

Metropolitan Regional Arts Council
BIENNIAL PLAN
2010/2011 Biennium
Revised December, 2009

Metropolitan Regional Arts Council
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MRAC Strategic Road Map - FY2010/2011 Revised 12/09

Legislative Mandate

The Metropolitan Regional Arts Council (MRAC) is one of eleven Regional Arts Councils designated by the State of Minnesota "to make final decisions on the use of appropriations for local/regional arts development". MRAC is designated to serve the seven-county metropolitan area (Anoka, Carver, Dakota, Hennepin, Ramsey, Scott and Washington counties) and is charged to assess regional needs and to plan and administer programs and services using its legislative allocation.

MRAC Vision



MRAC Mission

The Metropolitan Regional Arts Council promotes incorporation of the arts into the daily lives of all communities by providing leadership, advocacy, grants and service.

MRAC Goals

- * MRAC continues to serve the artistic, cultural and geographic diversity of the metro area through grants and services.
- * MRAC is instrumental in helping communities view arts and arts organizations as essential community resources.
- * MRAC is recognized for its contribution to increasing public awareness of and support for the arts.

Organizational Beliefs

We believe the arts are an expression of our innate creativity and innermost humanity and that the arts are essential to the lifelong development of individuals.

We believe that by ensuring equal access to and equity in the distribution of cultural resources we can ensure that all people have the opportunity to engage in the arts.

We believe that communities, societies and cultures are communicated and commemorated through artistic expression.

We believe diversity of expression and opinions are core American values, and by participating in the arts, we bring these values to life.

We believe the arts are essential to the creation and sustenance of thriving vital communities.

Guiding Principles

- Statewide Approach – MRAC is part of a statewide system, working in collaboration with the Minnesota State Arts Board and Regional Arts Councils with the entire state in mind. Within this context, MRAC will develop programs and services based on the needs specific to Region 11 (Anoka, Carver, Dakota, Hennepin, Ramsey, Scott and Washington counties).
- Demographic and Geographic Focus – People throughout the greater Twin Cities metropolitan area will recognize and experience positive results of the arts and cultural heritage fund.
- Inclusive – The full spectrum of arts providers and arts disciplines will be considered when determining how best to serve the metropolitan area with these funds.
- Sustainable – Funds should be allocated and used in ways that strengthen arts infrastructure and enable activities to be successful into the future, beyond the arts and cultural heritage funds.
- Anticipatory and Flexible – Decisions about how best to allocate funds will be reassessed on a regular basis.

MRAC Strategic Road Map - FY2010/2011 *Revised 12/09*

Guiding Principles (continued)

- Transparency and Public Involvement – Broad public input and engagement in decision making will ensure that the region's expectations are met.
- Accountability and Stewardship – MRAC has been entrusted with public funds, and will use them in the most effective manner possible and will routinely report the outcomes achieved.

Criteria for MRAC Operations and Grant Review

The Metropolitan Regional Arts Council will reflect the following criteria, each of equal importance, in its governance, operations, staffing, programming, grant making, communications and publications:

- | | |
|------------------------------|------------------------------|
| * Ability and accountability | * Access |
| * Artistic challenge | * Artistic quality and merit |
| * Diversity | * Community need |

MRAC Priorities and Thrusts

- * Maintain current level of institutional programs and services and focus additional human and financial resources on programs and services to reach new applicants and underrepresented communities.
- * Focus resources on strengthening organizations so they will be better able to do their work.
- * Maximize opportunities to cost effectively serve more constituents.
- * Focus resources on strengthening infrastructure of community based organizations that serve a community arts convening and coordinating role.

