

NORTHWEST MINNESOTA
ARTS COUNCIL

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FY 2016 – 2017 Biennial Plan

This activity is made possible by the voters of Minnesota, thanks to a legislative appropriation from the arts and cultural heritage fund to the Northwest Minnesota Arts Council.



Mission Statement

The Northwest Minnesota Arts Council's (NWMAC) mission is to support and enhance the development of the arts and artists in northwestern Minnesota.

NWMAC's **vision** for our region: Through the leadership of the Northwest Minnesota Arts Council: all people in northwestern Minnesota will have access to the arts; arts will be integrated into the fabric of the community; and art will become an essential part of community building.

NWMAC Organizational Goals:

- NWMAC will provide grant applicants and other constituents with respectful customer service and assistance.
- NWMAC will maintain transparent decision-making processes, and accessible public information.
- NWMAC's programs and services will reflect its Mission, and achieve its Vision.

In order to realize our legacy vision, the Minnesota State Arts Board and the Minnesota's regional arts councils must work together to accomplish the following Statewide Overarching Goals:

- The arts are essential for a vibrant society
- The arts are interwoven into every facet of community life
- Minnesotans believe the arts are vital to who we are
- People of all ages, ethnicity, and abilities participate in the arts
- People trust Minnesota's stewardship of public arts funding
- The arts thrive in Minnesota

Information on how NWMAC determines the outcomes of our work relative to our Vision, our Organizational Goals, and our Statewide Overarching Goals is described within the Work Plan portion of this plan and starting on page 7. This information describes the outcomes of NWMAC's work, not the outcomes of grantee projects.

The NWMAC will continue to measure progress toward reaching the shared overarching goals both through what we have planned as well as what is brought forward by MSAB staff. Our plan is to tally after every activity the participant's perception on how the activity made progress toward the six goals. A 1-5 scale will be used, which is what was used for our recently completed needs assessment.

ABOUT NWMAC AND REGION 1

NWMAC's designated region is Kittson, Marshall, Norman, Pennington, Polk, Red Lake, and Roseau counties. Our region is made up of mostly rural communities of 500 - 2,000 people. There are medium sized communities, including of East Grand Forks, Crookston, and Thief River Falls which have populations of around 8,000. Geographically the region covers 10.5% of the state. It is home to 86,000 people, according to the 2010 census.

NWMAC serves arts organizations; artists; non-arts nonprofit organizations; cities; community education; and parks and recreation departments; school districts; and artist-driven initiatives. Most arts organizations, in our region, have budgets below \$30,000 and they do not have paid staff.

Needs Assessment

NWMAC invites constituents to participate directly in its planning and information gathering process through forums, public meetings, written evaluations and assessments, electronic surveys of grant applicants and program participants, and constituent e-mail comments. These activities happen throughout the entire year. Every applicant and participant in our services is asked the following three questions and their answers are part of our on-going program improvement and part of the biennial planning process.

NWMAC APPLICANT/PARTICIPANT QUESTIONS

- In your community or county, what do you think is the greatest strength and what is most lacking in the arts?
- What are your needs, other than funding, as an artist, arts organization or non-profit organization pertaining to the arts?
- How could the Northwest Minnesota Arts Council help you fulfill the needs identified above?

SURVEY CONDUCTED

Most significantly, the Northwest Minnesota Arts Council repeated the constituent survey again in the Spring of 2015 that was used two years ago in 2013 and originally in 2011. Evaluation consultant Patricia Shifferd assisted all the Regional Arts Councils in designing this effective evaluation instrument for our grantees, and for the operations of the Councils in 2011. This proved to be an extremely effective and efficient method of gathering data and assessing our performance as a Regional Arts Council. We committed to repeating the survey this year to be able to compare results and reassess our service to our grantees.

NWMAC FY15 CONSTITUENT SURVEY QUESTIONS

1. What is your Minnesota County?
2. To which of the following grant categories did you and/or your organization apply since July 2013? (check all that apply)
3. Have you or your organization received at least one Arts Council grant award since 2013?
4. Please rate the quality of the following services designed to strengthen the arts in your region.

