Data Source: IRS 990, Line 12

**2014 Organizational Annual Revenues - \$3,212,086**  
Data Source: IRS 990, Line 12

**2015 Organizational Annual Revenues - \$3,266,268**  
Data Source: IRS 990, Line 12

**Type of Request (Identify all that apply)**

**Direct Client Expenses; General Operating Support; Project/Program**  
Direct Client Expenses, General Operating Support and Project/Program

**Type of Project/Program (Select One)**

**New Program; Existing Program; Expansion of an Existing Program – Existing Program**

**CERTIFICATION:** I do hereby certify, on behalf of the Applicant as Applicant's authorized representative that all facts, figures and representations made in this application are true and correct. Furthermore, all applicable statutes, regulations and procedures for program compliance and fiscal control will be implemented to ensure proper accountability of funds. I certify that the funds requested in this application will not supplant funds that would otherwise be used for the purpose set forth in this project. The filing of this application has been authorized by the Applicant and I have been duly authorized to act as the representative of the Applicant in connection with this application. Public Service Grant recipients must agree to all terms and conditions of the City of Jacksonville Public Service Grant contract.

**Executive Director First Name - Antonio**  
**Executive Director Last Name - Allegretti**

  
\_\_\_\_\_  
**Signature (please sign)**

**For Council/Staff Use Only - Did the applicant submit a complete Application with signatures from the Executive Director/President and or Board of Directors?**

**Application Format:** The application shall have 1 inch margins and contain no more than sixteen (16) single-sided double-spaced 8½" by 11" pages. The font style shall be Times New Roman or Arial with a minimum font size of 11 points and a maximum font size of 12. The Cover Page and Eligibility Documents will not be counted as part of the 16-page limit. The Eligibility documents may be included as appendices.

**Section I – Agency Background & Experience**

Containing a description of the agency's board (number of members, length of service of each member, and professional experience of each member), executive staff (e.g. executive director, chief executive or operating officer, chief financial officer), and the agency's experience in the community and accomplishments. This section may without limitation the agency's mission, future plans, major programs, licensure, certification or accreditation. (maximum 3 pages)

The Cultural Council of Greater Jacksonville is a private, not-for-profit, 501(c)(3) organization staffed by professionals and governed by a volunteer board of directors. It serves as the local arts agency for Duval County.

The Cultural Council Board of Directors is currently comprised of up to 18 board-appointed members and up to 12 Mayoral appointees, which range from community volunteers to business and non-profit leaders to art professionals and educators. Ex-officio members include founders, elected officials and representatives of community-based organizations. Officers include: chair, vice chair, treasurer and secretary. Board members may serve up to three, three-year terms, subject to renewal. Full board meetings are held bi-monthly, while board committees meet as needed. Current board members include:

Name	Officer	Prof Affiliation	Board or Mayoral Appointee	Length of Service
Claudia Baker		Attorney	Mayoral	5 years
Anne Boccuzzi		Jax Jaguars	Board	4 years
Mac Bracewell		Brennan, Manna & Diamond, PL	Board	3 years
Ann Carey	Vice Chair	St. Vincent's HealthCare	Board	4 years
Jackie Cornelius		Douglas Anderson School of the Arts	Board	4 years
Franklin Danley		Regions Bank	Board	5 years
David Engdahl		Community Volunteer, Sculptor	Mayoral	8 years
Bill Ferry		Comcast Cable	Mayoral	4 years
Kemal Gasper		BB&T	Mayoral	4 years
Kevin Holzendorf		Cisco	Board	6 years
Charlie Joseph	Chair	Florida Blue	Board	4 years
Tayloe		Delores Barr	Mayoral	4 years

McDonald		Weaver Policy Center		
Rebecca Ryan-Gonzalez		Sauer Inc.	Mayoral	4 years
JaMario Stills	Secretary	Community Volunteer, Theater Prof.	Mayoral	3 years
Penny Thompson		UF Health Jacksonville	Mayoral	8 years
Scott Wooten	Treasurer	Baptist Health	Board	4 years

The Cultural Council is the designated agent of the City of Jacksonville for the purposes of determining and authorizing the allocation of Cultural Service Grant Program (CSGP) funding. A volunteer Cultural Service Grant Program Committee reviews and scores grant applications, conducts on-site visits of applicant agencies, holds public hearings, and makes award recommendations to the Cultural Council Board of Directors, which has final approval for the grant awards. The board's decision is not subject to further review by any executive or administrative official of the City.

The Cultural Service Grant Committee is comprised of a cross-section of members from Jacksonville's diverse communities representing racial, gender, geographic and age diversity, who express an interest in the impact of culture in the community and a willingness to participate fully in the grantmaking process. Committee members, who are confirmed by the City Council, include a chair, five Cultural Council board members, five community representatives, and liaisons from the Mayor's Office, City Council and the Cultural Council's board. CSG Committee members serve up to two, three-year terms.

