MISSION STATEMENT. The biennial plan must include the regional arts council's mission statement which must describe the overall philosophy and aims of the organization concerning local and regional arts development.

CMAB Mission Statement
"Investing in the Arts throughout Benton, Stearns, Sherburne and Wright Counties"

Vision

1) Help to foster a thriving, collaborative and innovative arts community through partnerships and financial support.

2) Strive for excellence in leadership and the responsible distribution of arts funding.

3) Increase the quality of life in our region by engaging residents in the arts, enhancing education and improving arts access.

4) Nurture artists' professional needs and expand opportunities for them to create, showcase and profit from their work.

Values

• **Creativity and Artistic Integrity:** The CMAB recognizes excellence in free and innovative artistic expression as integral to the intellectual and creative development of everyone. We value these qualities as principal criteria for our support to local organizations and individuals.

• **Accessibility and Diversity**: The CMAB is committed to supporting a variety of artistic programs that serve many cultures, ages, genders and artistic disciplines in order to encourage a dialog of respect and understanding.

• **Civic Engagement:** The CMAB believes a strong artistic presence is central to building healthy communities and is committed to promoting the positive economic and social impacts of the arts.

• **Continuity through Arts Education:** The CMAB values arts education for lifelong learning. We support opportunities for collaborations between artists, educators and community to convey artistic viewpoints in all disciplines of learning.

• **Corporate Accountability:** The CMAB provides fair, professional and transparent support to organizations and individuals through distribution of funds in an ethical and legal manner open to public review and discourse.

NEEDS ASSESSMENT
Public Meetings in Big Lake and St. Joseph, final report feedback from FY14, needs assessment surveys, outreach conversations and experiences in the field.

Big Lake Needs Assessment- 2-9-15@ Big Lake Public Library

- Review criteria is unclear
- Could there be mandatory deductions- for budget issues- how to standardize scores?
- Is there a way to incorporate a standard scoring system? Big swing between 2 and 5 on the same application, seems to indicate bias/subjectivity.
- board members having experience with organizations DO fill in the blanks and when lesser-known organizations are reviewed, they don't receive the benefit of the doubt.
- Consider a lower request amount for a project Grant
- Board members- some counties underrepresented
- How do you determine the times for this forum?
- 7 pm is an ideal meeting time- after work hours
- Board member applications- how do people apply and get on the board
- Is the location of the board meeting prohibiting volunteers for board positions from the southern counties?
- Could board meetings be held in more Central Locations?
- Difficult for attendees at the meeting to hear, see the screen
- Clear Lake is most central
- Becker city building is willing to host.

St Joseph needs Assessment 2-12-15 @ The Local Blend

- Lots of CDP questions, CDP profile requirements, daunting (38 pages?)
- Ticket prices- questions about how to set prices, how to track and account for tickets that are free/free will offering
- How to change a paradigm of free tickets when they've been free for 150 years?
- Is there value in having "skin in the game"- board member contributions, paid membership for folks in the band? What are additional ways to enhance this?
- Recruiting interns, students for committees and board positions. Connecting interns with organizations
- Interest and conversation about Internships, and the role that students can play in organizations
- Social media- need for regular updating (twice annually?) , platforms are constantly changing.
- Business skills are a consistent need for orgs.
- How to avoid board member and volunteer burnout? Building infrastructure, leaving protocols to support the work of certain members after they leave.
- Board development/recruitment- there's room for different organizations to share their experiences, ideas, best practices. How do you advertise for, recruit, and choose people to be on your board.
- Intra-organizational competition hinders collaboration.
- Bringing like groups together for round table discussions-
- 1 day (or less)

- Quarterly sessions (evenings)
- Could different organizations host these sessions? Similar to the Chamber after hours
- How to encourage collective workshop sessions that enable organizations to discuss best practices, etc.   in a way that feels safe? How to remove competition, mistrust, etc.. so that groups can share success, best practices, etc
- Arts group/org mixer- will there be food? Similar to Chamber of Commerce after hours event. Fundraiser? Have designated contributions? How to avoid jealousy, etc? Could we announce a certain award during something like this. Would we want to have a nomination for arts administrator of the year, etc?

FY14 FINAL REPORT FEEDBACK
 99 pieces of feedback- 22 % constructive, 77% general/positive

Examples of Identified Needs - CMAB Responses

1) "The only thing I have looked for from the CMAB and have not yet seen since I became business manager in 2012 is some kind of grant writing training/workshop that is specific to arts organizations. Of course, this is not the CMAB's responsibility--but I can see how many of us who attend the information sessions about opportunities available through the CMAB would find workshops or training like this beneficial. "

RESPONSE: CMAB has been working to deepen the information available in grant writing workshops to include and address common questions in grant applications. Staff is available to meet one-on-one with applicants upon request. We are exploring the possibility of offering longer grant-writing workshops (3-4 sessions) to provide more in-depth practice with crafting competitive proposals. There are two of each grant writing session available by applicant type (organizations, schools, individuals) in two separate locations in Region 7W each CMAB fiscal year.

2) "Public art: There were problems related to the dispersal of funds. CMAB released $5,000.00 to our fiscal agent on 12/6/2012. This money was not released to the artist for seven weeks, 1-17-2013. This caused the artist to use personal funds of $3,000.00 for project supplies necessary to begin the project. Artists are small business people who do not have cash reserves. I suggest there needs to be language added to the grant. I suggest the fiscal agent must release funds within ten days of receipt. "

RESPONSE: In FY15 CMAB added a contract requirement for Public Art Awards where any organization which contracts an artist for services totaling more than $600, include a payment agreement in order for the first installment of grant funding to be released. This requirement will be added to Project Grant awards in FY16.

3)"I know its necessary, but its a lot of paperwork filling out the grants and final reports :) Also I think I understand now, but it was a little confusing figuring out the difference between the requested / awarded amount under the budget area of the final report. Is this number sometimes different for applicants? I guess I'm not sure I understand why that's in there."

RESPONSE: After specific feedback from applicants in FY14 CMAB reviewed and revised many of our applications and final reports to make the process as accessible and manageable as possible.

4) "From a Teaching artist: More flexibility in purchasing supplies. If I did not have to worry about being in a certain window of time, I could purchase bulk more easily and do more comparative pricing.

