

**Bend Cultural Tourism Fund
Commission Meeting
Approved Meeting Minutes
December 10, 2018 – 12:00pm to 2:00pm
At Liberty
849 NW Wall St, Bend, OR 97703**

In attendance: Aaron Switzer; Erin Felder; Kevin Barclay; John Flannery; Michelle Mercer; Zak Boone; Kiel Fletcher; Mindy Aisling; Jenny Malone; Rika Ayotte; Jenny Green; Liora Sponko; Laurel MacMillan, Administrator; Shari Crandall, Minutes.

Absent: None

Guests: Scott Greenstone, Greenstone Financial Reporting; Valerie Warren, Visit Bend; Michelle Seiler Godfrey, High Desert Museum.

Switzer called the meeting to order at 12:01pm.

I. Welcome/Introductions

a. New Commissioners

Visit Bend has approved the Commission member position title changes and the following new commissioners:

- Regional or State Arts Organization: Liora Sponko, Executive Director of Lane Arts Commission; and,
- Visit Bend or Staff Member (Non-voting): Valerie Warren, Visit Bend Vice President of Operations and Policy.

II. Budget Report - Scott Greenstone

Greenstone presented the top two pages of the full "Bend Cultural Tourism Fund Financial Reporting Package, October 2018 ["Package"].

BCTF continues to track close to budget. Revenue is within 2.5% above budget at \$2,800. Whereas, due to timing, expenses are currently under budget. However, these will change as BCTF approaches year end. (See Package pp 2-3) The budgeted funds available for FY19 are \$185,000. However given the cash surplus ahead of payout, BCTF might award up to \$200,000.

Correcting his last report: High Desert Museum had timely submitted its final report but the payment had been applied to the incorrect budget line; that has been corrected. The FY17 catalyst and marketing grants have been completely paid-out.

Switzer noted he liked the truncated 2-page format, it is easier to follow. Greenstone will email the full financial report to MacMillan, who can and bring a two-page report to the next meeting; MacMillan can distribute by email the full report to the commissioners for their review.

III. Commission Member Updates

a. Positions

Sponka will replace Wagner in the newly titled Regional or State Arts Organization and Warren will replace Mercer in the Visit Bend non-voting position beginning January, 2019.

MacMillan thanked Mercer for her service to BCTF.

b. Recruitment

The Creative Community Representative position is open. While Judy Campbell, who has public relations firm Campbell Consulting, is interested in serving on the Commission, she feels her community status does not accurately represent this particular assigned position; MacMillan will speak with Campbell again when an "at large" position opens. MacMillan would like to issue a formal ask for the Creative Community Representative position by January 2019.

Commissioners suggested the following candidates:

- Michelle Majeski, local choreographer (Switzer)
- Cari Brown, local artist at the WorkHouse (Green)
- Michael Gesme, Central Oregon Symphony Conductor and COCC professor (Felder)
- Kelly Thiel, local artist, part owner of The Wilds (Felder)
- Molly Tennant, professional singer, community theater actor (Felder).

Pursuant to a query regarding the appointment process, MacMillan reported appointments are made by the different organizations as listed on the handout she provided for this meeting - for example: Old Mill District, ACA board, Visit Bend, Mayor, etc. Warren stated Visit Bend is open to the Commission's recommendations.

Switzer requested those commissioners who suggested the above candidates ascertain whether any of them are interested in serving on BCTF and, if so, provide those names to the Executive Committee. The Executive Committee will then report to the Commission.

MacMillan is keeping a list of potential future commissioners.

IV. Approval of minutes from October 17, 2018 meeting.

Action: Switzer moved, Ayotte seconded, to approve the October 17, 2018 minutes as written.

Vote: The Commission unanimously approved the minutes.

V. Executive Committee Follow Up

MacMillan reported the Executive Committee was not able to meet but will meet before the next scheduled BCTF meeting to follow up on the items identified at the October 2018 BCTF meeting.

VI. FY19 Grant Cycle

MacMillan is currently editing and testing the grant website, with the plan to go live on January 11, 2019. The grant deadline will be April 12, 2019 at 5:00pm. April 15 to May 1, 2019, have been allocated for the reviewers to review and preliminarily score the applicants. The BCTF grant review meeting will occur on May 1, 2019. The Visit Bend Board will address the Commissions' recommendations and approve grant awards on May 21, 2019. MacMillan will send the award letters on May 22, 2019.

MacMillan has already fielded a few phone calls from new potential applicants. In response to Ayotte's question on how the public is made aware of the BCTF cycle, MacMillan stated she will issue a press release, the information will be on Visit Bend's website, and the Commissioners can promote the grant.