The nomination process to fill open positions on the CSGP Committee for the 2017-2018 process is underway. Current CSGP Committee Members include:

Name	Prof Affiliation	Board or Comm Rep	Length of Service
Penny Thompson - CHAIR	UF Health Jacksonville	Board	1 year
Anne Bocuzzi	Jax Jaguars	Board	1 year
Mac Bracewell	Brennan, Manna & Diamond, PL	Board	1 year
Ann Carey	St. Vincent's HealthCare	Board	1 year
Beth Harvey	FSCJ	Comm	2 years

Staff leadership for the Cultural Council rests with Executive Director Antonio ("Tony") Allegretti, who took the helm of the organization in May 2014. Allegretti has worked with local arts organizations since 2001 when he served as marketing director for Theatre Jacksonville. He then collaborated with visual artists and musicians to produce local events and help populate empty downtown storefronts with local art. He has long been a visionary in the Jacksonville arts and culture scene, launching the First Wednesday Art Walk that's become a decade-long staple downtown and serving as founding director of the successful Riverside Arts Market. Allegretti joined the Cultural Council from JAX Chamber, where he served as director of downtown engagement.

The mission of the Cultural Council of Greater Jacksonville is to advance the appreciation, relevance and expression of art and culture in Duval County. Its over-arching vision, as adopted in 2014, is for Jacksonville to be a recognized leader in arts and culture in the Southeastern U.S.

Cultural Council History/Accomplishments and Achievements:

1971- Founded as the Arts Assembly of Jacksonville by community leaders  
1973-Designated as official Local Arts Agency by City of Jacksonville  
1976-Honored Jacksonville's cultural leaders with Arts Awards Luncheon, now in its 41st year  
1983-Opened Florida Theatre as performing arts center following acquisition and renovation  
1989-Raised funds to create an endowment for individual artists and small arts organizations in partnership with The Community Foundation of Jacksonville  
1990-Designated the official regranting agency for cultural organizations by City of Jacksonville  
1995-Officially changed name to Cultural Council of Greater Jacksonville to acknowledge its broadened base of service and affiliates  
1995-Designated as conduit for Florida "State of the Arts" license tag revenue.  
1996-Founded CANVAS work initiative program for at-risk youth  
1997-Successfully advocated for passage of Jacksonville's first Public Art Ordinance  
1998-Unveiled Free Summer Theatre in partnership with Theatreworks  
2001-Launched the City of Jacksonville's Cultural Service Capital Program  
2007-Created ExperienceJax.com, a web-based cultural and entertainment calendar, in response to an identified community need  
2009-Partnered with Downtown Vision to establish "Off the Grid," an initiative matching artists needing studio/gallery space with vacant downtown properties  
2013-Launched new SPARK initiative to help activate a core downtown arts/cultural district; 14 grants totaling \$176,000 were invested in projects over three grant cycles.  
2015-Increased offerings to local artists and cultural organizations through professional development workshops, a new artist registry, and a speaker series  
2016-Piloted CSGP Intern Program, which is designed to increase the racial/ethnic diversity of staff and boards of cultural organizations by introducing young men and women of color to the nonprofit organizations funded through CSGP.

The three primary roles, through which the Cultural Council focuses its efforts, are:

- GRANTMAKER – To act as community stewards of public and private funding while developing processes, strategies, and resources for investments in community change.
- CONVENER/COLLABORATOR – To develop strong, strategic community partnerships across the private, public, and nonprofit sectors in order to improve the arts and cultural sector and enhance the Greater Jacksonville area's quality of life.
- ADVOCATE/ACTIVIST – To actively champion arts and culture as an integral part of the life in our community demonstrating the relevance and impact of arts and culture to a broad range of community issues.

This application seeks continued funding for the Cultural Service Grant Program, which the Cultural Council has successfully administered since 1990. The Cultural Council's strategic plan clearly aligns with the continuation of this grantmaking role. Through the funding and strategic directives provided by CSGP, the Cultural Council is able to positively affect the quality of programs and services provided by Duval County's arts and cultural organizations, which in turn positively impact Duval County's quality of life.

Additionally, the Cultural Council administers the Art in Public Places (APP) Program for the City of Jacksonville. The APP Program is addressed in a separate Trust Fund application.

## **Section II - Program Overview**

**Containing a description of the program and how the program will assist residents of Duval County or their Need. This section may include without limitation partnerships with other programs or agencies as applicable. (maximum 3 pages)**

This is a Trust Fund Application for the Cultural Service Grant Program, which seeks to improve quality of life through public support of arts and cultural organizations.

The Cultural Service Grant Program provides general operating support to Duval County's arts and cultural organizations, while the Cultural Service Capital Program (when sufficient dollars are available) funds the renovation, acquisition and construction of cultural facilities. In turn, funded organizations make dynamic contributions to Jacksonville's quality of life, help improve the education of its children, attract positive regional and national attention, and provide a substantial local economic impact. CSGP is governed by Chapter 118, Part 6, of the ordinance code of the City of Jacksonville.

