



## **BIENNIAL PLAN**

Fiscal Years 2016/2017

Submitted by:

**The Arrowhead Regional Arts Council**

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*\*All grant program guidelines are accessible on the ARAC web site: [www.aracouncil.org](http://www.aracouncil.org).*

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## **The Arrowhead Regional Arts Council's Mission Statement**

The mission of the Arrowhead Regional Arts Council is to facilitate and encourage local arts development. This mission statement grows from a conviction that the arts improve the quality of life in the region.

### **ARAC Vision:**

- The arts are integrated into the social, political, and economic fabric and identity of every community in the region. (*Cultural integration*)
- Artists, arts organizations and arts activities thrive and contribute to the regional economy. (*Sustainability*)
- Community members and audiences are arts literate. (*Education*)
- The Council is an innovative rural arts organization that ensures the arts are accessible throughout the whole region. (*Leadership/Access*)

### **Core Values:** The Arrowhead Regional Arts Council...

- will provide financial support, information, and encouragement to the arts community.
- values its responsibility to provide leadership to individuals, arts organizations, and communities.
- will communicate clearly and respectfully.
- will develop innovative programs and services to meet the needs of its expanding arts community.
- will advocate for the essential role of the arts in daily life.

## **Regional Update**

The Arrowhead Region is blessed with a lively and diverse arts community. A broad range of arts activities are produced or presented by a variety of arts organizations, volunteer groups, and individual artists. The recent *Creative Minnesota: The Impact and Health of the Nonprofit Arts and Culture Sector* study ranked the Arrowhead Region second only to the Metropolitan Region in the economic impact of the arts on the region. The Arrowhead Region ranks second in economic impact, number of arts organizations/artists, and arts activities though it ranks fourth in population.

The Arrowhead Region is geographically large, representing almost a quarter of the state's land mass. The region is both urban and rural, a microcosm of the population dynamic found in the state as a whole. The region offers a rich tapestry of arts activities as well as the opportunity to enjoy the solitude found in its natural beauty. This region has long fostered a special commitment to the development of the "whole-person" through the arts, education, and outdoor activities.

Many professional arts organizations and individual artists have established roots in the Arrowhead Region. They find the natural beauty of the area conducive to creative work. The Arrowhead Regional Arts Council continues to work hard to support the idea that a professional artist can live in a smaller community and not automatically forfeit the recognition and professional development opportunities usually associated with large metropolitan areas. This has been enhanced by more affordable access to the internet and social media. ARAC is committed to supporting the efforts by small and medium-sized organizations to make the arts available to individuals throughout the region. Supporting the creative climate and its impact on the region's economy and quality of life remains a top priority of ARAC.

### **Changes in the arts climate:**

The economic climate in the region continues to have its ups and downs. The Arrowhead Region is still trying to come out of the recession that has had a grip on the state.

There are currently over two hundred and forty organizations producing or presenting arts programming in the Arrowhead Region. Of that number, approximately forty of the groups have some connections to universities, community colleges, or public schools. Approximately 40% of the arts groups in the region function on a professional or semi-professional level with dedicated staffing and reliable programming. Since the beginning of Legacy funding, ARAC has funded programming by many new organizations and has seen the re-emergence of groups that struggled through the recession. Even with the influx of the Legacy funding, some

groups continue to experience difficulties and some have gone out of existence. The following new or re-emerging organizations have begun offering exciting arts programming in the region: All Souls Night, Choice, unlimited, the Music Resource Center, Neighborhood Housing Services of Duluth, Ojibway Woman Elders Art Guild, Gimaajii Mino Bimaadizimin, Wise Fool Shakespeare, Northland Nordic Music Association, Lyric Opera of the North, Prøve Gallery Cooperative, Rubber Chicken Theatre, Duluth Superior Film Festival, and Three Bridges International Chamber Music Festival, all in Duluth; Great River String Ensemble in Aitkin; Mesabi East Community Education in Aurora; Calumet Public Library; Oldenburg Art and Cultural Community Center in Carlton; Cook Chamber of Commerce and Northwoods Friends of the Arts in Cook; Cotton Civic Club; Tofte Lake Center and Ely Greenstone Public Art, and the Ely ArtWalk in Ely; Esko Community Education; Gilbert Public Library; Minnesota Discovery Center in Chisholm; Borealis Chorale and the Grand Marais Symphonia in Grand Marais; Elder Circle, Grand Rapids Area Male Chorus, Itasca Community Chorus, Grand Rapids Players, Itasca Choral Society, and The Creativity Tank, Inc. in Grand Rapids; Lincoln Elementary School, St. Louis County Courthouse, Voices of Reason, Crescendo Youth Orchestra and The Iron Range Chorale in Hibbing; Backus Community Center, Mallard Island Arts, and Icebox Radio Theater in International Falls; Nemadji Arts Guild in Moose Lake; East Range Choral Society in Mountain Iron; Arts on Superior, Chalk.a.Lot, North Shore Players, Socially Active Seniors, Two Harbors Community Education, and Voyageur Artists in Two Harbors; Lake Superior Community Theatre, North Shore Voices, and Northern Lake County Arts Board in Silver Bay; MN State Old Time Fiddle Championships in Mt. Iron; as well as State Parks, mural projects, and centennial committees.

The cyclical nature of the economy in the Arrowhead Region and unstable economic conditions in local communities has continued to mean unstable financial and/or organizational times for art organizations throughout the region. The Arrowhead Region continues to have a population that has little disposable income and the available funding from private foundations and businesses in the region has not rebounded as quickly as hoped. The Iron Range, which stretches from west of Grand Rapids, east to beyond Virginia and north to Ely, continues to have a “boom or bust” economy. The taconite plants which came back after the recession are functioning with fewer employees and some close for part of the year because of business slowdowns. In just the last few months, numerous mines announced that they are laying off employees. One mine alone will be letting up to 700 employees go. Hwy 53, which goes from Duluth to International Falls, is scheduled to be moved in the vicinity of Virginia so that ore can be mined from where it now sits. This will add construction jobs to that community, but disrupt retail and other businesses for several years. The paper industry in the region is also experiencing cutbacks in employment due to the slow recovery in the region’s economy. Much of the Arrowhead Region continues to adjust to an economy that is recovering more slowly than in other parts of the state.

The arts have become an economic force in the region. As communities have struggled, the arts have moved into a position of helping with community revitalization. Examples of this include the Zeitgeist Center for Arts and Community, the Underground performance space, the revitalization of the Sons of Norway Lodge to include Prøve Gallery and the Nordic Center, plans to develop the Duluth Armory into a community music center, and the Fourth Street Corridor re-development in Duluth; the integration of the arts throughout the community of Grand Marais; the Edge Center for the Arts in Big Fork; the establishment of the Encore Arts Center and Gallery in Cloquet; the Reif Center and MacRostie Art Center in Grand Rapids; the Ely Greenstone Public Arts Committee reusing the empty mine buildings to create a community arts center, and Ely ArtWalk involving the downtown shop owners in a community wide visual arts exhibition; Northwoods Friends of the Arts in Orr; and the continuing redevelopment of the Backus Community Center in International Falls.

Through the influx of Legacy Amendment funding, ARAC has helped regional arts organizations to commission original chamber pieces and choreography; produce original plays by regional playwrights; open two new visual arts galleries; present the Duluth Superior Film Festival, the Minnesota Old Time Fiddle Championships, and the Three Bridges International Chamber Music Festival; present a Snow Sculpture Symposium; produce the Seventh Annual North Shore Iron Pour; stage five children’s theater productions; present over fifty eight concerts, two operas, two youth choral concerts, and three community puppet pageants; mount more than twenty five regionally produced art exhibitions; present seven poetry readings; produce fifteen art workshops for adults and children; develop twenty five community arts learning activities; install two murals; and produce original radio theater. This is just a partial overview of the range of arts activities which take place in the Arrowhead Region on an annual basis.

Regional audiences, musicians, and theater professionals have also enjoyed lectures, workshops, and performances by nationally recognized world music groups Red Baraat; the Brazil Guitar Duo; and Tempest Trio; musicians Paul Bagley and Alexander Tengesdal; Alexander Sandor and Bill Bastian; and Angela Hewett; blues man, Guy Davis; and film actor Patty Duke as well as many other prominent regional, state and national artists. Audiences have also enjoyed readings by national, regional and local poets; and two performances by regional opera companies. ARAC funding also helped arts organizations produce original radio theater plays; a summer children's theater camp; two children's workshops; and workshops and performances by the Prairie Fire Children's Theatres, just to name a few.

The state and national economy continues to have an effect on the Arrowhead Region. The purchasing of cheap foreign steel by U.S. industries is taking a toll on the remaining mines and processing plants across the Missabe Iron Range, but the taconite industry is trying to come back and there continues to be some development in new mining enterprises. A new more competitive iron ore pellet is being produced and mining for alternative minerals is being explored. Tourism, retail sales, telemarketing, and the medical processing industry are unable to generate the quality of jobs, revenue, and tax support that has previously been produced by the mines and the manufacturing industry. The loss in employment, revenue and the tax base from these industries in communities that constitute a large part of the region means slow growth or no growth for the Iron Range.

Even with Legacy Amendment funding available through ARAC and the MSAB, many regional arts organizations still struggle. The stagnant economy continues to affect their ability to supply arts activities to their communities because of decreased potential ticket revenue and available business support. The improved arts funding in the region is happening while cities, school districts, and counties are still dealing with deficits and difficult economic conditions.

## **Description of Planning Process**

A key change ARAC made in FY15 was the migration of all grant applications to an online system, launched on June 19, 2014. This is a significant change for ARAC's constituents, and a monumental change for the internal workings of the Council. Almost every component of managing the grant making process was affected by this change, which will increase efficiency for applicants and staff, and decrease paper consumption and other adverse environmental impacts. ARAC has experienced an improvement in service and in the way grant applications are managed. Because of the tremendous work necessary to make this change, the Council's programs and services will remain primarily unchanged.

The migration of the Council's data and grant applications into the Foundant Grant Management system began in January, 2011, but was not instituted until March, 2013 due to staffing turnovers. Between July, 2012 and October, 2014, the Board developed a new staffing model to address staffing needs created by the receipt of the new Legacy funding. Two staff members left and three new staff members were hired and trained to set the new system in place. The Council went from a staff of two full-time and one three quarter-time to a staff of four full-time staff members. The need for this administrative restructuring was predicated on the increased number of applications being processed and services rendered since the establishment of the Legacy Amendment funds. In FY2015, ARAC also launched a new website, Facebook page, a funded events calendar, and monthly e-newsletter.

Going online has meant eliminating paper from grant rounds and meetings. This required training all Board members and staff to access meeting materials and grant applications through the ARAC website. This was successfully accomplished by offering all Board members a small stipend to help them purchase a device to access necessary materials.

This plan was developed through the following process as required by Minnesota Administrative Rule 1900.2710:

**December, 2013/June, 2014** ➤ The Planning Committee began the process of reviewing all ARAC grant programs and services.

- July, 2014**
  - ARAC held a Board retreat to set the groundwork for the biennial planning process. A Policy Review Committee was established to review and revise ARAC's Personnel Manual and By-Laws by January 31, 2015.
- August, 2014/April, 2015**
  - Held sixteen town meetings/grant writing workshops in the region. Ten in communities served by the Council and six in ARAC's Meeting Room two weeks prior to each grant program deadline.
  - The Planning Committee met five times and Board met monthly to develop and approve changes to ARAC's grant programs, services, grant deadlines, and staffing requirements.
- January/February, 2015**
  - The Planning Committee and Board revisited the needs assessment conducted in FY2013.
- March, 2015**
  - The Board reviewed the Planning Committee's information to determine if the proposed grant programs and services for FY2016 address the needs of its constituents. The Board reviewed the first draft for the distribution of grant funding for FY2016.
- April, 2015**
  - The Board approved the proposed FY2016 budgets and program changes.
- May, 2015**
  - The Board reviewed all grant programs and services in light of the proposed funding for FY2016/2017.
  - The Board approved the Biennial Plan for FY2016/2017.
- May 21, 2015**
  - Public Hearing on the Biennial Plan for FY2016/2017 will be held from 6 p.m. to 8 p.m. in the Arrowhead Regional Arts Council's Meeting Room, Suite 120, at 1301 Rice Lake Road, Duluth, MN. Notification of the hearing will be publicized through releases to press in the region, postings on social media, notification to constituents by email, and by posting the information on ARAC's website. The Biennial Plan will be posted on the ARAC website prior to May 15, 2015 in order to solicit comments before the hearing.

