

## East Central Regional Arts Council – Region 7E



# Arts Biennial Plan

FY 2016 - 2017

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### Use of this Plan

This document has been prepared to meet the requirements of the Minnesota State Legislature to qualify the East Central Region (economic development region 7E) for receipt of both the General Fund block allocation and the Arts and Cultural Heritage Fund allocation. Both will be used in funding local arts development programs and activities. In addition, this two year plan will be used to provide a basis for decisions to be made by the East Central Regional Arts Council Board of Directors regarding overall activities undertaken as a Regional Arts Council and to act as a guide against which progress can be measured as the Council strives to attain its stated outcomes in the next biennium (July 1, 2015- June 30, 2017).

The East Central Regional Arts Council is the regional grant-making agency that supports the arts through funding from the Minnesota State Legislature and The McKnight Foundation. The Council distributes grant awards to artists, arts and other non-profit organizations, educational institutions, and local units of government and provides technical assistance for these grants.

### Overview

The East Central Regional Arts Council (ECRAC) is an independent 501(c)(3) non-profit started in 2010. Region 7E includes the Minnesota Counties of Chisago, Isanti, Kanabec, Mille Lacs, and Pine. The address is 112 Main Avenue South, PO Box 294, Braham, Minnesota, 55006. By telephone ECRAC can be reached at 320-396-2337; and by email at [info@ecrac.org](mailto:info@ecrac.org). The website is [www.ecrac.org](http://www.ecrac.org).

Programs of the ECRAC include grant funding for individuals and groups for art projects, general operating support for arts organizations, technical assistance to grantees and others interested in the arts, Fellowships for professional artists, and the *Essential Arts* newsletter. ECRAC sponsors and hosts the annual IMAGE Art Show, maintains a year round gallery, works to identify economic and community development links in the region, and provides information, assistance, and referrals on arts issues. ECRAC hosts various workshops which provide technical assistance and resource information such as the newly established annual Artist Resource Fair. ECRAC uses social networking to make program information and opportunities even more accessible to constituents.

## Mission, Vision, Value Statements

ECRAC revised the mission, vision and value statements in FY 2015. ECRAC's mission, vision and values are at the heart of the programs and grantees funded. ECRAC's grantee partners are at the forefront of our work to enhance the arts environment in Region 7E. It is their daily work and commitment throughout the region that expands arts opportunities, increases the quality of life, and enhances the community/economic development in the region. It is felt by ECRAC that these statements are very compatible with those developed by the Minnesota State Arts Board for the Arts and Cultural Heritage Fund programming.

### Mission:

To support the arts and bring the life enhancing values they afford to Region 7E residents.

### Vision:

All Region 7E residents have the opportunity to participate, appreciate, create, and invest in the arts.

### Values:

**Arts in Action** - We are motivated by our love of the arts, to serve artists and organizations with resources, education, and commitment. We welcome all artists and organizations as partners in our common goal of developing a vibrant arts community.

**Integrity** - We recognize all art forms and act with consistency, support, and respect in all of our relationships and in our stewardship of the resources entrusted to us.

**Artistic Merit** - We uphold a high standard of artistic quality that promotes growth and development of creative knowledge, skills, and understanding.

**Legacy** - We understand and appreciate that the arts are an essential part of our heritage and daily lives. We uphold the creative spirit from the past, in the present, and into the future.

## Regional Characteristics

The East Central Regional Arts Council serves Region 7E and is one of eleven Regional Arts Councils serving Minnesota. It serves the counties of Chisago, Isanti, Kanabec, Mille Lacs, and Pine, which total 3,367.14 square miles. Geographically Region 7E lies directly north of the Minneapolis - St. Paul metropolitan area, east of the St. Cloud metropolitan area, and south of the Duluth metropolitan area.



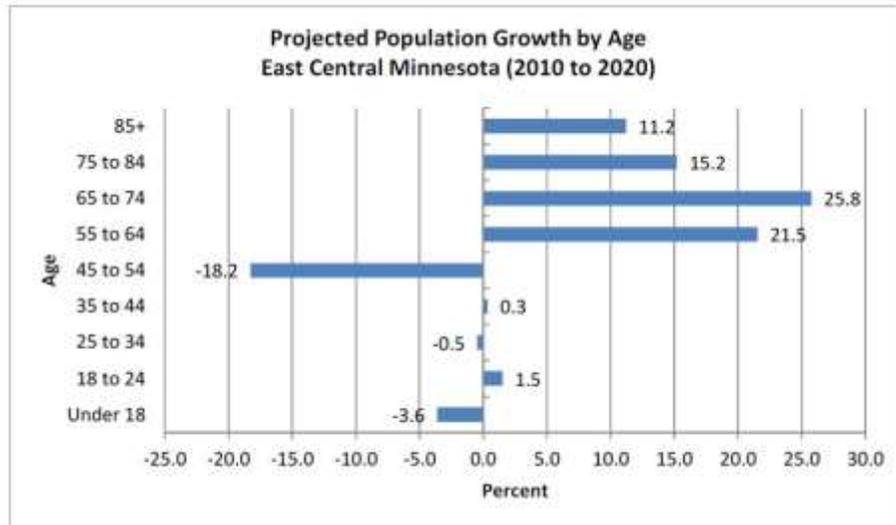
The southern counties of Chisago and Isanti border the first ring northern suburbs and are in the daily commuting zone of the Minneapolis-St. Paul metropolitan area. According to the 2010 Census, the Chisago County median drive to work time was 32 minutes, in contrast to the State of Minnesota average of 22.6 minutes. The desire for a rural residential setting, ongoing lakeshore development, and living in small cities, coupled with the metropolitan ring growth, have all been factors in the population and infrastructure growth of the East Central Region.

Region 7E's population is growing. From 2000 to 2010, the regional population grew by 20.2%. There is a strong dichotomy between the southern portion of the region that is suburban in nature and the northern very rural areas. The Region has and still does experience population growth at a faster rate than most of the other regions in Minnesota. It also experienced the recession at a deeper level.

Region 7E Population Projections							
County	2015	2020	2025	2030	2035	2040	2045
<b>Chisago</b>	60,491	63,671	65,941	68,071	69,718	70,610	70,939
<b>Isanti</b>	41,857	44,172	45,748	47,263	48,495	49,499	50,200
<b>Kanabec</b>	17,423	17,924	18,182	18,312	18,283	18,197	18,095
<b>Mille Lacs</b>	28,844	30,335	31,346	32,168	32,838	33,673	34,571
<b>Pine</b>	31,532	32,257	32,540	32,563	32,328	31,963	31,490
<b>Total</b>	180,147	188,359	193,757	198,377	201,662	203,942	205,295

*Source: Minnesota State Demographic Center*

The population in the Region is aging and older age cohorts are accounting for a significant percentage of the population. In 2010 about 28% of the population in Region 7E was age 55 and older. The largest adult cohort in the region in 2010 was 45 to 54 at 16.1% of the population. The 35 to 44 was the second largest adult cohort with 12.7%. The 55 to 64 age cohort came in a close third at 12.4% of the total. The greatest growth is expected to occur among older adults due to the aging of the baby boomer generation (those born from 1946 to 1964).



In 2014, Region 7E’s median household income was an estimated \$50,980. In comparison, Minnesota’s estimated median 2014 household income was \$58,634. The 7E median household income is projected to climb 11% to \$56,539 by the year 2020. Isanti in southern Isanti County had the highest estimated median 2014 household income at \$62,017. The lowest incomes were found in northern Region 7E. Specifically in Mille Lacs County Isle was at \$37,631 and Onamia at \$32,437. Northern Pine County came in third at \$40,925. This speaks to the economic dichotomy in the region.

The five counties making up Region 7E are served by seventeen (17) public school districts and seventeen (17) non-public schools. All the region's public school districts offer programs in Community Education. They also offer Post-Secondary Enrollment Options (PSEO) for eligible students. There are two higher educational institutions in the region, Anoka Ramsey Community College – Cambridge Campus and Pine Technical and Community College in Pine City, both of which offer two-year and some four-year transferable degrees.

The region is also served by the East Central Minnesota Education Cable Cooperative (ECMECC), a consortium of 13 school districts (Braham, Cambridge-Isanti, Chisago Lakes, East Central, Hinckley-Finlayson, Milaca, Mora, North Branch, Ogilvie, Pine City, Princeton, Rush City, and St Francis) plus Pine Technical and Community College. The educational advantage of this two-way interactive Mpeg 2 video system is that students can participate in classes from neighboring school districts, post-secondary options from the college, and they are connected to the statewide network, offering and receiving courses and attending virtual field trips using H.323 video. This high capacity network allows sharing of data applications and allows ECMECC members high bandwidth egress to the internet.

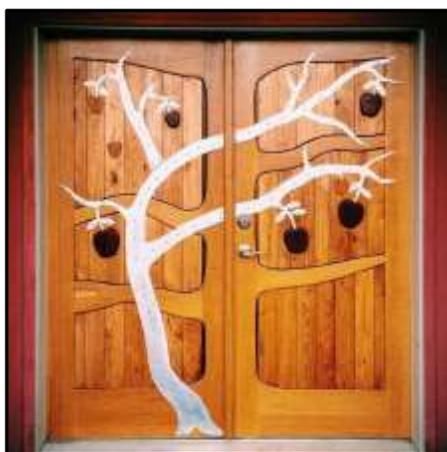
The East Central Regional Library with branches in Cambridge, Chisago Lakes, Hinckley, Milaca, Mora, North Branch, Pine City, Princeton, Rush City, Sandstone, and Wyoming provides general library services as well as a traveling bookmobile system. In addition, there is statewide access to information through inter-library loan requests and access to remote information databases through the East Central branches and the colleges. All of these libraries have computers with internet availability for use by patrons.