Funded organizations range from art museums to the symphony to historical societies to a children's chorus to community theaters. Organizations with the primary function of presenting, sponsoring, exhibiting or otherwise offering for public consumption programs or activities in the following disciplines: historic preservation and restoration; arts in education; music; dance; folk arts; humanities; literature; film, video and media; theater and musical theater; visual arts; and collections or exhibitions of historical, archaeological, scientific or ethnic artifacts, handiwork, or objects, are supported by the CSGP umbrella.

CSGP funding is distributed through a competitive, rigorous application and review process. CSGP objectives include increasing the organizational and fiscal stability of these agencies, which can be measured through required grant reporting and monitoring visits, and strengthened through technical assistance. These city dollars are leveraged as matching funds for state and federal grant awards. Grant awards may not exceed 24 percent of an organization's three-year average annual revenues; grantees must show a 76 percent match.

The CSGP operates under a transparent, year-long process. Organizations signal their intent to apply by submitting a Letter of Intent, which enables staff to determine eligibility and gather essential documentation. Eligible organizations are invited to submit a full application. A mandatory application workshop precedes the full application deadline.

The volunteer CSGP Committee (described in Section I) receives in-person training and written materials and instructions. They also attend City Ethics Training for city boards and commissions. CSGP Committee members review and score applications, conduct on-site visits and write on-site evaluation reports, and determine and certify funding recommendations during public hearings. At the hearings, applicant agencies may provide updates to their applications and CSGP Committee members may ask questions about the applications. A computer iteration model is used to determine award amounts and is based on average score (dropping the high and low scores), available funding, and varying request amounts, which are based on the applicant's averaged revenue.

Applicant organizations are divided into three funding levels based on budget size and three distinct hearings are held so that small organizations are not competing with large institutions. Funding levels include: Level I (annual revenues over \$1 million), Level II (annual revenues between \$250k and \$1 million) and Level III (annual revenues less than \$250k). These grant

award recommendations are presented to the Cultural Council Board of Directors, which makes the final determination of funding.

Evaluation criteria for CSGP are part of the ordinance that governs it. Applicants must describe their program and operations and the CSGP Committee must review and score applications based on the following:

- Quality of programs
- Exploration of innovative ideas and programming
- Community impact
- Need for the organization in the community
- Community outreach and service to culturally diverse populations
- Management capability of board and staff

Funded agencies must submit quarterly program and financial reports and submit to a monitoring visit by Cultural Council staff. They must also provide an audit or year-end certified financial report, which is reviewed by the Council Auditor's Office. A mandatory compliance workshop for funded agencies is held in the fall to review contractual requirements.

The Cultural Council uses an online grantmaking system called Foundant to manage the Cultural Service Grant Program. It includes all facets of the grants process. Organizations submit their applications through the online system, grant committee members review and score the applications online, and staff assign and approve grant reports online. Applicant organizations report significant cost and time savings as a result of going paperless.

Improvements to every aspect of the CSGP process are made on an annual basis based on feedback from staff, applicants and the grant committee solicited through an annual customer satisfaction survey, anonymous grant process survey through Survey Monkey, evaluation meetings, and one-on-one feedback. Recent improvements to the process increased efficiencies for applicants, improved information access for committee members, and assisted in the organizational development of funded agencies.

Examples of improvements for 2014-2015 and 2015-2016 were:

- Developing new materials for prospective CSG Committee members to help them better understand the expectations for this important volunteer role
- Strengthening and enhancing training for the CSG Committee and emphasizing the commitment required
- Offering workshops to CSG-funded organizations on best practices for monitoring and recording agency statistics and implementing diversity strategies
- Coordinating 'CSG Socials,' which are quarterly, informal networking opportunities for staff members of Cultural Service Grantees held at area restaurants and night spots.

Improvements made for 2016-2017 include:

- Updating the Letter of Intent form to better document eligibility of applicant organizations
- Streamlining the CSGP application
- Improving the on-site evaluation report form
- Improving hearing procedures
- Creating a "Member's Only" section of the Cultural Council's website for posting informational resources for grantees
- Enhancing compliance training for grantees, including the creation of video tutorials

Additionally, the Cultural Council formed a Diversity and Inclusion Task Force to explore this important issue as it relates to arts and culture and arts and cultural organizations. Associated activities include:

- Forming Study Circles groups facilitated by the Jacksonville Human Rights Commission
- Piloting the CSGP teen summer intern program for underserved youths

The Cultural Council is working with the city on changes to the CSGP Ordinance, which would roll out during the 2017-2018 and 2018-2019 processes. The proposed changes relate to:

- Creating better alignment between CSGP and the Public Service Grant Program
- Shrinking the size of the Cultural Council Board of Directors and in tandem reducing the required number of Cultural Council board members on the CSGP Committee

#### PARTNERSHIPS:

The Cultural Council serves as the official local arts agency for Duval County. It is the only organization of its kind in Jacksonville. Local Arts Agencies and State Arts Agencies are found all across the United States. Additionally, there is a national arts agency called Americans for the Arts, which provides an umbrella for the local and state groups. As part of its strategic planning process, the Cultural Council conducts research on the activities, initiatives and structures of other such groups. The Cultural Council leverages its impact in the community by partnering with other community-based organizations and entities. The Cultural Council enjoys a close association with the Florida Association of Local Arts Agencies; the Florida Cultural Alliance, which is a statewide advocacy group; and the Florida Department of State, Division of Cultural Affairs, which serves as Florida's State Arts Agency.