## **Planning Summary**

ARAC conducted a regional needs assessment, interviewed eight regional arts organizations, and did a series of town meetings in 2012 and 2013. The regional needs assessment was sent to 839 artists, arts and community organizations, and the press. ARAC received 96 responses to the needs assessment, or 11% of those contacted.

In FY 2015, nine town meetings/grant writing workshops took place in the following communities in the Arrowhead Region: Duluth, Ely, Grand Rapids, Grand Marais, Virginia, International Falls, Aitkin, Cloquet, and Two Harbors. Eight town meetings/grant writing workshops took place in ARAC's Meeting Room, two weeks prior to each grant program deadline.

The second component of ARAC's planning process was to solicit input at the following meetings: MSAB meeting in Grand Rapids (an overview of the MSAB's grant programs) and co-hosting fellowship meetings with the Fringe Festival and the Jerome Foundation.

The third and final component of the ARAC's planning process is the review of grant feedback sheets sent to every artist or arts organization that applies for funding and the review of grant final report forms.

### **What was learned?**

Participants in the needs assessment survey, town meetings, and interviews identified the following:

- Visual arts and music continue to be the two most prominent disciplines in the region as represented by the number of applications received. This is a change observed since the receipt of the Legacy money. Prior to that, the visual and literary arts had been the two most prominent disciplines represented by the number of applications received.

- Arts organizations and artists identified the following as their three greatest needs: funding for sustaining artists' careers; multi-year operating funding for arts organizations; and funding support of specific projects or programs.
- Arts organizations identified the following as their next two needs: funding support for community based learning programs and workshops and funding to publicize and promote their organization and its programs.
- Arts organizations and artists identified the following as their last three needs: funding to purchase or replace non-digital equipment; funding for hardware, software, website, and social media expansion; and funding to engage consultants, mentors, or trainers to assist them to meet their organizational or artistic goals.
- Comments from interviews, town meetings, and final reports complemented the results identified in the needs assessment.
- Artists continued to express a need for funding to help sustain their career as well as funding to travel to an educational opportunity, career advancing activity, or a residency opportunity, even if the activity is located outside of the region, state, or country.

### **Implementation based on the identified needs:**

After almost six years of increased funding, the challenge for FY2016 is to continue to evaluate the effectiveness of our grant programming and services; refine our grant applications and online system; and adjust the Council's staff so it can best serve the increased requests for support and services by the regional arts community. ARAC will continue to adjust its existing programs and services to address identified needs in the region. ARAC will continue to distribute its funds in ways that will ensure that the programs address as many of the identified needs in the region as possible.

In FY2014 and FY2015, ARAC restructured several of its grant programs and added a new program. The Individual Artist Technology/Equipment grant program was introduced in FY2014 to address the identified need by artists for technology. The Board adjusted the narrative questions in all the grant programs to better address the identified mandates of the Legacy Amendment and the critical needs identified in the region.

## **Work Plan for Grants, Programs and Services**

### **ARAC's proposed Grants and services for FY2016/17.**

**Minnesota Arts and Cultural Heritage Fund:** Proceeds from the arts and cultural heritage fund "may be spent on arts, arts education and arts access and to preserve Minnesota's history and cultural heritage."

### **Grant programs for regional arts organizations:**

**Eligibility requirements for organizational support grants:** To be eligible to apply to an ARAC organizational grant program, an arts organization or group must be registered as a non-profit in the State of Minnesota and be a federal non-profit, tax-exempt 501(c)(3) arts organization, accredited school, or unit of government. The arts organization or group must reside in the following counties which constitute the Arrowhead Region: Aitkin, Cook, Carlton, Itasca, Koochiching, Lake, or St. Louis. If a group has not yet received federal non-profit, tax-exempt 501(c)(3) status, they may apply by using another 501(c)(3) organization as a fiscal sponsor. If a group has not yet registered as a non-profit in the State of Minnesota, they will be required to do so within three years of receiving their first ARAC grant.

**Art Project Grant Program:** This program provides matching (20%) grant funding of up to \$5,000 per project to support activities directly involved in the creation, performance, exhibition or publication of artistic works; or to present arts events by contracting for the services of other organizations or individuals. The purpose of the proposed activity should be to do one or more of the following:

- encourage the development of an art form;
- stimulate the artistic growth of artists associated with an arts organization or arts discipline;
- advance the development of the artistic growth of an arts organization; and/or
- present a variety of high quality arts experiences for regional audiences.

Grant support is intended to enhance an organization's ability to present or produce an arts activity which might not take place as proposed without ARAC support. The goal of this program is to encourage arts organizations to stretch artistically and increase access to quality art experiences in the region by making project support available to arts organizations in the region. Projects may be proposed in the following disciplines:

visual arts, media arts, music, dance, theater, literature, film, and folk or ethnic art. This program has two grant deadlines per year. An approved application must begin within twelve months and be completed in twenty-four months. The review criteria for this program are: *Artistic Quality and Merit of the project; Ability to carry it out; and the Need by the organization and/or its constituents for the project.*

**Rural and Community Art Grant Program:** This program provides matching (20%) grant funding of up to \$5,000 per activity, per deadline to support community or artist initiated arts activities that will impact the group and/or community it serves. It may also help support arts activities in their early years of development. Applicants may be community organizations, neighborhood groups, or informal artist groups. Applicants must reside outside the Duluth city limits, and have annual cash budgets of under \$40,000. Proposed projects should have a community arts focus.

Rural and community art activities should be collaborative efforts between community groups, artists, and/or arts organizations. These activities generally have a close relationship to a specific population or location and enable applicants to produce or present arts activities which impact their group and/or the community they serve. The goal of this program is to support community activities that make the arts more accessible to rural communities and/or support a community's ethnic or cultural arts traditions.

This program provides support for activities directly involved in the creation, performance, exhibition, or publication of artistic works; or to present arts events by contracting for the services of other organizations or individuals. The purpose of the proposed activity should be to do one or more of the following:

- encourage the development of an art form;
- stimulate the artistic growth of artists associated with a group or arts discipline;
- impact a group and/or the community it serves; and/or
- present a variety of high quality arts experiences for regional audiences.

Grant support is intended to enhance the organization's ability to present or produce an arts activity which might not take place as proposed without ARAC support. Arts activities may be proposed in the following disciplines: visual arts, media arts, music, dance, theater, literature, film, and folk or ethnic art. This program has two deadlines per year. An approved application must begin within twelve months of the date of notification of the award and completed in twenty-four months. The review criteria for this program are: *Merit of how the project addresses the organization's mission; Artistic Quality of the project; Ability to carry it out; and the Need for and impact of the project on the organization and/or its constituents.* Beginning in FY2016, this grant program will be reviewed by a panel consisting of Board members and arts community members.

**Two-Year Operating Support Grant Program:** This program provides matching (10%) 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; and to community art groups that make arts learning available to regional individuals of all ages and abilities. This grant program offers two years of funding to qualified organizations to maintain their ongoing operating needs and services. ARAC recognizes that organizations with an established record of programmatic service and administrative stability should have access to funds to support their organizational goals and objectives, rather than specific projects or new initiatives as justification for funding. This program has one deadline per year. Organizations may apply for up to \$12,000 to be distributed over a two year period. Payments will be distributed based on the applicant's request.

This grant program's goal is to recognize that the arts are essential to a vibrant Arrowhead Region. Every applicant supported by this grant program must propose measurable outcomes to achieve the intended impact of the funding. Grantees will be expected to evaluate their activities and must be able to demonstrate achievements related to outcomes. Applicants must be able to explain how their proposed outcomes will help achieve one or more of ARAC's following long-term, strategic outcomes:

- The arts are interwoven into every facet of community life.
- Artists, arts organizations, and arts activities thrive and contribute to the regional economy.
- Community members and audiences are arts literate.
- People of all ages, ethnicities, and abilities participate in the arts.

The review criteria for this program are: *Artistic Excellence and Leadership demonstrated by the organization; Management and Fiscal Responsibility; Assessment and Evaluation; and Community Accessibility.*

**Grant programs for regional arts organizations and individual artists:**



**Arts and Cultural Heritage Fund Community Arts Learning Grant Program:** This program provides matching (20%) grant support to artists and/or organizations within the Arrowhead Region of up to \$5,000 to provide high quality arts learning activities in any arts discipline. Grant requests may include costs for artists and other personnel, postage, supplies, equipment, printing, travel, and other expenses necessary to carry out an arts learning project.

The goal of this program is to serve as a catalyst for innovative, participatory projects in which arts organizations and/or individual artists provide high-quality, age-appropriate arts education for Arrowhead communities to increase their knowledge, skills, and understanding of the arts. These projects may occur in a wide variety of venues, including, but not limited to, public schools, community and adult education facilities, parks and recreation properties, or other venues deemed appropriate in a specific community.

Additional goals of this program are to cultivate creativity and deepen knowledge through the arts for children, youth, and adults by engaging them in extended arts experiences and activities with clearly articulated learning objectives. Such objectives may include learning about the arts, learning about life through the arts, or learning about the role that the arts play in most aspects of daily life. 'Extended activities' are those in which participants have multiple opportunities to experience and learn about art by direct contact with artists as well as a public performance/presentation.

With this grant, ARAC wants to increase the understanding of the public value of the arts in the eyes of community members, leaders, and policy makers. In the coming years, ARAC wants to strive to integrate the arts into the social fabric and identity of every community.

Projects supported by the Arts and Cultural Heritage Fund must have distinct goals and measurable outcomes. Grant recipients will be expected to evaluate their activities and be able to demonstrate achievements related to those outcomes. Projects must be designed to incorporate and achieve at least one or more of the following:

- **Create:** learners would study works of art and come to understand the context of the art form guided by a teaching artist. This may include the acquisition of skills relevant to practicing the art form;
- **Perform:** learners would have an opportunity to share their own work either through presentations or explanations of their process;
- **Respond:** learners might be asked during this project to describe, interpret, and evaluate their own art work and that of others; such a project would include questions to guide learners in reflecting on their own work.

ARAC envisions that there will be a broad range of project outcomes. Applicants must, therefore, clearly articulate both the expected outcomes of their projects, and how they will measure and evaluate these outcomes. This program has two deadlines per year. The review criteria for this program are: *Educational Value of the interactive aspect of the project; Professional or Educational qualifications of the artist(s) or groups involved in the project; Ability to accomplish the project; and Community Impact the project is intended to have on participants and/or target audience.*

**McKnight/ARAC Quick Start Opportunity Grant Program:** This program provides non-matching grants of up to \$750 to artists and/or arts organizations for sudden or unanticipated opportunities. The goal of this grant program is to make a small amount of funding available within a quick turnaround time to enable applicants to take advantage of goal or career affirming arts activities which come up with little advance notice. This program may also be used to fund activities seeking minimal support for which other ARAC grant programs would be cumbersome or inappropriate. Examples of possible quick start opportunities might include, but are not limited to, the following:

- an unexpected or unanticipated opportunity to attend, or be involved in, a workshop, performance, or exhibition opportunity;
- opportunities that provide career training in the arts;
- an immediate need for equipment and/or repair to facilitate an arts related project; or
- an unexpected or unanticipated presenting activity

An application cannot be used to expand a project which has already received funding from another ARAC grant program. The goal of this program is to fund a wide spectrum of arts activities throughout the Arrowhead region. Applications are reviewed as they are received on a first come, first served basis. There are no set deadlines. Funding is awarded as applications are approved during ARAC's fiscal year, July 1<sup>st</sup> to June 30<sup>th</sup>. The review criteria for this program are: *Artistic Quality, Perceived Need; Suddenness; and Ability to carry out the request.*

**Grant programs for regional individual artists:**

**Eligibility requirements for individual artist support grants:** An artist applicant must be at least 18 years of age; a U.S. citizen or have attained permanent resident alien status; and has been a resident of Aitkin, Carlton, Cook, Itasca, Koochiching, Lake or St. Louis County for a minimum of six months at the time of application.