- a. Workshops/conferences for artists
 - b. Publication of directories or registries of artists and/or organizations
 - c. Communication: Newsletters, brochures, etc.
 - d. Sponsoring exhibits/performances of local artists' work
 - e. Workshops/conferences for organizations
 - f. Arts Council website
 - g. Publicity services: press releases, website listings, etc.
 - h. Public advocacy for the arts
5. What kinds or opportunities or services such as those listed in the question above would you like to see continue or be added in the future?
 6. The following statements deal with how easy it is for you to get the information you need in order to decide whether to apply for one of the Arts Council grants.
 - a. Grant deadlines are published well in advance
 - b. Grant categories and guidelines are clear and easily understood
 - c. Information sessions are offered at convenient times and places
 - d. You Tube grant writing sessions are effective in providing needed information
 - e. Grant-writing workshops are effective in providing needed information
 - f. Staff promptly and knowledgeably answers my questions
 7. Now please give your opinion of the NWMAC grant application and award process.
 - a. Staff assistance in creating a strong application
 - b. Ease of submitting required application materials
 - c. Fairness of panel deliberations
 - d. Timeliness of decision notifications
 - e. Availability of panel comments
 8. How many grant awards have you or your organization received from your Arts Council since 2013?
 9. Please indicate how well your Arts Council has administered your grant.
 - a. Timeliness of payments
 - b. Helpfulness of grant oversight
 - c. Ease of reporting, both during and at the end
 - d. Availability of staff when problems arise
 - e. Flexibility in addressing unforeseen situations
 10. In general, how are your current Arts Council grant(s) going?
 11. In order to realize our legacy vision, the Minnesota State Arts Board and the Minnesota's regional arts councils must work together to accomplish the following goals. Please assess how we are progressing toward achieving these overarching goals through different strategies and local efforts. Rate a 1 for minimal progress up to a 5 for strong progress.
 - a. Goal: The arts are interwoven into every facet of community life. Strategy: Develop strategic relationships and partnerships. Local effort: Build relationships with cities, counties, historical societies, schools, tourism, economic development, aging, etc.
 - b. Goal: Minnesotans believe the arts are vital to who we are. Strategy: Enhance public understanding of the value of the arts. Local effort: Promotional efforts on social media, speaking engagements, etc.
 - c. Goal: People of all ages, ethnicity, and abilities participate in the arts. Strategy: Fully engage with nontraditional and underrepresented participants and transform everyone's

- life by experiencing the arts. Local effort: Encourage a wide range of applicants and proposals. Direct programs are accessible to everyone.
- d. Goal: People trust Minnesota's stewardship of public arts funding. Strategy: Provide an accountable arts support system and be responsible stewards of public funds. Local effort: Survey public related to our programs, services. Open up meetings to public. Announce and post information on-line, etc.
 - e. Goal: The Arts thrive in Minnesota. Strategy: Foster visionary, skilled arts leaders and organizations statewide, ensure sufficient resources to sustain the arts and artists, serve as a clearinghouse of information on best practices and successful programs. Local effort: Technical assistance in one-on-one meetings with arts leaders. Strong website of information and resources.
 - f. Overarching Goal: The arts are essential for a vibrant society.
12. Next please share your opinion of the over-all performance of your Regional Arts Council.
- a. The staff is professional and efficient
 - b. The board fairly represents all areas of my region
 - c. The location and hours of Arts Council offices are convenient
 - d. My Arts council seems to use the public money efficiently and fairly
 - e. The staff and board are effective advocates of the arts
 - f. Regional Arts Council programs effectively serve all segments of the population, including groups often underrepresented.
13. If you have participated in the following services specific to the NWMAC, please rate your overall satisfaction from 1 (low) to 5 (high).
- a. Northwest Minnesota Art Exhibit Overall
 - b. Annual Artist Reception with recognition of our "Of the Year" Award Winners and Exhibit Award Winners
 - c. Exhibits at our East Grand Forks Gallery
 - d. Art and Wine Walk Events at our East Grand Forks Gallery
 - e. Artists of Northwest Minnesota booklets
 - f. Facebook for NWArtsCouncil
 - g. Other social media like Twitter, YouTube, Instagram, Pinterest
 - h. Radio spots on Pioneer 90.1
 - i. Shared arts equipment check-out like display racks, easels, etc.
14. The Arts Councils are now beginning to plan for the next two years (2015-2017). Please share what your most important needs are. What would most help you as you work to make art for your community? This information will assist the Northwest Minnesota Arts Council staff as we plan for the future.
15. Finally, do you have any additional comments or thoughts which you would like to share with your Arts Council staff and board to help them improve their support for the arts in your area?

Needs Assessment Summary

In 2015, 75 surveys were sent to grant contact email addresses and 52 people responded. Respondents primarily (38.46%) had received our Arts Legacy Grant. Overall respondents were very pleased with Arts Councils over-all performance; all six of the questions asked had a weighted average of over 4 points out of 5 in question #12. They indicated that the administration of their grant was excellent to good; with an average of 58.82% stating excellent service rating over all the statements listed in question #9.

Providing services in our region is as important as grants based on the comments collected within our needs assessment. In analyzing the results of the survey we are pleased with the findings related to a few core services that we offer including public advocacy for the arts, our E-newsletter and www.NorthwestMinnesotaArtsCouncil.org website, Artists of Northwest Minnesota booklet, Northwest Minnesota Art Exhibit, and NWMAC Gallery in East Grand Forks. These services in question #4 had good average rating of 2.7 on a 4 point scale so there is room for improvement related especially to providing/advertising workshops and conferences. Our specific services were rated in question 13 and there we received a average of 4.26 out of 5 across the nine areas.

The full results of the survey are attached in the back of this plan.

Using the needs assessment information that we gathered from the areas outlined above, we identified the following main categories.