## History and Overview of the East Central Regional Arts Council

Starting in FY 1980 the East Central Arts Council (ECAC), was a program and advisory committee of the East Central Regional Development Commission (ECRDC) in Mora. ECAC acted continuously as an arts information, coordination, referral and assistance resource within Region 7E. As need indicated, the Council developed several on-going programs or projects of its own. A published newsletter was initiated that became the enewsletter, Essential Arts; the arts were promoted in conjunction with community and economic development programs, and a judged art exhibition, IMAGE, was established for regional artists.

FY 2010 was not only the 30<sup>th</sup> anniversary of the East Central Arts Council advisory committee, in addition, ECAC successfully undertook 2 major accomplishments. ECAC initiated the Region 7E Arts and Cultural Heritage Legacy Fund, and the Arts Council, and with the East Central Regional Development Commission, decided that the Council would best serve constituents by becoming an independent non-profit organization. This was decided as part of an extensive planning process and through work with a private consultant. It was felt that in order to better serve its mission the Regional Arts Council would become independent of the ECRDC.

The East Central Regional Arts Council (ECRAC) established itself as a Minnesota non-profit in August 2010, and received the 501(c)(3) determination from the IRS in November 2010. ECRAC officially became independent of the ECRDC as of July 1, 2011 (FY 2012.) During the transition most ECAC members remained as board members of the new ECRAC. ECRAC established an office/ gallery location and their own website as part of this transition while also providing continuous grants and services to the arts community. ECRAC is proud to continue all the grants and services initiated originally by ECAC including: *Essential Arts*, the enewsletter; the permanent artwork collection highlighting regional artists; and the annual IMAGE Art Show. In addition, ECRAC is moving toward having multiple art shows per year in both the gallery and adjacent warehouse space and has started a public art collection which includes entry doors designed by a regional artist.



*Art Grows Here* by Keith Raivo, 2014

A Forecast Public Art project at the East Central Regional Arts Council in Braham, MN

## Needs Assessment Summary and Planning Process

Planning has enabled the ECRAC to listen to the needs of its constituency and to respond with programming for artists and arts organizations alike. In preparing this document, the planning process used by the East Central Regional Arts Council included both informal and formal needs assessment and planning. Please note that this was the “off” year for the needs assessment but that the planning did continue.

Input was received in the following evaluative ways:

- from constituents in the form of an online survey distributed by email in January 2013 and advertised widely throughout the Region (see page 18 for the detailed survey results);
- by reviewing outcome evaluations and grantee final report evaluations throughout the biennium;
- grant information sessions in which input was solicited from constituents regarding program needs;
- work with a consultant on programming changes in August, 2012 and August, 2014;
- a space survey in November 2014 to determine whether, or not, ECRAC should utilize the adjacent warehouse space to serve constituents;
- work with a consultant on revising the mission, vision, and value statements in December, 2014;
- and, a board self-evaluation in March, 2013 plus regular board member surveys in FY 2015.

ECRAC held a public meeting and approved the preliminary Biennial Plan on May 12, 2015. On June 16, 2015, the East Central Regional Arts Council held a public hearing during the annual meeting in order to receive input from the arts community as well as the general public. It was an open meeting for constituents to provide feedback on the Biennial Plan. It was advertised via both the Region 7E media and on the Arts Council online calendar. Constituents were also notified of the opportunity through the enewsletter and on the ECRAC website. On August 22, 2015, the ECRAC board met during a public meeting to review the final version of the Biennial Plan for submission to the Minnesota State Arts Board at the end of August.

In studying the needs, priorities and trends, the Arts Council has prepared the FY 2016 - 2017 Work Program and Outcome Evaluation Framework of the East Central Regional Arts Council.

## Work Plan for Grants, Programs, and Services and Grant Program Information

### ECRAC Work Plan for Grants, Programs, and Services for FY 2016-2017

GOAL I - Provide Grant Programs that allow for the production or sponsorship of art by organizations or public agencies such as a local units of government, schools, public libraries, 501(c)(3) non-profits, and artists.

- 1)** Provide the ECRAC Arts & Cultural Heritage Fund grant programs for organizations and artists.
- 2)** Continue the general operating support grant with ECRAC Arts & Cultural Heritage Funds.
- 3)** Conduct grant reviews for the Organization Art Project Small Grant program.
- 4)** Provide the Art In Our Schools program.
- 5)** Hold grant rounds for applications from individual artists for project grants. (McKnight Funding)
- 6)** Conduct a fellowship program to fund artistic fellowships for professional artists on an annual basis. (McKnight Funding)
- 7)** Conduct a scholarship program to fund special art projects for children in grades K-12.
- 8)** Utilize the Minnesota State Arts Board information system database to track grant applicants and to report activity and track outcomes.
- 9)** Keep records of all grant activities and outcomes through grant file documentation.
- 10)** Evaluate all programs and apply needed changes.
- 11)** Implement an online grant application system using Foundant Technologies.

GOAL II - Provide technical assistance opportunities for artists and arts organizations.

- 1)** Utilize the ECRAC Gallery, and adjacent warehouse, to highlight the work of regional artists. This will include hosting IMAGE, the annual regional art exhibition. It also includes establishment of the EMERGE Art Show (for artists 13-18); the ESSENTIAL Art Show (for artists 20-35); and RETROSPECTIVE, a show for established artists with a body of work.
- 2)** Determine the feasibility and/or possibility of developing a regional performing art showcase.
- 3)** Establish an arts organization peer group and technical assistance workshops based on the needs.
- 4)** Distribute arts resource information as needed and as requested.
- 5)** Provide an arts information library area in the ECRAC offices.
- 6)** Provide scholarships for opportunities such as the Rural Arts and Culture Summit.
- 7)** Provide 8-12 grant information sessions for artists and arts organizations.
- 8)** Arrange at least one developmental workshop for artists.

GOAL III - Provide staffing for technical support and other information services to artists and art organizations in the Region.

- 1)** Provide technical assistance to applicants in all funding program areas.
- 2)** Continue the Open Gallery Project and start an Annual Gallery Plan.
- 3)** Develop the “Arts Warehouse” Opportunities.
- 4)** Hire a Curator/Gallery Coordinator.
- 5)** Continue to develop working relationships with minority artists within the region. For example: the Mille Lacs Band of Ojibwe.
- 6)** Continue the working relationship with the VSA MN to assist the Council in serving disabled artists and patrons in the region.
- 7)** Facilitate skill-building workshops.
- 8)** Continue to arrange the use of the ECRAC display standards and pedestals for Region 7E artists and art organizations.
- 9)** Continue to work on the constituent database for delivery of arts information and public service announcements.
- 10)** Promote the ECRAC and continue and expand outreach to the arts community. Including, but not limited to, the enewsletter *Essential Arts*, maintaining and updating the ECRAC website, advertising with regional media, and continue providing social networking services for ECRAC.
- 11)** Support the arts in Region 7E by sponsoring regional radio segments.
- 12)** Continue Region 7E online arts calendar of grant funded events.
- 13)** Participate in the arts leadership activities including participating in meetings and activities of the Regional Arts Council Forum and the Minnesota State Arts Board.
- 14)** Complete all necessary annual reports to the Minnesota State Arts Board and The McKnight Foundation.
- 15)** Continue outcome evaluation of programs via grantee assessments from final reports.
- 16)** Research and disseminate various foundation and governmental grant opportunities for the purpose of expanding arts opportunities in the region.
- 17)** Determine feasibility of starting an internship program.

GOAL IV- Oversee all aspects of East Central Regional Arts Council administration.

Work Elements:

- 1)** Maintain ECRAC office, gallery, and warehouse facilities.
- 2)** Provide staffing and administration for the ECRAC.
- 3)** Assess and fulfill equipment needs for ECRAC.
- 4)** Maintain 501(c)(3) non-profit status.
- 5)** Provide for an annual audit of the ECRAC.
- 6)** Allow for ongoing board development.
- 7)** Contract for services, as needed.
- 8)** Maintain, monitor, and enhance the permanent ECRAC art collection.
- 9)** If appropriate, establish a process to loan the permanent collection to other galleries.
- 10)** Keep updated on current issues and opportunities affecting the arts with the Region and State.