The Cultural Council interacts with other organizations and entities to strengthen its own programming and maximize the potential invested in the organization. Its strategic plan emphasizes its role in the community as connector/collaborator. It partners with cultural organizations as well as other community-based groups with the aim of fulfilling its mission to champion the appreciation, relevance, and expression of art and culture. CSGP also provides an opportunity to advocate, its third primary role, with elected officials and other city leaders about the importance and contributions of art and culture on our community's quality of life, the education of its children, and its economic vitality.

The following is a sampling of partnerships recently fostered by the Council:

- City of Jacksonville – Collaborated on creation of “SPARK” downtown district
- Any Given Child – serve on steering and working committees to support this arts education initiative. The Cultural Council’s executive director recently attended the national Any Given Child conference and the Cultural Council is facilitating a new artist residency program for DCPS called “Lift Ev’ry Student.”
- Cultural Fusion – Participates in grassroots coalition of arts and cultural entities, which partner together to promote an annual theme, such as 2016’s theme “Lift Ev’ry Voice.”
- Nonprofit Center of Northeast Florida – Utilized its Community Coaches Program to facilitate a mentoring program among CSG-funded agencies.
- Downtown Vision, Inc. – Working together to secure national grant funding for an initiative that would revitalize LaVilla, uplift the nascent James Weldon Johnson Park, and celebrate the area’s artistic and musical heritage.

### **Section III – Program Activities**

**Containing a list of all activities that the program will offer or provide and a brief description of each activity. (maximum 1 page)**

The majority of the funds requested in the Cultural Council's application for the Cultural Service Grant Program will be regranted to Duval County arts and cultural organizations. However, the ordinance governing CSGP states that up to 13.5 percent of the total lump sum appropriation shall be allocated to the Cultural Council for grants administration and *other programs* which serve the community.

The Cultural Council serves as the local arts agency for Duval County, making it an umbrella for arts and cultural organizations, arts educators, individual artists, and the general public. Besides administering CSGP and the Art in Public Places Program (described in a separate City Grant Trust Fund application) on behalf of the City of Jacksonville, the Cultural Council is a leader and innovator in the arts/cultural field. It fulfills its roles as grantmaker, convener/collaborator, and advocate/activist by providing a unique range of arts and cultural programs and services to meet the needs and expectations of its various constituent groups. These programs include:

- Creating the CSGP Intern Program, which will pair graduates of the Young Men's and Young Women's Leadership Academies at Eugene Butler Middle School with CSG-funded agencies for paid summer internships with the ultimate goal of developing diversity in staff and board leadership
- Partnering with Any Given Child to coordinate a new artist residency program for Duval County Public Schools called "Lift Every Student"
- Participating and investing in Cultural Fusion to promote the arts and find ways the arts can be part of the solution for creating a better quality of life in Jacksonville
- Presenting the annual arts awards, which honor those who have made significant contributions in the arts
- Hosting the annual "State of the Arts" luncheon featuring a prominent keynote speaker and highlighting the accomplishments of the arts and culture sector
- Bringing renowned artists to Jacksonville through the Vystar International Artist Series, such as Mark Amerika, Michael Holman and Janet Echelman for 2016-2017
- Conducting an annual return on investment survey of the local public and economic impact of organizations funded through the Cultural Service Grant Program
- Offering technical assistance workshops to cultural organizations and artists. An all-day symposium sponsored by Community First Credit Union with accompanying micro-grant program is on tap for March 2017.
- Providing a newly refreshed website; the development of a digital "Culture Map" (<http://www.culturalcouncil.org/art-and-culture.html>); a weekly e-newsletter with features about local artists; weekly "Hot Picks" of arts and cultural happenings broadcast on WJCT Public Broadcasting; and increased use of Facebook, Twitter and Instagram to better serve the Cultural Council's various audiences and stakeholders through the incorporation of updated resources and information and social media capabilities
- Developing an artist registry called "Every Single Artist," which seeks to find and engage area artists of all disciplines. A monthly "Every Single Artist Lounge" provides a forum for networking among artists and art supporters.
- Facilitating the expansion of PNC's *Arts Alive* Grant Program into the Jacksonville market. The national grant program funds projects that promote access to the arts.

#### **Section IV- Program Management and General Overhead**

**Containing a description of the management and staff positions that will be needed to successfully operate the program and the general overhead of the agency. This section may include without limitation potential fundraising capacity, plan, strategy and funding. (maximum 3 pages)**

The Cultural Council currently has eight paid staff members to carry out its multi-faceted body of work: executive director, director of grants administration, director of finance, director of development, community and collaborations manager, project manager, program coordinator, and director of art in public places (the latter position is addressed in a separate Trust Fund application for the Art in Public Places Program). Funding provided through this grant for the Cultural Council will pay critical staff salaries that will enable the organization to contribute to the community, not only through the administration of the Cultural Service Grant Program, but through its other program initiatives.