**McKnight/ARAC Individual Artist Career Development Grant Program:** This program provides non-matching grants of up to \$3,000 to developing and established regional artists to take advantage of an opportunity that will advance their career or allow them to grow as an artist. The project may be a unique, short-term opportunity that will impact on the artist's career or a well-planned activity that will help them reach an artistic goal. Artists working in the visual, literary, or performing arts are eligible to apply to this program, which has two deadlines per year. Artists may apply as an individual or as part of a collaboration of two or more artists. The goal of this program is to assist regional artists with their development by assisting them with career affirming opportunities. Awarded opportunities must be completed within twelve months of the date of award notification. The review criteria for this program are: *Quality of the artist's work; the Merit of the anticipated impact on the artist's work or career; and the Feasibility of the proposed opportunity or project.* Beginning in FY2016, this grant program will be reviewed by a panel consisting of Board members and arts community members.

**McKnight/ARAC Individual Artist Fellowship Grant Program:** This non-matching grant program seeks to recognize, reward, and encourage established regional artists. This program is designed to enable artists to set aside time to work to achieve specific career goals, to purchase supplies and materials, to participate in advanced study not related to a degree program, or to pursue other activities that will allow them to meet their artistic goals. ARAC will award fellowships of \$5,000 each. Artists working in the visual, literary, or performing arts are eligible to apply to this program, which has one deadline per year. The goal of this program is to give regional artists an opportunity to design a work plan to advance their artistic development and allow them to continue to live and work in the Arrowhead Region. Awarded fellowships must be completed within twelve months from the date of notification of the award. The review criteria for this program are: *Quality of the artist's work and the Impact of the fellowship plan.*

**Individual Artist Technology/Equipment Initiative Grant Program:** This program provides matching (15%) grant funding of up to \$2,000 to individual artists to purchase technology, equipment, and/or pay for training and services that will help them reach their artistic goals and/or support their careers. This program has two deadlines per year. Artists working in the visual, literary, or performing arts are eligible to apply to this program. The goal of this program is to help artists continue to live and work in the Arrowhead Region. Grant funds may be used to purchase computers, software, and other support equipment; digital and technology based devices; specialty equipment directly related to an artistic endeavor or documentation of work; computer upgrades and software for artistic purposes; to obtain technical assistance or training to accompany newly purchased equipment; or to pay for website design, construction, and related training. Awarded grants must be completed within twelve months from the date of notification of the award. The review criteria for this program are: *Artistic Quality of the artist's work; the Feasibility of the proposal; and the Impact on the artist's work or career goals.*

#### **Services available from ARAC:**

The staff will:

- **Maintain regular office hours and return correspondence in a timely manner.** ARAC's office hours are 9 a.m. to 5 p.m., Monday through Friday. The Council Office Coordinator responds to phone, paper, and email correspondence on a daily basis.
- **Produce a monthly e-newsletter and maintain a Facebook page to inform constituents of ARAC programming and services.** The Council's e-newsletter is sent out on the 5<sup>th</sup> of each month. It publishes critical information about ARAC's activities and links the reader to grants awarded and other important arts and culture resources.
- **Provide funding and programming resources to artists, arts organizations, and communities upon request.** The Council maintains information and links to funders and arts resources throughout the state. Much of this information may be accessed from our website and Facebook page.

- **Provide grant consultation to artists, arts organizations, and communities seeking assistance.** ARAC staff provides one-on-one consultation upon request.
- **Provide written or digital materials to assist organizations and individual artists.** A variety of written and digital materials may be made available to constituents seeking assistance with programming or funding. This includes guidelines, past submitted applications, information on other arts funders, etc.
- **Provide reference material and referral information.** ARAC has a small library of reference books and materials available to constituents. The library is little used due to the increased amount of material that can be found online.
- **Hold grant writing workshops in communities throughout the region and technical assistance/informational sessions in Duluth.** ARAC staff holds grant writing workshops in at least five of the seven counties served in each fiscal year. In each biennium, the Council holds grant writing workshops in each of the seven counties of the Arrowhead region. During the next biennium, ARAC will hold at least twelve technical assistance/informational sessions in Duluth prior to each grant deadline.
- **Maintain a website with up to date information about the Council, its grant programs, past grant recipients, opportunities, and appropriate resource information.** The website also contains an informative calendar of upcoming ARAC funded events and links to other funders and resources.
- **Work with organizations in the state to provide grant writing and technical assistance workshops in the region.** ARAC works to bring workshops and informational sessions by other funders and arts organizations into the region. In the past, ARAC has brought in the Minnesota State Arts Board, the Jerome Foundation, VSA Minnesota, Springboard for the Arts, and the Fringe Festival.
- **Work with the Forum of Regional Arts Councils, the Minnesota State Arts Board, and Minnesota Citizens for the Arts to secure and maintain public funding for the arts.** ARAC works with the Regional Arts Council to promote the value of the arts in Greater Minnesota and works with MSAB and MCA to educate the Minnesota Legislature about the importance of public funding of the arts.

#### **Goal Statements for FY2016/17:**

1. To provide programming support for arts activities by arts organizations and artists in the Arrowhead Region.
2. To develop support systems and services that will advance sustainability for artists and arts organizations.
3. To encourage artistic and cultural diversity in the Arrowhead Region.
4. To work to provide leadership to individuals, arts organizations and communities in the Arrowhead Region.
5. To advocate for the arts as essential to the quality of life as well as to the economic and educational development of the region.
6. To operate an office accountable to constituents and funding sources.

#### **Assessment of Outcomes of ARAC's Work:**

<b>VISION:</b> <i>Artists, arts organizations and arts activities thrive and contribute to the quality of life in the Arrowhead Region.</i>		
<b>Goal/Objectives</b>	<b>Key Measures for FY16/17</b>	<b>Measurement Tools</b>
<b>GOAL 1: To provide programming support for arts activities by arts organizations and artists in the Arrowhead Region. (Sustainability)</b> a. ARAC grants have a direct impact on constituents' ability to produce or host successful art projects that address their identified needs and/or reach their target audience.	1. 90% of grant recipients' final reports indicate that the arts activities were successful, addressed their identified need, and/or reached their intended audience. 2. The <b>Art Project, Rural and Community Arts, Career Development, and Quick Start</b> grant programs are administered annually. 3. The grant programs are annually reviewed to ensure they are addressing the identified needs and impacting the regional arts community.	<ul style="list-style-type: none"> <li>• Applicant feedback form</li> <li>• Final reports</li> <li>• Reports by staff and Board attending funded events.</li> <li>• RAC data collection</li> <li>• Deadline, application review, and program administration statistics</li> <li>• Board, staff, and committee review</li> </ul>

b. ARAC grants have a direct impact on constituents' ability to produce or sponsor artistically challenging projects for artists, arts organizations, and the audiences served.	1. 90% of grant recipients' final reports indicate that the project was artistically successful and challenged the arts organization and audience served.	<ul style="list-style-type: none"> <li>• Applicant feedback form</li> <li>• Final reports</li> <li>• Reports by staff and Board attending funded events.</li> <li>• RAC data collection</li> </ul>
<b>Goal/Objectives</b>	<b>Key Measures for FY16/17</b>	<b>Measurement Tools</b>
<b>GOAL 2: To develop support systems and services that advance sustainability for artists and arts organizations. (Sustainability)</b> a. ARAC grants have a direct impact on arts organizations' ability to strengthen its operations and programming for the artists and/or target audience served.	1. 95% of grant recipients' reports indicate that the support has advanced the sustainability of their organization. 2. The <b>Two-Year Operating Support</b> grant program is administered annually. 3. The grant programs are annually reviewed to ensure they are addressing identified needs and impacting the regional arts community.	<ul style="list-style-type: none"> <li>• Applicant feedback form</li> <li>• Interim and Final reports</li> <li>• RAC data collection</li> <li>• Application data</li> <li>• Board, staff, and committee review</li> </ul>
b. ARAC grants have a direct impact on the strength and stability of the careers of individual artists.	1. 85% of applicants report positive feedback of the grant programs' capacity to stabilize the artist's career. 2. The <b>Career Development and Artist Fellowship</b> grant programs are administered annually.	<ul style="list-style-type: none"> <li>• Applicant feedback form</li> <li>• Final reports</li> <li>• RAC data collection</li> <li>• Application data</li> <li>• Board, staff, and committee review</li> <li>• Deadline, application review, and program administration statistics</li> </ul>
c. ARAC training programs have a direct impact on teaching sustainability to artists and arts organizations.	1. At least three training or informational sessions by regional or statewide artists or arts organizations will be presented each year. 2. 85% of participants report positive feedback on the appropriateness of the information to help advance sustainability.	<ul style="list-style-type: none"> <li>• Post event surveys</li> <li>• Staff tracking</li> <li>• In person and informal feedback</li> </ul>
<b>GOAL 3: To encourage artistic and cultural diversity in the Arrowhead Region. (Education)</b> a. ARAC grants have a direct impact artistic and cultural diversity in activities by arts groups, organizations, and community based arts groups in a vibrant arts community.	1. A 5% increase is reported in the number of applications for culturally diverse activities from FY15 level. 2. A 5% increase is reported in the number of new service users from culturally diverse communities from FY15 level. 3. At least two meetings will be held to reach out to communities of color and cultural diversity. 4. The <b>Rural and Community Arts, Art Project, and Arts and Cultural Heritage Community Arts Learning</b>	<ul style="list-style-type: none"> <li>• Applicant feedback form</li> <li>• Application data</li> <li>• Staff tracking</li> <li>• Post event surveys</li> <li>• In person and informal feedback</li> <li>• Direct contact with communities of cultural diversity</li> <li>• Deadline, application review, and program administration statistics</li> </ul>

	grant programs are administered annually.	
<b>GOAL 4: To work to provide leadership to individuals, arts organizations and communities in the Arrowhead Region. (Leadership/Access)</b> a. ARAC staff are welcoming, informed, and respectful with constituents.	1. 90% of grant applicants and responding service users report a positive satisfaction level with ARAC staff interactions.	<ul style="list-style-type: none"> <li>• Applicant feedback form</li> <li>• Staff tracking</li> <li>• In person and informal feedback</li> </ul>
<b>Goal/Objectives</b>	<b>Key Measures for FY16/17</b>	<b>Measurement Tools</b>
b. ARAC visibility throughout the region is increased.	1. The promotional brochure is up to date and a 5% increase in distribution from FY15 level. 2. A 5% increase in the number of advertisements in regional arts publication from FY15 level. 3. At least one grant workshop or meeting is held in each of the seven counties in the region and at least ten grant workshops annually. 4. Maintain public calendar of funded events on ARAC website.	<ul style="list-style-type: none"> <li>• Post event surveys</li> <li>• Staff tracking</li> <li>• Committee oversight</li> </ul>
c. ARAC contributes to public policy formulation and implementation.	1. Staff continues its current level of work with the MSAB, the Forum of Regional Arts Councils, and Minnesota Citizens for the Arts to further the arts in Minnesota. 2. A 5% increase in staffs' participation in local public policy planning from FY15 level.	<ul style="list-style-type: none"> <li>• Staff tracking</li> <li>• Board and committee oversight</li> </ul>
d. ARAC and its constituents are actively involved in advocacy efforts and have the tools they need to advocate for the arts.	1. A 5% increase in the number of staff and constituents interactions with legislators and other public officials from FY15 level.	<ul style="list-style-type: none"> <li>• Letters from grantees to legislators</li> <li>• Constituent, staff, and Board participation in Advocacy Day</li> </ul>
<b>GOAL 5: To advocate for the arts as essential to the quality of life as well as to the economic and educational development of the region. (Cultural integration)</b> a. ARAC support has a direct impact on fair market wages for artists and their ability to live and work in the region.	1. At least 35 instances will be logged annually of advocating that grant funding be used to support professional development and fair market wages for artists. 2. At least 35 instances will be logged in annually of advocating that grant funding support fair market wages for artists working with organizational applicants.	<ul style="list-style-type: none"> <li>• Staff tracking</li> <li>• Applicant feedback form</li> <li>• Final reports</li> </ul>
b. ARAC support has direct impact on economic stability and educational development as a vibrant part of the quality of	1. The <b>Two-Year Operating Support, Arts and Cultural Heritage Community Arts Learning, Career Development, Artist Fellowship,</b> and	<ul style="list-style-type: none"> <li>• Applicant feedback form</li> <li>• Interim/final reports</li> <li>• RAC data collection</li> </ul>