## Region 7E: East Central Arts Council Outcome Evaluation Framework Toward a Comprehensive Evaluation Plan for the 2014-2015 Biennium

Goal	Activities/Inputs What work will we do?	Indicators If this goal were achieved, what would the results look like?	Possible Measurement Tool(s) How will we know?	Hypothesized Long-term Outcomes
<p>Provide effective and efficient grant programs for the production or sponsorship of art for individuals, organizations, and schools, through:</p> <ul style="list-style-type: none"> <li>• General Appropriations</li> <li>• McKnight funds</li> <li>• Arts &amp; Cultural Heritage Fund</li> </ul>	<ul style="list-style-type: none"> <li>• Announce guidelines for all grant categories well in advance</li> <li>• Maintain an informative website</li> <li>• Assist potential applicants to develop strong applications through workshops and one-on-one coaching</li> <li>• Conduct grant rounds for arts organizations, Art in our Schools, individual artist projects and fellowships.</li> <li>• Provide small grants to organizations</li> <li>• Sponsor annual K-12 scholarship program</li> <li>• Track all inquiries, applications, and grants accurately.</li> <li>• Respond to requests for information in a timely manner</li> <li>• Develop the online grant application system</li> </ul>	<ul style="list-style-type: none"> <li>• The quality of outcome evaluation of ACHF funded projects increases.</li> <li>• Interest and participation in grant programs remain at current levels or increases.</li> <li>• A substantial majority of applicants &amp; grantees assess grant programs as effectively administered</li> <li>• Grant program participation is geographically and demographically representative</li> <li>• Quality of grant proposals remains high or increases overall.</li> </ul>	<ul style="list-style-type: none"> <li>• Grant final reports</li> <li>• Equal or increasing # of inquiries and applications to at least 75% of grant categories.</li> <li>• Results of grantee surveys</li> <li>• # of new individuals or groups participating in various grant programs.</li> <li>• Geographic/demographic analysis of grant applicants</li> <li>• Panel assessments of change in application pool over time.</li> <li>• Panelist input of program administration</li> <li>• Board evaluation of staff</li> </ul>	<ul style="list-style-type: none"> <li>• The arts ecosystem of Region 7E is strengthened, so that citizens have access to a range of high quality arts opportunities covering multiple arts disciplines.</li> <li>• Citizen participation in the arts is stable or increases.</li> <li>• Citizens see the arts as an essential contributor to community quality of life</li> </ul>
<p>Provide technical training opportunities for organizations and artists as needs arise.</p>	<ul style="list-style-type: none"> <li>• Assess needs of organizations for capacity-building training</li> <li>• Assess needs of artists for career development training.</li> <li>• Develop workshops or other training opportunities as needed from the above, utilizing outside expertise as appropriate.</li> <li>• Continue to sponsor frequent grant information sessions.</li> </ul>	<ul style="list-style-type: none"> <li>• Workshop content for artists and organizations includes the most up-to-date thinking about developmental trends and the evolving arts ecosystem.</li> <li>• A substantial majority of organizational representatives and artists assess workshops or other opportunities as useful to their work.</li> </ul>	<ul style="list-style-type: none"> <li>• # of organizations participating in various capacity-building opportunities</li> <li>• # of artists participating in career development opportunities.</li> <li>• Workshop feedback surveys</li> <li>• Results of constituent survey</li> </ul>	<ul style="list-style-type: none"> <li>• Arts organizations in Region 7E become stronger.</li> <li>• Arts organizations are able to take advantage of emerging research regarding the public benefit of their work</li> <li>• Artists are able to more effectively develop their careers.</li> </ul>
<p>Assure adequate infrastructure and staff for the effective functioning of East Central Arts Council as an independent 501(c)(3) organization</p>	<ul style="list-style-type: none"> <li>• Staff needs are researched, recommendations made to the board, new hires made if necessary</li> <li>• With board, decide if office space continues to be adequate.</li> </ul>	<ul style="list-style-type: none"> <li>• Staffing is adequate</li> <li>• Suitable, well-equipped office space is maintained</li> <li>• Arts and community stakeholders are aware of the location</li> <li>• An effective governance structure and policies are in place.</li> <li>• Promotional materials are developed &amp; distributed</li> </ul>	<ul style="list-style-type: none"> <li>• Board self-evaluation</li> <li>• Staff assessments</li> <li>• Public comments</li> <li>• Number of visits by individuals and organizational reps.</li> <li>• Input from non-arts community leaders</li> </ul>	<ul style="list-style-type: none"> <li>• ECRAC's public presence is enhanced.</li> <li>• Recognition of the ECRAC as the regional arts funder</li> </ul>

<b>Goal</b>	<b>Activities/Inputs What work will we do?</b>	<b>Indicators If this goal were achieved, what would the results look like?</b>	<b>Possible Measurement Tool(s) How will we know?</b>	<b>Hypothesized Long-term Outcomes</b>
<p>Assist artists and arts organizations to achieve their goals through information, publicity, and sponsorships</p>	<ul style="list-style-type: none"> <li>• ECRAC website is maintained and updated.</li> <li>• Online grant funded arts calendar.</li> <li>• Newsletter, print and/or e-mail, is published.</li> <li>• Update &amp; expand database.</li> <li>• Email stakeholders with new opportunities or information between newsletters.</li> <li>• Continue sponsorships of the IMAGE art exhibit.</li> <li>• Organize an Annual Gallery Plan to also include: EMERGE show for young artists; ESSENTIAL show for 20-35 year old artists; and RETROSPECTIVES for artists with established body of works.</li> <li>• Utilize the Arts Warehouse for arts activities.</li> <li>• An up-to-date grant and grant funded event calendar is maintained online</li> <li>• Other opportunities as they arise.</li> </ul>	<ul style="list-style-type: none"> <li>• Timely information is provided to ECRAC arts stakeholders</li> <li>• Quality of exhibit entries continues to be high</li> <li>• A substantial majority of artists &amp; arts organizations are satisfied with publicity services provided by ECRAC.</li> </ul>	<ul style="list-style-type: none"> <li>• # of website hits</li> <li>• # of newsletters published</li> <li>• # of individuals and organizations on the database, increase over time</li> <li>• # of attendees at exhibits</li> <li>• Comments provided in exhibit guest books</li> <li>• Results of constituent survey</li> </ul>	<ul style="list-style-type: none"> <li>• Artists and arts organizations are able to sustain and/or expand their work.</li> </ul>

## **ECRAC Program Information for FY 2014-2015**

Geographic eligibility for all ECRAC grant applicants are location in Region 7E.

### **Art In Our Schools Grants Goals and Objectives**

Description: \$3,000 grants to schools. Deadlines are October 1, February 1, and April 1.

This program supplements the existing school arts curriculum with such projects as artistic residencies, arts related field trips, and special arts events or projects. Grants could be used to support all students and/or student groups such as drama club, art classes, entire grades, or gifted and talented students. The standard for the program is artistic excellence.

Review Criteria: The artistic quality and merit of the planned special art project; the community component; and effective use of artist/teacher contact time.

Eligibility Requirements: This grant program is open to all public or private non-parochial elementary, middle, secondary, or charter schools. No school district may receive more than two Art In Our Schools grants per fiscal year. All projects must be those not funded by the school in the last school year. These funds are intended to supplement existing curriculum, not supplant it.

### **Organization Small/Art Project Grants Goals and Objectives**

Description: \$500 to \$5,000 grants to organizations and a 50% match (10% cash is required). Deadlines are October 1, February 1, and April 1.

The intent of the ECRAC grant programs for organizations is to increase the quantity and to stimulate and maintain high quality arts experiences in the region. Grants are made to eligible organizations that are engaged in the creation or production of art, art services, or sponsorship of art activities. Arts in all disciplines are supported by the Council including, but not limited to: theatre, visual arts, folk arts, music, literature, dance, film/video, and artistic development.

Review Criteria: the merit and artistic quality of the project or program; the ability of the organization to accomplish the project or program goals; and applicants must demonstrate a demand and need for the project or program for the community served.

Eligibility Requirements: This program serves the non-profit arts community. Agencies, organizations, or groups meeting one of the following three conditions are eligible to apply for grants: a public agency or organization such as a local unit of government, school, or public library; a Minnesota private, non-profit organization which has obtained a 501(c)(3) tax-exempt status under the Internal Revenue Code and which is registered with the Minnesota Secretary of State and Department of Revenue; or a local group/organization which does not meet the above requirements but applies through a fiscal agent which does qualify.

### **ECRAC Arts and Cultural Heritage Fund Grants Goals and Objectives**

Description: \$5000 to \$15,000 grants for organization (10% cash match is required) and \$2,500 grants to individual artists. Deadlines are October 1, February 1, and April 1.

Proceeds from the fund may be spent on arts and arts access, arts education and arts and cultural heritage and may be used in creating, producing, or presenting high quality arts projects. All projects are required to have a community component as part of their project proposal.

Review Criteria: the merit and artistic quality of the project or program; the ability of the applicant to accomplish the project or program goals as presented; assessment and evaluation; and a demonstrated demand or need for the grant project or program in the community served.

Eligibility Requirements: This program serves the non-profit arts community. Agencies, organizations, or groups meeting one of the following three conditions are eligible to apply for grants: a public agency or organization such as a local unit of government, school, or public library; a Minnesota private, non-profit organization which has obtained a 501(c)(3) tax-exempt status under the Internal Revenue Code and which is registered with the Minnesota Secretary of State and Department of Revenue; or a local group/organization which does not meet the above requirements but applies through a fiscal agent which does qualify. In addition, individual artists can apply and they must be a permanent resident (for at least 6 months) in one of the five Region 7E Minnesota counties and be a U.S. citizen at least 18 years of age.

### **ECRAC General Operating Support Grants Goals and Objectives**

Description: up to \$15,000 grants (10% cash match is required) with a July 1 to June 30 allocation. March 1 deadline.

This new program was established in FY 2014 based on the needs of the constituents. It provides general operating support to high quality, established arts organizations that produce, present, or exhibit works of art; to organizations that provide a broad range of services to artists; or to community arts schools that make arts learning available for students of all ages and abilities.

Review Criteria: artistic excellence and leadership; management and fiscal responsibility; public service and public benefit; and assessment and evaluation.

Eligibility Requirements: This program serves the non-profit arts community. A Minnesota private, non-profit organization which has obtained a 501(c)(3) tax-exempt status under the Internal Revenue Code and which is registered with the Minnesota Secretary of State and Department of Revenue.