MRAC Strategic Road Map - FY2010/2011 Revised 12/09

<u>Vision</u>	Critical Success Factors	Key Measures for FY10	Measurement Tools
Artists, arts organizations and arts activities thrive	A) MRAC activity grants have a direct impact on constituents' ability to create successful arts projects that reach their target communities	1) 75% of grant recipients' final reports indicate that the project was artistically successful, reached the target constituency, and had community impact 2) 90% of grant applicants responding to surveys report a satisfaction level of "above average or excellent" with MRAC grant programs	* annual constituent survey * final reports * data base * RAC data collection forms
	B) MRAC's staff services, training programs and organizational grants help arts organizations strengthen and thrive	1) 90% of management related grant recipients report satisfaction or above average satisfaction with their project outcomes 2) 90% of service users responding to surveys report a satisfaction level of "above average or excellent" with MRAC programs and services	* post event surveys * annual constituent survey * final reports * data base * RAC data collection forms
<u>Long Term Goal</u> MRAC continues to serve the artistic, cultural and geographic diversity of the metropolitan area through grants and services	C) MRAC is accessible to its underrepresented communities in terms of relationship, funding and services	1) Number of new grantees and applicants from underrepresented communities increases from FY07 level 2) Number of new service users from underrepresented communities increases from FY09 level	* data base * constituent surveys
	D) MRAC staff are welcoming and informed	1) 90% of grant applicants and service users responding to surveys report a satisfaction level of "above average or excellent" with MRAC staff interactions	* applicant response surveys * post event surveys * staff tracking
	E) Individuals beyond MRAC's active participants learn about its work	1) MRAC develops five new communication approaches to inform potential constituents about its work	* identification of new approaches and any known outcomes

MRAC Strategic Road Map - FY2010/2011 Revised 12/09

<p align="center"><u>Vision</u></p> <p align="center">Art is integrated into the social fabric and identity of every community</p>	<p align="center">Critical Success Factors</p> <p>A) MRAC develops and nurtures relationships, coalitions and networks that share the goal of increasing local arts engagement and community vitality</p> <p>B) MRAC's board of directors and panelists are representative of the constituencies that we are committed to serving</p>	<p align="center">Key Measures for FY10</p> <p>1) Number of new Local Arts Agencies, arts active community eds, and park and recs involved with MRAC increases over FY09 level</p> <p>1) Number of individuals known to be from underrepresented communities in the panelist data base and on panels increases</p> <p>2) There is a board member from every county</p>	<p align="center">Measurement Tools</p> <p>* data base</p> <p>* panelist data base * panel rosters * board roster</p>
<p align="center"><u>Long Term Goal</u></p> <p align="center">MRAC is instrumental in helping communities view arts and arts organizations as essential community resources</p>			
<p align="center"><u>Vision</u></p> <p align="center">Public value of the arts is understood, acknowledged and acted upon by community members, leaders and policy makers</p>	<p align="center">Critical Success Factors</p> <p>A) MRAC and its constituents are actively involved in advocacy efforts and have the tools they need to speak on behalf of the arts in their lives and the lives of their communities</p> <p>B) MRAC contributes to public policy planning and implementation at the local and state level</p> <p>C) Individuals are informed about the impact and public value of MRAC</p>	<p align="center">Key Measures for FY10</p> <p>1) Number of staff and constituent interactions with legislators increases from FY09 level</p> <p>1) Staff is "at the table" for local and state discussions about arts policy the same or more times than FY09</p> <p>1) MRAC develops tactics and tools to communicate its impact in public value</p>	<p align="center">Measurement Tools</p> <p>* grantee letters to legislators * constituent participation in Advocacy Day * constituent participation in Desktop Lobbyist * grantee / legislator involvement in Big Check</p> <p>1) MCA board attendance 2) RAC Forum interactions 3) public speaking and panel participation activities</p> <p>1) Website "hits" 2) Press releases, grantee activities appear in news around region</p>
<p align="center"><u>Long Term Goal</u></p> <p align="center">MRAC is recognized for its contribution to increasing public awareness and support for the arts</p>			

Criteria for MRAC Operations

No revisions

The Metropolitan Regional Arts Council will reflect the following criteria, each of equal importance, in its governance, operations, staffing, programming, grant making, communications and publications.