1. Arts project and general operations grant support: Grants to support a large range of arts projects occurring in all parts of our region. Addressed in Priority 1 Goal 1 of Work Plan.
2. Showcase Artists: Venues/opportunities for exhibit, performance, and workshop space in the region. Addressed in Priority 4 Goal 1 of Work Plan.
3. Focus on Promotion: E-newsletter, and other printed marketing information and website information: Addressed in Priority 4 Goal 2 of Work Plan.
4. Artist Residency Support and lifelong learning opportunities: Grants to school districts to bring in residency artists and afterschool or summer arts experiences for students and community members. Grants to students for training. Addressed in Priority 3 Goal 1 and 2 of Work Plan.
5. Serve as a Leader Statewide in the Arts: Bring more resources into our region through successful role in partnerships, collaboration, and legislative action. Maintain strong Board leadership with transparent decision-making processes. Addressed in Priority 1 Goal 4; and Priority 2 Goal 1 and 2 of Work Plan.
6. Technical assistance including informational sessions, grant writing assistance, and organizational professional development in the form of presentations, convenings, and workshops. Addressed in Priority 1 Goal 2 of Work Plan.

Strategic Challenge: Balance traditional means of communication and networking with new means related to on-line social networking and sharing of information through websites.

Planning Process

A planning committee discussion started in November 2014 to draft the plan. The Northwest Minnesota Arts Council Board of Director's met on January, April, and May and included planning items within their meetings of 2015. Arts Council board members and staff reviewed the grantee survey results for the Northwest Region. Members used the FY 2014-15 plans as a basis for the plan.

A public meeting for review of the biennial plan was held on April 22, 2015 at 2:00 pm in Thief River Falls. The public was informed of the plan hearing by e-newsletter and press releases. The plan was available for review and comment on our website. Approval of the plan occurred on May 6, 2015 by the Northwest Minnesota Arts Council.

2016/2017 Biennial Work Plan and Program Information

Grants, programs, and services available from the Northwest Minnesota Arts Council:

Grant Programs offered in FY 2016-2017:

- **Arts Legacy Grants:** This program provides grants for high-quality projects in any arts discipline. Arts organizations, non-arts organizations, school districts, cities, and individuals can apply for up to \$10,000 grants. There will be three main rounds of Arts Legacy Grants in FY 2016 and three main rounds in FY 2017. Rating criteria is merit and artistic quality, need or demand for the project, and ability of the applicant to carry out the project. These grants are awarded with Arts Access, Arts Learning, and Arts Cultural Heritage funds. Legacy funds are also used for Arts Legacy Grants: General Operating to non-profit arts organizations on a flat rate scale at the start of their fiscal year. Grants amounts are \$2,500; \$3,500; \$6,000 and \$10,000 based on their annual revenue minus NWMAC and MSAB grant amounts. Arts Legacy Grants: Residency category is a first come, first served program of up to two \$2,100 grants per school district in our region.
- **Arts Project Grants:** This program provides grants for smaller scale projects. Main applicants are arts organizations that want to stabilize their programming with up to \$3,000 grants. There are three main rounds in FY 2016 and three main rounds in FY 2017. Cities and other non-profit organizations can qualify for funds. Arts Project Grants: Arts Equipment for Schools category allows school districts to purchase artistic equipment. \$3,000 maximum grants with a 25% cash match required. One main round each year. Rating criteria is artistic merit, need or demand for the project, and ability for the applicant to carry out the project. These grants are awarded with general allocation funds.
- **Student Artist Training Scholarships:** This program provides small training grants for high school students in Region 1 with general allocation funding. Grants are primarily for \$500 but can be given for up to \$950.00.

Services offered in FY 2016-2017:

- **Annual Northwest Minnesota Art Exhibit:** This annual exhibit is funded with state general allocation funding for our student awards (\$850) and McKnight Foundation funding for the adult awards. Participants need to complete an entry form by Feb 28 each year to display if chosen for the exhibit. The exhibit occurs in a different city each Spring. A small touring exhibit moves throughout the library system from May until December following the large spring exhibit.

- E-newsletter: Bi-weekly announcement
- Arts Advocate of the Year award \$500: Individual selected from submitted nomination forms to be recognized for their achievements in Arts advocacy in their community.

Grants and Services offered with McKnight Foundation Funding

- Fellowship grants for adult artists: \$1,500 and \$5,000 levels
- Quick Turn Around grants for adult artists: \$500
- NWMAC Gallery at River Walk Artists in East Grand Forks
- Adult awards at NW MN Art Exhibit: \$1,700
- Northwest Star Artist award (lifelong achievement) \$5,000
- Artist of the Year award \$500
- Workshops for Artists
- Artists of Northwest Minnesota booklet
- Free Use Space and arts equipment check-out system

WORK PLAN

PRIORITY 1:

Grant, assist, and secure funds for arts activity in our northwestern region that encourages artistic growth and excellence while sustaining and stabilizing arts in rural areas of Minnesota.

GOAL 1:

Award twenty Arts Legacy grants and ten Arts Project Grants to arts organizations and communities based on artistic quality and merit, applicant capability, and the need for the project. Arts Legacy grant maximum of \$10,000; Arts Project grant maximum of \$3,000. Both with a 10% minimum cash match. Award six Arts Legacy: General Operating grants funds to arts organizations.