### **ECRAC-McKnight Individual Artist Grants Goals and Objectives**

Description: \$1,000 grants. Deadlines are October 1, February 1, and April 1.

This program provides financial support to artists committed to personal artistic growth. Applications are encouraged from artists in all disciplines. The program funds specific art projects designed to enhance the artistic skills and artwork or artistic career of the individual artist.

Review Criteria: quality of the artist's work; quality of the proposed project; and the artist's résumé.

Eligibility Requirements: Individual artists that are a permanent resident (for at least 6 months) in one of the five Region 7E Minnesota counties and are a U.S. citizen or permanent resident alien at least 18 years of age.

### **ECRAC-McKnight Fellowships Goals and Objectives**

Description: \$7,000. March 1 deadline.

The Fellowship program is designed to recognize, reward, and encourage outstanding professional artists. The Council funds artists at various stages in their professional careers. These Fellowships will allow artists to set aside time to work, purchase supplies and materials, undertake advanced study (not related to a degree) or to pursue other career goals.

Review Criteria: Artistic quality is the primary criteria; merit and feasibility of the proposed Fellowship plan are secondary. Also taken into consideration is an assessment of the applicant's ability to accomplish the proposed Fellowship activity by reviewing the artistic résumé.

Eligibility Requirements: Individual artists that are a permanent resident (for at least 6 months) in one of the five Region 7E Minnesota counties and are a U.S. citizen or permanent resident alien at least 18 years of age.

### **Art Scholarships for Kids Goals and Objectives**

Description: \$500. March 1 deadline.

This funding is targeted to special art learning projects or programs for kids K-12.

Review Criteria: Primary considerations for reviewing applications will be artistic quality and merit of the proposed project, and the student artist's goals and their (age appropriate) artistic background.

Eligibility Requirements: Young artists in grades K-12.

## ECRAC Needs Assessment Details

### ECRAC Artist Survey Results – January 2013

\*What is your primary level of involvement in the arts?

Answer	0%	100%	Number of Response(s)	Response Ratio
Emerging Artist			21	35.0 %
Established Professional Artist			14	23.3 %
Crafts Person			2	3.3 %
Art Educator			3	5.0 %
Hobbyist			5	8.3 %
Other			12	20.0 %
No Response(s)			3	5.0 %
<b>Totals</b>			<b>60</b>	<b>100%</b>

\*What is your primary arts discipline?

Answer	0%	100%	Number of Response(s)	Response Ratio
Dance			2	3.3 %
Instrumental Music			2	3.3 %
Literature			5	8.3 %
Theater			1	1.6 %
Visual Art			37	61.6 %
Vocal Music			2	3.3 %
Other			8	13.3 %
No Response(s)			3	5.0 %
<b>Totals</b>			<b>60</b>	<b>100%</b>

Have you exhibited, performed, or published your work:

1 = Yes, 2 = No

Answer	1	2	Number of Response(s)	Rating Score*
In our 5 county region			52	1.2
In Minnesota			52	1.2
Nationally			40	1.6

\*The Rating Score is the weighted average calculated by dividing the sum of all weighted ratings by the number of total responses.

**ECRAC Artist Survey Results cont.**

How many years have you been involved with your art/craft?

Answer	0%	100%	Number of Response(s)	Response Ratio
0 - 5			5	8.3 %
6 - 10			9	15.0 %
11 - 19			9	15.0 %
20 or more			32	53.3 %
No Response(s)			5	8.3 %
<b>Totals</b>			<b>60</b>	<b>100%</b>

If you have applied for a ECRAC Artist Grant, do you think the grant guidelines and application are easy to understand? If no, please add the changes you would recommend in the comment box.

Answer	0%	100%	Number of Response(s)	Response Ratio
Yes			25	41.6 %
No			13	21.6 %
Not applicable			15	25.0 %
No Response(s)			7	11.6 %
<b>Totals</b>			<b>60</b>	<b>100%</b>

Have you ever applied for, or received, an Artist Grant from another source?

Answer	0%	100%	Number of Response(s)	Response Ratio
Yes, applied			5	8.3 %
Yes, received			12	20.0 %
No, did not apply			38	63.3 %
No Response(s)			5	8.3 %
<b>Totals</b>			<b>60</b>	<b>100%</b>

ECRAC-McKnight Individual Artist Project Grants are available in the amount of \$1,000. Is this an appropriate amount? If no, put the amount you feel they should be in the comments.

Answer	0%	100%	Number of Response(s)	Response Ratio
Yes			34	56.6 %
No			15	25.0 %
No Response(s)			11	18.3 %
<b>Totals</b>			<b>60</b>	<b>100%</b>

**ECRAC Artist Survey Results cont.**

ECRAC Arts and Cultural Heritage Fund Artist Project Grants are available in the amount of \$2,500. Is this an appropriate amount? If no, put the amount you feel they should be in the comments.

Answer	0%	100%	Number of Response(s)	Response Ratio
Yes			39	65.0 %
No			8	13.3 %
No Response(s)			13	21.6 %
<b>Totals</b>			<b>60</b>	<b>100%</b>

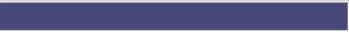
ECRAC-McKnight Fellowship Grants for professional artists are available, what amount should they be?

Answer	0%	100%	Number of Response(s)	Response Ratio
\$5,000			11	18.3 %
\$7,000			17	28.3 %
\$10,000			15	25.0 %
\$14,000			5	8.3 %
No Response(s)			12	20.0 %
<b>Totals</b>			<b>60</b>	<b>100%</b>

Do you access the internet for arts information?

Answer	0%	100%	Number of Response(s)	Response Ratio
Yes			49	81.6 %
No			4	6.6 %
No Response(s)			7	11.6 %
<b>Totals</b>			<b>60</b>	<b>100%</b>

Do you have a website?

Answer	0%	100%	Number of Response(s)	Response Ratio
No			30	57.6 %
Yes			22	42.3 %
<b>Totals</b>			<b>52</b>	<b>100%</b>

## ECRAC Organization Survey Results – January 2013

\*County your organization is located in:

Answer	0%	100%	Number of Response(s)	Response Ratio
Chisago			9	32.1 %
Isanti			5	17.8 %
Kanabec			1	3.5 %
Mille Lacs			5	17.8 %
Pine			7	25.0 %
No Response(s)			1	3.5 %
<b>Totals</b>			<b>28</b>	<b>100%</b>

\*Type of organization:

Answer	0%	100%	Number of Response(s)	Response Ratio
Non--Profit Arts Organization			9	32.1 %
Non--Profit Community Group (Chamber of Commerce, Historical Society, Library, Center for Independent Living, etc.)			5	17.8 %
School / Community Education / College			7	25.0 %
Unit of Government / City / County			4	14.2 %
Other			2	7.1 %
No Response(s)			1	3.5 %
<b>Totals</b>			<b>28</b>	<b>100%</b>

\*Your primary involvement in your organization is as a:

Answer	0%	100%	Number of Response(s)	Response Ratio
Board Member			7	25.0 %
Member			1	3.5 %
Staff			16	57.1 %
Volunteer			1	3.5 %
Other			1	3.5 %
No Response(s)			2	7.1 %
<b>Totals</b>			<b>28</b>	<b>100%</b>

**ECRAC Organization Survey Results cont.**

\*As an organization or community group what is your primary arts discipline?

Answer	0%	100%	Number of Response(s)	Response Ratio
Dance			0	0.0 %
Literary			0	0.0 %
Music			3	10.7 %
Theater			2	7.1 %
Visual Arts			4	14.2 %
Multi-Discipline (2 or more areas)			10	35.7 %
No art focus			4	14.2 %
Other			4	14.2 %
No Response(s)			1	3.5 %
<b>Totals</b>			<b>28</b>	<b>100%</b>

\*Does your organization produce its own events or do you sponsor other organizations or artists to perform?

Answer	0%	100%	Number of Response(s)	Response Ratio
Produce our own events			7	25.0 %
Sponsor other artists and groups to perform			5	17.8 %
Both			11	39.2 %
Do not provide art events			4	14.2 %
No Response(s)			1	3.5 %
<b>Totals</b>			<b>28</b>	<b>100%</b>

How many years has your organization existed?

Answer	0%	100%	Number of Response(s)	Response Ratio
4 years or less			5	17.8 %
5 - 10 years			1	3.5 %
11 - 15 years			3	10.7 %
16 - 20 years			1	3.5 %
21 - 25 years			4	14.2 %
26 or more years			13	46.4 %
No Response(s)			1	3.5 %
<b>Totals</b>			<b>28</b>	<b>100%</b>

## ECRAC Organization Survey Results cont.

Rate these ECRAC Services.

1 = Extremely Important, 2 = Important, 3 = Not Important, 4 = Not Familiar With

Answer	1	2	3	4	Number of Response(s)	Rating Score*
Grant Workshops					21	1.5
Public Art Workshops					21	2.2
Skill-Building Workshops					21	1.9
Technical Assistance for Grant Applicants					21	1.5
ECRAC online calendar of grant deadlines and grant funded events					21	1.8
ECRAC newsletter					21	1.8
Annual IMAGE Art Show					21	1.8
Media list for the five county region					21	2.3
Art display equipment rental					21	2.5
ECRAC's Social Media (Facebook & Twitter)					21	2.5

\*The Rating Score is the weighted average calculated by dividing the sum of all weighted ratings by the number of total responses.