Materials. …From talking to others, the amount that is reimbursable is generally viewed as adequate. Paperwork / grant writing time. Many view the grant writing / final report as being very very time consuming. My opinion is that I don't mind it as much on the front end because I think that really helps guide the residency, but in the final report there seems to be some redundancy and I think on this final report I spent around 8 hours filling it out. That just seems like too much time to me? Budgeting time. The other thing that many talk about is the inability to account for any time spent outside of the very specific categories on the budget sheet. "

RESPONSE: This feedback led to a review of the applicant side of our process. CMAB staff completed mock applications, reviews and final reports. Changes were made to remove redundancies among the application and final report and to strike a balance between the need to fulfill reporting requirements and the workload we place on applicants.

5) "Organizational Development: I appreciate the existence of this grant, and would suggest that the maximum grant amount be raised, as $300 did not completely cover tuition, and there are several other expenses involved. The fees for this workshop are typical for adult amateur workshops."

RESPONSE: In FY14 the Organizational Development request amount was raised to $1000. It was also expanded to include the option for start-ups to request funds necessary in securing 501c3 status

6) "The due date for this grant came right before our production, which your guidelines did not say was a problem, but then that timeline was held against us. We hope this can be avoided in the future, perhaps by a change in the grant calendar."

RESPONSE: This challenge was addressed in FY15 with a new requirement that project start dates happen a minimum of 30 days from the review date. Our Project Grant deadlines were also changed to accommodate this requirement.

Needs Assessment Survey

FY16 -17 Needs Assessment Survey was conducted January 20, 2015 through February 20, 2015. The Survey invitation was sent electronically to 822 recipients of which 69 responded. The survey link was hosted on the CMAB website and A news release was sent to area media on the request for input. The Survey and results follow.

CMAB Central MN Arts Board — Investing in the Arts throughout Benton, Stearns, Sherburne & Wright Counties

FY16 - 17 REGIONAL NEEDS ASSESSMENT SURVEY RESULTS

1 ✱ I am completing this survey: (check all that apply)

Answer	0%　　　　　　　　　　　100%	Number of Responses	Response Ratio
As an artist		35	50.7%
As an arts educator		16	23.1%
As a representative of an arts organization		29	42.0%
As an arts appreciator		18	26.0%
Other (View all)		4	5.7%
	Totals	69	100%

2 ✱ Region 7W
includes the following counties. Select your county of residence.

Answer	0%　　　　　　　　　　　100%	Number of Responses	Response Ratio
Benton		10	14.4%
Sherburne		11	15.9%
Stearns		38	55.0%
Wright		10	14.4%
No Responses		0	0.0%
	Totals	69	100%

3 ✱ Indicate which of CMAB's professional development services you have used. (Check all that apply)

Answer	0%　　　　　　　　　　　100%	Number of Responses	Response Ratio
Grant Writing Workshops		27	40.9%
Business Skills for Artists Workshop(s)		11	16.6%
Art Camp for Educators		8	12.1%
Other (View all)		32	48.4%
	Totals	66	100%

- Arts Advocacy Day
- Legal Considerations
- opportunities for organizations orientations and a recent financial workshop
- several adult art class at library
- CMAB public presentations and FY14 biennial planning
- competitions at the Paramount
- New grant opportunities
- Rural Arts Cultural Summit

4 ✳ **Rank the following Professional/Organizational Needs in order of importance.**

1 = Highest

Answer	1	2	3	4	5	6	7	8	9	10	Number of Responses	Ranking Score*
Marketing Strategies											64	4.2
Grant Writing											64	4.4
Outreach											64	5.4
Fundraising											64	4.2
Audience Development											64	4.3
Board Development											64	6.5
Evaluating Outcomes											64	6.7
Financial Management											64	5.9
Volunteer Managment											64	7.3
Technical Knowledge (computers and web)											64	6.2

10 Comments
- The organization needs to have a plan in place to identify its goals, how they will be reached and measured, and what strategies are needed in marketing, fundraising, audience development, management, etc. to accomplish the goal.
- Our customers demand on-line ticket ordering, but we do not have a physical box office to set up the equipment needed nor full-time staff to sell tickets.
- more workshops on website dev. for artists
- Because I was required to rank all items, I did but the first three are the only ones I have enough knowledge of to rank.
- in so sick of the mundane commonplace art that gets consideration from your organization, i think ill puke if i see another nature scene or outdoors nature themed craft, not everyone in MN is a hick farmer or outdoors enthusiast who only likes fish, bird and deer art, big abstract blocks of junk are not art as well, we all mastered glazed pots and ceramics in elementary school and every hipster makes chap jewelry these days, how about funding some actual quality art or someone who is original?!
- This is very tough as they are all needs we recognize in my organization. On some there is little distance between numbers as they apply to our organization. It is nonetheless a helpful exercise to force an ordering. Developing new leaders to work in finance and fundraising is a major challenge for us right now. The other issues do confront us but we are aware of the need to address them and have made some progress, not enough.
- These do not really apply to my situation.
- The local arts organizations do not seem to be doing an adequate enough job of marketing or supporting artists. They seem to be only for a few artists and as a result, I am no longer renewing my membership dues.
- Contacts- If I am looking for a certain type of artist I want to be able to call someone at CMAB for suggestions.
- These are all very important to our board. My ranking is slanted according to my duties as a board member.

5 ✳ **Indicate all of the CMAB programs you have applied to:**

Answer	0%	100%	Number of Responses	Response Ratio
Project Grant			36	52.9%
Community Arts Support			17	25.0%
Small Capital Grant for Schools			8	11.7%
Small Capital Grant for Orgnaizations			15	22.0%
Public Art			3	4.4%
Organizational Development			7	10.2%
Student Arts Scholarship			3	4.4%
Student Arts Mentorship			3	4.4%
Emerging Individual Artist Award			12	17.6%
Established Individual Artist Award			3	4.4%
Teaching Artist Roster Program			4	5.8%
Artist In Residency			8	11.7%
Artist Career Development			7	10.2%
Artist Scholarship			3	4.4%
NONE			19	27.9%
Totals			68	100%

⑥ ✳ **For the following statements, choose the response that most accurately represents your view.**

1 = Strongly Agree , 2 = Agree , 3 = Neutral/Don't Know , 4 = Disagree , 5 = Strongly Disagree						Number of Responses	Rating Score*
Answer	1	2	3	4	5		
CMAB Program deadlines are adequately advertised, scheduled and managed						68	1.8
It is easy and convenient to access information about CMAB programs and services						68	1.7
The application process is clear and easy to navigate						68	2.1
I understand the Grant Review process						68	2.0