Further discussion ensued on how to further promote BCTF and ensure notice to the public. It was decided:

- **Video:** The 2017 video is on the Visit Bend website; it is approximately 45 seconds long and can be used again to promote the fund. MacMillan will forward the video to the Commissioners.
- **Images:** Other grant organizations require grantees to provide "sharable" images of the awarded projects to show where the funding is going. Commissioners liked this - images could go to the Visit Bend Board along with the final reports; placed on the Visit Bend website; used for promotion on social media.
- **Social Media:** While the images may not be appropriate for Visit Bend's Face Book page, BCTF could create its own social media accounts, particularly Face Book and Instagram. The social media accounts could be used to generally promote BCTF grants, provide a place for public announcements, promote grantee events and then share images of these events. Because social media needs to be fresh, someone would need to be responsible for timely updating the sites. The question arose whether the Administrator's job duties and wage could be expanded to include social media or, instead, outsource the social media job duties. MacMillan stated if this duty only requires an hour or so a month, she would prefer to make the social media entries (with the exception of May when her schedule is so busy) rather than spend time supervising someone else.

Action:

Mercer and/or Warren will speak with Visit Bend to determine whether the Board will approve the expansion of the Administrator's job duties and related pay.

VII. Spring Meeting Objectives and Dates

a. Set Meeting Date -- Week of March 4, 2019

With the exception of the full day grant review meeting, the Commissioners voiced a desire to set the quarterly meetings about three months in advance.

The next meeting will occur on March 5, 2019, from 1:00-3:00pm. MacMillan will send a calendar notice.

b. Set Grant Panel Training Objectives

Grant Panel training will occur at the next meeting. MacMillan asked the Commissioners what information and training they would need to do the best job possible when reviewing and scoring grants. Their suggestions included:

- Distinction between marketing and catalyst grants.
- Explanation of the rationale behind catalyst grants.
- Clarification in scoring and allocating funds for each grant form.
- Clarification of the objectives, the priorities used for reviewing and scoring. For example, last year during the 8-hour review discussion the focus shifted from heads-in-beds to the cultural element. In other words, who is the ultimate candidate for each form?

The Commission's discussion then segued into another procedural tangent. A few of the Commissioners participated on another organization's grant review committee. After initially scoring the applications, that review committee eliminated all applicants who did not meet the grant criteria and did not discuss the "non-competitive" applications. Then, in open session, that review committee identified the non-competitive applicants and then discussed the "competitive" applications only.

Commissioners raised the following questions: If such a process were implemented by BCTF, would that mean those applications that initially scored below 80 would not be discussed? Given the smaller BCTF applicant pool, would there be an opportunity for a reviewer to advocate for a non-competitive applicant, wherein the applicant could be moved from non-competitive to competitive status to warrant further discussion? Does BCTF's newly implemented grant review process during which the reviewers' initial questions and comments will occur behind closed doors handle the concerns?

MacMillan reminded the Commission the BCTF Executive Committee will be meeting to discuss a more solid format process. Boone voiced his trust of the BCTF process, the importance for reviewers to discuss all the BCTF applicants, no matter the score, in a format that will allow questions and discussions regarding the grant applications and the reasoning for reviewers' initial scores.

VIII. Explore Creating Task Force for Changes to 2020 Grants

a. Multi-year grants and Catalyst grants

FY19 will again include Marketing and Catalyst grants. However, the Commission has discussed possibly expanding the grant process beginning FY20 to include a multi-year option which Visit Bend has authorized the Commission to explore. MacMillan asked for participants who would be willing to sit on a task force to explore potential FY20 fund changes. The task force would address BCTF's goals and the best way to achieve them; it would identify and research best practices and multi-year options; it would then return to the Commission with its recommendations.

Outlining the appeal of a multiyear grant, Switzer noted the Commission previously agreed a grantee can apply every year. Having watched the grant cycles over time, a multi-year option may make sense since the Commission knows the players. Returning big community cultural players have consistently risen to the top, received grants, and will probably continue to receive grants with future applications. A multi-year grant process may save time for the applicant and the reviewers. Those who applied for the multi-year option would need to have already exhibited success with BCTF. The criteria and the reporting standard would need to be higher.

Commissioners' comments and questions included:

- What is, would be, the purpose of each of the BCTF grants?
- Historically, with the exception of BendFilm's recurring annual program, the BCTF applications have been based on new projects within each grant cycle. Would the multi-year option address only those projects that are actually recurring multi-year programs, or would it expand to include applicants who have new projects each year of the multi-grant cycle?
- A multi-year grant could possibly build the necessary structure for the recipient to no longer require grant funds; or, perhaps, the recipient of a multi-year grant would cycle out of BCTF for a year before it could apply again.
- Since a grantee can apply every grant cycle, why would a grantee want to apply for a multi-year grant if it had to cycle out for a year before it could apply again.
- Does the Commission want to reevaluate the policy that allows a grant recipient to apply every year - perhaps incorporate a two year on/one year off policy; or, after a certain number of years, the grant recipient would need to "fly on its own"?
- What would the higher criteria/standards look like? More nuanced than they are now? How would that be scored in comparison to the current standards?
- Does the Commission know whether grantees are interested in a multi-year option? Does the Commission want to poll the grantees? And, if yes, how would this been done?
- The review process currently penalizes recipients who have exhibited event success but who in the next grant cycle are unable to enlarge capacity. Does the Commission want to readdress this?
- Does BCTF want to investigate other local entities who are, or will be, awarding grants for arts and culture - for example, COVA's Travel Oregon Competitive Grants Program?