Do you access the internet to find out arts information?

1 = Yes, 2 = No

	1	2	Number of Response(s)	Rating Score*
			20	1.0

\*The Rating Score is the weighted average calculated by dividing the sum of all weighted ratings by the number of total responses.

If ECRAC Arts and Cultural Heritage Fund operating grants to organizations, currently a \$15,000 max, were continued, what size should they be?

Answer	0%	100%	Number of Response(s)	Response Ratio
\$5,000			2	7.1 %
\$10,000			3	10.7 %
\$15,000			8	28.5 %
\$20,000			2	7.1 %
Other			3	10.7 %
No Response(s)			10	35.7 %
<b>Totals</b>			<b>28</b>	<b>100%</b>

**EAST CENTRAL REGIONAL ARTS COUNCIL  
PROJECTED BUDGET: Fiscal year 2016**

	<u>General Fund</u> <u>2016 State</u>	<u>Arts &amp;</u> <u>Arts Access</u> <u>2016 State</u>	<u>Arts</u> <u>Education</u> <u>2016 State</u>	<u>Arts &amp; Cult</u> <u>Heritage</u> <u>2016 State</u>	<u>McKnight</u> <u>Foundation</u>	<u>Other</u> <u>Funds</u>	<u>2016 Total</u>
<b>REVENUE</b>							
1	State of Minnesota	\$102,404	\$312,201	\$54,635	\$23,415		\$492,655
2	McKnight Foundation				\$45,000		\$45,000
3	Other Income					\$1,900	\$1,900
	Carry Forward (Per May 1 Request to MSAB)		\$107,365		\$18,203		\$125,568
4	Interest	\$168	\$504	\$88	\$40	\$75	\$875
5	<b>TOTAL REVENUES</b>	<b>\$102,572</b>	<b>\$420,070</b>	<b>\$54,723</b>	<b>\$41,658</b>	<b>\$45,075</b>	<b>\$665,998</b>
<b>EXPENSES</b>							
Programs and Services							
6	Grant Programs and Services						
	Art In Our Schools	\$12,000					\$12,000
	Small/Art Project Grants	\$25,000					\$25,000
	ECRAC ACHF Project Grants		\$189,370	\$44,723	\$37,558		\$271,651
	General Operating Support Grants		\$15,000				\$15,000
	ECRAC-McKnight Artist Grants & Fellowships				\$35,000		\$35,000
	ECRAC K-12 Art Scholarships	\$3,000					\$3,000
7	Grant Programs and Services, Operations and Support	\$35,000	\$40,000	\$4,000	\$1,500	\$3,000	\$83,500
8	<b>Subtotal Grant Programs and Services</b>	<b>\$75,000</b>	<b>\$244,370</b>	<b>\$48,723</b>	<b>\$39,058</b>	<b>\$38,000</b>	<b>\$445,151</b>
9	Non-grant Programs and Services						
	Art Shows: IMAGE, EMERGE, ESSENTIAL, RETROSPECTIVE		\$75,000		\$1,500		\$76,500
	Open Gallery Exhibit		\$10,000				\$10,000
	Performance Art Event		\$18,000				\$18,000
	Workshops, technical assistance, & training		\$3,000		\$300		\$3,300
	Arts promotion, website, internet		\$3,600				\$3,600
	Scholarships		\$1,100				\$1,100
10	Non-grant Programs and Services, Operations and Support	\$15,000	\$40,000		\$1,500		\$56,500
11	<b>Subtotal Non-Grant Programs and Services</b>	<b>\$15,000</b>	<b>\$150,700</b>		<b>\$3,300</b>		<b>\$169,000</b>
12	<b>Total Programs and Services</b>	<b>\$90,000</b>	<b>\$395,070</b>	<b>\$48,723</b>	<b>\$39,058</b>	<b>\$41,300</b>	<b>\$614,151</b>
13	Fundraising				\$500		\$500
14	General administration	\$12,572	\$25,000	\$6,000	\$2,600	\$3,275	\$51,347
15	<b>TOTAL EXPENSES</b>	<b>\$102,572</b>	<b>\$420,070</b>	<b>\$54,723</b>	<b>\$41,658</b>	<b>\$45,075</b>	<b>\$665,998</b>

Note: this budget includes a 3% cost of living increase, \$5,000 for a Gallery Coordinator/Curator, and \$5,000 for an intern.

East Central Regional Arts Council  
PROJECTED BUDGET: Fiscal year 2017

	General Fund <u>2017 State</u>	Arts & Arts Access <u>2017 State</u>	Arts Education <u>2017 State</u>	Arts & Cult Heritage <u>2017 State</u>	McKnight Foundation	Other Funds	<u>2017 Total</u>	
<b>REVENUE</b>								
1	State of Minnesota	\$102,404	\$328,660	\$57,516	\$24,649		\$513,229	
2	McKnight Foundation				\$42,000		\$42,000	
3	Other Income					\$1,900	\$1,900	
4	Interest	\$170	\$525	\$90	\$40	\$75	\$900	
5	<b>TOTAL REVENUE</b>	<b>\$102,574</b>	<b>\$329,185</b>	<b>\$57,606</b>	<b>\$24,689</b>	<b>\$42,075</b>	<b>\$1,900</b>	<b>\$558,029</b>
<b>EXPENSES</b>								
<b>Programs and Services</b>								
6	Grant Programs and Services							
	Art In Our Schools	\$12,000			\$xx,xxx		\$12,000	
	Small/Art Project Grants	\$25,000					\$25,000	
	ECRAC ACHF Project Grants		\$150,000	\$47,606	\$20,589		\$218,195	
	General Operating Support Grants		\$15,000				\$15,000	
	ECRAC-McKnight Artist Grants & Fellowships				\$32,000		\$32,000	
	ECRAC K-12 Art Scholarships	\$3,000					\$3,000	
7	Grant Programs and Services, Operations and Support	\$35,000	\$40,000	\$4,000	\$1,500	\$3,000	\$83,500	
8	<b>Subtotal Grant Programs and Services</b>	<b>\$75,000</b>	<b>\$205,000</b>	<b>\$51,606</b>	<b>\$22,089</b>	<b>\$35,000</b>	<b>\$0</b>	<b>\$388,695</b>
9	Non-grant Programs and Services							
	Art Shows		\$25,000		\$1,500		\$26,500	
	Open Gallery Exhibit		\$10,000				\$10,000	
	Performance Art Event		\$18,000				\$18,000	
	Workshops, technical assistance, & training		\$3,000		\$300		\$3,300	
	Arts promotion, website, internet		\$3,600				\$3,600	
	Scholarships		\$1,100				\$1,100	
10	Non-grant Programs and Services, Operations and Support	\$15,000	\$38,485		\$1,500		\$54,985	
11	<b>Subtotal Non-grant Programs and Services</b>	<b>\$15,000</b>	<b>\$99,185</b>	<b>\$0</b>	<b>\$0</b>	<b>\$3,300</b>	<b>\$0</b>	<b>\$117,485</b>
12	<b>Total Programs and Services</b>	<b>\$90,000</b>	<b>\$304,185</b>	<b>\$51,606</b>	<b>\$22,089</b>	<b>\$38,300</b>	<b>\$0</b>	<b>\$506,180</b>
13	<b>Fundraising</b>				\$500		\$500	
14	<b>General administration</b>	\$12,574	\$25,000	\$6,000	\$2,600	\$3,275	\$1,900	\$51,349
15	<b>TOTAL EXPENSES</b>	<b>\$102,574</b>	<b>\$329,185</b>	<b>\$57,606</b>	<b>\$24,689</b>	<b>\$42,075</b>	<b>\$1,900</b>	<b>\$558,029</b>

Attachment A: Organization bylaws, revised June 16, 2015, page 27

\*Attachment B: Identification of the arts experiences and background requirements for regional arts council board and advisory committee membership, submitted

Attachment C: Job descriptions of ECRAC, revised, page 33

\*Attachment D: Description of the board rotation system, submitted

Attachment E: ECRAC Board Member Names and Affiliations, revised, page 41

\*Attachment F: Description of the regional arts council board and advisory committee nomination process, submitted

\*Attachment G: Arts granting policy statement – required for councils that are part of a regional development commission – not applicable

\*Attachment H: Letter of agreement between council and fiscal agent – not applicable

\*Attachment I: Grant making and monitoring process, submitted

Attachment J: Public meetings to gather input on the Biennial Plan, page 42

\*These attachments were either submitted with the ECRAC Biennial Plan for FY 2012-2013 and no changes have been made or are not applicable to ECRAC.

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**BYLAWS OF  
EAST CENTRAL REGIONAL ARTS COUNCIL**

**ARTICLE I  
MISSION; WORK**

**Section 1.01. Mission.** East Central Regional Arts Council (ECRAC) is a Minnesota nonprofit corporation. To support the arts and bring the life enhancing values they afford to Region 7E residents. The East Central Regional Arts Council accomplishes this mission through programs and special initiatives for artists and arts organizations. Region 7E is the East Central Minnesota Counties of Chisago, Isanti, Kanabec, Mille Lacs and Pine.

**Section 1.02. Work of ECRAC.** The organization may, among its other activities relating to its mission, make grants to artists and arts-related entities and provide grants and program support services.

**Section 1.03. Annual-Biennial Plan.** Every other year ECRAC shall adopt a biennial plan summarizing its activities for the coming two years. The plan will be reviewed annually.