12 Comments
- There are still citizens confused about who the CMAB is, how they relate to the big picture, and what they do.
- How can you know the quality of art from one organization to the other from a grant in order to rank them without ever having seen a live performance? How is our small community theater supposed to compete in a project grant with GREAT who hire outside professional actors and have many more fundraising sources than we do? How are they meeting their mission of "educational" if they program "adult" shows?
- That changes were made on the instructions for writing grants could be noted on the website. Also, the board reviewing grants does not seem to be consistent in what it determines is optimal
- The new 30 day policy and altered deadlines placed significant stress on my organization. When I needed to be launching fundraising initiatives and preparing for the start of the season I was working on a grant. When I needed to be immersed in the publicizing of our winter performance, I was working on a grant for another project.
- All the staff is wonderful! Melissa answered my questions promptly and professionally.
- all the moving parts of the grant proccess appear to be well in place, my issue is with the TYPE of work that is given consideration
- After a number of years I can understand the questions better, but it is hard to pass on this insight to new people. There has definitely been significant improvement in the clarity and ease of navigation during most recent years. CMAB website is excellent. One can expect that the the various reporting needs of CMAB itself seem to dictate the existing range of questions, but for new grant-writers the process is complex and difficult. Simplification is always appreciated.
- Information asked on the final report doesn't always match what was asked in the original grant application.
- There are MANY deadlines at the beginning of the year. It is a lot to keep up with. It would be helpful if they were more spread out.
- I like the on-line application process - a huge improvement over the days of multiple paper copies! Sometimes things in application are not clear or need to be updated on-line. For example - while finishing my last application (at the last minute of course), system would not take application without a W-9 (think it was) uploaded. When a school district is fiscal agent, I had always understood that was not required, especially since we had a fiscal agent agreement letter uploaded.
- I rarely know what grants are being offered and their deadlines at any time. I could go on your website, but often deadlines have passed, Email to previous grant seekers notifying them of what grants are being accepted at any particular time, for example, might help.
- The application process is more time consuming and complex than many larger grant applications.

⑦ ✳ **What Questions are missing from this needs assessment?** �
- What suggestions do you have to make the CMAB more effective ?
- What can be done so all 7W arts organizations and the general public will gain an increased awareness of the CMAB and its role ?
- What programs would you like to see?
- Which art discipline (dance, theatre, music, etc) do you represent? This would help you target which disciplines need which kind of help.
- What would your organization look like if it was fully funded?
- How to connect better with other similar organizations? More networking opportunities for Arts groups.
- The need for art experiences for people with special needs.
- I had hoped to see questions on types of projects we would like to see funded. I think that arts outreach is vital! There is a huge divide between income classes in participation/interest in arts activities. I believe that this lack of interest in lower income classes is due to generations of folks not having access. This trend can be reversed!
- How to find agent representation or gallery representation
- Probably some questions about respondent's understanding the basic operations and goals of CMAB
- How will the grant benefit members of an organization, not just the community.
- Should there be a limit on the number of grants individual artists may apply for?
- How accessible is the CMAB office to the majority of the CMAB geographical area?
- How well does the current makeup of the board represent the various artistic disciplines? How well does the current makeup of the board represent the 4 counties that make up the CMAB?
- If you have not applied to a CMAB program, why not?
- Should CMAB offer workshops in building and developing a strong community arts organization?
- Any programs to showcase elementary children's art?
- How can the CMAB promote artists in the smaller towns of the region ?
- How do we make ourselves most accessible to our constituents? I.e. Taking training to board meetings
- Are adequate grant funds available for organizations? How can grant funds be awarded on "quality" if committee members don't attend our events?

- Are artists satisfied with what the local arts organizations are doing in marketing art?
- How easy is it to understand the budget process for Project Grant proposals?
- How necessary is the Cultural Data Project report to YOUR particular organization? Will you use it regularly?
- I think this question could be more clear: Rank the following Professional/Organizational Needs in order of importance. Is it asking what we need help with the most or what do we find most important in our organization?
- If you are an artist, are you inspired by the type of art work that is supported through artist grants in our region?
- *I don't live in the counties listed but work within them. The question only asked which one I resided in. Open ended ideas of ways the CMAB could better service the community and the arts.
- A question about the type of artist, education, or arts organization represented might be helpful.
- What can we do to promote written art? Sponsor public readings!

8 Other Questions/Concerns/Feedback about the CMAB.

- It is unclear to me how the review panels are chosen.
- There is low confidence that panels are reviewing every application objectively in my organization.
- I appreciate all you do for the arts. But I would like some programs for non profit history museums.
- more opportunity options for artists' business skill dev.
- Can't think of any other questions to ask. But I've been pleased at how streamlined the grant applications have become. And I love the variety of grants.
- Need for a very large art gallery where a local artist can display a large quantity of their work.
- Somewhat beyond this focus on organizational development is the issue of maintaining artistic goals despite the various organization needs specified here. We can take pride in outstanding performance and then face the difficulties of so many demanding organizational operations to be performed despite limited volunteer hours and stringent budgeting.
- Do an overall class called, "So you want to be a successful artist."
- How are grant resources meted out? For example, at 100% funding - what percent goes to operating support, project support, and other available funds/resources - how is this determined? By the board, administration, state law? Anonymous
- How to connect better with other similar organizations? More networking opportunities for Arts groups.
- The need for art experiences for people with special needs.
- Efficient staff and effective service for the citizens of 7W. Keep up the good work.
- Thanks for doing a great job in getting legacy dollars out in Central MN. Your percentages of support are far better in outreach across the area you serve than those of the State Arts Board.
- Very easy to work with.
- Post the applications of funded programs on the website.
- Difficult to get to the CMAB office from Wright county. Buffalo, Delano, Howard Lake, etc. are closer to Minneapolis then to Foley.
- Keep up the great work of granting the very best in arts throughout our region!
- Some of the grant deadlines are so far ahead of when they would be used, it is difficult for smaller groups to know that far ahead that a grant application is impossible to complete as details have not been confirmed yet.
- I've seen and heard more about CMAB in the past year then I have in several past year so the communication is getting out there.
- Where can we display our work? How can we create more sales of our work. sales create income to keep doing our art work. where can we display many pieces of our art work? This area needs large galleys.   (Stearns)
- Grateful for CMAB
- As challenging as it is to address the needs identified in this survey, I believe our organization's progress has been aided significantly by CMAB's emphasis on these aspects in the grant sections.
- Do larger organizations rank higher in project grant rounds because they have more resources or produce more shows? How can grant reviewers know the quality of an organization's production if they've never attended an event produced by the organization?
- Please update your website. It's difficult to navigate and seems outdated :(
- I wish you could increase the art residency to $4,000. With the cost of everything going up I would appreciate an adjustment in the amount that is awarded.
- CMAB's grant funding should support risk taking artists and art work that pushes the boundaries more. Supporting challenging art work and ideas would elevate the dialogue and type of art work seen in the area, making the region more contemporary.
- I REALLY enjoy the newsletter! It is filled with info and I can use it as a reference for calendar events.
- I appreciate that I am not bombarded with emails from CMAB. Its a nice balance of contacts.