WORK OBJECTIVES:

- Implement the Arts Legacy and Arts Project Grants programs with state funding.
- Foster and nurture local arts groups to grow and/or sustain levels of programming through one-on-one visits and suggestions.
- Publicize the availability of grant funds in the seven-county area in a timely manner prior to each application deadline. Send reminders of deadlines through our e-newsletter.
- Provide technical assistance on the grant application process to organizations.
- Administer the review and evaluation process.
- Measure outcomes related to these re-grant programs and adjust the process.

Program outcome:

- New relationships with members of groups that have traditionally been underserved by the arts or by the applicant organization are built.

Larger community benefit:

These grants should provide increased access to additional art experiences. They allow for lower ticket prices and therefore increased participant rates. The grants foster new collaborations and innovative ways to bring professional arts organizations into our region.

Progress on our shared Overarching Goals:

- The Arts are interwoven into every facet of community life. Progress documented by analyzing the diversity of those applying and receiving grants.
- People of all ages, ethnicity and abilities participate in the arts. Progress documented by analyzing the diversity of people participating in grantee projects.
- People trust Minnesota's stewardship of public arts funding. Progress documented by biennial survey of grantees satisfaction.

GOAL 2:

Provide technical assistance and information to thirty artists, representatives of arts organizations, and others interested in the arts, including six grant writing sessions in FY 2016 and 2017 and four public speaking presentations.

WORK OBJECTIVES:

- a. Review project ideas which an individual or organization may be submitting for funding assistance from the NWMAC and/or other funding sources.
- b. Provide technical assistance on grant preparation and other arts administration, planning and developing ideas. Including grant writing workshops and help to groups with board development and volunteer recruitment.
- c. Provide information services on other public and private grants, programs, and funding sources for both arts organizations and individuals.
- d. Attend regional tourism, regional historical, and other meetings when asked to speak on the arts and build collaboration and partnership.
- d. Maintain a library of reference materials. Compile into a list for the web site.

Program Outcome:

- Real or perceived barriers to arts learning are identified and addressed.

Larger community benefit:

Speaking to groups about our grants and services builds more understanding of what we offer and provides a place for the larger community to give feedback and state needs. Technical assistance and presentations foster new collaborations and innovative ways to remove barriers and bring arts to all Minnesotans.

Progress on our shared Overarching Goals:

- Minnesotans believe that the arts are vital to who we are. Progress documented by needs assessment question after meeting or presentation on a scale of 1-10.
- People of all ages, ethnicity and abilities participate in the arts. Progress documented by analyzing whether our information is accessible to all.
- People trust Minnesota's stewardship of public arts funding. Progress documented by surveying people their general response to transparency in our organization.
- The Arts thrive in Minnesota. Progress documented within one-on-one meetings with arts leaders.

GOAL 3:

Sustain state funding levels for the Northwest Minnesota Arts Council into FY 2018 and 2019.

WORK ACTIVITIES:

- a. Actively participate in Minnesota Citizens for the Arts and the Forum of Regional Arts Councils and partner with Minnesota State Arts Board, which includes attending additional meetings and planning retreats at a state level.
- b. Provide information to legislators and legislative committees that inform them on our Arts Council's use of funds.

- c. Promote and inform the public that we are good stewards of the funds.
- d. Look for new ways to partner with other programs and agencies to enrich our region and provide additional funding for staff.
- e. Evaluate our success and measure our outcomes.

Program Outcome:

- Real or perceived barriers to arts funding are identified and addressed.

Progress on our shared Overarching Goals:

- Minnesotans believe that the arts are vital to who we are. Progress documented by stable and increased funding from the State of MN and Foundations.
- People trust Minnesota's stewardship of public arts funding. Progress documented by positive interviews with key people about NWMAC.

PRIORITY 2:

Provide for the executive leadership of the Northwest Minnesota Arts Council on a regional and statewide level.

GOAL 1:

Provide Arts Council Director staffing to the Northwest Minnesota Arts Council in FY 2016 and FY 2017 to ensure work functions related to planning and procedure are met.

WORK ACTIVITIES:

- a. Staff and maintain the Northwest Minnesota Arts Council.
- b. Provide orientation/education for Arts Council members
- c. Revise and update the Arts Plan and Budget on an annual basis
- d. Conduct a regional arts needs assessment every four years.
- e. Update and revise agreements with the RDC as needed.
- f. Fulfill administrative requirements of the Northwest Regional Development Commission and the Minnesota State Arts Board, including preparation of: annual final report on program activities and financial status; work plan and budget for upcoming fiscal year; and re-grant activities reporting.

Program Outcome:

- Real or perceived barriers to arts funding are identified and addressed.

Progress on our shared Overarching Goals:

- People of all ages, ethnicity and abilities participate in the arts. Progress documented by diversity on our board of directors and within staff contracts.
- People trust Minnesota's stewardship of public arts funding. Progress documented by needs assessment survey.

GOAL 2:

Actively participate in the Forum of Regional Arts Council's mission and goals.

WORK ACTIVITIES:

- a. Actively participate and provide leadership in Forum meetings and decisions.
- b. Dedicate time and work activity to the Forum's priorities and goals.
- c. Collaborate with other state arts agencies and arts partners in serving the State of Minnesota.
- d. Provide information as requested for statewide advocacy efforts for the legislature and others.

