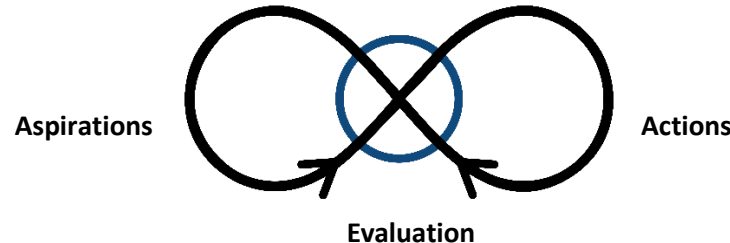


Strategies for Achieving and Demonstrating Public Benefit

Recommendations for Achieving Public Benefit Outcomes:

- Identify underserved groups and direct funding resources there.
- Offer funding pathways that reflect the core goals of the program.
- Require that all grant applicants complete a two-year plan, with goals. Use this plan as the basis of the application for the second-year grant and to review, evaluate, and capture data on program delivery and effectiveness.
- Follow a continuous improvement model, and regularly measure and refine the program to align with program goals.
 - Examine outcomes for service locations and demographic groups; balance among arts, culture, heritage and science organizations; size of participating organizations, effective equity measures, collaborative and interdisciplinary partnerships, for example.
- Design the process to collect data throughout -- from application to final report.



A continuous improvement model (shown here) was discussed by the committee as a way to visualize program implementation and evaluation. Cycling on the left are the mission, goals and aspirations of the program. These values inform the cycle on the right side, which is the work of Cultural Organizations in the community. At the center they intersect and align within the blue circle, which encompasses the program's administrative tools and lenses: guidelines, application, granting pathways, review and evaluative processes.

The blue circle represents the work of program staff, CAAB, and City Council to coordinate and refine the program. This center point should serve to utilize the most current wisdom from both sides to keep aspirations and actions focused and synchronized, and continually adjust near-term and long-range views, like a set of binoculars.

"This program shouldn't stand apart on its own. Link it to topics we care about and contribute to problem-solving through creative arts: economy, schools, people experiencing homelessness."

Recommendations for Supporting Cultural Organizations:

- Conduct outreach via workshops, webinars, training opportunities, and “office hours” to orient and guide applicants.
- Encourage Fiscal Sponsorship to simplify, facilitate and encourage this type of partnership.
- Offer an early first grant payment.
 - A signed contract is considered the first deliverable and triggers first opportunity for grantee to invoice for payment. This acknowledges the planning and organizational work of the application process.
- Make reporting requirements and corrective action plans reasonable, simple, data-based, and share them up front.
- Focus on building connections and relationships among Cultural Organizations through matchmaking, to encourage partnerships, mentoring, and cross-disciplinary collaboration.
 - Connect established and emerging organizations, especially for CAPS.
 - Offer specialized guidance for CAPS applicants.

These measures will help organizations achieve outcomes and leverage the public benefit of their work.