CMAB BIENNIAL PLANNING PROCESS

A needs assessment survey was conducted in January and February 2015. Surveys were made available on the CMAB Website, Facebook page and in hard copy at public forums.

Public Forums were conducted on February 9 in Big Lake and on February 12 in St Joseph. To adequately inform the public on these opportunities, news releases were sent to all media, ads were placed in local newspapers and on the CMAB Facebook page, and, the executive director participated in radio interviews.

In addition to the needs assessment survey, CMAB Staff and Board Members interact with the public by attending community arts events, conducting workshops, and informational sessions and by engaging in various meetings throughout the region. Feedback from regional residents is always invited and welcome. Each grant recipient is required to complete a final report. Within the context of the report the CMAB requests feedback on CMAB services and suggestions for improvements.

A planning retreat was conducted with **CMAB staff and the board of directors** on February 27, 2015 to review the year's accumulated feedback and the results of the needs assessment survey.

Once the Biennial Plan Draft was developed based on constituent feedback members of the CMAB Board of Directors reviewed the plan.

A copy of the draft plan was made available on the CMAB website by April 21, 2015. Comments were solicited. Two public hearings were conducted in the region, one in Delano on April 30, 2015 and one in St Cloud on May 7.   The CMAB Board of Directors met on May 13, 2015 to consider any additional comments on the proposed plan and vote to adopt the completed biennial plan for the coming two fiscal years.

PUBLIC HEARING NOTICE

FY16-17 BIENNIAL PLAN Public Hearing

The Central Minnesota Arts Board will hold two public hearings to present a draft of the 2016-2017 Biennial Plan and obtain comments on **Thursday, April 30** beginning at 6:00 p.m. at the Delano Great River Regional Library and on **Thursday, May 7** beginning at 4:00 p.m. at St. Cloud Great River Regional Library.

Topics Include:

• Needs Assessment Survey summary
• Overview of CMAB goals and objectives
• Program changes
• Grant Maximums and match requirements
• Policy Changes
• Question and Answers
• Comments and Feedback

CMAB BIENNIAL PLAN

DELANO	**ST. CLOUD**
Thursday, April 30 at 6:00 p.m.	Thursday, May 7 at 4:00 p.m.
Great River Regional Library	Great River Regional Library
160 Railroad Ave East	1300 W. St. Germain St.
Delano, MN	St. Cloud, MN

WORK PLAN

The following Central Minnesota Arts Board programs will be made available to serve residents of Benton, Sherburne, Stearns and Wright Counties in the State of Minnesota during FY2016 - 2017.

Artist in Residency (AIR)

Provides financial assistance to schools and nonprofit organizations to expose students to a unique arts experience that ties in to a lesson plan or curriculum. The intention of any residency proposal must be to increase interaction between students, community members and professional artists. Maximum grant $3,500 with no match required.

Goal: Maintain & strengthen our support for arts integration in all areas of learning and community engagement.

Goal: Provide opportunities for deep and authentic arts experiences led by working artists.

Objectives/Outcomes:
- Greater arts infusion across areas of learning
- Residencies provide income to artists
- Organizations/ communities/schools not currently providing arts learning programs have support and incentive to make them available
- Organizations/communities /schools that currently provide arts learning enhance the artistic quality, visibility, and reach of their programs
- Arts learning opportunities are more accessible to students regardless of age, geographic, economic, cultural or other barriers
- Students have more opportunities to develop creative and technical skills

Measurements:
- Track number of artist Residencies funded
- Final Report Feedback from educators and students

Project Grants

Provides funds to nonprofits, units of governments and schools to increase access to arts focused events throughout the region. Maximum grant of $7,000 with a 30% match required.

Goal: Invest in the arts by enhancing arts access, arts education and arts & cultural heritage.

Objectives/Outcomes:
- Quality arts programming is sustained and enhanced
- Minnesota's cultural & ethnic arts traditions are celebrated
- Provide support for research and development of public art projects
- Opportunities are provided for artists to profit from their work
- New partnerships are created to deliver arts related services

Measurements:
- Track number of annual or ongoing projects that achieve repeat funding
- Number of organizations continuing to provide service in the region

- Identify number of new arts opportunities funded by project grants
- Track number of projects that serve to honor, acknowledge and grow cultural and ethnic arts traditions

Public Art

Provides funds to nonprofits, schools, units of government and other organizations for the completion of publicly accessible temporary or permanent arts projects anywhere in the region. There is no maximum request amount , but a 20% match is required for any request. Awards are based on program criteria and the availability of funds.

Goal: Support the creation and installation of publically accessible works of art.

Objectives/Outcomes:
- Permanent works of art are installed throughout the region
- Artists are employed to create public art, and are recognized for their contributions.
- Public art works give communities a sense of identity
- Public art transforms and revitalizes the spaces where it is installed

Measurements:
- Minimum of one new public art project completed annually
- Completed Public Art projects receive positive feedback from the community

Student Arts Scholarships

Provides funding for students pursuing an arts-related major in college. $1,500 maximum. Students must be seeking their 1st undergraduate degree and may be awarded a maximum of 4 Student Arts Scholarships in a lifetime.

Goal: Foster the development of artists by investing in their arts education

Objectives/Outcomes:
- Students set and achieve personal learning goals
- Young Artists are encouraged to pursue arts-related careers

Measurements:
- Students complete their undergraduate education and obtain a degree in an arts-related field
- Students apply for multiple years of scholarship funding in support of their undergraduate degree
- Applicants report progress toward learning goals in final reports and subsequent applications

Artist Learning Grants - McKnight

Provides funding of up to $500 for artists to attend a class, training or workshop as a means for professional development.