Program Outcome:

- Real or perceived barriers to statewide arts leadership are identified and addressed.

Progress on our shared Overarching Goals:

- People trust Minnesota's stewardship of public arts funding. Progress documented by overall perceived strength of the system.
- The Arts thrive in Minnesota. Progress documented by amount of successful joint programs.

PRIORITY 3:

Support and encourage arts learning experiences in the schools and for students in the Northwest Region.

GOAL 1:

Award six Arts Legacy Grants and six Arts Project: Arts Equipment Grants to area schools based on artistic quality and merit, applicant capability, and the need for the project. Award eight training scholarships to high school artists.

WORK ACTIVITIES:

- a. Implement the Arts Legacy grant program and the Arts Project: Arts Equipment grant and the Student Training Grant program with state funding.
- b. Publicize the availability of grant funds for arts education and arts learning projects in the seven-county area in a timely manner prior to each application deadline.
- c. Provide technical assistance on the grant application process to schools and students submitting applications.
- d. Administer the review and evaluation process.
- e. Measure the outcomes of implementing a grant program to schools.

Program outcome:

The number of Minnesotans who are engaged in arts learning opportunities increases.

Progress on our shared Overarching Goals:

- The Arts are interwoven into every facet of community life. Progress documented by analyzing the variety and diversity of those applying and receiving grants.
- People of all ages, ethnicity and abilities participate in the arts. Progress documented by analyzing the diversity of people participating in grantee projects.

GOAL 2:

Provide information to statewide arts in education key players; and coordinate Arts Midwest Global Tour in our region in FY 2016-2017.

WORK ACTIVITIES:

- a. Coordinate arts education activities with Arts Midwest, the Minnesota State Arts Board, the Minnesota Center for Arts Education, and other art education service organizations.
- b. Publicize the global tour and availability of Minnesota State Arts Board funds for arts learning.
- c. Administer the four Global Tour concerts and multi-school workshop days.

Program outcome:

The quality and types of arts learning opportunities in the region increases.

Progress on our shared Overarching Goals:

- People of all ages, ethnicity and abilities participate in the arts. Progress documented by analyzing the diversity of people participating in the Global Tour.
- The Arts are essential for a vibrant society. Progress documented by polls on our website related to arts learning.

PRIORITY 4:

Increase visibility of artists, and increase access to information on the arts in northwestern Minnesota through promotion and marketing efforts.

GOAL 1:

Organize and implement the Northwest Minnesota Art Exhibition in April 2016 and April 2017. (Currently the Arts Council uses Foundation funding to make the awards to adults and some state and Foundation funding to administer the program and make awards to students.) (Schedule eleven exhibits at our East Grand Forks gallery location with McKnight funds.)

WORK ACTIVITIES with STATE FUNDS:

- a. Select the exhibit location and the sponsoring arts organizations. Develop comprehensive guidelines and resource sheets for communities co-planning of the exhibit.
- b. Publicize the Call for Entries in the seven-county area in a timely manner.
- c. Select and contract with the juror. Provide juror with materials and assistance in the judging.
- d. Act as main coordinator of the exhibit to ensure its success, including registration, hanging the exhibit, creating programs, ensuring guest book volunteers, and prompt wrap-up.
- e. Coordinate and implement the Artist Reception for 200 + people.
- f. Organize the touring summer schedule and administer the tour. The tour includes 6 locations that host the traveling exhibit for 3 weeks each.
- g. Measure outcomes and evaluate the program yearly.

Program outcome:

- The quality, types, and number of arts opportunities in the region, and the organizations or venues that offer them, increases.

Progress on our shared Overarching Goals:

- People of all ages, ethnicity and abilities participate in the arts. Progress documented by analyzing the diversity of people participating in exhibits and receiving awards.
- The Arts thrive in Minnesota. Progress documented by satisfied participants in the exhibit programs and award ceremonies.
- The Arts are essential for a vibrant society. Progress documented by asking audience and participates in a questionnaire if these activities succeed at making progress toward this goal.

GOAL 2:

Disseminate information on the Arts through a variety of means.

WORK ACTIVITIES:

- a. Collect information for inclusion in the e-newsletter. Print out information and send to our list of people who are not active on-line.
- b. Issue press releases on regional Arts Council activities.
- c. Increase the amount of general PR about arts events and the importance of arts in the

- area.
- d. Maintain and improve the Northwest Minnesota Arts Council website.

Progress on our shared Overarching Goals:

- Minnesotans believe that the arts are vital to who we are. Progress documented by polls on our website.
- People trust Minnesota's stewardship of public arts funding. Progress documented by our needs assessment questionnaire.
- The Arts thrive in Minnesota. Progress documented by polls on our website.
- The Arts are essential for a vibrant society. Progress documented by polls on our website.

GOAL 3:

Maintain an artists' registry and the artist and arts organization directory; and create and publish an Artists of Northwest Minnesota marketing booklet every three years with McKnight Funds; and other publications to promote our artists.

WORK ACTIVITIES:

- a. Contact new arts organizations and known artists.
- b. Update contact information on an on-going basis into our database
- c. Conduct a call for entries into the 4th Artists of Northwest Minnesota booklet in May 2017
- d. Distribute the 3rd edition booklet.