life in the region.	<p><b>Quick Start</b> grant programs are administered annually.</p> <p>2. The <b>Arts and Cultural Heritage Arrowhead Arts Award</b> program that recognize the significant contributions of an individual artist and arts advocate in the Arrowhead Region is administered annually.</p>	<ul style="list-style-type: none"> <li>• Application data</li> <li>• Staff tracking</li> <li>• Post event survey</li> <li>• Deadline, application review, and program administration statistics</li> </ul>
<b>Goal/Objectives</b>	<b>Key Measures for FY16/17</b>	<b>Measurement Tools</b>
c. ARAC support has direct impact on increased promotional strategies for funded projects and activities increasing the visibility of the impact of the Legacy Amendment.	<ol style="list-style-type: none"> <li>1. Grant applications will include an appropriate promotional strategy for funded projects.</li> <li>2. Press releases of funded grants will be distributed to statewide press, regional and statewide arts organizations, as well as on ARAC's Facebook, social media, and web site.</li> </ol>	<ul style="list-style-type: none"> <li>• Applicant feedback form</li> <li>• Final reports</li> <li>• Staff tracking</li> <li>• Committee oversight</li> </ul>
<p><b>GOAL 6: To operate an office accountable to constituents and funding sources.</b>  <i>(Leadership/Access)</i></p> <p>a. ARAC complies with all reporting requirements mandated by its funders and in compliance with its 501(c)(3) status.</p>	<ol style="list-style-type: none"> <li>1. All required reports, spending plans, and audit will be annually filed with the appropriate agency and foundations.</li> <li>2. All federal and state 501(c)(3) and non-profit regulations will complied with annually.</li> </ol>	<ul style="list-style-type: none"> <li>• Board oversight</li> <li>• Executive Director tracking and oversight</li> </ul>
b. ARAC maintains a physical office and staffing to administer its mission and goals.	<ol style="list-style-type: none"> <li>1. An office and meeting space will be rented. ARAC current office is at 1301 Rice Lake Road, Suite 120, Duluth, MN.</li> <li>2. Staffing to administer the Council's grants, programs, and services will be employed.</li> </ol>	<ul style="list-style-type: none"> <li>• Board oversight</li> <li>• Executive Director tracking and oversight</li> </ul>
c. ARAC administers and keeps records of the grant application process, activities of the Council, and maintains the necessary data and records of board decisions.	<ol style="list-style-type: none"> <li>1. At least ten board meetings and the required number of grant reviews will be held annually.</li> <li>2. Records/data of the Council's activities and decisions will be maintained.</li> <li>3. Assessment of the Council's grants, programs, and services will be reviewed annually to insure relevance.</li> <li>4. The Foundant Grant Life Cycle management data system will continue to be used.</li> </ol>	<ul style="list-style-type: none"> <li>• Board oversight</li> <li>• Executive Director tracking and oversight</li> <li>• Committee oversight</li> </ul>

## **In FY2016, ARAC will implement the following goals, objectives and tasks:**

### **GOAL 1: To provide programming support for arts activities by arts organizations and artists in the Arrowhead Region. (*Sustainability*)**

#### **Objectives and Tasks:**

- a. The Review Process/Planning Committee will review and make changes, as needed, to the existing grant programs for arts organizations and individual artists to ensure that programs address the identified needs in the region and conform to the mandates in the Arts and Cultural Heritage Amendment.
- b. Support projects that are artistically challenging for artists, arts organizations, and the audiences served.
  1. To administer a **Quick Start Grant** program for arts organizations and individual artists. This program offers timely support for projects by having ongoing deadlines.
  2. To administer **Art Project, Rural and Community Art, and Career Development Grant** programs for arts organizations and individual artists. The programs each have two grant deadlines per year.
  3. The process for soliciting and reviewing artist and organizational grant applications is as follows:
    - a. The deadlines for upcoming grant programs are announced by means of email, Facebook, press releases, and the ARAC website. Technical assistance sessions are given two weeks prior to each deadline.
    - b. Technical assistance for project and application development is provided upon request.
    - c. Applications are reviewed after the established deadlines.
    - d. Staffing duties related to grant applications include the following:
      - ✓ reviewing submitted applications;
      - ✓ contacting applicants, if necessary;
      - ✓ scheduling and staffing grants review meetings;
      - ✓ preparing review materials for Council or panel consideration;
      - ✓ notifying applicants of action on their proposals; and
      - ✓ issuing contracts and payments.

### **GOAL 2: To develop support systems and services that advance the sustainability of artists and arts organizations. (*Sustainability*)**

#### **Objectives and Tasks:**

- a. Develop support to stabilize the administration and programming of existing arts organizations.
  1. To administer **Two-Year Operating Support** for arts organizations. The program has one deadline per year.
  2. The process for soliciting and reviewing applications is the same as: **Goal 1, b, 3, a, b, c and d.**
- b. Create support services to advance and stabilize arts organizations and the careers of individual artists.
  1. To continue the financial partnership with The McKnight Foundation by administering the McKnight Arts Plan funds to regional artists.
  2. To administer **McKnight/ARAC Career Development, Artist Fellowship Grant, and the Quick Start Grant** programs for regional individual artists. These programs are open to artists working in all disciplines. An effort will be made to encourage artists of ethnicity to apply.
  3. The process for soliciting and reviewing applications is the same as: **Goal 1, b, 3, a, b, c and d.**

### **GOAL 3: To encourage artistic and cultural diversity in the Arrowhead Region. (*Education*)**

#### **Objectives and Tasks:**

- a. Support activities by ethnically diverse arts organizations and community based arts groups.
  1. Staff will encourage applications that highlight artistic and cultural diversity from arts organizations and community based arts groups.
  2. Staff will assist applicants to improve their grant writing skills.
  3. Staff will engage with ethnically diverse communities to encourage grant applications.
  4. To administer the **Rural and Community Art Grant** program for regional arts organizations. This program's focus is to support activities that involve the community's artistic and ethnically diverse population. This program has two deadlines per year.

5. To administer the **Arts and Cultural Heritage Community Arts Learning Grant** program for regional arts organizations and artists. This program supports artistic and culturally diverse activities through a community learning opportunity. This program has two deadlines per year.
6. The process for soliciting and reviewing applications is the same as: **Goal 1, b, 3, a, b, c and d.**

**GOAL 4: To work to provide leadership to individuals, arts organizations and communities in the Arrowhead Region. (*Leadership/Access*)**

**Objectives and Tasks:**

- a. The staff will be welcoming and will communicate clearly and respectfully with constituents and regional individuals.
  1. Staff will be available during regular business hours and return calls in a timely manner.
  2. Staff will be able to clearly communicate information on grant programs, services, and workshops offered by the Council.
  3. Staff will maintain clear and respectful communication with individual artists, arts organizations, and communities in the region. Staff will:
    - a. Log at least 500 technical assistance contacts with artists, 175 contacts with arts organizations, and 25 contacts with communities related to possible grant applications.
    - b. Confer with at least 95 individuals concerning grant applications.
    - c. Attend at least 30 Council funded events and activities by arts organizations, individual artists or do site visits upon request.
    - d. Solicit suggestions and comments from grant applicants concerning the Council's services and programs.
      - ✓ Suggestions and comments are solicited from grantees on the grant final report form.
      - ✓ Suggestions and comments are solicited from all grant applicants on a feedback form which is included with their grant notification letter.
    - e. Provide assistance to communities upon request.
    - f. Provide consultation to communities seeking assistance.
    - g. Provide written or digital materials to assist organizations.
    - h. Provide reference material and referral information.
    - i. Hold grant writing workshops and informational meetings in at least 5 communities in the region and hold technical assistance sessions in Duluth two weeks prior to each grant deadline.
- b. ARAC will increase its visibility throughout the region.
  1. The Public Relations Committee will determine steps to increase ARAC's visibility in the region.
  2. Current strategies include:
    - a. Calendar of Council funded events on the web site.
    - b. Facebook and Twitter
    - c. Ads placed in regional arts organizations newsletters, programs, etc.
    - d. Production of a tri-fold promotional brochure.
    - e. Production of a banner which can be traveled.
- c. ARAC will contribute to public policy planning and implementation at the local, regional, and state level.
  1. The Council will participate with the MSAB and the Forum of Regional Arts Councils of Minnesota, Inc. in the development of an arts funding and implementation plan for the State of Minnesota.
  2. The Council will work with Minnesota Citizens for the Arts to foster the arts in Minnesota.
  3. The Council will maintain memberships in regional, state, and national arts service organizations.
  4. The Council will participate as a member of the following organizations:
    - ✓ The Forum of Regional Arts Councils of Minnesota, Inc.
    - ✓ The Sib and John Adams Arts Fund Review Panel for the Duluth/Superior Area Community Foundation
    - ✓ The Steering Committee for Duluth Public Arts Commission's Art Plan
    - ✓ Other relevant local, regional, state, and national organizations upon request

**GOAL 5: To advocate for the arts as essential to the quality of life as well as to the economic and educational development of the region. (*Cultural integration*)**

**Objectives and Tasks:**



- a. To advocate for fair professional development and market wages for artists.
  1. Log at least 35 instances of advocating for fair wages for artists when advising applicants requesting organizational project support.
  2. Log at least 35 instances of advocating to applicants that individual artist programs may be used to support activities that advance an artist's professional development.
- b. To advocate for arts professionalism, economic stability, and educational development in the region.
  1. Staff will publicly advocate for arts professionalism whenever the possibility presents itself.
  2. Advocate for increased support for arts professionalism and economic support.
    - ✓ Encourage arts organizations to apply to the **Two-Year Operating Support Grant** program for projects and activities that will increase their professionalism and economic stability.
    - ✓ Encourage artists to apply to the **McKnight/ARAC Career Development, Individual Artist Fellowship, and Quick Start Grant** programs to support activities that will advance their professional and educational development.
    - ✓ Encourage artists to apply to the **Arts and Cultural Heritage Community Arts Learning Grant** program to support the development of educational activities in the region.
  3. Staff will advocate the importance of artists and arts organizations to the quality of life and economic vitality of the communities in the region whenever the possibility presents itself.
  4. Funded arts organizations and artists will be required to attach the *Legacy Amendment logo* to all printed and electronic materials related to their project or activity.
- c. To encourage activities by arts organizations that provide opportunities that promote public awareness of the arts or a particular art form.
  1. Encourage artists to apply to the **Arts and Cultural Heritage Community Arts Learning Grant** program. This program supports artistic and culturally diverse activities through the presentation of a community learning opportunity.
  2. To present the annual **Arts and Cultural Heritage Arrowhead Arts Awards**. This program recognizes the significant contributions of individual artists and arts advocates in the Arrowhead Region. In FY16, this program will be in its 18<sup>th</sup> year.
- d. To encourage organizations to develop appropriate promotional strategies for their projects so that people in their community, and the region, are aware of their events and the importance of the arts to their lives and the economy in the Arrowhead Region.
  1. Wording is being developed for inclusion in all the grant program guidelines which define appropriate promotional strategies.
  2. Staff will advocate the development of appropriate promotional strategies during personal contacts and grant writing workshops.
  3. Funded activities will be included in an events calendar on the ARAC website, [www.aracouncil.org](http://www.aracouncil.org).
- e. To encourage regional organizations to list their events with the Department of Tourism, [mnartists.org](http://mnartists.org), and community websites.
  1. Contact information for the Department of Tourism and [www.mnartists.org](http://www.mnartists.org) will be posted on the ARAC website and referenced in all appropriate grant program guidelines.
- f. To send press releases relating to funded projects and artists to statewide press; regional and statewide arts organizations; and by posting grant award information on the ARAC website.

**GOAL 6: To operate an office accountable to constituents and funding sources. (Leadership/Access)**

**Objectives and Tasks:**

- a. To prepare and file all documents required by the Minnesota State Arts Board and The McKnight Foundation.
- b. Prepare and file all final reports with the appropriate agency or foundation: the MSAB, The McKnight Foundation, Legislative Library, and the Regional Forum Archivist.
- c. Develop and file spending plans with the MSAB and The McKnight Foundation.
- d. To lease and maintain an office at 1301 Rice Lake Road, Suite 120, Duluth, MN.
- e. To employ appropriate staffing to administer grants, programs, and services of the agency.
- f. To conduct at least five business meetings and five grant rounds per year.
- g. To comply fully with all contracts entered into with all funding sources.
- h. To maintain comprehensive records of Council activities and decisions.