**ARTICLE II  
OFFICES; CORPORATE SEAL**

**Section 2.01. Registered Office.** The registered office of this corporation shall be as set forth in the Articles of Incorporation, or in the most recent amendment of the Articles of Incorporation, or in the most recent statement filed with the secretary of State of Minnesota changing the registered office.

**Section 2.02. Corporate Seal.** This corporation shall have no corporate seal.

**ARTICLE III  
BOARD OF DIRECTORS**

**Section 3.01 General Powers.** ECRAC is not a membership organization. The property, business, and affairs of ECRAC shall be managed by or under the direction of the Board of Directors of ECRAC.

**Section 3.02. Number, Qualifications, Term of Office, and Election.** The Board shall consist of between seven and fifteen members. Directors must be natural persons and must be at least 18 years of age. In selecting board members, the board shall strive to ensure that each county is represented by the same number of board members as every other county. The directors shall be elected by the members of the Board of Directors at a meeting of the Board at the annual meeting. Any person who resides in the East Central Region and whose background includes involvement as an artist, an art consumer, an art

advocate, a volunteer director, teacher, arts organizer, or who is with a library, historical society, arts guild, or an ethnic art organization is eligible to serve on the Board.

**Section 3.03. Terms of Office.** The term of office for directors shall be two years with approximately one-half of the directors elected at each annual meeting. For the first board of directors, the terms of office shall be one year for one-half of the members (selected by lot), and two years for the other half. Terms of office shall begin and end with an annual meeting. Directors shall not serve more than three consecutive two-year terms and are eligible for board service again after one year off of the board.

**Section 3.04. Resignation.** A director may resign at any time by giving notice to the board chair or the executive director. The resignation of a director is effective without acceptance when the notice is given, unless a later effective time is specified in the notice.

**Section 3.05. Removal of Directors.** A director may be removed at any time, with or without cause, by a vote of at least 60% of all the remaining members of the board.

**Section 3.06. Vacancies.** Any vacancy in the Board caused by death, resignation, or removal shall be filled by the affirmative vote of a majority of the other directors, and the term of the director filling the vacancy shall expire at the scheduled end of the term of the former director. The term limit for the newly elected director shall be the duration of the former director's term plus two consecutive additional terms.

**Section 3.07. Attendance and Participation in Meetings by Means of Remote Communication.** Board members may participate in Board meetings through one or more means of remote communication. Participation in a meeting through a form of remote communication authorized by the Board constitutes personal presence at the meeting if all attending directors are able to hear each other.

**Section 3.08. Meetings.** Regular meetings of the Board shall be held at such times and places and in such manner as the Board may determine. Special meetings of the Board shall be called by the chair or by five other directors representing three different counties and shall be held at such times and places and in such manner as the Board may determine. One meeting a year shall be designated as the Annual Meeting.

**Section 3.09. Notice.** Notice of meetings will be given in the spirit of the Minnesota Open Meeting Law. Notice of a meeting shall be delivered by electronic communication, unless a director does not have that capability, in which case the notice shall be mailed to that director, addressed to his or her residence or usual place of business at least seven days before the day on which the meeting is to be held. However, notice need not be given if the date, time and place of the meeting were announced at a previous Board meeting. The notice shall state the time, place and manner of the meeting, but need not state the purposes thereof. To the extent practicable, notices of meetings shall be posted on the ECRAC website if such a website is maintained. Notice will be deemed waived by any director who attends the meeting in person or participates in the meeting via remote communication, unless the director objects at the beginning of the meeting that the meeting is not lawfully called or convened and does not participate in the meeting.

**Section 3.10. Quorum.** Except as otherwise provided by statute or by these bylaws, a majority of the directors currently holding office shall be required to constitute a quorum for the transaction of business at any meeting. The act of a majority of the directors present at any duly held meeting at which a quorum is present shall be the act of the Board. In the absence of a quorum, a majority of the directors present may adjourn a meeting from time to time until a quorum is present. Notice of any adjourned meeting need not be given, other than by announcement at the meeting at which adjournment is taken. If a quorum is present when a duly called or held meeting is convened, the directors present may continue to transact business until adjournment, even though the withdrawal of directors originally present leaves less than the number otherwise required for a quorum; provided, however, that the affirmative vote of a majority of the required quorum is required to take any action other than adjournment.

**Section 3.11. Proxy Voting.** Proxy voting shall not be permitted.

**Section 3.12. Action without Meeting.** Any action that may be taken at a meeting of the Board may be taken without a meeting, when authorized in a written action signed or consented to in an electronic communication by the number of directors that would be required to take the same action at a meeting of the Board at which all directors were present. If the Articles of Incorporation provide for a different requirement regarding the number of votes required for a written action, the Articles of Incorporation shall be followed.

**Section 3.13. Conflicts of Interest.** Except as permitted by law, with respect to any contract or other transaction between ECRAC and any director or member (or an organization in which a director or member is a director, member, officer or legal representative or has a material financial interest): (a) the material facts as to such contract or transaction and as to the person's interest must be fully disclosed or known to the Board prior to approval of such contract or transaction; (b) such approval shall require the affirmative vote of a majority of the directors, not counting any vote that the interested director otherwise might have; and (c) an interested director shall not be counted in determining the presence of a quorum for that item of business. The Board shall develop a conflict of interest policy that further defines this issue, and each director shall each year execute, a conflict of interest statement.

## ARTICLE IV OFFICERS

**Section 4.01. Number and Qualifications.** The officers of ECRAC shall be the chair, vice-chair, secretary, treasurer, and executive director. Except for the executive director, all officers shall be members of the Board.

**Section 4.02. Election and Term of Office.** Officers shall be elected by the Board at the first Board meeting following each annual meeting. The term of office shall be one year and until a successor is elected and qualified, or until the earlier death, resignation, or removal of the officer. One person may simultaneously hold the offices of vice-president and secretary.

**Section 4.03. Resignations.** An officer may resign by giving notice to the chair or secretary. The resignation is effective without acceptance when the notice is given unless a later effective date is named in the notice.

**Section 4.04. Removal.** An officer may be removed, with or without cause, by a resolution adopted by a majority of members of the Board.

**Section 4.05. Vacancies.** A vacancy in an office because of death, resignation, removal, or any other cause shall be filled for the unexpired part of the term in the manner prescribed in these bylaws for election to such office.

**Section 4.06. Chair.** The principal duties of the chair shall be to preside at all meetings of the board of the directors.

**Section 4.07. Vice chair.** The principal duties of the Vice-chair shall be to discharge the duties of the chair in the absence or disability, for any cause whatsoever, of the chair, and to generally assist the chair.

**Section 4.08. Secretary.** The principal duties of the secretary shall be to keep a record of the proceedings of the meetings of the Board of Directors and any board committees, and to safely and systematically keep all papers, records, and documents belonging to ECRAC, or in any way pertaining to ECRAC business, except the books and records incidental to the duties of the treasurer. With the approval of the Board, the secretary may delegate their duties relating to paper, record and document retention to the executive director.

**Section 4.09. Treasurer.** The principal duties of the treasurer shall be to keep an account of all monies, credits, and property of any and every nature of ECRAC, and to keep an accurate account of all monies received and disbursed. At all Board meetings, the treasurer shall provide a financial report with supporting bills, vouchers, etc. in such manner as the Board shall specify. The treasurer shall prepare for filing ECRAC's annual state and federal tax returns and other filings as needed. Expenditures of the ECRAC shall have received approval of the Board. The duties of the treasurer may be delegated to other individuals if so approved by the Board; however, the treasurer remains ultimately responsible for the financial management of ECRAC.

**Section 4.10. Executive Director.** The executive director shall be the chief staff person for ECRAC and shall serve as its chief executive officer. The executive director shall attend all meetings of the Board of Directors but shall not be a voting member. The Board shall select and may remove the executive director, shall establish the compensation for the executive director, and shall determine all other terms of office and working conditions for the executive director. Prior to each annual meeting, the executive director shall prepare for the Board a summary of major ECRAC activities for the prior year including progress made on the annual plan, shall note progress toward the executive director's performance goals for that year, and shall suggest performance goals for the coming year.

## **ARTICLE V COMMITTEES**

**Section 5.01. Executive Committee.** The chair, vice-chair, secretary and treasurer of ECRAC shall constitute the Executive Committee. The committee shall meet at the call of the chair and may act on behalf of the full Board in such situations where action cannot await the next full Board meeting. Any actions of the Executive Committee shall be subject to ratification by the full Board at its next meeting.

**Section 5.02. Nominating Committee.** ~~A~~ The Nominating Committee will consist of the Executive Committee. The Nominating Committee shall have the duty of nominating directors for consideration by the Board at the annual meeting, but the members are not restricted to electing persons nominated by the committee.

**Section 5.03. Other Committees.** The Board may act by and through such additional committees and task forces as may be specified in resolutions approved by a majority of the total number of directors. The chair shall name the members of the committees. Persons other than board members who reside in the five counties are eligible to be named to such other committees and task forces, but the ECRAC's conflicts of interest policy shall apply to any such members.

**Section 5.04. Procedures.** Notices of committee meetings shall, to the extent practicable, be posted on the ECRAC website, if there is such a site.

**ARTICLE VI  
GENERAL**

**Section 6.01. Checks and Notes.** All checks, drafts and promissory notes of the ECRAC shall be signed by such Officers or agents as may from time to time be designated by resolution of the Board of Directors or any other agreement approved by the Board of Directors which prescribes such procedures.