Program Outcome:

- Real or perceived barriers to providing all residents information on the arts are identified and addressed.

Progress on our shared Overarching Goals:

- The Arts are interwoven into every facet of community life. Progress documented by number of arts sites in different communities.
- People of all ages, ethnicity and abilities participate in the arts. Progress documented by analyzing the diversity of people participating
- The Arts thrive in Minnesota. Progress documented by interviews of people who look at the directories and provide a 1-10 scale on this statement.

Organizational Structure

The Northwest Minnesota Arts Council, as a non-profit organization, has entered into a legal Partnership Agreement and Administrative Agreement with the Northwest Regional Development Commission. The Partnership Agreement defines the roles of each Board of Directors and the staff. The Partnership Agreement also provides for the establishment of the Arts Partnership Board. The Arts Partnership Board is the chairman and vice-chairman of each entity.

The Northwest Minnesota Arts Council will be the designated regional arts council for Region 1 according to the Partnership.

NORTHWEST MINNESOTA ARTS COUNCIL
PROJECTED BUDGET: Fiscal year 2016

		General Fund	Arts &	Arts	Arts & Cult	McKnight	Other	2016 Total
		<u>2016 State</u>	<u>Arts Access</u>	<u>Education</u>	<u>Heritage</u>	<u>Foundation</u>	<u>Funds</u>	
			<u>2016 State</u>	<u>2016 State</u>	<u>2016 State</u>			
REVENUE								
1	State of Minnesota	\$85,943	\$261,820	\$46,180	\$19,520			\$413,463
2	McKnight Foundation					\$80,000		\$80,000
3	Other Income						\$450	\$450
4	Interest	\$50	\$150				\$50	\$250
5	TOTAL REVENUE	\$85,993	\$261,970	\$46,180	\$19,520	\$80,000	\$500	\$494,163
EXPENSES								
Programs and Services								
6	Grant Programs and Services							
	Arts Project Grant	\$50,000						\$50,000
	Arts Legacy Grant		\$167,000	\$38,000	\$15,000			\$220,000
	Artist Fellowships					\$29,000		\$29,000
	Quick Turn Around Grants Individuals					\$4,000		\$4,000
	Student Training Grants	3500					\$500	\$4,000
7	Grant Programs and Services, Operations and Support	\$8,193	\$24,600	\$5,315	\$1,149	\$4,000		\$43,257
8	Subtotal Grant Programs and Services	\$61,693	\$191,600	\$43,315	\$16,149	\$37,000	\$500	\$350,257
9	Non-grant Programs and Services							
	Regional exhibits and showcase, e.g.	\$2,100	\$17,050			\$18,260		\$37,410
	Workshops and training, e.g.	\$9,200	\$3,450			\$6,370		\$19,020
	Arts promotion, e.g.		\$18,370			\$15,500		\$33,870
10	Non-grant Programs and Services, Operations and Support	\$8,000	\$24,000	\$1,665	\$2,371	\$970		\$37,006
11	Subtotal Non-grant Programs and Services	\$19,300	\$62,870	\$1,665	\$2,371	\$41,100	\$0	\$127,306
12	Total Programs and Services	\$80,993	\$254,470	\$44,980	\$18,520	\$78,100	\$500	\$477,563
13	Fundraising					\$500		\$500
14	General administration	\$5,000	\$7,500	\$1,200	\$1,000	\$1,400		\$16,100
15	TOTAL EXPENSES	\$85,993	\$261,970	\$46,180	\$19,520	\$80,000	\$500	\$494,163

Line 5 Is the sum of lines 1 through 4

Line 6 Add as many subitems as necessary to clearly indicate all grant programs and services costs

Line 8 Total of all lines under line 6, plus line 7

Line 9 Add as many subitems as necessary to clearly indicate all non-grant programs and services costs