While funding from the City of Jacksonville is approximately 78.8%, private development and fundraising efforts are steadily increasing. The increase in total revenue per year from previous year was \$72,000 (FY2013), \$105,000 (FY2014) and \$100,000 (FY2015). The 40<sup>th</sup> annual Arts Awards in 2016 netted \$150,000. The Cultural Council utilizes its unique role and ability as experts in the arts to provide private grantmaking opportunities to artists and cultural organizations. The additional private funding also sustains the organization by providing overhead that is not or cannot be paid from governmental grants. Additional funding sources include: City of Jacksonville, Downtown Investment Authority; Florida Dept. of State, Division of Cultural Affairs; Florida Dept. of Motor Vehicles for specialty tag revenue; and private donations from corporations and individuals.

Staff members with primary responsibility for the Cultural Service Grant Program include:

**Antonio “Tony” Allegretti, Executive Director**, whose background and experience is described in Section I, takes a leadership role for the Cultural Service Grant Program, especially in the areas of advocacy, collaboration and diversity initiatives. The executive director holds ultimate responsibility for the successful administration of the Cultural Service Grant Program, particularly as it relates to communications and advocacy for the program with elected officials, funded organizations, and the general public. The executive director also is key to fulfilling the connector/collaborator role for the Cultural Council as it partners with other community entities to make more art and culture available to more people.

**Amy Palmer, Director of Grants Administration**, facilitates the grant application process, manages the online grants system, ensures grantee compliance, provides training and assistance to applicants, and serves as the staff liaison to the volunteer CSGP Committee. She came to the Cultural Council in 2002 after holding development and communications positions at WJCT Public Broadcasting and Jacksonville’s Museum of Science and History. She has over 19 years of experience researching, coordinating, writing and managing grants, and 14 years of administering grantmaking programs. In addition to her work in the non-profit sector, she has taught school in both the United States and Japan, and been a newspaper reporter and editor. Palmer holds a Bachelor of Arts degree in communications from Lenoir-Rhyne College and elementary education certification from the University of North Carolina in Wilmington.

In recent years, Palmer has attended national (Grantmakers in the Arts and Grant Manager's Network) and state (Florida Philanthropic Network) conferences, and participated in the Grant Manager's Affinity Group of the Florida Philanthropic Network. She currently serves as the Program Chair of the Florida Chapter of the Grant Manager's Network and on a statewide task force on grantmaking for the Florida Dept. of State, Division of Cultural Affairs. Some of the resulting outcomes are the Cultural Council's move to online grantmaking and the development of a creative placemaking grant (SPARK) program open to individual artists. An increased understanding of the grantmaking field, knowledge of available resources and networking with other grantmakers have also been achieved.

**Cedric Lewis, Finance Director**, ensures that the Cultural Council is in compliance with the City of Jacksonville by fulfilling the terms of its contract for the Cultural Service Grant Program and reporting on the use of the funds. Lewis began working for the Cultural Council in October 2016. He has a well-rounded and unique mix of financial expertise and business acumen for both the profit and non-profit sector, which will provide impact to the Cultural Council and the arts community. Lewis' previous positions include chief accountant for the Sulzbacher Center for the Homeless, Controller for AT&T Corporation and CFO at Aekus Properties. Additionally, Lewis has served as Executive Director and Treasurer for multiple local organizations. He was trained at the Summer Leadership Institute at Harvard University and currently is faculty at University of North Florida, teaching undergraduate accounting courses. He earned his Masters of Accountancy from UNF and an MBA, MIS from Bowling Green State University in Ohio. Lewis has a deep appreciation and support for the arts and is an artist himself, serving his local church as music director.

Other Cultural Council staff members provide support for CSGP, through taking minutes; assisting in the coordination of meetings, workshops and the hearings; leading communications initiatives, offering professional development, etc. They include:

**Patrick Fisher, Community and Collaborations Manager**, joined the Cultural Council staff in July 2016 and is responsible for managing day to day operations of the Cultural Council office, facilitating board and board committee meetings, and managing communications and outreach efforts. He recently created a new website for the Cultural Council, which includes a "Member's Only" section for CSGs; has increased the frequency of the Cultural Council's e-newsletter to weekly and added in-depth features on local artists; and served as point person on a new artist residency initiative. Fisher comes to Jacksonville from Pennsylvania and Alaska where he graduated from Penn State with a bachelor's degree in Business Management. Fisher was previously the Operations Supervisor for Piedmont Airlines and held multiple management roles at Blackfield Oilfield Services. He is transitioning to the non-profit sector and has a passion for the arts. He is also an artist-musician himself.