ABILITY AND ACCOUNTABILITY

As an agency operating with taxpayers' money, we are accountable to residents of the seven-county area and the State of Minnesota to use our resources wisely. It is our responsibility to understand the needs of arts organizations as well as ways that the arts can contribute to healthy communities, to develop programs and services to respond to those needs, and to distribute resources efficiently and equitably. We are committed to clarity and openness in all communications and interactions with our constituents and colleagues so that our intentions and values are understood. When awarding grant funds, we will use a grant making system based on high ethical standards and an open review process. As a grant maker we value, encourage and support projects of high artistic quality, or strengthen organizational administration, that are well planned and that expend grant funds in a fiscally responsible manner. As an employer we encourage training and professional development opportunities for MRAC staff as a way of retaining an excellent workforce that is enthusiastic about meeting the needs of MRAC and its constituents and the expectations of MRAC's mandate.

ACCESS

We believe that every person interested in the arts should not be prevented from participating because of economic status or geographic, physical, mental, societal or cultural barriers. Therefore, we value, encourage and support projects that are open, inclusive, accessible and welcoming to anyone who may wish to participate. As an agency, we are committed to ensuring that our programs and services are accessible to all by assuming a proactive approach in identifying and serving constituents and by projecting an attitude of courtesy and respect in all of our internal and external relationships.

Because the primary source of MRAC funds is public money from the Minnesota Legislature, MRAC expects that all organizations receiving funds will work toward ensuring that the needs of people with disabilities will be accommodated in the project's process or final product.

ARTISTIC CHALLENGE

We value, encourage and support projects that are artistically challenging for the artists and audiences they serve, and we defend the artists' right to freedom of expression. These projects have the flexibility and freedom to reach audiences within their own communities, to support emerging artists and arts organizations, and to encourage artists to experiment with new forms of creative expression. As an agency, we experiment with new programs and services in an attempt to meet constituent needs, institutionalizing those programs that succeed and learning from those that do not.

ARTISTIC QUALITY

We value excellence both in the work done by our agency and as a critical component of the artistic projects we support. We believe that perceptions of artistic quality may change over time and over the diverse spectrum of creative activity in the metropolitan area. We value artists as central in the creation of artwork, and we support artists by providing funding for arts projects where artists are central to the work.

DIVERSITY

We believe that artistic expression takes many forms and that the artistic and cultural diversity represented in MRAC's service region is what makes it so artistically rich and vibrant. MRAC's resources will serve all artistic disciplines and activities, ranging from professional arts organizations, to one-time artistic projects, to community based arts groups. When defining cultural diversity, MRAC considers many factors including: age; cultural, ethnic and racial differences; physical and mental abilities; economic status; gender; sexual orientation; and geography. As an organization, we wish to honor and reflect diversity in our staff, board, programming and grant making. It is MRAC staff's responsibility to help ensure that our grant applicants, grantees and service users reflect the diversity of the seven-county area.

Because the primary source of MRAC funds is public money from the Minnesota Legislature, MRAC requires that any project receiving funds must, within its process or final product, work to embrace the diversity of its community.

COMMUNITY NEED

As an agency, we are committed to serving the seven-county area by assessing needs, securing and allocating resources, and developing programs and services to meet the most critical needs of our constituency within the limitations of available resources. We encourage and reward projects that are clearly supported and valued by the communities they serve for the contributions they make to the arts and the lives of those communities.

Needs Assessment and Planning Process

No revisions

EXTERNAL/CONSTITUENT NEEDS ASSESSMENT

Informal Assessment Activities

MRAC gathers information about constituent needs and issues through: one-on-one meetings; written communication; staff/board interaction in the community; staff participation in community workshops and forums; feedback from panelists, applicants and grantees; open participation in board and staff meetings; and attention to local, state and national trends. This information is regularly assessed, critical issues are addressed as quickly as possible, and other issues are noted for consideration during MRAC's biennial planning process.