Line 11 Total of all lines under line 9, plus line 10

Line 12 Add line 8 and line 11

Line 15 Add lines 12, 13, and 14

**NORTHWEST MINNESOTA ARTS COUNCIL
PROJECTED BUDGET: Fiscal year 2017**

	<u>General Fund</u>	<u>Arts & Arts Access</u>	<u>Arts Education</u>	<u>Arts & Cult Heritage</u>	<u>McKnight Foundation</u>	<u>Other Funds</u>	<u>2017 Total</u>
	<u>2017 State</u>	<u>2017 State</u>	<u>2017 State</u>	<u>2017 State</u>			
REVENUE							
1	State of Minnesota	\$85,943	\$275,623	\$48,615	\$20,549		\$430,730
2	McKnight Foundation				\$75,000		\$75,000
3	Other Income					\$450	\$450
4	Interest	\$50	\$150			\$50	\$250
5	TOTAL REVENUE	\$85,993	\$275,773	\$48,615	\$20,549	\$75,000	\$506,430
EXPENSES							
Programs and Services							
6	Grant Programs and Services						
	Arts Project Grant	\$50,000					\$50,000
	Arts Legacy Grant		\$167,000	\$39,000	\$15,000		\$221,000
	Artist Fellowships				\$29,000		\$29,000
	Quick Turn Around Grants Individuals				\$4,000		\$4,000
	Student Training Grants	\$3,500				\$500	\$4,000
7	Grant Programs and Services, Operations and Support	\$8,193	\$24,600	\$5,315	\$2,149	\$4,000	\$44,257
8	Subtotal Grant Programs and Services	\$61,693	\$191,600	\$44,315	\$17,149	\$37,000	\$352,257
9	Non-grant Programs and Services						
	Regional exhibits and showcase, e.g.	\$2,100	\$27,050		\$18,260		\$47,410
	Workshops and training, e.g.	\$9,200	\$6,450		\$1,370		\$17,020
	Arts promotion, e.g.		\$19,173		\$15,500		\$34,673
10	Non-grant Programs and Services, Operations and Support	\$8,000	\$24,000	\$2,900	\$2,400	\$970	\$38,270
11	Subtotal Non-grant Programs and Services	\$19,300	\$76,673	\$2,900	\$2,400	\$36,100	\$137,373
12	Total Programs and Services	\$80,993	\$268,273	\$47,215	\$19,549	\$73,100	\$489,630
13	Fundraising				\$500		\$500
14	General administration	\$5,000	\$7,500	\$1,400	\$1,000	\$1,400	\$16,300
15	TOTAL EXPENSES	\$85,993	\$275,773	\$48,615	\$20,549	\$75,000	\$506,430

Line 5 Is the sum of lines 1 through 4

Line 6 Add as many subitems as necessary to clearly indicate all grant programs and services costs

Line 8 Total of all lines under line 6, plus line 7

Line 9 Add as many subitems as necessary to clearly indicate all non-grant programs and services costs

Line 11 Total of all lines under line 9, plus line 10

Line 12 Add line 8 and line 11

Line 15 Add lines 12, 13, and 14

ARTS AND CULTURAL HERITAGE FUND FUNDAMENTAL ISSUES BUDGET and ADMINISTRATIVE COSTS

The 2011 arts and cultural heritage fund appropriations bill states that, "Money appropriated in this article may not be spent on activities unless they are directly related to and necessary for a specific appropriation. Money appropriated...must not be spent on indirect costs or other institutional overhead charges that are not directly related to and necessary for a specific appropriation." Regional arts councils may determine which costs are "directly related to and necessary for" delivering their arts and cultural heritage supported programs and services, keeping in mind that vital to use the funds as effectively as possible and minimize administrative costs.

The nonprofit standard is to keep administrative costs to 15 to 20 percent of overall expenses. In our sector, keeping to this same standard is important to be viewed as good stewards of the funds. Public reporting should be similar across all regions to provide consistency during planning periods.

Diverse program development is very important so that the grassroots arts needs of each region can be addressed. Regional arts councils are service providers as well as funding resources. Therefore, the decision to allocate funds to direct programs and services versus grants needs to remain at the regional level.

In October 2003, the Forum of Regional Arts Councils of Minnesota finance committee developed a universal budget format and definitions to be used by the regions. This was in order to add consistency to our budgets especially when legislative committees are reviewing our budgets. These definitions and guidelines follow the categories of the IRS 990 form, so are still applicable. They can be followed by all the regional arts council's as they submit biennial plans.

The attached definitions and examples are meant to provide guidance to regional arts councils in accurately assigning costs. The attached budget template depicts a 10 percent administrative and fundraising scenario.

Working group

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Definitions and guidelines

The budget template includes 15 main lines. These lines are referenced below for clarification. Although, we use the word "line," in some sections the word line refers to a series of rows.

Line 1 State of Minnesota

Actual amounts that your region is expected to receive from the general fund appropriation and the arts and cultural heritage appropriation.

Line 2 McKnight Foundation

Actual amount that your region receives from The McKnight Foundation, or is proposing to receive.

Line 3 Other Income

List funds received from other sources.

Line 4 Interest

Indicate any interest revenue.

Line 5 Total Revenue

Line 6 Grant Programs and Services

List all grant programs that your region will offer. List the actual amounts that will be available to regrant. Do not include staff time and direct expense items here.

Line 7 Grant Programs and Services, Operations and Support

This line is the portion of each RAC's budget which includes all expenses related to grant programs and services offered by the Council besides the actual grant awards re-granted by your Council; as they are listed by grant program in Line 6 area. This line should include the percentage of salaries, benefits insurance and pension plan contributions, and payroll taxes for the time you and your staff members spend working on your grant programs and includes time spent administering the grant programs as well as technical assistance related to the grant programs. This line should also include the percentage of equipment and operating costs that support the administrative duties related to your grant programs. If this kind of assistance represents X% of you and your employees' time, include X% of equipment repair costs or purchases as well as X% of the rent, electricity, phone, internet connection, website expenses, general supplies, etc. You will also want to include any related travel expenses and the actual printing and postage costs of producing and distributing your grant guidelines. This line should NOT include the actual amount of grant money that was awarded or paid out during the fiscal year.