**Section 6.02. Fiscal Year.** The fiscal year of the ECRAC shall begin on July 1<sup>st</sup> and end on the following June 30<sup>th</sup>.

**ARTICLE VII  
PARLIAMENTARY AUTHORITY**

The Rules contained in the current edition of *Robert's Rules of Order*, newly revised, shall govern ECRAC meetings in all cases to which they are applicable, and in which they are not inconsistent with the Articles of Incorporation, these Bylaws, and any special rules of order of ECRAC.

**ARTICLE VIII  
AUDIT**

ECRAC shall annually have prepared an audit of ECRAC by a public accounting firm. The chair shall appoint an audit committee consisting of two members of the board and one other person to review the audit and to monitor the work of the outside auditor. The results of any audit shall be reported to the board as soon as practicable.

**ARTICLE IX  
STANDARD OF CARE, EXPENSES AND INDEMNIFICATION**

Board members shall perform their duties in accordance with the standards set forth in Minnesota Statutes, Section 317A.251. ECRAC shall indemnify and hold harmless directors who meet that obligation, and ECRAC may procure insurance for that and other related purposes. ECRAC may reimburse Board, committee, and task force members for such reasonable expenses incurred in the performance of their duties to the extent permitted by applicable law.

**ARTICLE X  
AMENDMENTS**

Amendments to the Articles of Incorporation and these Bylaws must be approved at any regular meeting of the Board by two-thirds of the directors currently holding office provided the amendment has been submitted in writing at the previous regular meeting.

\* \* \* \* \*

These Bylaws have been approved and adopted by the Board of ECRAC on August 10, 2010.  
These Bylaws were revised, approved and adopted by the Board of ECRAC on June 16, 2015.

## ECRAC Board of Director Job Description

The East Central Regional Arts Council (ECRAC) is an independent 501c3 non-profit. The Regional Arts Council determines the work program and direction of the arts programming for the region. Recommendations of the ECRAC pertain to all grants, programming, members, and organization operation. Serving on the ECRAC is a serious commitment.

Responsibilities of ECRAC Board of Directors include the following:

- Members are considered ambassadors for the program and should identify themselves as such to potential constituents and positively represent the Regional Arts Council in all situations.
- All non-profit Board of Director responsibilities and requirements including fiduciary and legal.
- Familiarity with ECRAC programming, grants, and services.
- Attendance at all regularly scheduled meetings. They are usually held at ECRAC offices in Braham. The ECRAC schedules ten meetings per year (monthly, excluding July and December). Currently the meetings are the evenings of the third Tuesday each month. (Mileage reimbursement and per diem allocations are currently available to members submitting a reimbursement voucher.)
- Review of all grant applications submitted to ECRAC for funding, or approval of grant panel recommendations, based on the established grant review criteria.
- Providing general program guidance and leadership as well as program direction to staff. Propose specific policies to assist the ECRAC in meeting its goals and objectives.
- Serve on appropriate committees of the Council to assist in carrying out the programs and services.
- Serves as a resident from the county and not as a representative on behalf of county applicants (including any organization/school/community you may be a part of).
- Serves as a resource for information about ECRAC services and programs and ensures those interested know how to contact staff with specific questions and/or for information on grant review decisions.
- Avoid conflict of interest situations and the appearance of conflict of interest. For example as a board member you or your family members cannot apply for funding. In addition, if you are part of an organization applying for funding you will want to distance yourself from the applications while on the board. If there is a conflict you will declare it at the time of grant review.
- Assist in publicizing ECRAC activities, including submitting articles of interest for the Essential Arts newsletter. Update the other board members by letting them know about art events in your area.
- Attend art events in Region 7E that are grant funded by ECRAC and reporting back to staff via the Grant Site Visit Evaluation form and to the full Board of Directors at the next meeting. (Mileage and ticket reimbursement is available to members for attending these events provided that a grant site visit and reimbursement voucher are submitted. Per diem allocations are not allowed for grant site visits.)
- Recruiting of new board members and grantees.

Each member should expect to participate in approximately 5-8 hours per month in ECRAC related activities.

## Job Description

**Title:** Executive Director

**Reports to:** ECRAC Board of Directors (BOD)

**Supervises:** Grant Program Specialist, Gallery Coordinator/Curator, contractors, interns and volunteers

**Employment Status:** Full-time, exempt; the Executive Director can expect to work frequent evening and weekend hours

**Salary Range:**

Step 1	2	3	4	5	6	7
\$45,000/yr	\$48,300/yr	\$51,700/yr	\$55,000/yr	\$58,300/yr	\$61,700/yr	\$65,000/yr

Salary is commensurate with work experience and a retirement plan is provided.

**Position Description:** The Executive Director receives direction from the Executive Committee of the Council for responsible, professional consultative and coordinative functions on behalf of the ECRAC BOD consistent with its mission.

The role of the Executive Director consists of two major areas of responsibility: management and public relations.

### Grant Programs:

1. Provide leadership in the design of, research and procure funding for, and administer all grant programs.
2. Oversee the promotion of grants programs, using a variety of media, including but not limited to: the ECRAC website, social media, regional news outlets, paid advertising, and direct mailings.
3. Provide technical assistance to potential grant applicants, including orientation to program requirements and assistance in completion of application forms.
4. Provide assistance to the ECRAC BOD and/or grant review panels in the review of grant applications, in overseeing processing of grant documents and checks after funding decisions are made, and in supporting the ECRAC on grants policy and procedural issues.

**Services:** Oversight of website design, content, and maintenance; production of the monthly newsletter; design and delivery of workshops for arts organizations and/or individual artists; provision of technical assistance and consultation to individual artists and arts organizations, oversight of the ECRAC gallery and art shows, and oversight of grant site visits.

**Advocacy:** Provide information on behalf of the arts to civic, community, and governmental groups, including the Minnesota State Legislature and active membership in Minnesota Citizens for the Arts, Americans for the Arts, the Forum of Regional Arts Councils, and other relevant boards or committees as approved by the ECRAC BOD.

**Planning, Research, and Evaluation:** Research, write and submit in accordance with established deadlines all funding proposals, including but not limited to the Biennial Plan to the Minnesota State Arts Board and the request for funding to the McKnight Foundation as approved by the ECRAC BOD. Work with the ECRAC BOD to design and carry out ongoing needs assessments of the artistic community and general citizenry in Region 7E. Work with the Forum of Regional Arts Councils in Minnesota on coordinated planning and implementation statewide arts services and projects. Keep the ECRAC BOD informed of issues related to the arts.

**Reporting:** Provide accurate program and financial reports in a timely manner as required by or on the behalf of the ECRAC BOD.

**Essential Qualifications and Skills:**

**Qualifications/Education:** Possess the knowledge, skill, and mental development equivalent to completion of four years of college. A demonstrated passion for, understanding of, and sensitivity to the arts are required. A demonstrated competency in management skills, computer literacy, and a demonstrated ability to interact with the general public, the arts community, and the BOD in a professional manner are required.

**Additional Requirements:**

1. Competency in methods of organization, administration, record keeping/database administration, and personnel management.
2. Knowledge of current business communication and presentation tools, in order to effectively relate the resources of the ECRAC to the community.
3. Ability to present effective interpretations of policies and procedures orally and in writing, in keeping with the BOD's intentions.
4. Ability to evaluate procedures and programs and make recommendations.
5. Ability to analyze budget and give the BOD recommendations.
6. Ability to prepare concise reports, oral and written.
7. Demonstrated self-motivational qualities, i.e., ability to organize work in an appropriate sequence of activities within a realistic time schedule.
8. Ability to maintain effective working relationships with a diverse group of people and organizations.
9. The very highest ethical standards in dealing with matters of personnel and finance.
10. Supervision of and assignment of duties to support staff and volunteers.
11. Coordination with, supervision of and assignment of duties to any consultants, contractor, or other providers of service on behalf of ECRAC.
12. Attend ongoing training as approved by BOD and ensure adequate and appropriate training of staff as approved by BOD.
13. All other duties as assigned and apparent.
14. Have a valid Minnesota Driver's license.
15. Maintain an insured and reliable personal vehicle in working order.
16. Ability to stand, walk, sit, and lift a minimum of 35 pounds.
17. Ability to travel and attend conferences that require an overnight stay.

**Applicants:** Applicants for the position of Executive Director must provide a cover letter, current resume, and at least two professional references. A background check is required of all new ECRAC employees.

## Job Description

**Title:** Grants Program Specialist

**Reports To:** Executive Director

**Supervises:** May occasionally supervise the work of interns and volunteers.

**Employment Status and Schedule:** Part or Full-time (16-40 hours per week, depending on qualifications/duties), non-exempt/hourly. This position includes regular evening and weekend hours.

**Salary Range:**

Step 1	2	3	4	5	6	7
\$15/hr	\$16.5/hr	\$18/hr	\$19.5/hr	\$21/hr	\$22.5/hr	\$24/hr

Salary is commensurate with work experience and a retirement plan is provided.

**Position Description:** The Grants Program Specialist will be responsible to assist with the development, delivery, and evaluation of grant programs, and services for arts organizations and individual artists throughout the five-county East Central Minnesota region. The Grants Program Specialist is accountable for working with the Executive Director in assessing needs and delivering programs and services. Specific program accountability areas change from year to year depending on constituent and organizational needs, and may include special projects or isolated initiatives.