- i. To maintain IRS 501(c)(3) status, employee records and payments in compliance with federal and state regulations.
- j. To maintain a financial accounting system in full compliance with State of Minnesota standards, including a yearly audit.
- k. To assess the Council's grants and services to determine how to better serve the arts in the Arrowhead Region.
- l. Review any data collected by other arts organizations about needs in the region.
- m. Maintaining grant logs and audit trails.
- n. Maintain an ARAC website that includes organizational information, programs, guidelines, application forms, deadlines, grants awarded, and a calendar of funded events.
- o. Maintain a database of regional arts organizations.

## **Attachment A: Organization bylaws**

### **ARROWHEAD REGIONAL ARTS COUNCIL BY-LAWS**

Adopted August 19, 1976

Revisions Adopted: October 1977, Feb. 1979, June 1979, May 1988, June 1991, June 1995, December 1995, August 1996, June 2000, May 2001, May 2006, July 2009, May 2011, June 2011, and January 16, 2014.

#### **ARTICLE I**

The purpose of the Arrowhead Regional Arts Council is to provide and help secure funding and provide other assistance for local arts development within the seven-county Northeastern Minnesota Area presently known as Development Region 3. In performing these functions, the Council is to carry out its activities in conjunction and cooperation with local, regional, State and Federal government units, and public and private agencies and businesses acting within the Arrowhead Region.

#### **ARTICLE II**

The goals of this Council shall include, but not be limited to, the following:

1. To serve as the state-designated arts council for the region, maintaining a community-based planning process.
2. To support the development and artistic growth of arts organizations in the Arrowhead Region and to make the arts accessible to the public.
3. To foster the professional development and artistic growth of individual artists residing in the region.
4. To augment the funding base for the arts in the region through partnerships in the public and private sector.
5. To advocate for the arts as essential to the quality of life as well as to the economic and educational development of the region.
6. To assist communities with arts program development, when appropriate, and by request.
7. To participate in the leadership of regional, state and national arts organizations.
8. To encourage communication between the Council, arts constituents and the public.
9. To operate an office accountable to constituents and funding sources.

The Council shall report at least annually to the Minnesota State Arts Board on the activities of the Council and the status of local arts development in the Region.

#### **ARTICLE III**

The total Council membership shall not exceed seventeen (17) members. Members will be selected by the Arrowhead Regional Arts Council through an open nominations process.

Members will be selected in a manner which insures a regional representation and inclusion of major arts disciplines. Half of the Council shall be comprised of one member who resides in each of the Region's seven (7) counties, with the exception that there shall be two members who reside in St. Louis County, one of whom must reside in Duluth. A county resident is defined as a person whose permanent, primary residence is in the county for which they are elected to serve. A member must reside in the county for at least six (6) months prior to their election to the Council. The remaining half of the Council shall be comprised of eight (8) at-large positions appointed to provide a balance in expertise, experience, or involvement in specific disciplines or art forms not currently represented on the Council. The final board position is a Student

Liaison member appointed from one of the colleges or universities in the Arrowhead Region. No more than five (5) members may be appointed from any one of the Region's seven (7) counties or Duluth. To the extent possible, the total membership of the Council shall include individuals that are active in, or knowledgeable of, one or more of the following major arts disciplines: literature, visual arts, dance, theater, music, or the folk and ethnic arts.

Members shall be appointed to serve on the Council for three-year terms. Members may be appointed to serve two (2) consecutive terms. When possible, one-third of the members shall be appointed for terms beginning on July 1<sup>st</sup> of each fiscal year. If more than one-third of the Board, or five (5) members, are scheduled to go off in any given year, the Board may appoint any retiring member to an additional one-year term based on where the Board member lives and by the applications received to fill the existing Board vacancies. A preference will be given to existing members who are eligible to serve from one of the counties or from Duluth so as not to compromise the regional representation on the Board.

Members may be appointed to serve no more than two (2) consecutive terms except when more than one-third of the Board, or five (5) members, are scheduled to go off in any given year or in the case of a person filling the unexpired term of a resigning Council member. A member filling an unexpired term may subsequently serve two (2) additional terms if the portion of the unexpired term which he or she served was less than one (1) year. A member filling an unexpired term that is more than one (1) year serves the unexpired term and one (1) additional term. Members must be off the Council for at least one (1) year before they can apply to serve another term.

If an acceptable candidate is not found before a position expires, the Council may re-appoint the sitting member to the Council. He or she will serve until an acceptable candidate for the position is found, but not longer than one (1) year.

Members and staff must be cognizant of and abide by the conflict-of-interest rules as set forth in appendix A of this document.

#### ARTICLE IV

A vacancy on the Council shall be filled by a vote of the membership after an open nominations process. In soliciting membership applications, the Council will issue press releases on vacant positions to the media in appropriate counties. Releases will also be sent for posting to arts organizations in the county. The Council will elect applicants according to the process outlined in the policy manual. Council members may vote for all appointments, even applicants residing in the same county as the Council member.

#### ARTICLE V

No proxies shall be permitted for any member of this Council and no member may designate any person to act as his alternate or to have any authority to vote on any matter before the Council.

In the event a member of the Council is absent for three (3) consecutive meetings, the Executive Director of the Council shall report such absences to the Chairperson of the Council who shall cause the matter of such absences to be placed upon the agenda for the next meeting of the Council for such action as the Council deems advisable. Three (3) consecutive absences without good cause (as determined by the Council) shall be sufficient reason for the Council to find a vacancy exists in the term and membership held by the member involved.

A member may request a leave from the Council for no more than three (3) months without forfeiting his/her position. The length of a member's term is fixed at three (3) years and will not be extended or reduced if a board member takes a leave of absence. A member may temporarily reside outside of the county for which they were elected to represent without forfeiting their position if they attend Council meetings and resume full-time residency within a six (6) month period. The Council membership will review such requests on an individual basis but does not encourage the above options.

#### ARTICLE VI

This Council shall meet at least six (6) times annually by regular or special meeting upon due notice given by the Chairperson of this Council, or, in the event of failure of said Chairperson to call a meeting, at least

bi-monthly by due notice of meeting signed by one-third of the membership of this Council. Due notice of meeting shall consist of written or telephone notice of said meeting contained in the minutes of the prior meeting of this Council and distributed to the members of this Council, and said due notice shall contain the address of the place of such meeting and shall be given at least seven (7) days prior to the date of the meeting.

#### ARTICLE VII

Complete and accurate minutes of each meeting of this Council shall be maintained under the authority of the Secretary of this Council and copies of said minutes shall be transmitted not later than seven (7) days prior to the next regular meeting to each member of this Council by mailing a copy of such minutes to each of said members.

#### ARTICLE VIII

A majority of the membership of the Council shall constitute a quorum for the purpose of carrying on any of the business of this Council at a duly called meeting. The recommendation to approve any grant application for funding shall require a majority vote of the membership of this Council.

#### ARTICLE IX

This Council shall elect as its officers a Chairperson, a Vice-Chairperson, a Treasurer, and a Secretary to serve for a term of one (1) year. Election of Officers shall take place at the regular June meeting of the Council each year. Newly elected officers take office on July 1st, and may serve no more than three (3) consecutive terms.

#### ARTICLE X

The office of Secretary may be filled by ARAC staff or by election from among Council members at the discretion of the Council.

#### ARTICLE XI

The officers of this Council must be selected from the duly appointed members hereof, but the non-discretionary function of said officers may be performed by members of the staff of this Council according to the instruction of said officers.

A Nomination Sub-Committee and a Review Process Sub-Committee will be appointed by the Chairperson.

The Chairperson, Vice-Chairperson, Treasurer, and the Secretary will constitute an Executive Committee, and shall have and exercise in the intervals between meetings of the Council all powers of the Council which may be lawfully delegated in the management of the business and affairs of the Council, or such lesser powers as may be specified from time to time by vote of the members. The Council shall establish quorum standards. The Executive Committee shall meet at the call of the Chairperson. All actions of the Executive Committee shall be subject to review by the Council at its next meeting.

The Council may also establish special advisory committees to deal with general or specific problems and areas of concern. Members of such task forces shall be appointed by the Chairperson and need not be members of the Council.

#### ARTICLE XII

These By-Laws may be amended by a simple majority of the total membership of the Council at a duly called meeting of the Council, provided that notice is given of any proposed amendment at least thirty (30) days in advance of the meeting at which said amendment is to be considered.

#### ARTICLE XIII

Roberts Rules of Order (Revised) shall govern the procedures of meetings of this Council and in all matters not otherwise governed by these By-Laws.

#### ARTICLE XIV

The fiscal year of the Council shall be from July 1 to June 30.

A financial report shall be made at least annually to the Council by the Executive Director. Additional financial reports shall be made available to the members of the Council in such form and at such times as may be requested.

#### APPENDIX A

##### **Conflict-of-Interest Rules for ARAC Council Members:**

ARAC seeks to provide access to the arts and arts activities for the broadest community consistent with its goals, especially to those who traditionally have not been offered easy access to the arts. It is expected that board members will have affiliations with organizations served by ARAC. Explicit advocacy by board members on behalf of an individual artist, ideology or organization is not permitted. Board members will be expected to base their policy and fiduciary decisions on the needs of the full arts community served by ARAC, and not relate those decisions to the benefit of a single constituency, community or county.

The Minnesota Legislature in 1984 created a State Ethics Commission and for the first time established statutory standards and requirements for conflict of interest (Minnesota Statute 10A.07, Conflict of Interest). Based on this statutory reference, actions of board members of ARAC shall be governed by the following policies.

1. Board members will complete an annual Disclosure of Association form, identifying their involvement with regional arts organizations which might seek funds from the ARAC. The form will be updated annually or whenever necessary.
2. An active board member may not be designated to receive ARAC funds in any organizational grant applications.
3. An active board member may not submit an application to ARAC's individual artist grant programs.

When the Council members act as panel members for the review of grant applications, care must be taken by both Council members and staff to identify possible conflict-of-interest situations. It is important to note that there is nothing wrong or illegal about Council members having conflict-of-interest situations. In order to have the active, intelligent Council we have, it is necessary to elect members who are active in their arts communities. The important point is how such conflicts-of-interest are handled. No participation in discussing, voting, or rating the project for which there has been a declared conflict-of-interest is allowed.

The following affiliations are actual conflict-of-interest situations:

1. A member has a material, financial interest in the application or applicant organization; or
2. A member is a director, trustee, officer, employee or agent of the applicant organization; or
3. A member is related by blood or marriage to an individual directly affected by the application or applicant organization (or you may have a problem with a person or organization involved in the application)."

##### **Appearance of Conflict-of-Interest for ARAC Council Members:**

Besides guarding against actual conflict-of-interest, the courts and legislature are very concerned that there must be no *appearance of conflict-of-interest*. The following is quoted from the Minnesota Statute relating to conflict-of-interest:

"It is the intent of the statute to forestall any question of a delicate nature and to prevent unfavorable comments on transactions which may bring the administration of public affairs into disrepute."

There are situations which may cause a panelist to declare conflict-of-interest which do not fall strictly into the above categories. For example, a panelist may be a close friend of an applicant, and feel that he/she lacks the objectivity needed to evaluate the project. Other situations include the possibility of future conflict-of-interest and a sense that professional and/or personal interests could be affected by the support or non-support of a project. It is most important that panelists feel free to make decisions based on the review criteria which are designated by the Arrowhead Regional Arts Council and the State of Minnesota.

The Council handles conflict-of-interest situations as follows:

1. A member or staff declares conflict-of-interest, the secretary notes the declaration, and the person leaves the room.
2. The Council reviews the application and votes to approve or deny funding for the project. The application is rated and the member(s) out on c-o-i return to the room.
3. Council members *do not* rate applications on which they left the room in conflict-of-interest.

#### **Abstention:**

When Council members feel they are unable to vote on an application, but do not feel they have an actual conflict-of-interest, they may abstain from voting and rating the application. A Council member may abstain for the following reasons:

1. A member may feel he or she has insufficient knowledge of the discipline or medium represented to vote on an application; or
2. A member may have recently received free tickets or other benefits from an applicant; or
3. A member may have personal reasons for not wanting to vote on an application.

The Council handles abstention situations as follows:

1. A member declares that he or she will abstain from voting before the application is discussed. The secretary notes the abstention.
2. The member stays in the room but refrains from taking part in the discussion of the application. If an abstaining member is asked for clarifying information, he or she may supply the information in a unbiased manner.
3. Council members do not rate applications on which they have abstained.