Goal: Foster the development of artists by investing in continuing education

Objectives/Outcomes:
- Students achieve personal learning goals
- Remove barriers to continued artistic growth

Measurements:
- Award recipients report successful progress toward stated goals in their final report
- New applicants apply, and receive scholarship funds

Teaching Artist Roster Program- McKnight

Accepted applicants participate in a seven session training program designed to assist artists with converting their disciplines into curriculum for artist residencies in schools, organizations, and communities. This program takes place in even numbered fiscal years.

Goal: Support local artists in maintaining and expanding their artistic practice by enabling them to teach within schools and community organizations

Objectives/Outcomes:
- 4-7 regional artists complete the training each time it is offered
- A cohort of teaching artists is established/grown for sharing best practices, collaborative arts projects and mentorship support
- Program participants understand the benefits of sharing their artistic practices through residency work
- Artists who complete the program are provided with an online marketing platform through CMAB's Teaching Artist Roster page.

Measurements:
- Monitor number of applicants and participants
- Annual Teaching Artist Consortium meetings are well attended and provide opportunities for continued connections among TARP participants
- Final Report feedback demonstrates participants understanding of the value of the program
- Artists submit profile information to CMAB's online Teaching Artist Roster page within 6 months of program completion

Teaching Roster Artist in Residency - McKnight and Legacy

This program is designed to give trained CMAB teaching artists the agency to seek partnerships and apply for residency funds. The Teaching Roster Artist in Residency grant program provides awardees up to $1,500 for artist fees and up to $300 for consumable supplies.

Goal: Support local artists to share their knowledge, skills and processes with learners throughout the region by increasing the opportunities for artist residencies.

Objectives/Outcomes:
- **Artists conduct residencies in locations they have not previously engaged**

- Greater arts infusion across areas of learning
- Residencies provide income to artists
- Organizations/ communities/schools not currently providing arts learning programs have support and incentive to make them available
- Arts learning opportunities are more accessible to students regardless of age, geographic, economic, cultural or other barriers

Measurements:
- Track number of Teaching Roster Artist Residencies funded
- Feedback from educators and participants

Artist Career Development Grants - McKnight

Provide funds up to $3,000 for the purpose of career advancement and artistic achievement. Successful projects will communicate a clearly defined set of activities that respond to a compelling challenge or opportunity for the individual applicant.

Goal: Nurture artists' professional development needs

Objectives/ Outcomes:
- Awarded artists are recognized and promoted
- Artists are given opportunities to advance their artistic careers

Measurements:
- Awardees report benefits to their artistic careers in final reports
- Artists are promoted by CMAB on multiple platforms

Community Arts Support Grants - Legacy

To maintain and strengthen existing arts organizations. Maximum grant of **$10,000 or 20% of last FY Expenses (whichever is less)**

Goal: Support and enhance the infrastructure of regional arts organizations

Objectives/ Outcomes:
- Arts organizations are better able to meet their financial goals
- Arts organizations expand their capacity and further their missions

Measurements:
- Final report indicates financial stability
- Awardees continue to provide programs and services

Organizational Development Grants

Provides funding for staff and board development. Maximum total award of $1000 per organization each year.

Goal: Advance the mission and enhance the work of arts organizations

Objectives/ Outcomes:
- Arts administrators and staff are more effective in adapting to the changing work environment and better able to demonstrate the impact of their work
- Board trainings and strategic plans are developed
- New arts organizations emerge as 501c3 nonprofits

Measurements:
- Number of applications approved
- Final reports indicate successful skill building
- Track number of applications requesting assistance with achieving 501-c3 status

Individual Artist Awards

Up to seven Emerging Artists will be awarded $3,000 each, to recognize and encourage outstanding artistic merit and quality.

One **Established Artist Award** of $5,000 will be granted annually. This award is intended for artists with a history of exhibition, performance, publications, or other significant contributions to their local arts culture through personal creative output.

Goal: Recognize artists for the artistic merit of their work through the emerging artist award; recognize artists that have had an impact on the arts community and demonstrate significant accomplishments through the established artist award.

Objectives/Outcomes:
- Regional artists are provided financial support
- Artists receive increased exposure through CMAB events and promotions
- Artists are recognized for their accomplishments
- Applicant pool increases by 10% over the previous biennium

Measurements:
- Track number of applications received
- Awarded artists participate in CMAB Events
- Artists are promoted by CMAB on multiple platforms

Small Capital Grants for Schools and Nonprofit Arts Organizations

Provide support for non-consumable resources that enhance arts programming in schools and nonprofit arts organizations.
Schools - $3,500 maximum- 50% match required; Nonprofit arts organizations - $3,500 maximum grant – 15% match required

Goal: Increase resources to enhance arts programming in public schools and arts organizations

Objectives/ Outcomes:
- Arts learning opportunities increase
- Students have access to specialized equipment
- Increased access to the arts for those with differing needs and abilities

Measurements:
- Final reports indicate successful purchase/installation of capital equipment

Capacity Building Workshops & Trainings

The CMAB will continue to provide learning opportunities for artists and arts organizations to strengthen their business skills.

Goal: To organize and fund trainings and events that provides networking opportunities and fosters the development of arts projects and partnerships.

Objectives/Outcomes:
- Successes are highlighted through sharing best practices
- Partnerships developed around common interests
- Networking connections strengthened and broadened

Measurements:
- Attendance at organized trainings
- Number of partnerships identifies
- Attendee's positive feedback in evaluation survey's

CMAB Staff Service Goals

Goal: Increase the visibility of arts opportunities and CMAB programs and services in Region 7W.

Objectives/Outcomes:
- A common language for communicating the value of the arts is established
- CMAB's visibility is raised through attendance by CMAB staff and board members at regional events and active participation in local/regional public policy planning and implementation
- CMAB website, social media and on-line regional arts calendar (AroundtheCloud.org) continue to provide networking, communications and build participation in the arts
- A Marketing toolkit is made available for use on the CMAB website
- Diverse and under-served populations become increasingly engaged in the arts

Measurements:
- Track the number of regional events and engagements attended by CMAB staff and board
- Track marketing and news media coverage of CMAB funded events and check for compliance with acknowledgement requirements
- Final report and event evaluations will ask participants "How did you find out about CMAB"
- Track demographic information from grant reports

Goal: CMAB Staff provide direct service to artists, arts organization and others based on needs assessments

Objectives/Outcomes:
- Artists took advantage of career development programs and other regional networking opportunities
- Artists have business skills necessary to support their professional work