**Mason Martin, Project Manager**, has been at the Cultural Council since 2013. She served for six years as the Administrative Officer and Assistant Administrator for the Public Art Division for the City of Charlotte, N.C. She has worked in an office manager capacity for much of the duration of her career. Not only is Martin an arts administrator, she is an artist herself, and has completed courses in urban design, painting, ceramics, drawing and landscaping. She has a B.A. in history from Duke University and holds a certification in non-profit management. Martin's areas of responsibility include community outreach; artist professional development efforts such as workshops, artist registry and artist lounge; assisting with fundraising events; managing SPARK programming; and fund development.

**Ashley Sedghi-Khoi, Program Coordinator**, held internships at the Cultural Council in 2012 and 2014 and joined the staff in October 2016. Sedghi-Khoi recently completed her Masters of Arts, Museum Studies and Cultural Heritage in Art History from FSU. She also has a B.A. in both Art History and BFA, Painting/Drawing from UNF. Additionally, she has worked at The 621 Gallery in Tallahassee where she wrote grants and developed educational programming for the gallery. Sedghi-Khoi reports to the Director of Grants Administration and provides administrative support for all aspects of the Cultural Service Grant Program process. She is being cross-trained on the Foundant online grant system and learning about all facets of the grantmaking program.

#### **Section V - Budget**

**Lists all line item expenses and revenues to operate the program during the fiscal year and contains a brief description of each line item expense. The expenses and revenues must balance. (maximum 2 pages)**

#### **Budget Narrative for Selected Items of Cost Program: Cultural Service Grant Program**

**TOTAL REVENUES: \$3,000,000**

**Source – COJ Trust Fund Grant**

**TOTAL OPERATING EXPENSES: \$3,000,000**

**Total Employee Compensation: \$349,903**

**Salary & Wages: \$302,466**

- The CSGP funds 6 FTE positions: executive director, director of grants administration, director of finance, community and collaborations manager, project manager, and program coordinator.

The funded positions administer, oversee, communicate, collaborate and advocate for arts and culture on behalf of the City of Jacksonville.

**Payroll Taxes & Benefits: \$47,437**

- Fringe benefit includes partial Medicare and Social Security taxes for employees @ 7.65%
- Medical insurance benefits: \$24,299
  - Employees contribute 20% of the benefit cost

**Total Occupancy: \$31,886**

- Rent (to SMG) – in fifth year of 10 year lease with 3% increase each year: \$25,884
- Telephone (TV Telecom) : \$1
- Maintenance & Repairs: \$.79
- General Liability Insurance: \$6,000

**Total Office Expenses: \$15,211**

- General office supplies – Capital Office Products: \$8,600
- Postage: \$1
- Printing/Advertising: \$6,609
- Directors & Officers insurance: \$1

**Direct Client Expenses: \$2,595,00**

- CSGP Regrants to cultural organizations (as described in Section II):  
\$2,595,000

**TOTAL CAPITAL OUTLAY: \$8,000**

- Computers & Software: \$8,000  
(Foundant online grantmaking system used for CSGP)

**CULTURAL SERVICE GRANT PROGRAM (CSGP) – FY 2017-2018 Request - \$3 million (rationale for increase)**

- CSGP lump sum allocation was \$3 million in 2010-2011, but in the years since has been cut by 7% to \$2,793,580 for FY 2014-2015 and held steady for FY 2015-2016 and FY 2016-2017. CSGP funding has consistently decreased by 5%, 5%, 7% and 7% for FYE '12, '13, '14 and '15. Data indicates while CSGP funding has decreased, impact and return on investment have increased with higher total admissions than all Jacksonville's professional sports teams combined.
- The 25 eligible requests to the 2016-2017 Cultural Service Grant Program totaled \$4,401,520, an increase of \$157,776 from 2015-2016. At the rate of 2016-17 funding of \$2,416,446, the CSGP program could only fund 55 percent of eligible requests, down from 58 percent in 2015-2016. Requests for 2017-2018 from 27 prospective applicants total \$4,790,538.
- CSGP is a proven investment for the City of Jacksonville based on data provided by 2015-2016 Cultural Service Grantees. The return on investing \$3.32 per person, or one quarter of one percent (00.28) in arts and culture, resulted in:
  - Total local economic impact of \$77.3 million (a 10 percent increase from the prior FY reported)
  - Employment for 1,109 people
  - Engaging 3,111 vendors to support events and programming
  - Attracting 14,311 volunteers who donated 176,898 hours
  - 1,283,481 admissions (includes 698,146 free admisions)
  - 409,180 youths benefiting
- CSG-funded organizations, along with the Cultural Council, provide programs that:
  - create economic opportunity
  - enhance public safety
  - generate tourism dollars
  - support jobs
  - promote local artists
  - energize downtown Jacksonville and other city neighborhoods and the Beaches
  - improve education outcomes for area youths
  - contribute to quality of life
  - accelerate the pace of making Jacksonville a world-class destination

\*\*\* Please upload/submit "Public Service Grant FY 2018 Budget Forms" and

**complete all documents. This includes the budget detail spreadsheet and the budget narrative.**

**Certification of Other Funding Sources - Please upload/submit "Certification of Additional Funding Sources" which should list "Other Grant" revenue sources for this program.**