#### **Conflict-of-interest Rules for ARAC Staff:**

It is important that the staff adheres to a strict conflict-of-interest policy in their dealings with all grant applications to avoid any conflicts-of-interest as well as the appearance of any conflicts. Non-work related activities in the regional arts community should not interfere with a staff member's regularly required job duties. Staff members must adhere to the following policies:

1. Staff members will complete an annual Disclosure of Association form, identifying their involvement with regional arts organizations which might seek funds from the ARAC. The form will be updated annually and as necessary.
2. The Executive Director may not be included in any grant applications to the ARAC.
3. Staff may not submit an application to any of ARAC's individual artist grant programs.
4. Staff should not benefit from a project seeking or receiving funds from ARAC.
5. Staff should not sit on boards of regional organizations which might seek funding from ARAC.
6. Staff may not use ARAC publications, electronic communications, or social media to promote his or her own artistic or professional work.
7. Staff should use discretion in promoting self as an artist in the region to avoid the appearance of conflict-of-interest.
8. Staff is required to review any outside employment or outside opportunities for financial gain with the Executive Director to ensure no conflict-of-interest exists. The ARAC Executive Committee, functioning as the Personnel Committee, reserves the right to take appropriate action if outside activity is deemed a conflict-of-interest or affects a staff member's job performance.

9. All questions, complaints and possible infractions of the conflict-of-interest policy shall be the responsibility of the ARAC personnel committee.



## **Attachment B: Identification of the arts experiences and background requirements**

### **ORGANIZATIONAL OVERVIEW**

ARAC operates with a seventeen member board. The Council hired the executive director as a full-time appointment in 1989. In 2014, ARAC restructured its staffing model to address the increased demands due to the passage of the Legacy Amendment. ARAC's administration currently consists of the following full-time staff positions: an executive director; an operations manager hired in March of 2014; a grants manager hired in June of 2014; and an office coordinator hired in October of 2014. ARAC also employs a media relations intern and contracts for the services of a bookkeeper. Complete information on the procedures through which the organization operates may be found in the Council's By-Laws, beginning on page 1.

Article III of the By-Laws details the background requirements for ARAC Board members and also the rotation system designed to insure replacement of members on a regular basis.

Vacancies on the ARAC board are filled by vote of the membership after an open nominations process. In soliciting membership applications, ARAC issues press releases on vacant positions to the press, social media, arts organizations, and artists in the appropriate counties. Notices are also sent to regional arts newsletters and posted on ARAC's web site. Individuals may apply directly to ARAC or be nominated by others. ARAC board members receive copies of all Board applicants prior to their meeting to vote on the positions.

A list of current ARAC board members and staff can be found on pages 12 and 13.

Community review panel members are selected when needed and they serve for a single appointment. They are selected by staff based on their experience in the arts and their background in specific disciplines needed to review the scope of applications received in a grant program deadline. Community members are presently used only on the review panel for the individual artist fellowship program and the Arrowhead Arts Award panel. Beginning in FY2016, community members will also be used to review the individual artist Career Development and the Rural and Community Art grant applications.

## **Attachment C: Staff job descriptions**

### **Executive Director:**

#### *Administration duties:*

- Oversees office management, staff supervision, equipment maintenance, etc.
- Oversees the staffing of Council meetings and subcommittee meetings, ie:
  - ✓ Agendas
  - ✓ Preparing board or committee minutes
  - ✓ Monthly financial report
  - ✓ Reports by the executive director
  - ✓ Support materials for agenda items
  - ✓ Administers or oversees ARAC policies, program/technical services, accounting, and other management activities as directed by the Council.

#### *Planning and reporting:*

- Conducts information gathering and does a needs assessment at least every four years.
- Works with Executive Committee, board committees, and the Board to develop and overseeing long range planning, programming mission, and services.
- Prepares annual working budgets for ARAC programs and activities.
- Writes and submits annual work plans or biennial plans for the MSAB and The McKnight Foundation.
- Writes and submits annual reports for the MSAB and The McKnight Foundation.

#### *Grant administration duties:*

- Administers the Two-Year Operating Support grant program.
  - ✓ Holds or delegates grant writing/technical assistance workshops.
  - ✓ Works with potential applicants one on one or assists by email and phone, when appropriate.
  - ✓ Reads and determines the eligibility of grant applications and requests clarifications if needed.
  - ✓ Administers review panels with Board member assistance.
  - ✓ Serves as the liaison for applicants at the grant review meeting.
  - ✓ Administers the rating and ranking of applications by review members.
  - ✓ Verifies the rating sheets and ranking of applications.
  - ✓ Oversees awarded applications for requested changes, if appropriate.
  - ✓ Reads and accepts final reports.
  - ✓ Works with Board and committees to determine needs, develop grant programs, and write guidelines and application processes.

#### *Services/technical assistance duties:*

- Offers informational sessions upon request in Duluth and around the region.
- Oversees the presentation of workshops/informational meetings by statewide organizations upon request.
- Provides workshops that address specific needs identified by constituents.
- Acts as a resource for information and assistance unrelated to ARAC's grant programs.

#### *Bookkeeping/financial reporting:*

- Oversees or generates all bookkeeping, monthly withholding taxes, quarterly tax reports, unemployment taxes, 990 annual reports, and other needed reports for ARAC.
- Provides monthly budget summaries and staff reports, listing major activities during the month, at Council board meetings.
- Staff an annual audit of the Council's books.
- Prepares the payroll deductions for staff.
- Prepares payroll information for auditor.

#### *Public and community involvement:*

- Represents Region 3 (ARAC) in situations requiring the Council's participation, or as directed by the Council Board.
- Serves as staff liaison with the Regional Arts Council Forum, Minnesota State Arts Board, and The McKnight Foundation.

- Serves on or works with city, county, or community groups which serve or promote the arts in the region.

### **Operations/Systems Manager:**

#### *Administrative duties:*

- The Operations/Systems Manager oversees the operations of ARAC.
- Management of some staff under the direction of the Executive Director.
- Tasking staff and outcomes in accordance with the goals of ARAC.

#### *Staff support:*

- Management of human resources and staffing.
- Management of regulatory compliance related to staffing, employee policies, and payroll.
- Benefits planning and administration.
- Management of bi-weekly payroll, quarterly tax-pay service, year-end W-2 service with the bookkeeper and treasurer.
- Works with Executive Director and ARAC bookkeeper regarding status of the accounts, payroll deductions etc.
- Assists Executive Director in annual budget development for human resource related expenses.
- Works as part of staff team providing support as time allows and organization needs require.

#### *Grant Program Service Delivery:*

- Oversees that grant programmers become acquainted with arts organizations and community groups involved in or interested in initiating arts programming throughout the seven counties.
- Oversees assisting constituents in fully utilizing ARAC's programs and services.
- Facilitates connections between community resources and constituents in ways that will enhance constituent growth, leadership, and organizational capacity.
- Oversees certain aspects of assigned programs and services. For example, responsibility for grant program service delivery would include, but would not be limited to:
  - ✓ Assist in panel meeting arrangements, facilitation, and support.
  - ✓ Review and approve of all grant related correspondence for consistency and the monitoring of final reports for applications and completed projects.
  - ✓ Prepare grant round activity reports for staff and board of directors.

#### *Management of communications:*

- Implementation and maintenance of ARAC's communication strategies.
- Publishes electronic and hard copy written materials and/or edit materials produced by others (i.e. flyers, press releases, newsletters, e-mail alerts, grant correspondence, etc.).
- Maintain, augment, and improve press/media contact information.
- Implement the use of social media, Facebook, Twitter, e-newsletter, etc.

#### *Website Management:*

- Serve as ARAC's website manager by updating, trouble-shooting, and coordinating work with site designer on major issues or overhaul, and other needs as they arise.

#### *Training, Workshop, and Other Activity Coordination:*

- Coordinate activities for ARAC training events prior to event; day of event: registration, general support and trouble-shooting; and post-event: event follow-up, payments to artists, speakers and vendors, data-entry, reports and notes.
- Gather evaluation data including participant surveys, participant numbers and informal responses to training activities.

#### *Advocacy Coordination under the direction of the Executive Director:*

- Implement strategies for achieving ARAC's advocacy goals.
- Plan and implement events to make ARAC funding more visible.
- Implement ideas to connect constituents to legislators and policy makers.
- Implement responses to MCA's advocacy alerts.
- Serve as staff "point person" for organizing and mobilizing constituent efforts to educate audiences about major issues affecting local area arts and arts funding.

## **Grants Manager**

### *Grant Program Service Delivery:*

- Become acquainted with small arts organizations, community groups, and individual artists involved in, or interested in initiating arts programming throughout the seven-county region.
- Organize, publicize, and deliver grant writing and technical assistance workshops in at least seven communities outside of Duluth each fiscal year.
- Maintain communication with constituents and potential applicants through a variety of means: in-person, email, phone, etc.
- Identify and nurture relationships with constituents and potential applicants in assigned service areas. Plan, deliver, administer, and evaluate services to assigned areas based on identified needs.
- Assist constituents and potential applicants in fully utilizing ARAC's programs and services with specific emphasis on assigned program and accountability areas.
- Facilitate connections between community resources and constituents in ways that will enhance constituent growth, leadership, and organizational capacity.
- Oversee all aspects of assigned responsibilities for grant programs including, but not limited to
  - ✓ Ongoing review and publication of program guidelines.
  - ✓ Grant program outreach and marketing.
  - ✓ Organization and delivery of application writing workshops.
  - ✓ Review of applications for eligibility and completeness.
  - ✓ Panel recruitment assistance and delivery of orientation for ARAC review panels.
  - ✓ Panel facilitation and support.
  - ✓ Response to applicant requests for panel feedback.
  - ✓ Review and approval of final reports for completed ARAC funded projects.
  - ✓ Prepare grant round activity reports for staff and board of directors.

### *Program Development and Administration:*

- The Grants Manager will work as part of a staff team to ensure that grant programs and services are planned and implemented to achieve ARAC's mandate, mission, and organizational goals. Specific responsibilities include:
  - ✓ Supports Executive Director in the oversight of grant-making policies and procedures.
  - ✓ Understands the developmental, organizational, and programmatic needs of constituents and assists in translating those needs into effective ARAC programs and services.
  - ✓ Participates in ARAC's annual and biennial planning processes with the Board and Executive Director, which establishes goals and associated work plans for the coming fiscal year/biennium.
  - ✓ Conducts ongoing evaluation of programs through use of final reports and constituent/applicant feedback and brings results of evaluative work to the annual/biennial organizational planning processes.
  - ✓ Maintains an awareness of arts activity in the region, sharing this information with staff when it has potential to impact ARAC programming or when useful to ARAC constituents.

### *Advocacy and Education:*

- Support directed advocacy initiatives such as Arts Advocacy Day.
- Educate ARAC constituents about the importance of communicating public value of the arts and the importance of their active involvement in local arts advocacy efforts.

## **Office Coordinator**

### *Office Coordination:*

- Act as first contact to organization by greeting visitors and answering telephone.
- Process incoming and outgoing mail.
- Oversee the purchase and storage of general office supplies.
- Maintain office files in an appropriate, useful and timely system.
- Attend board meetings and record meeting minutes.

- Assist in assembling and generating Board information packets.
- Assist in preparing for Council meetings, to include: generating and compiling materials to be sent to Board, reserve meeting room, order and purchase meeting supplies, set-up for and clean-up after meetings.
- Ensure that all office equipment operates properly and coordinate with IT or repairmen if necessary.
- Provide assistance with event and workshop coordination.
- Maintain a current database of contacts.
- Perform other duties as assigned by the Executive Director.

*Grants Coordination:*

- Preparing and producing all grant related correspondence related to the grant award or declination process.
- Process incoming grant applications and assist in reviewing applications for completeness.
- Enter and maintain accuracy of grant data.
- Monitoring grant final reports and related correspondence.
- Assist Grants Manager in coordinating ARAC workshops.
- Assist in organizing panel review process, including searching for and contacting potential panel members.
- Provide technical assistance by phone, email, and in person to applicants relative to the submission of online applications or reports.
- Provide accurate reporting.

## **Attachment D: Description of the rotation system**

The process to ensure replacement of Board members on a regular basis is explained in Article III of ARAC's By-Laws which begin on page 1. A section of that article is as follows:

To the extent possible, the total membership of the Council shall include individuals who are active in, or knowledgeable of, one or more of the following major arts disciplines: literature, visual arts, dance, theater, music, or the folk and ethnic arts.