Formal Assessment Activities

MRAC invites constituents to participate directly in its planning and information gathering process through forums, public meetings, written evaluations and assessments, electronic surveys of grant applicants and program participants, and constituent e-mail comments.

Following every grant deadline, applicants received a customer satisfaction survey via Survey Monkey that measured constituents' use of support services and overall satisfaction with MRAC's grant making process. Following every MRAC training session or convening participants were also sent a follow up survey asking similar questions. The following themes were repeatedly expressed through MRAC's assessments:

- Need for increased funding of projects and general operations, and increasing maximum grant levels in each program.
- Support for infrastructure, including staffing, facilities, and equipment.
- Networking opportunities to eliminate isolation and provide peer support and learning.
- More grants, increased probability of getting funded to justify time and effort necessary to prepare applications.
- More training opportunities on specific topics.
- Most constituents perceive MRAC as highly accessible, friendly and service-oriented. There is a perception by most constituents that MRAC effectively integrates client/community input into its planning and decision-making processes.
- Applicants and grant review panelists perceive grant review process as being open and fair.
- MRAC's organizational mission and values are clearly explained to its public and integrated into organizational behavior and programming.
- MRAC maintains strong relationships and networks in all seven counties.
- Highly skilled staff with specific expertise in working with small arts organizations and community-based groups.
- Strong internal management and systems.
- A broader public in both the core areas and the outlying areas of the region need to be made aware of MRAC's grants and training programs.
- MRAC operates in an accessible space in a central geographic location, on a bus line, with ample, safe, free parking.

INTERNAL ASSESSMENT AND PLANNING PROCESS

Identification of Strengths, Opportunities, Challenges

The 2010/2011 planning process included a board/staff retreat, and numerous staff in-service work hours. Biennial planning issues were included in the board agenda from November 2008 through April 2009. Using information from constituent needs assessments and input from staff and board, MRAC identified organizational priorities for the biennium.

Biennial Planning Timetable

Attachment B, MRAC Biennial Planning Timetable, provides a sequential look at MRAC's biennial planning process. It includes the dates for parts of the plan required by Rules 1900.

Constituents were notified of public meetings and the availability of a draft of the Plan through MRAC's website, www.mrac.org, and through e-mail notification. Through MRAC's newsletter, constituents and the general public were invited to participate in the **public meeting on April 20, 2009**, as required by Rules 1900, to review and discuss a draft of this Biennial Plan. The April 2009 newsletter informed participants about where they could review the draft biennial plan and invited their comments to MRAC via phone, e-mail, or participation in the April 20 public hearing.

Policy and Procedure Review and Revisions *Revised 12/09*

MRAC uses its biennial planning process as an opportunity to assess programs and services and to review and update internal and external policies based on changes in the field, constituent feedback, staff and board discussions, and input from partners, collaborators and leaders in the field.

No significant changes have been made to MRAC's policies and procedures for grantmaking or operations for this biennium, with the exception of some very minor changes in eligibility for the new Arts Learning program. These changes make it possible for organizations to receive the Arts Learning grant in addition to any other grant they may have received from MRAC in that fiscal year.

2010/2011 Biennial Work Plan *Revised 12/09*

GRANT PROGRAMS

Each of MRAC's grant programs, targeted to meet specific constituent needs, has its own specific eligibility requirements. All grant requests are evaluated using a review process specific to the needs of the individual grant program; however, each review process uses the following review criteria: Artistic Quality, Ability, Community Need, Diversity, Access, and Artistic/Organizational Challenge. The exception is the new Arts Learning program, which substitutes Educational Value for Artistic/Organizational Challenge.

Applicants are asked to describe their goals and expected outcomes, and, as a result of consultant Patricia Shifferd's work with all of the Regional Arts Councils, MRAC recently revised its final report forms to lead grantees to more

Careful consideration of their goals and expected outcomes and to more fully illuminate those project outcomes.