#### **Section VI - PSG Program Impact & Effectiveness**

**Containing a description of: (i) the program's goals and objectives and how attainment of the goals and objectives will be measured, and (ii) the projected program impact on residents of Duval County or their Need and the anticipated number of people to be served by the program, (iii) a listing of the number of times within the past three (3) years that the requesting agency has been on the Council Auditor's noncompliance list. Such list set forth the date of the noncompliance, the length of the noncompliance and reasons for the noncompliance. (maximum 4 pages)**

The goals, objectives, and measurements for the Cultural Service Grant Program and other programs of the Cultural Council include:

**Goal 1 -To administer the Cultural Service Grant Program as required by Chapter 118, Part 6, of the City of Jacksonville Ordinance Code.**

- Objective 1 -Support the artistic excellence/organizational stability of arts and cultural organizations through:
  - Operating a transparent, rigorous, year-long grants process
  - Working with the CSGP Committee to appropriately allocate funds
  - Improving capacity and ensuring compliance of funded agencies
  - Continuing implementation of online grantmaking system and associated improvements to grants process
- Results will be measured through:
  - Number of agencies submitting letters of intent and full applications and successfully being awarded grants
  - Administration of the grant process as described in Section II
  - Facilitation of the grant process through the work of a volunteer CSGP Committee
  - Continual implementation of improvements to the grant process

**Goal 2 -To advance opportunities for the appreciation, relevance and expression of art and culture in Duval County through grantmaking programs**

- Objective 1 -CSG-funded organizations will provide a range of cultural programs/services:
  - As a whole these organizations will serve the varying needs and expectations of all Duval County residents
  - These organizations will continue to have a positive impact on the local economy
- Results will be measured through:

- Total number of duplicated persons served through CSG-funded organizations for 2017-2018
- Total local economic and public impact of CSG-funded organizations

**Goal 3 -To advance opportunities for the appreciation, relevance and expression of art and culture in Duval County through the Council's other programs**

- Objective 1 -Impact community through leadership and innovation in key roles:
  - Better serve the needs of stakeholders and general public through improved communications
  - Improve access to arts and culture for all residents of Duval County
  - Increase capacity of individual artists
- Results will be measured through:
  - A variety of communications vehicles, including a website, weekly newsletter, and by serving as a portal for a range of social media interaction.
  - Increased program offerings addressing diversity and access, including the CSGP Internship Program and an artist residency program for DCPS in partnership with Any Given Child
  - Provision of professional development opportunities for individual artists

Funded agencies complete an annual customer satisfaction survey on CSGP. Most recent customer satisfaction survey results from CSG-funded organizations (100% surveyed responded) rated their satisfaction with the administration of the Cultural Service Grant Program at 43.28 out of 50 (Likert Scale). Additionally, the percentage of respondents describing their overall experience with CSGP as excellent was 92 percent.

Some of the results of continuous improvement activities based on evaluation include:

The Cultural Council implemented a new online grantmaking system for the 2012-2013 CSG process. Now in its fifth year of implementation, the system has proven to be a substantial improvement in providing greater efficiencies, improved communications, enhanced data gathering, and significant cost and time savings for applicants and for the Cultural Council. Applicants – many of whom had requested the change – reported saving hundreds of dollars through the elimination of a paper-based system.

CSGP process materials – application, evaluation, and reporting forms— have been revised and brought into close alignment with the ordinance criteria governing CSG. Project Streamline, a best practices resource of the Grant Manager’s Network (a grantmaking professionals organization), was used as a resource when making these improvements, along with significant stakeholder evaluation. Following this series of significant process improvements made in 2015-2016 and continuing for 2016-2017, the resulting process will remain in place for three years, although evaluative surveys will continue to be conducted.

Both funded and unfunded agencies are invited to supply written and verbal feedback regarding the CSGP process, which is reviewed annually based on this feedback, as well as through the input of staff and CSGP Committee members, in an effort to continually improve the Cultural Council’s grantmaking and grants administration.

Participants complete evaluations of application and compliance workshops and grant committee trainings. There are opportunities for public comment during the public grant hearings and the chance to debrief during meetings of grant committee members and

applicant organizations. Surveys specific to certain aspects of the process and the formation of ad hoc subcommittees are also employed.

The Cultural Council has never been on the Council Auditor's noncompliance list.