Grant programs and services, operations and support activities might include (this list is for illustration only and not all inclusive):

- . bookkeeping related to grants
- . filing federal and state reports related to grants: 1099's for individual artists,
- . data collection list to MSAB, MCA grant list for advocacy day
- . paying grants
- . grant rounds
- . grant related committee meetings for the review of grants
- . planning committee meetings related to grant programs
- . reading and following up on grant final reports
- . grant workshops and training
- . printing applications, guidelines, and grant books
- . development of grant programs and writing the guidelines
- . working with individuals on grant related issues (phone calls, meetings, etc.)
- . and anything else that is directly related to getting applications in and grants out the door.

Line 8 Subtotal Grant Programs and Services

This line is the total of all lines under 6 (Grant Programs and Services) and line 7 (Grant Programs and Services, Operations and Support).

Line 9 Non-grant Programs and Services

The Non-Grant Programs and Services line is the percentage of each RAC's budget which is related to the programs and services offered by the Council but are not related to its granting programs.

Headings that can be included in this area might include:

- . Regional Exhibits and Showcase: actual costs for travel, printing, postage, and awards related to holding a regional art exhibit; costs associated with having a gallery space
- . Workshops and Trainings and Technical Assistance: non-grant related workshops and trainings, actual costs for travel, printing workshop materials, presenter costs, consultants, advertising workshops or trainings; direct costs associated with travel for advocacy work within your region, direct expenses related to MCA, MSAB, and Forum
- . Arts Promotion: newsletter printing and postage, marketing booklet printing and distribution costs, web site costs, e-newsletter service costs; brochures and other printed promotional items

This line should NOT include personnel or administrative costs related to non-grant programs and services.

Line 10 Non-grant Programs and Services, Operations and Support

This section mainly relates to personnel time do certain activities. Activities might include time related to (this list is for illustration only and not all inclusive):

- . plan and conduct non-grant related workshops and training
- . advocacy work
- . work with the Regional Arts Council Forum (label as technical assistance)
- . work with the Minnesota State Arts Board
- . needs assessment, public forums, and focus groups related to needs assessment
- . plan the gallery exhibitions for the year or regional art shows if not under Line 8
- . plan the workshop and support the activity
- . plan professional development activities
- . work with private foundations, etc (unless for fund raising)
- . public speaking
- . community involvement related to the arts
- . newsletter if not in Line 8 area
- . brochures (unless specifically for fundraising – if used for both, costs can be split)
- . juried art shows (for those who do them) if not in Line 8 area
- . library materials – books made available to constituents
- . anything else that is considered service to the state, regions, or your region.

When you include personnel costs, this line should also include the percentage of equipment and operating costs that support non-grant related technical assistance and other programs. If this kind of assistance represents X% of you and your employees' time, include X% of equipment repair costs or purchases as well as X% of the rent, electricity, phone, postage, printing, internet connection, general supplies, etc., expenses.

Line 11 Subtotal Non-grant Programs and Services

This line is the total of all lines under 9 (Non-grant Programs and Services) and line 10 (Non-grant Programs and Services, Operations and Support)

Line 12 Total Programs and Services

Add line 8 (Subtotal, Grant Programs and Services) and line 11 (Subtotal, Non-grant Programs and Services)

Line 13 Fundraising

Fundraising expenses should include all expenses related to raising and receiving funds. Fundraising costs do not appear in the columns related to state funds, these costs are general administrative costs for being designated a regional arts council.

Every good organization must also raise funds to support its mission. This means someone (usually a paid staff person or an outside professional fundraiser) must write the grant proposals and talk with foundation representatives, someone must conduct direct mail and/or telephone solicitations, and someone must write thank-you letters to donors who offer their support.

– excerpted from Charities Review Council Web site: <http://www.crcmn.org/donorinfo/faq.htm#6>

Fundraising expenses might include (this is an illustrative, not all-inclusive, list):

- . writing McKnight plans
- . membership fundraising if applicable should be under the Other column

Line 14 General Administration

The general administration line is the portion of each RAC's budget which is related to general operation of running the Council. This line should include the percentage of salaries, benefits (insurance and pension plan contributions), and payroll taxes for the time you and your staff members spend working on straight administrative duties. This line should also include the percentage of appropriate equipment and operating costs that support administrative duties. If administrative duties represent X% of your and your employees' time, include X% of equipment repair costs or purchases as well as X% of the rent, electricity, phone, postage, printing, internet connection, general supplies, etc., expenses. If an expense is completely for administrative purposes, you should include the full amount of the expense.

General administration activities might include (this list is for illustration only and not all inclusive):

- . attending workshops or conferences which focus on administrative issues (i.e. a workshop on personnel issues, Quickbooks, etc. – unless you would be sharing this information with your constituents as part of technical assistance, in which case it could go under non-grant programs & services)
- . working with your auditor to prepare for and conduct audit
- . federal and state reporting – 990, Annual registration renewals
- . paying bills (minus grants) and payroll
- . working with the board, committees, and staff on non-grant and non-service issues
- . bookkeeping
- . preparing budgets
- . preparing board financial statements
- . time spent dealing with non-program related facility costs
- . biennial plan writing and participating in advisory committee review of plans
- . writing annual reports for State Legislative funding

Line 15 Total Expenses

The numbers in this line should match the revenue totals in Line 5.