Action:

The Commission decided two new task forces are appropriate. The first would be tasked with clarifying the Catalyst Grant and the second would be tasked with exploring the multi-year option. Because MacMillan would need the final product by November, 2019 for FY20, the plan is:

- A task force comprised of Barclay, Green, Flannery, and Switzer will meet to address the purpose and goals of the Catalyst Grant and report to the Commission at the March 2019 meeting.
- The Multi-year grant task force will form at the March 2019 meeting and will report to the Commission at the October 2019 meeting.

With respect to other local granting entities, Warren and/or MacMillan will ascertain what COVA's grant plan is and whether this plan is in alignment with and/or duplicating BCTF.

IX. Final Report Review

a. Copies of all FY17 Final Reports and FY18 Final Report Update

All FY17 Final Reports have been received and FY18 Final Reports will be arriving within 30 days following the BCTF recipients' events. MacMillan wanted to create a spreadsheet to record and compare data from grantees' applications and final reports. When she attempted to compare the data gleaned from the recipient applications and responses to final questions,¹ some of the grantees did not provide numerically answers. For future final reports, she will ask clearer questions to elicit data

¹ The referenced current BCTF final report questions are:

- Review your application summary and tell us if this accurately reflects the activity. Please note any significant changes made in programming from the original application.
- Please describe any changes that you would implement if you were to do this activity again.
- In your application, what was the goal for visitors (from outside a 50-mile radius)? How many visitors participated during the grant period? How many were presenters vs tourists?
- Describe how you measured the visitor information? If you used a survey, please upload a sample.
- The Grant Agreement says "publicity, visual or oral, for this project shall be accompanied by the Bend Cultural Tourism Fund and this language: "this activity is supported in part by a grant from The Bend Cultural Tourism Fund." Please include a brief summary of how you completed this requirement.
- The application budget is available in the grant portal. Please complete final report budget using these numbers in your actual. In the description field include a brief description of any variances over 20% in either direction.

that can then be used by the Commissioners and Visit Bend. As gatekeeper, MacMillan will also ask for more information from the grantee, if necessary, and if something surfaces that needs to be flagged she will report that to the Commission in real time rather than wait until the end of the year.

One of the challenges for grantees in the final report is to report the number of visitors who came from outside the 50-mile radius. If the event is ticketed, it is easy to pull zip codes. However, if the event is not ticketed, the grantee needs to use another means, such as surveys at the event (note: the grant application requires the applicant to explain how it will gather the data) to extrapolate the data/numbers. Commissioners noted examples of grantees who have nonticketed events: Winterfest has a table with pads to collect the data, another grant recipient has volunteers walking through the crowds with surveys in hand.

While the Commission does not want to make the final report onerous, it understood the need to have specific questions that would result in compilation, and overview, of data for each grant cycle. Commissioners noted recorded data can provide:

- A basis for the Commission to analyze how that years' awards went, call out glaring concerns, and look at that years' current performance, while not necessarily tying it to the future.
- Knowledge as to whether a grantee has met its defined application goals; and, if not, give the grantee an opportunity to provide an explanation why its targets were not met. If a grantee calculated 200 heads in beds but reported only 40, the grantee would need to explain what had happened.
- Historical data gathered over several grant cycles is important not only for BCTF as a whole but also for a specific grantee - for example, it would be important for the reviewers to know whether a particular grantee's projects were unsuccessful over several grant cycles.

Action:

At the March meeting, the Commission will review MacMillan's report with the understanding the report will be based on what BCTF has received to date.

X. Public Comment - 3 minutes per person

There were no public comments.

XI. Commissioner Comments

Fletcher noted last year Crows Feet had a series of events and wrote a grant for a final event but then mixed that final event with the overall series. He asked that BCTF be clearer with the "hierarchy" to better help the applicants. MacMillan explained that each applicant is told it must choose a month, and not the entire series, upon which to base its grant application.

MacMillan again thanked Mercer.

Representing Visit Bend, Warren thanked those who had worked on BCTF; she handed a card to each who had participated.

XII. Adjourn

The meeting was adjourned at 1:35 pm.