In FY 2010, year one of the biennium, MRAC will provide these ten grant programs:

- Arts Activities Support Grants

Arts Activities Support is an existing program of support for projects that fit well into Arts and Arts Access, Arts Learning, and Arts & Cultural Heritage. Arts organizations with budgets under \$300,000 and non-arts organizations with arts program budgets under \$300,000 can apply for grants of up to \$10,000 (an increase from \$7,500 prior to FY 2010).

Total Budget: \$1,010,000; \$415,000 from Appropriation, \$595,000 from Arts & Cultural Heritage Fund.

- Community Arts Grants

Community Arts is an existing program of support for projects that fit well into Arts and Arts Access, Arts Learning, and Arts & Cultural Heritage. Arts organizations with budgets under \$300,000 and non-arts organizations with arts program budgets under \$300,000 can apply for grants of up to \$5,000 (an increase from \$3,000 prior to FY 2010).

In an effort to be more accessible to groups outside the core cities of Minneapolis and St. Paul, the MRAC board commits a block of funds to each county, and subdivides Hennepin and Ramsey into "core" and "suburban." Grant applications are reviewed in groups according to the county in which activities will occur, with panelists from each county.

Community Arts grantees may receive one grant per year with the exception of some non-arts organizations (refer to program guidelines, section "*Eligible non-arts organizations and community education units*"). A significant portion of the funds awarded as Community Arts grants outside the core cities of Minneapolis and St. Paul are underwritten by a grant from The McKnight Foundation.

Total budget: \$580,000; \$140,000 from Appropriation, \$322,000 from Arts & Cultural Heritage Fund, \$118,000 from McKnight Foundation.

- Creative Intersections

Creative Intersections is an existing program of grants up to \$10,000 (an increase from \$8,000 prior to FY 2010) that emphasizes arts for community development purposes for arts groups in partnership with at least one government entity and at least one for-profit entity. It is anticipated that these will usually fall within the Arts and Arts Access category, but could also be for Arts Learning and/or Arts & Cultural Heritage.

Total budget: \$80,000; \$10,000 from Appropriation, \$70,000 from Arts & Cultural Heritage Fund.

- Arts Learning

Arts Learning is a new program in FY 2010 for projects in which arts organizations provide high-quality, age-appropriate arts education for Minnesotans of all ages to develop knowledge, skills, and understanding of the arts, and to increase learning through the arts. These projects can occur in a broad range of venues, such as public schools, community and adult education programs, parks and recreation programs, and others as appropriate to arts learning. Arts organizations with budgets under \$300,000 and non-arts organizations with arts program budgets under \$300,000 can apply for grants of up to \$10,000. (PLEASE NOTE: Guidelines for this new program are attached to this revised Biennial Plan, as they were not available when our original Plan was submitted in May 2009.)

Total budget: \$350,000, all from Arts & Cultural Heritage Fund.

- ADA Improvement Fund

This program was described in our original Biennial Work Plan as grants by MRAC to arts organizations that own or are the principal tenants of buildings to make capital improvements to fully accommodate people with disabilities. Since then, we decided to make this a regrant to VSA arts of Minnesota because they are the experts in this field. Arts organizations in the MRAC region with budgets under \$4,460,000 are eligible to apply for grants to increase accessibility to consumers of and participate in arts activities, under guidelines still being developed by VSA.

Total budget: \$265,000, all from Arts & Cultural Heritage Fund.

- Organizational Development and Capital

Organizational Development is an existing program that provides grants of up to \$10,000 (an increase from \$6,000 prior to FY 2010) for projects that strengthen the management and/or infrastructure of nonprofit arts groups and "stand-alone" arts groups within nonprofit non-arts agencies. Funded projects must: 1) advance the mission of the group, and 2) have the potential for significant or long-term impact. Funds may be used to create and/or implement a project in areas such as strategic planning, financial planning or management, board development, governance, volunteer management, audience development, resource development and access for people with disabilities. The McKnight Foundation grant helps to fund Organizational Development grants for groups located outside the core cities of Minneapolis and St. Paul.