- Administrators and staff of arts organizations are more effective and better able to adapt to the changing work environment
- Artists receive increased exposure through CMAB events and outreach
- The CMAB continues to partner with the MSAB and other RACs to provide focused, cost effective training for artists and arts organizations
- Offer grant writing and grant opportunity workshops at least once per fiscal year in each county in Region 7W
- Program and policy changes made in response to needs assessment when necessary and approved by CMAB directors

Measurements:

- Track attendance at CMAB sponsored professional development opportunities
- Track dates, times and attendance at CMAB opportunity workshops
- New applicants submit applications and receive funding

Eligibility Requirements and Review Criteria

1. **Project Grants** – The following organizations may apply for up to $7,000 with a 30% match for any one project or a combination of proposals totaling no more than $7,000 in any one grant round for arts-focused activities.
    - Nonprofit 501© (3) arts organizations
    - Arts groups without nonprofit designation that have the arts as a primary focus and use a fiscal agent
    - Non Profit organizations that do not have arts as a primary focus, such as schools, senior centers, community education, cultural groups and colleges
    - Local governments (city, township and county)

2. **Artist in Residency Grants** – The following organizations may apply for up to $3,500 (no match requirement) for any one artist residency or a combination of arts focused activities.
    - Nonprofit 501© (3) arts organizations
    - Arts groups without nonprofit designation that have the arts as a primary focus and use a fiscal agent
    - Non Profit organizations that do not have arts as a primary focus, such as schools, senior centers, community education, cultural groups and colleges

3. **Community Art Support Grants** – Provides funds of up to $10,000 or 20% of the last completed fiscal year's annual operating expense, whichever is less, to support the day-to-day operations and development of non-profit arts organizations. These funds may be used for administrative, operating and capital expenditures.
    - Nonprofit 501© (3) arts organizations that do not receive general operating support from the Minnesota State Arts Board.
    - Applicants must have annual operating expenses below $250,000

4. **Small Capital Grants to Schools** – Public Schools, instructing some, or all, of grades K-12, may apply for up to $3,500 in 50% matching funds for capital purchases that enhance the schools' art curriculum.
    - A school can receive a grant once every two years

5. **Small Capital Grants to Nonprofits** – Nonprofit 501© (3) arts organizations that have the arts as a primary focus may apply for up to $3,500 with a 15% match required

6. **Student Arts Scholarships** – Awards of $1,500 each to support students pursuing their first undergraduate degree in an arts-related field.
   - <u>Recipients must enroll full-time at an accredited institution with a major in an arts related field.</u>
   - Applicants may apply for and receive up to four scholarship awards in a lifetime

7. **Organizational Development Grants** - Funds to support staff and board development through workshops and conferences or by hiring a facilitator to focus on specific needs such as board governance, strategic issues, resource development, financial planning, volunteer management, etc. Emerging arts organizations may apply for funds to support the process of obtaining 501c-3 status. Applicants may receive up to $1000 in grant funds during a CMAB fiscal year.
   - Nonprofit 501© (3) arts organizations
   - Arts groups without nonprofit designation that have the arts as a primary focus and use a fiscal agent.
   - Arts groups without 501c-3 status may only apply to this program to support costs associated with establishing 501c-3 status.

8. **CMAB/McKnight Individual Artist Award Program** – To reward, recognize and encourage outstanding individual artists. **Up to seven Emerging Artist Awards** will be given at $3,000 each, to recognize and encourage outstanding individual artists. One **Established Artist Award** of $5,000 recognizes creative excellence and significant accomplishments in the arts. This award is designed for artists with a history of exhibition, performance, publications, or other significant contributions to their local arts culture through personal creative output.
   - Artists must be at least 18 years of age and have resided in Benton, Sherburne, Stearns, or Wright County for a minimum of six months prior to the time of application.
   - Artists who have previously received an Emerging Artist Award from the CMAB are again eligible after five years from their last award date. Artists may receive up to two Emerging Artist Awards in a lifetime.
   - Artists may receive one Established Artist Award in a Lifetime

9. **Teaching Artist Roster Program** – A collaboration between the CMAB, the Paramount Arts Resource Trust, and the Perpich Center for Arts Education. The shared vision for this program is to train and support Teaching Artists to provide quality arts learning experiences in and through the arts by sharing their own experiences and processes with students of all ages.

   - Artists must be at least 18 years of age and have resided in Benton, Sherburne, Stearns, or Wright County for a minimum of six months prior to the time of application and plan to remain a resident throughout the training period.

10. **Artist Career Development Program** provides grants up to $3,000 for the purpose of career development and artistic achievement. Successful proposals will communicate a clearly defined set of activities that respond to a compelling challenge or opportunity for the individual applicant.
    - Artists must be at least 18 years of age and have resided in Benton, Sherburne, Stearns, or Wright County for a minimum of six months prior to the time of application

11. **Public Art Grants** provide funds for the creation and installation/implementation of temporary and permanent art works that are free and open to the public. There is no maximum grant amount for this program. Grants are based on project needs and available resources. Requests must include 20% matching funds from non-CMAB sources.
    - Nonprofit 501© (3) arts organizations
    - Arts groups without nonprofit designation that have the arts as a primary focus and use a fiscal agent
    - Non Profit organizations that do not have arts as a primary focus, such as schools, senior centers, community education, cultural groups and colleges
    - Public schools

12. **Artist Leaning Grants**-Provide funding of up to $500 for artists to attend a class, training or workshop as a means of professional development.

    - Artists must be at least 18 years of age and have resided in Benton, Sherburne, Stearns, or Wright County for a minimum of six months prior to the time of application

13. **Teaching Roster Artist in Residencies-** provides an artist, through reimbursement, up to $1,500 in artist fees and up to $300 for consumable supplies used during the proposed arts learning experience.
    - Artists who have completed the Teaching Artist Roster Program and have active profiles on the CMAB Teaching Artist Roster.

The CMAB will use the following, equally weighted review criteria for grant making:

Artistic quality and merit

- Creativity or uniqueness
- Evidence of technical ability
- Thoughtful and cohesive presentation

Ability

-Background and experience of those involved

- Assurance that the artistic outcomes will be achieved

-Prior performance on CMAB funded projects

-Budget figures and dates are correct

Need

-Geographic location of the arts activity

-Identified outcomes are appropriate for the size of the audience

-Community support/need for the proposal is clearly identified

-Proposal reaches underserved populations. (removes physical, socio-economic, and geographic barriers to participation)

Applications are submitted on line and reviewed in compliance with the Open Meeting Law. Prior to the public meeting, the CMAB Board of Directors, or an appointed panel review, each proposal providing constructive comments and a score using a scale of 1 (weak) – 6 (strong) based on the criteria for each program.