Members shall be appointed to serve on the Council for three-year terms. Members may be appointed to serve two (2) consecutive terms. When possible, one-third of the members shall be appointed for terms beginning on July 1<sup>st</sup> of each fiscal year. If more than one-third of the Board, or five (5) members, is scheduled to go off in any given year, the Board may appoint any retiring member to an additional one-year term based on where the Board member lives and by the applications received to fill the existing Board vacancies. A preference will be given to existing members who are eligible to serve from one of the counties or from Duluth so as not to compromise the regional representation on the Board.

Members may be appointed to serve no more than two (2) consecutive terms except when more than one-third of the Board, or five (5) members, are scheduled to go off in any given year or in the case of a person filling the unexpired term of a resigning Council member. A member filling an unexpired term may subsequently serve two (2) additional terms if the portion of the unexpired term which he or she served was less than one (1) year. A member filling an unexpired term that is more than one (1) year serves the unexpired term and one (1) additional term. Members must be off the Council for at least one (1) year before they can apply to serve another term.

If an acceptable candidate is not found before a position expires, the Council may re-appoint the sitting member to the Council. He or she will serve until an acceptable candidate for the position is found, but not longer than one (1) year. Members and staff must be cognizant of and abide by the conflict-of-interest rules as set forth in appendix A of this document.

## **Attachment E: Names and affiliations of council Board members**

### **ARROWHEAD REGIONAL ARTS COUNCIL: Board of Directors for FY2015**

Erling Ellison, Treasurer, 9 Fifth Avenue N.W., Aitkin, MN 56431, 218-927-4240, [ottercreations@charter.net](mailto:ottercreations@charter.net)  
Represents Aitkin County  
Full-time visual artist and jeweler

Mark King, 306 Dalewood Avenue, Cloquet, MN 55720, 218-879-1531, [Cloquetlib.mking@gmail.com](mailto:Cloquetlib.mking@gmail.com)  
Represents Carlton County  
Writer and theater artist

Ann Russ, Secretary, 413 Ct. Road 60, Grand Marais, MN 55604, 218-370-8949, [russ@boreal.org](mailto:russ@boreal.org)  
Represents Cook County  
Musician and retired music/elementary teacher

Tara Makinen, 1114 NW 2<sup>nd</sup> Avenue N.W., Grand Rapids, MN 55744, 218-326-2107, [tara@itascaorchestra.org](mailto:tara@itascaorchestra.org)  
Represents Itasca County  
Executive Director, Itasca Orchestra and String Program

Represents Koochiching County: Vacant

Michelle Ronning, 1203 Ronning Drive, Two Harbors, MN 55616, 218-834-3249, [mychellee@yahoo.com](mailto:mychellee@yahoo.com)  
Represents Lake County  
Visual artist and jeweler

Jan Carey, 403 Highland Drive, Hibbing, MN 55746, 218-263-7159, [jmcfree@aol.com](mailto:jmcfree@aol.com)  
Represents St. Louis County  
Retired librarian, musician, and theater artist

Dana Mattice, 230 West 7<sup>th</sup> Street, Duluth, MN 55806, 409-330-0273, [d-mattice@hotmail.com](mailto:d-mattice@hotmail.com)  
Represents Duluth  
Working musician, conductor, college instructor and arts administrator

Moira Villiard, 305 Ridge Road, Cloquet, MN 55720, 218-409-0480, [artedemoira@gmail.com](mailto:artedemoira@gmail.com)  
Student Liaison Board member, attending the Fond du Lac Community College, Cloquet  
County: St. Louis  
Visual artist and musician

Peter Pestalozzi, 1568 Grant-McMahan Boulevard, Ely, MN 55731, 218-365-5499, [odysseydesign@hotmail.com](mailto:odysseydesign@hotmail.com)  
At-Large: St. Louis County  
Woodworker and furniture maker

John Gregor, 2437 Hwy 3, Two Harbors, MN 55616, 218-830-0767, [john@coldsnap.com](mailto:john@coldsnap.com)  
At-Large: Lake County  
Photographer and writer

Ken Bloom, Vice-Chair, 521 North 19½ Avenue West, Duluth, MN 55806, 218-726-8751, [kbloom@d.umn.edu](mailto:kbloom@d.umn.edu)  
At-Large: Duluth  
Photographer and Executive Director, Tweed Museum of Art, UMD

Catherine Meier, 1915 Woodland Avenue, Duluth, MN 55803, 402-430-9233, [catherinemeier@gmail.com](mailto:catherinemeier@gmail.com)  
At-Large: Duluth  
Visual artist and web designer

David Beard, 2011 Jefferson Street, Lower Apt., Duluth, MN 55812, 218-726-8442, [dbeard@d.umn.edu](mailto:dbeard@d.umn.edu)

At-Large: Duluth  
Literature instructor, University of Minnesota, Duluth  
Adam Guggemos, 602 N. 6<sup>th</sup> Avenue E., #A, Duluth, MN 55805, 218-590-1210, [adam@transistormag.com](mailto:adam@transistormag.com)  
At-Large: Duluth  
Musician and writer

Kate Fitzgerald, 416 West 8<sup>th</sup> Avenue West, Grand Marais, MN 55604, 218-387-2916, [fitzwells@boreal.org](mailto:fitzwells@boreal.org)  
At-Large: Cook County  
Executive Director of the North Shore Music Association, writer and visual artist

Shannon Sweeney, 15 West Cypress Drive, Proctor, MN 55810, 218-591-4054, [ssween27@gmail.com](mailto:ssween27@gmail.com)  
At-Large: St. Louis County  
Theater and dance artist

**Fellowship Review Panel:**

Doris Ressler, 925 Orizaba Avenue, Long Beach CA 90804, 562-661-3243, [doris.starofthenorth@gmail.com](mailto:doris.starofthenorth@gmail.com)  
Choreographer and dancer

Kathy Dodge, 29518 Mactavish Drive, Grand Rapids, MN 55744, 218-256-8928, [ktdodge@gmail.com](mailto:ktdodge@gmail.com)  
Music and theater artist

Paul Imholte, 1425 23<sup>rd</sup> Street, S.E., St. Cloud, MN 56304, 320-253-8749, [paulimholte@charter.net](mailto:paulimholte@charter.net)  
Professional Musician

Catherine Meier, Board member, same information as above.

Erling Ellison, Board member, same information as above.

**Arrowhead Arts Awards Panel:**

Jo Wood, P.O. Box 163, Hovland, MN 55606, 218-475-2269, [jowood331@gmail.com](mailto:jowood331@gmail.com)  
Visual Artist

Ken Bloom, Board member, same information as above.

Pete Pellinen, 724 16<sup>th</sup> Street North, Virginia, MN 55792, 218/741-3957, [pspellinen@gmail.com](mailto:pspellinen@gmail.com)  
Music (Tenor)/Theater

Lorraine Norrgard, 345 Prevost Road, Cloquet, MN 55720, 218-879-2288, [lnorrgard@aol.com](mailto:lnorrgard@aol.com)  
Literature/Film

David Marty, Reif Center, 720 Conifer Drive, Grand Rapids, MN 55744, 218-327-5780, [dmarty@reifcenter.org](mailto:dmarty@reifcenter.org)  
Theater/Arts Administration

Nancy Daley, 4012 Cascade Beach Road, Lutsen, MN 55612, 218-387-9508, [ndaley@boreal.org](mailto:ndaley@boreal.org)  
Visual Arts/Crafts

**Staff:**

Bob DeArmond, Executive Director, [director@aracouncil.org](mailto:director@aracouncil.org) Visual artist and clay artist

Erin Turner, Operations/Systems Manager, [operations@aracouncil.org](mailto:operations@aracouncil.org) Musician

Ashley Kolka, Grants Manager, [grants@aracouncil.org](mailto:grants@aracouncil.org) Curator, art historian, and visual artist

Steven Wick, Office Coordinator, [admin@aracouncil.org](mailto:admin@aracouncil.org) Musician



## Attachment F: Description of the nominating process

### The Process to elect members to the ARAC Board:

1. Staff sets a deadline to receive applications.
2. Staff issues press releases on vacant positions to the media, arts organizations, and artists in the appropriate counties. Notices are also sent to regional arts newsletters and posted on ARAC's web site and Facebook page. Individuals may apply directly to ARAC or be nominated by others.
3. ARAC Board members receive copies of all applications prior to their meeting to vote on the positions.
4. Applications are grouped by individual counties and Duluth and/or by at-large positions. If there are less than three applications for an individual board position, the board must decide whether to review the applications submitted.
5. Board applications will be reviewed by at least a quorum of the board, at the meeting *just prior to the meeting at which new board members will be elected*. At this meeting, board members will:
  - rule on whether they can nominate a board member from the applications received; and
  - select the applicants they want interviewed by using the nomination process and rating and ranking the applications (if appropriate).

#### Process for nominating county or Duluth representatives:

- Support materials are presented for the applicants.
- The Chair asks for nominations to fill the available positions, one county at a time. *Nominations should provide a balance in expertise, experience, or involvement in specific disciplines or art forms not currently represented on the Council.*
- After a motion to close nominations is made, and seconded, each nominated applicant is discussed.
- If only one applicant is nominated, the Nominating Committee and Executive Director will interview the candidate.
- If more than one applicant is nominated to fill an available position, each applicant will be rated 5 to 1; a 5 signifying most interest in the applicant, and a 1 signifying little interest in the applicant. All ratings are then added together and divided by the number of board members voting, establishing a rank. The applicant(s) receiving the highest rank or ranks will be interviewed by the Nominating Committee and Executive Director. To be considered for an available position a candidate must rank at least a 3.5 or above. The Board may make a motion to interview all nominated applicants without using the rating and ranking process. *Any applicant not elected to a county or Duluth position is reconsidered for the at-large position(s) if eligible.*
- Interviews will be conducted by the Nominating Committee and Executive Director by whatever means is deemed appropriate for the applicant and Committee.

#### Process for electing at-large representatives:

- Support materials are presented for the applicants.
  - The chair asks for nominations to fill the available at-large position or positions.
  - After a motion to close nominations is made, and seconded, each nominated applicant is discussed.
  - All applicants nominated for the available positions will be rated 5 to 1 and then ranked. The applicant(s) receiving the highest rank or ranks will be interviewed by the Nominating Committee and Executive Director. To be considered for an available position a candidate's rank must be at least a 3.5 or above. The Board may make a motion to interview all nominated applicants without using the rating and ranking process.
  - Interviews will be conducted by the Nominating Committee and Executive Director by whatever means is deemed appropriate for the applicant and Committee.
6. At the "election" board meeting, the Council will use the following process to elect new board members. The county and Duluth representatives will be elected first, followed by the election of at-large positions.
    - The Nominating Committee will give their recommendation based on the interviews of the applicants.
    - The Board will make a motion to accept the recommendation of the Nominating Committee and vote on the motion. A vote of at least 66% of the members present is needed to elect the applicant. *An applicant interviewed for but not elected to a county or Duluth position may be considered for an at-large position(s) if eligible.*
    - If any positions remain unfilled, the Board will begin the process again.

## **Attachment I: Grant making and monitoring process**

### **Grant Making Process**

#### **The grant process is as follows:**

1. Applications are submitted on line by no later than 4:30 p.m. on the grant program deadline date.
2. All applications are read by staff to insure eligibility and then numbered.
3. Applications to organizational grant programs are reviewed by ARAC Board members. Applications to individual artist grant programs are reviewed by either a subcommittee of Board members or a panel consisting of ARAC Board members and community members.
4. Applications are provided to the panelists two weeks prior to the review panel meeting.
5. Applications are strictly reviewed using the criteria for the appropriate grant program. After an application is reviewed, a motion is made to score or not to fund. If moved to score, the application is rated 5 to 1 based on how well the proposed project fit the focus of the grant program and review criteria. If a motion is made not to fund, the application is not rated. Based on the individual ratings, all applications are ranked and the funding is awarded. Funding is awarded beginning with the highest ranked application and on down until all available funding is spent.
6. Applicants approved for funding are notified within three business days and can receive payment after the first of the month following approval at the monthly Board meeting (the third Thursday of each month, except August and December). If the awarded project does not take place for several months after the award date, payment is made 20 days prior to the projects starting date.
7. Applicants must submit a contract letter form to receive their grant award.