**Primary Responsibilities- Grants Program and Service Delivery:**

Assist Executive Director with all aspects of the grant making process including, but not limited to:

1. Assist constituents and potential applicants in fully utilizing ECRAC grant programs and services.
2. Answer inquiries about ECRAC programs/services.
3. Review and update of grant program guidelines, instructions, and application forms.
4. Assist with grant writing workshops.
5. Maintain communications with constituents and potential applicants through in-person contact, email, phone, social media, etc.
6. Review and summarize final reports for completed ECRAC funded projects.
7. Conduct ongoing evaluation of programs through the use of final reports and applicant feedback.
8. Provide grant writing and reporting technical assistance for applicants and grantees.
9. Work with Executive Director in oversight of grant making policies and procedures.
10. Other related duties as assigned by Executive Director.

**Primary Responsibilities -Public Relations:**

1. Maintenance of grant making confidentiality.
2. Convey a positive image of ECRAC to the public and to ECRAC grant applicants.
3. Assist with documentation of ECRAC events and activities via photography/videography.
4. Assist with ECRAC events calendar of events, mailings, and website/newsletter updates.

**Primary Responsibilities - Advocacy and Education:**

1. Support/attend local, regional, and statewide advocacy initiatives such as Arts Advocacy Day.
2. Educate constituents about the importance of their involvement in local arts advocacy efforts.

**Essential Qualifications and Skills:**

- Two-year degree or five years' related experience in grants management/ grant writing required. (Four-year degree preferred.)
- Proficiency in current Microsoft Office applications.
- Experience in general office functions and procedures.
- Attention to detail; strong logic and analytical thinking; creative problem-solving skills.
- Ability to manage multiple tasks and adapt to changes in work-related scheduling.
- Excellent written and verbal communication skills.
- Ability to interact professionally with diverse groups and individuals.
- Possess a valid Minnesota Driver's License. Maintain an insured and reliable personal vehicle.
- Ability to stand, walk, and sit for extended periods; ability to lift at least 35 pounds.
- Available to travel and attend conferences requiring overnight stays.
- A good sense of humor.

**Applicants:** Applicants for this position must provide a cover letter, current resume, and at least two professional references. A background check is required of all new ECRAC employees

## Job Description

**Title:** ECRAC Gallery Coordinator/Curator

**Reports To:** Executive Director

**Supervises:** May supervise other curatorial, technical staff, as well as volunteers or interns

**Employment Status and Schedule:** Part-time as needed (16-40 hours per month, depending on qualifications and duties), non-exempt/hourly. This position includes regular evening and weekend hours.

### Salary Range:

Step 1	2	3	4	5	6	7
\$15/hr	\$16.5/hr	\$18/hr	\$19.5/hr	\$21/hr	\$22.5/hr	\$24/hr

Salary is commensurate with work experience and a retirement plan is provided.

**Position Description:** Administer collections of artwork and plan, coordinate, and execute gallery and warehouse exhibitions.

### Primary Responsibilities

- ~Plan and organize the acquisition, storage, and exhibition of collections and related materials, including the selection of exhibition themes and designs, and develop or install exhibit materials.
- ~Write and review grant proposals, journal articles, institutional reports, and publicity materials.
- ~Confer with the executive director to formulate and interpret policies, to determine budget requirements, and to plan overall operations.
- ~Train and supervise curatorial, technical, research, and clerical staff, as well as volunteers or interns as needed.
- ~Experience in curating in a professional, volunteer, for profit or non-profit setting.
- ~Experience in public speaking.
- ~Curator is responsible of assisting applicants of the open gallery grants.
- ~Develop for approval by the Board and then answer questions in regards to the gallery policies and procedures.
- ~Ability to work independently.
- ~Must be able to lift art and art related items. Weight may be over 50 pounds.
- ~Must be able to lift, bend, pick-up items, step, hang art, move standards, lighting independently or with help.
- ~Must be able to use e-mail, phone, google docs.

~Art Show requirements:

- Plan and execute at least 6 (six) shows at the East Central Regional Arts Council per fiscal year.
- Lighting of the art shows
- Art size appropriate for show, show space, handling, etc.
- Check art to meet submission requirements for event and correctly categorize.
- Proper care and handling of artwork.
- Set-up standards and Walker Art System.
- Physical ability to hang artwork of various sizes and weight.
- Inspect artwork.
- Rehang artwork.
- Organize, take artwork down, store or present artwork back to artist after show has concluded.
- Storage of artwork and Walker Art System including standards.

~Permanent Art Collection

- Appropriate storage, packing and transportation of artwork (if approved.)
- Plan for a rotating off-site showing of the permanent collection (for board approval)

**Preferred Qualifications:**

- ~Write articles for electronic and print marketing, press releases, etc.
- ~Marketing and publicity.
- ~Performing all tasks associated to planning, opening and taking down of a successful gallery opening.
- ~Write, tabulate and present outcomes from evaluations from gallery openings.
- ~Advertising gallery openings and other curated events.
- ~Public speaking.

**Working Days:** Must be willing to work some nights and weekends.

**Applicants:** Applicants for this position must provide a cover letter, current resume, and at least two professional references. A background check is required of all new ECRAC employees

# ATTACHMENT E –

## BOARD MEMBER NAMES AND AFFILIATIONS 8/22/2015

### Chisago County

Darrell Vincent  
Writer, Art Advocate,  
Wyoming Area Creative Arts Community  
5844 268th Street  
Wyoming, MN 55092  
Phone: 651-462-3024 (Home)  
Mobile: 612-581-1050  
Email: darrelljvincent@gmail.com  
1<sup>st</sup> Term Ended: 6/15  
2<sup>nd</sup> Term Ends: 6/17

Nancy Hoffman  
Arts Advocate, Government/Economic Dev.  
1745 440th Street  
Harris, MN 55032  
Phone: 651-674-9979  
Email: hoffman@ecrac.org  
1<sup>st</sup> Term Ends: 6/16

### Isanti County

Arne Everson  
Music Educator, ECMC, CCftA  
447 – 4th Ave NW  
Cambridge, MN 55008  
Phone: 763-689-1023 (Home)  
Email: aever13696@aol.com  
1<sup>st</sup> Term Ended: 6/15  
2<sup>nd</sup> Term Ends: 6/17

### Kanabec County

Vacancy

Kelli Maag  
Photographer, NEPC, KCAA, Business Owner  
1531 Cable Street  
Ogilvie, MN 56358  
Phone: (320) 679-2100 (Work)  
Mobile: (320) 515-9825  
Email: maag@ecrac.org  
Web: <http://www.prizmtattoo.net>  
1<sup>st</sup> Term Ended: 6/12  
2<sup>nd</sup> Term Ended: 6/14  
3<sup>rd</sup> Term Ends: 6/16

Vacancy

### Mille Lacs County

Theresa Bemis  
Visual Artist, Milaca Fine Arts Council  
207 3rd St NE  
Milaca, MN 56353  
Mobile: 320-224-3401  
Email: theresa.bemis@yahoo.com  
1<sup>st</sup> Term Ended: 6/12  
2<sup>nd</sup> Term Ended: 6/14  
3<sup>rd</sup> Term Ends: 6/16

Eunice Boeringa  
Art Advocate, OAFL  
PO Box 643  
Onamia, MN 56359  
Mobile: 320-532-4449  
Email: euniceboeringa@yahoo.com  
1<sup>st</sup> Term Ends: 6/17

### Pine County

Barbara Dreyer  
Visual Artist, Art Educator, KCAA, PCA  
6916 Canary Road  
Grasston, MN 55030  
Phone: 320-396-4294  
Email: barbaraaraymond@q.com  
Web: <http://www.barbdreyerstudio.com/>  
1<sup>st</sup> Term Ended: 6/14  
2<sup>nd</sup> Term Ends: 6/16

Alana Petersen  
Policy/Legislative Background, Art Advocate  
9347 Wildflower Road  
Pine City, MN 55063  
Mobile: 218-213-4129  
Email: alanapetersen@gmail.com  
1<sup>st</sup> Term Ends: 6/17

### ECRAC Staff

Mary Minnick-Daniels, Executive Director  
Matt Mathiasen, Grant Program Specialist  
East Central Regional Arts Council  
112 Main Avenue South – PO BOX 294  
Braham, MN 55006  
Phone: 320-396-2337  
Mobile: 320-237-8287  
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Web: [www.ecrac.org](http://www.ecrac.org)

## **ATTACHMENT J**

### **Public meetings to gather input on biennial plan**

The ECRAC Board met during a public meeting on May 12, 2015 to discuss, revise, and approve the preliminary Biennial Plan for fiscal years 2016 and 2017 pending additional input from the public meeting scheduled for June 16, 2015, during the ECRAC annual meeting.

An alert posted on the ECRAC website announced that a public meeting on the Preliminary ECRAC Biennial Plan was scheduled for 7:00 p.m. on June 16, 2015, at the ECRAC office in Braham, Minnesota. In addition, a press release was sent to all media in the 5 county region announcing the public meeting and an email alert was sent to those subscribed to the newsletter. Two members of the public were in attendance and thanked the Regional Arts Council Board Members for all of their work.

The approval of the August 31, 2015 ECRAC Biennial Plan for FY 2016-2017 took place at the August 22, 2015, ECRAC board meeting. This meeting was open to the public.

The board may further revise the biennial plan based on input and as State funding information becomes available. In addition, ongoing planning will continue throughout the next biennium as ECRAC evaluates current programs, looks to the future needs of the region and the capacity to meet the needs.