During the public meeting, the CMAB Directors respond to panel recommendations or review all proposals submitted. After the discussion, each reviewer scores the application and a final average score is calculated. An application must receive an average score of 3 or higher to be eligible for funding.

The CMAB will fund applications in full, partially, or deny funding based on final scores and the amount of funds available.

Central MN Arts Council	State General	Arts & Art Access	Arts Education	Arts & Cultural Heritage	McKnight Foundation	(CMAB)	TOTAL
Projected Budget FY16	Jul '15 - Jun 16	Jul '15 - Jun 16	Jul '15 - Jun 16	Jul '15 - Jun 16	Jul '15 - Jun 16	Jul '15 - Jun 16	Jul '15 - Jun 16
REVENUE							
1 **State of Minnesota**	167,389.00	480,367.00	84,696.00	35,816.00			768,268.00
Projected Legacy Increase		20,000.00	10,000.00	7,000.00			37,000.00
2 **McKnight Foundation**					100,000.00		100,000.00
3 **Other Income**	3,350.00	0.00				2,150.00	5,500.00
4 **Interest**						3,500.00	3,500.00
5 **TOTAL REVENUES**	170,739.00	500,367.00	94,696.00	42,816.00	100,000.00	5,650.00	914,268.00
EXPENSES							
6a Grant Program Services							
AIR Grants		24,707.00	4,743.00	5,550.00			35,000.00
Artist Career Development					25,000.00		25,000.00
Community Support Grants		115,000.00					115,000.00
Flex Grants	15,000.00	17,500.00	2,500.00				35,000.00
Individual Artist Grants					26,000.00		26,000.00
Organizational Development	1,500.00	3,500.00					5,000.00
Project Grants	33,000.00	197,294.00	38,526.00	15,180.00			284,000.00
Public Art Grants		8,606.00	15,519.00	5,875.00			30,000.00
Student Scholarships	30,000.00						30,000.00
Small Capital Grants	15,200.00	24,000.00					39,200.00
TARP & TRAIR Grants					25,000.00		25,000.00
Workshops and Conferences		2,500.00			5,000.00		7,500.00
SUBTOTAL	94,700.00	393,107.00	61,288.00	26,605.00	81,000.00		656,700.00
6b Grant Program (Op & Supp)	61,805.00	83,537.00	27,270.00	12,579.00	15,399.00		200,590.00
6a&b Total Grant Programs & Services	156,505.00	476,644.00	88,558.00	39,184.00	96,399.00		857,290.00
7a&b Non-grant Programs/Services	9,493.00	12,874.00	4,097.00	2,876.00	1,000.00		30,340.00
8 Total Programs & Services	165,998.00	489,518.00	92,655.00	42,060.00	97,399.00		887,630.00
9 Fundraising							
10 Administration	4,741.00	10,849.00	2,041.00	756.00	2,601.00		20,988.00
11 TOTAL EXPENSES	170,739.00	500,367.00	94,696.00	42,816.00	100,000.00	0.00	908,618.00
Net Ordinary Income	0.00	0.00	0.00	0.00	0.00	5,650.00	5,650.00
Net Income	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**5,650.00**	**5,650.00**

Central MN Arts Council	State General	Arts & Art Access	Arts Education	Arts & Cultural Heritage	McKnight Foundation	(CMAB)	TOTAL
Projected Budget FY17	Jul '16 - Jun 17	Jul '16 - Jun 17	Jul '16 - Jun 17	Jul '16 - Jun 17	Jul '16 - Jun 17	Jul '16 - Jun 17	Jul '16 - Jun 17
REVENUE							
1 State of Minnesota	167,389.00	480,367.00	84,696.00	35,816.00			768,268.00
Projected Legacy Increase		20,000.00	10,000.00	7,000.00			37,000.00
2 McKnight Foundation					100,000.00		100,000.00
3 Other Income	3,350.00	0.00				2,150.00	5,500.00
4 Interest						3,500.00	3,500.00
5 TOTAL REVENUES	170,739.00	500,367.00	94,696.00	42,816.00	100,000.00	5,650.00	914,268.00
EXPENSES							
6a Grant Program Services							
AIR Grants		24,707.00	4,743.00	5,550.00			35,000.00
Artist Career Development					25,000.00		25,000.00
Community Support Grants		115,000.00					115,000.00
Flex Grants	15,000.00	17,500.00	2,500.00				35,000.00
Individual Artist Grants					26,000.00		26,000.00
Organizational Development	1,500.00	3,500.00					5,000.00
Project Grants	33,000.00	197,294.00	38,526.00	15,180.00			284,000.00
Public Art Grants		8,606.00	15,519.00	5,875.00			30,000.00
Student Scholarships	30,000.00						30,000.00
Small Capital Grants	15,200.00	24,000.00					39,200.00
TARP & TRAIR Grants					25,000.00		25,000.00
Workshops and Conferences		2,500.00			5,000.00		7,500.00
SUBTOTAL	94,700.00	393,107.00	61,288.00	26,605.00	81,000.00		656,700.00
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6a&b Total Grant Programs & Services	156,505.00	476,644.00	88,558.00	39,184.00	96,399.00		857,290.00
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8 Total Programs & Services	165,998.00	489,518.00	92,655.00	42,060.00	97,399.00		887,630.00
9 Fundraising							
10 Administration	4,741.00	10,849.00	2,041.00	756.00	2,601.00		20,988.00
11 TOTAL EXPENSES	170,739.00	500,367.00	94,696.00	42,816.00	100,000.00	0.00	908,618.00
Net Ordinary Income	0.00	0.00	0.00	0.00	0.00	5,650.00	5,650.00
Net Income	**0.00**	**0.00**	**0.00**	**0.00**	**0.00**	**5,650.00**	**5,650.00**

ARTS AND CULTURAL HERITAGE FUND FUNDAMENTAL ISSUES
BUDGET and ADMINISTRATIVE COSTS

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

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

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

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

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

Working group
Mara Wittman
Maxine Adams
Kim Bemis
Bob DeArmond
Mary Minnick-Daniels
Robin Pearson

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

Line 1   State of Minnesota
Actual amounts that your region is expected to receive from the general fund appropriation and the arts and cultural heritage appropriation.