### **IMPACT:**

For more than a quarter century, the Cultural Council of Greater Jacksonville has served as the official regranting and administrative agency for City of Jacksonville funding to cultural organizations. The Cultural Service Grant Program was developed from the former Miscellaneous Appropriations for the Arts. CSGP is governed by Chapter 118, Part 6, of the Ordinance Code for the City of Jacksonville, which uniquely empowers and requires the Cultural Council to seek and regrant public funds. CSGP seeks to serve the entirety of Duval County – approximately 913,010 people according to the U.S. Census (2015). The organizations funded through CSGP served a total of 3,730,851 people in FY2016. Through this public support, the arts and cultural organizations funded through CSGP contribute to:

- **Economic Development and Opportunity** - A 2016 survey of Duval County cultural organizations funded through CSGP indicated that CSG-funded organizations:
  - employed 1,109 people
  - engaged 3,111 vendors to support events and programming
  - were supported by 14,311 volunteers who donated 176,898 hours
  - achieved an overall local economic impact of \$77.3 million
- **Attracting Businesses** - The Chamber of Commerce reports that cultural amenities factor into business location decisions.
- **Cultural Tourism** - The Travel Industry of America reports that tourists who visit cultural and historic sites consistently extend their stays and spend more money.
- **Public Safety** – Light and foot traffic from downtown venues, colorful murals covering once bland and dirty walls, music spilling from doorways where concerts are happening, children receiving arts instruction after school – all these serve to keep crime at bay and make our community safer.
- **Urban Revitalization** – Across the nation, the arts have been the catalyst for renewing city centers. The Cultural Council's SPARK Grant Program enlivened the downtown core through 14 visual and performing arts projects, including "Sculpture Walk Jax," which featured temporary works in Main Street Park.
- **Academic Achievement** –According to a report from the President's Committee on Arts and the Humanities, "Reinvesting in Arts Education: Winning America's Future through Creative Schools," an education without the arts is incomplete. The study notes that students who have art classes are more likely to be engaged in the classroom, attend school, achieve better test scores, and graduate. It details the powerful role that arts education strategies can play in closing the achievement gap, improving student engagement, building creativity, and nurturing innovative thinking skills. The keys to success in the new economy are critical thinking and creativity, it concludes.

Art and culture play a major role in the creation of great cities. Arts and culture impact Jacksonville's quality of life, its ability to attract and retain desirable businesses and employees, the education of its students, and its cache as a tourist destination. The primary aim of the Cultural Service Grant Program is to make more art and culture more available to more people, thereby improving the overall quality of life in Duval County. As a result of conducting this program:

- The Cultural Service Grant Program will strengthen Duval County's arts and cultural organizations by providing operating support through a rigorous, competitive grantmaking process
- Cultural organizations will help address community initiatives;
- Cultural organizations will have a positive and significant impact on the local economy.

CSGP exists to provide public support and access to organizations that support the quality of life for Jacksonville residents. Duval County's cultural agencies offer a wealth of opportunities for residents to experience or receive training in a variety of artistic disciplines. They provide educational and community outreach, support local artists, preserve historic facilities and contribute to downtown and neighborhood revitalization. These arts and cultural agencies make Jacksonville a better place to live, and also have a positive effect on the local economy through increased tourism, employment and related spending. According to the Jacksonville Community Council's annual Quality of Life Progress Report: A Guide for Building a Better Community, citizens desire, support, have access to, and actively patronize a great diversity of opportunities in the region for cultural and artistic enrichment.

A major aim of the CSGP process is to increase accessibility to art and culture for all residents. In 2015, CSG-funded agencies invested \$4,705,307 in educational programs. Additionally, many programs provide scholarships to students. Cultural Service Grantees offer programs and services to audiences of differing race, ethnicity, gender, age and geographic location. Many of the funded organizations have permanent facilities and offer relevant programming to the entire Jacksonville community. The provision of outreach to underserved constituents as well as programs that support City of Jacksonville initiatives are expectations of grantees and serve as examples in which the cultural community supports the goals of the community.

A core belief of the Cultural Council is the contention that art and culture can be part of the solution to any community problem, and regularly supports community-wide initiatives. Diversity and inclusion in the arts is a current focus. To that end, the Cultural Council piloted the CSGP Internship Program in the summer of 2016 and will expand the program in the summer of 2017. The Cultural Service Internship Program is a five-year initiative of the Cultural Council of Greater Jacksonville in partnership with Jacksonville arts and cultural organizations and Duval County Public Schools.

Cultural Service Internships are paid internships for students from the underserved neighborhoods of Jacksonville's Northwestside. The program was born out of recognition that people of color are underrepresented at the board and senior staff levels of Jacksonville arts and cultural organizations. Increasingly, research from across the nation shows that this is not a local phenomenon. The Cultural Service Internship Program proposes to positively change those statistics by introducing young men and women of color to the nonprofit arts and culture sector, and its accompanying career, board leadership, and volunteer opportunities.

Each of 25 arts and cultural organizations funded through CSGP will host and work with an intern for a paid summer internship. Job descriptions will be developed and will vary according to the cultural discipline represented by the organization. The interns will be graduating eighth graders from Eugene Butler Middle School's Leadership Academies, which is a new magnet program of the Duval County Public Schools offering a single-gender classroom experience designed to help students discover their strengths and overcome their challenges. Leadership, training and outreach are part of the mission. The internships will raise student awareness of the availability of careers in the arts, give them practical work experience in a nonprofit setting and increased access to the arts.

## **DOCUMENTS**

- X** - A copy of good standing certificate from Florida Division of Corporations
- X** - Charitable Solicitation Permit
- X** - Complete tax returns for last three years
- X** - PSG FY 2018 Budget Forms
- X** - Certification of Additional Revenue