#### **Primary provision of ARAC grant contract letter:**

1. That the project will be carried out in compliance with the project description, budget and dates.
2. That requests to alter any aspect of the project must be made in writing prior to making the change, as should a request for an extension of time.
3. That access to participation in the project will not be limited on the basis of national origin, race, religion, age or sex.
4. That requests from persons with disabilities to facilitate their access to this project will be accommodated. A request may involve an individual's access to a facility or to the content of the project.
5. That the appropriate credit line will appear on **ALL** programs and publicity, including advertisements and press releases, related to the project:
6. That within 30 days after completion of the project, a narrative and financial report will be submitted on forms supplied by ARAC. Those with long-term grants may also be asked to supply periodic reports.

### **Grant Monitoring Process**

Grantees are required to file a final report with ARAC 30 days after completing their projects. They provide the following information:

1. A description of the project as funded and an indication of any changes.
2. Attendance figures: artists served, audience served, children served, and number of performances.
3. A budget summary showing estimated income and expenses compared to actual income and expenses.
4. A description of the artistic goals of the project and if they were achieved.
5. A narrative summary describing the planning and execution of the project, what worked and what didn't, did it serve the target population identified in the proposal, and are there any future plans for continuation or extension of the project.
6. A description of any surprises or breakthroughs made by the organization/artist and benefits anticipated by the artist, organization, participants, or audience.
7. Stories of impact the activity may have on artists, organizations, participants, or audience.
8. A description of the promotional effort for the project.
9. Comments or suggestions to ARAC.

The staff routinely reviews the grant log to notify organizations of outstanding final reports. Should an overdue report be indicated, staff sends a reminder to the grantee. The staff sends an additional reminder or makes a phone call if needed to close the files of completed projects. Grantees are reminded of the responsibilities they share with ARAC for full accountability of public funds.

The staff reviews all final reports and traffics them into the grant database. The file is then closed. Final reports are available for review by ARAC Board members and the public and may be accessible at regular meetings for review. Members and staff who have attended funded projects report on them at Board meetings. Staff and ARAC Board members attempt to attend as many funded activities as possible.

ARAC monitors funded applications to insure that 10% of funds awarded are for programs which directly or indirectly impact children. ARAC adheres to the 10% for Children Legislation through the following means even though the legislation is no longer in effect:

1. All program applications contain a question which requires the applicant to address who the project or funding will serve, including children.
2. Each application includes a data collection form which requires the applicant to estimate the number of children the project or funding will serve.
3. All final reports require the applicant to account for the number of children served by the project or funding.

This information is available for inspection by Council Board members or the public at any time.

### **Americans with Disabilities Act Access Plan**

ARAC has completed an Americans with Disabilities Act Access Plan for its facilities, board, programs, and services. ARAC has put the appropriate wording in all of its guidelines and grant contracts so that grantees and grant applicants are informed of their obligations to Americans with Disabilities Act (ADA) access if they receive state funding through ARAC.

ARAC's ADA Access Plan is available upon request from the Arrowhead Regional Arts Council office.

## **Attachment J: Public meeting to gather input on biennial plan**

The Public Hearing on the Biennial Plan for FY2016/2017 was held from 6 p.m. to 7 p.m. on May 21, 2015, in the Arrowhead Regional Arts Council's Meeting Room, Suite 120, at the Marshall Professional Building, 1301 Rice Lake Road, Duluth, MN. Notification of the hearing, and how to offer input on the plan, was publicized through email releases to all press in the region, notification to constituents by email, and by posting the information on ARAC's web site. Individuals were able to give input until May 30, 2015.

ARROWHEAD REGIONAL ARTS COUNCIL			Arts &	Arts	Arts & Cult			
PROJECTED BUDGET: Fiscal year 2016		General Fund	Arts Access	Education	Heritage	McKnight	Other	
		2016 State	2016 State	2016 State	2016 State	Foundation	Funds	2016 Total
	<b>REVENUE</b>							
1	State of Minnesota	\$161,304	\$491,768	\$92,207	\$30,736	\$0	\$0	\$776,015
2	McKnight Foundation	\$0	\$0	\$0	\$0	\$90,000	\$0	\$90,000
3	Other Income/RAC travel reimbursement	\$0	\$0	\$0	\$0	\$0	\$1,534	\$1,534
4	Interest	\$245	\$456	\$80	\$34	\$75	\$0	\$890
5	<b>TOTAL REVENUES</b>	<b>\$161,549</b>	<b>\$492,224</b>	<b>\$92,287</b>	<b>\$30,770</b>	<b>\$90,075</b>	<b>\$1,534</b>	<b>\$868,439</b>
	<b>EXPENSES</b>							
	<b>Programs and Services</b>							
6a	Grant Programs and Services							
	Grant program name: Art Project Grants	\$33,000	\$58,960	\$3,350	\$4,690	\$0	\$0	\$100,000
	Grant program name: Rural and Community Art Grants	\$13,110	\$64,063	\$2,095	\$5,732	\$0	\$0	\$85,000
	Grant program name: Two-Year Operating Support Grants	\$2,000	\$88,000	\$0	\$0	\$0	\$0	\$90,000
	Grant program name: A&CH Community Arts Learning Grants	\$3,300	\$20,827	\$44,172	\$1,701	\$0	\$0	\$70,000
	Grant program name: McK/ARAC Artist Career Development Grants	\$17,000	\$25,795	\$7,315	\$5,390	\$34,500	\$0	\$90,000
	Grant program name: McK/ARAC Artist Fellowship Grants	\$3,000	\$21,000	\$0	\$0	\$21,000	\$0	\$45,000
	Grant program name: Artist Technology/Equipment Grants	\$4,000	\$16,092	\$9,051	\$0	\$10,857	\$0	\$40,000
	Grant program name: A&CH Quick Start Grants	\$8,426	\$9,257	\$0	\$990	\$13,327	\$0	\$32,000
	Service program name: MN State Fair Project	\$750	\$1,716	\$98	\$136	\$300	\$0	\$3,000
	Award program name: Arrowhead Arts Awards	\$0	\$4,980	\$1,020	\$0	\$0	\$0	\$6,000
6b	Grant Programs and Services, Operations and Support	\$46,736	\$81,411	\$21,881	\$7,629	\$1,541	\$0	\$159,198
<b>6 a &amp; b</b>	<b>Total Grant Programs &amp; Services</b>	<b>\$131,322</b>	<b>\$392,101</b>	<b>\$88,982</b>	<b>\$26,268</b>	<b>\$81,525</b>	<b>\$0</b>	<b>\$720,198</b>
7a	Non-grant Programs and Services							
	Regional exhibits and showcase e.g.	\$0	\$0	\$0	\$0	\$0	\$0	\$0
	Workshops and training e.g./staff and constituents	\$3,690	\$4,349	\$1,306	\$665	\$490	\$0	\$10,500
	Arts promotion e.g./Public Relations, Web site, etc.	\$1,464	\$1,732	\$178	\$365	\$362	\$1,534	\$5,635
7b	Non-grant Programs and Services, Operations and Support	\$7,332	\$36,618	\$989	\$975	\$2,969	\$0	\$48,883
<b>7 a &amp; b</b>	<b>Total Non-grant Programs &amp; Services</b>	<b>\$12,486</b>	<b>\$42,699</b>	<b>\$2,473</b>	<b>\$2,005</b>	<b>\$3,821</b>	<b>\$1,534</b>	<b>\$65,018</b>
<b>8</b>	<b>Total Programs and Services</b>							
<b>9</b>	<b>Fundraising</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,000</b>	<b>\$0</b>	<b>\$2,000</b>
<b>10</b>	<b>General administration</b>	<b>\$17,741</b>	<b>\$57,424</b>	<b>\$832</b>	<b>\$2,497</b>	<b>\$2,729</b>	<b>\$0</b>	<b>\$81,223</b>
<b>11</b>	<b>TOTAL EXPENSES</b>	<b>\$161,549</b>	<b>\$492,224</b>	<b>\$92,287</b>	<b>\$30,770</b>	<b>\$90,075</b>	<b>\$1,534</b>	<b>\$868,439</b>

**ARROWHEAD REGIONAL ARTS COUNCIL**  
**PROJECTED BUDGET: Fiscal year 2017**

	<b>General Fund</b>	<b>Arts &amp; Arts Access</b>	<b>Arts Education</b>	<b>Arts &amp; Cult Heritage</b>	<b>McKnight Foundation</b>	<b>Other Funds</b>	<b>2017 Total</b>
	<b><u>2017 State</u></b>	<b><u>2017 State</u></b>	<b><u>2017 State</u></b>	<b><u>2017 State</u></b>			
<b>REVENUE</b>							
1 State of Minnesota	\$161,304	\$517,695	\$97,068	\$32,356	\$0	\$0	\$808,423
2 McKnight Foundation	\$0	\$0	\$0	\$0	\$90,000	\$0	\$90,000
3 Other Income/RAC travel reimbursement	\$0	\$0	\$0	\$0	\$0	\$1,534	\$1,534
4 Interest	\$245	\$456	\$80	\$34	\$75	\$0	\$890
5 <b>TOTAL REVENUES</b>	<b>\$161,549</b>	<b>\$518,151</b>	<b>\$97,148</b>	<b>\$32,390</b>	<b>\$90,075</b>	<b>\$1,534</b>	<b>\$900,847</b>
<b>EXPENSES</b>							
<b>Programs and Services</b>							
6a Grant Programs and Services							
Grant program name: Art Project Grants	\$33,000	\$58,960	\$3,350	\$4,690	\$0	\$0	\$100,000
Grant program name: Rural and Community Art Grants	\$13,110	\$65,964	\$2,194	\$5,732	\$0	\$0	\$87,000
Grant program name: Two-Year Operating Support Grants	\$2,000	\$88,000	\$0	\$0	\$0	\$0	\$90,000
Grant program name: A&CH Community Arts Learning Grants	\$3,300	\$22,827	\$46,172	\$1,701	\$0	\$0	\$74,000
Grant program name: McK/ARAC Artist Career Development Grants	\$17,000	\$35,795	\$7,315	\$5,390	\$34,500	\$0	\$100,000
Grant program name: McK/ARAC Artist Fellowship Grants	\$3,000	\$21,000	\$0	\$0	\$21,000	\$0	\$45,000
Grant program name: Artist Technology/Equipment Grants	\$4,000	\$22,092	\$9,051	\$0	\$10,857	\$0	\$46,000
Grant program name: A&CH Quick Start Grants	\$8,426	\$9,257	\$0	\$990	\$13,327	\$0	\$32,000
Service program name: MN State Fair Project	\$750	\$1,716	\$98	\$136	\$300	\$0	\$3,000
Award program name: Arrowhead Arts Awards	\$0	\$4,980	\$1,020	\$0	\$0	\$0	\$6,000
6b Grant Programs and Services, Operations and Support	\$46,736	\$85,482	\$24,275	\$9,124	\$1,541	\$0	\$167,158
<b>6 a &amp; Total Grant Programs &amp; Services</b>	<b>\$131,322</b>	<b>\$416,073</b>	<b>\$93,475</b>	<b>\$27,763</b>	<b>\$81,525</b>	<b>\$0</b>	<b>\$750,158</b>
7a Non-grant Programs and Services							
Regional exhibits and showcase e.g.	\$0	\$0	\$0	\$0	\$0	\$0	\$0
Workshops and training e.g./staff and constituents	\$3,690	\$4,349	\$1,306	\$665	\$490	\$0	\$10,500
Arts promotion e.g./Public Relations, Web site, etc.	\$1,464	\$1,732	\$178	\$365	\$362	\$1,534	\$5,635
7b Non-grant Programs and Services, Operations and Support	\$7,332	\$38,573	\$1,353	\$1,100	\$2,969	\$0	\$51,327
<b>7 a &amp; Total Non-grant Programs &amp; Services</b>	<b>\$12,486</b>	<b>\$44,654</b>	<b>\$2,837</b>	<b>\$2,130</b>	<b>\$3,821</b>	<b>\$1,534</b>	<b>\$67,462</b>
<b>8 Total Programs and Services</b>							
<b>9 Fundraising</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$2,000</b>	<b>\$0</b>	<b>\$2,000</b>
<b># General administration</b>	<b>\$17,741</b>	<b>\$57,424</b>	<b>\$836</b>	<b>\$2,497</b>	<b>\$2,729</b>	<b>\$0</b>	<b>\$81,227</b>
<b># TOTAL EXPENSES</b>	<b>\$161,549</b>	<b>\$518,151</b>	<b>\$97,148</b>	<b>\$32,390</b>	<b>\$90,075</b>	<b>\$1,534</b>	<b>\$900,847</b>