Line 2   McKnight Foundation
Actual amount that your region receives from The McKnight Foundation, or is proposing to receive.

Line 3   Other Income
List funds received from other sources.

Line 4   Interest
Indicate any interest revenue.

Line 5   Total Revenue

Line 6   Grant Programs and Services
List all grant programs that your region will offer. List the actual amounts that will be available to regrant.
Do not include staff time and direct expense items here.

Line 7   Grant Programs and Services, Operations and Support
This line is the portion of each RAC's budget which includes all expenses related to grant programs and services offered by the Council besides the actual grant awards re-granted by your Council; as they are listed by grant program in Line 6 area. This line should include the percentage of salaries, benefits insurance and pension plan contributions, and payroll taxes for the time you and your staff members spend working on your grant programs and includes time spent administering the grant programs as well as technical assistance related to the grant programs. This line should also include the percentage of equipment and operating costs that support the administrative duties related to your grant programs. If this kind of assistance represents X% of you and your employees' time, include X% of equipment repair costs or purchases as well as X% of the rent, electricity, phone, internet connection, website expenses, general supplies, etc. You will also want to include any related travel expenses and the actual printing and postage costs of producing and distributing your grant guidelines. This line should NOT include the actual amount of grant money that was awarded or paid out during the fiscal year.

Grant programs and services, operations and support activities might include (this list is for illustration only and not all inclusive):
. bookkeeping related to grants
. filing federal and state reports related to grants: 1099's for individual artists,
. data collection list to MSAB, MCA grant list for advocacy day
. paying grants
. grant rounds
. grant related committee meetings for the review of grants
. planning committee meetings related to grant programs
. reading and following up on grant final reports
. grant workshops and training
. printing applications, guidelines, and grant books
. development of grant programs and writing the guidelines
. working with individuals on grant related issues (phone calls, meetings, etc.)
. and anything else that is directly related to getting applications in and grants out the door.

Line 8   Subtotal Grant Programs and Services
This line is the total of all lines under 6 (Grant Programs and Services) and line 7 (Grant Programs and Services, Operations and Support).

Line 9   Non-grant Programs and Services
The Non-Grant Programs and Services line is the percentage of each RAC's budget which is related to the programs and services offered by the Council but are not related to its granting programs.

Headings that can be included in this area might include:
. Regional Exhibits and Showcase: actual costs for travel, printing, postage, and awards related to holding a regional art exhibit; costs associated with having a gallery space
. Workshops and Trainings and Technical Assistance: non-grant related workshops and trainings, actual costs for travel, printing workshop materials, presenter costs, consultants, advertising workshops or trainings; direct costs associated with travel for advocacy work within your region, direct expenses related to MCA, MSAB, and Forum
. Arts Promotion: newsletter printing and postage, marketing booklet printing and distribution costs, web site costs, e-newsletter service costs; brochures and other printed promotional items
This line should NOT include personnel or administrative costs related to non-grant programs and services.

Line 10   Non-grant Programs and Services, Operations and Support
This section mainly relates to personnel time do certain activities. Activities might include time related to (this list is for illustration only and not all inclusive):

. plan and conduct non-grant related workshops and training
. advocacy work
. work with the Regional Arts Council Forum (label as technical assistance)
. work with the Minnesota State Arts Board
. needs assessment, public forums, and focus groups related to needs assessment
. plan the gallery exhibitions for the year or regional art shows if not under Line 8
. plan the workshop and support the activity
. plan professional development activities
. work with private foundations, etc (unless for fund raising)
. public speaking
. community involvement related to the arts
. newsletter if not in Line 8 area
. brochures (unless specifically for fundraising – if used for both, costs can be split)
. juried art shows (for those who do them) if not in Line 8 area
. library materials – books made available to constituents
. anything else that is considered service to the state, regions, or your region.
When you include personnel costs, this line should also include the percentage of equipment and operating costs that support non-grant related technical assistance and other programs. If this kind of assistance represents X% of you and your employees' time, include X% of equipment repair costs or purchases as well as X% of the rent, electricity, phone, postage, printing, internet connection, general supplies, etc., expenses.

Line 11   Subtotal Non-grant Programs and Services
This line is the total of all lines under 9 (Non-grant Programs and Services) and line 10 (Non-grant Programs and Services, Operations and Support)

Line 12   Total Programs and Services
Add line 8 (Subtotal, Grant Programs and Services) and line 11 (Subtotal, Non-grant Programs and Services)

Line 13   Fundraising
Fundraising expenses should include all expenses related to raising and receiving funds. Fundraising costs do not appear in the columns related to state funds, these costs are general administrative costs for being designated a regional arts council.

Every good organization must also raise funds to support its mission. This means someone (usually a paid staff person or an outside professional fundraiser) must write the grant proposals and talk with foundation representatives, someone must conduct direct mail and/or telephone solicitations, and someone must write thank-you letters to donors who offer their support.
– excerpted from Charities Review Council Web site: http:www.crcmn.org/donorinfo/faq.htm#6

Fundraising expenses might include (this is an illustrative, not all-inclusive, list):
. writing McKnight plans
. membership fundraising if applicable should be under the Other column

Line 14   General Administration
The general administration line is the portion of each RAC's budget which is related to general operation of running the Council. This line should include the percentage of salaries, benefits (insurance and pension plan contributions), and payroll taxes for the time you and your staff members spend working on straight administrative duties. This line should also include the percentage of appropriate equipment and operating costs that support administrative duties. If administrative duties represent X% of your and your employees' time, include X% of equipment repair costs or purchases as well as X% of the rent, electricity, phone, postage, printing, internet connection, general supplies, etc., expenses. If an expense is completely for administrative purposes, you should include the full amount of the expense.

General administration activities might include (this list is for illustration only and not all inclusive):
. attending workshops or conferences which focus on administrative issues (i.e. a workshop on personnel issues,
Quickbooks, etc. – unless you would be sharing this information with your
constituents as part of technical assistance, in which case it could go under non-grant programs & services)
. working with your auditor to prepare for and conduct audit
. federal and state reporting – 990, Annual registration renewals
. paying bills (minus grants) and payroll
. working with the board, committees, and staff on non-grant and non-service issues
. bookkeeping
. preparing budgets
. preparing board financial statements
. time spent dealing with non-program related facility costs
. biennial plan writing and participating in advisory committee review of plans
. writing annual reports for State Legislative funding

Line 15   Total Expenses
The numbers in this line should match the revenue totals in Line 5.