Capital is an existing program that provides grants of up to \$10,000 (an increase from \$6,000 prior to FY 2010) to nonprofit arts groups and "stand-alone" arts programs within nonprofit non-arts agencies to purchase equipment and related supplies and services, or to make capital improvements. Capital grant applications must show evidence that thorough planning has taken place and that receipt of the grant will: 1) advance the mission of the group, and 2) have the potential for significant or long-term impact. The McKnight Foundation

helps to fund Capital projects of groups located outside the core cities of Minneapolis and St. Paul.

Total budget for Organizational Development and Capital, which addresses issues of Arts and Arts Access: \$400,000; \$150,000 from Appropriation, \$230,000 from Arts & Cultural Heritage Fund, \$20,000 from McKnight Foundation.

- Management Consulting Fund

The Management Consulting Fund is an existing program that provides funding for small arts organizations to hire experienced facilitators and consultants to help with a very focused organizational issue. Access to outside consultants can be a critical first step for these groups and often enables them to construct a project that will later be eligible for funding with an Organizational Development grant. The McKnight Foundation helps to fund Management Consulting Fund grants for groups located in the greater metropolitan area. Applications are reviewed on an ongoing basis. The maximum grant size is \$1,500 (an increase from \$1,200 prior to FY 2010).

- Management Training Fund

The Management Training Fund is an existing program to enhance the management capacity, growth and development of small arts organizations by providing training funds for staff and volunteers to attend management workshops, seminars or conferences. Applications are reviewed on an ongoing basis. Groups may request up to 100 percent of the training cost, but will not receive more than \$600 per year. The McKnight Foundation grant helps to fund Management Training Fund awards in the greater metropolitan area.

- Emergency Accessibility

The existing Emergency Accessibility program provides grants of up to \$600 to encourage and support the inclusion of persons with disabilities in arts activities and in the work of arts organizations. Funds may be used for one-time emergency costs that enable a group to accommodate artists, audience members, volunteers or staff with disabilities. Applications are reviewed on an ongoing basis.

Total budget for the Management Consulting Fund, Management Training Fund, and Emergency Accessibility programs: \$35,000; \$33,000 from Appropriation, \$2,000 from McKnight Foundation.

- MRAC Arts Achievement Award

The MRAC Arts Achievement Award recognizes two organizations each year that particularly exemplify MRAC's mission of incorporating the arts into the daily lives of communities. Organizations with annual operating budgets less than \$300,000 can be nominated or may nominate themselves for this Award. The MRAC Board of Directors reviews nominations and selects up to two recipients. Accompanied by a cash award of \$5,000 (an increase from \$2,500 prior to FY 2010), the MRAC Arts Achievement Award is intended to call attention to outstanding contributions that smaller arts organizations make

toward strengthening communities in the 7-county Twin Cities metropolitan region.

Total budget: \$10,000, all from the Appropriation.

CHANGES ANTICIPATED FOR FY11

- In FY 2011, year two of the biennium, MRAC is planning to consolidate the Arts Activities Support and Community Arts programs. There will be four deadlines during the fiscal year. Groups may apply up to twice per year to receive a maximum amount of \$10,000 in up to two grants. The two programs will also use the same grant review panels, and funds will be allocated using the block grant method currently employed in our Community Arts program.

The Creative Intersections, Arts Learning, Organizational Development, and Capital programs will continue to have independent deadlines and separate panels for each program.

The Management Consulting Fund, Management Training Fund, and Emergency Accessibility Fund will continue to review applications on an ongoing basis throughout the year.

- The McKnight Foundation has informed us of their intent to shift the focus of its grant to MRAC toward grants and services for individual artists. We will be meeting with Vickie Benson prior to the April submission of a proposal to the Foundation for FY11 funding. As of December, 2009 it is unknown how much of this resource will be directed toward grants and how much toward services such as training.
- No other changes in grant programs are anticipated for FY 2011.

TECHNICAL SERVICES SUPPORTING MRAC'S GRANT PROGRAMS

MRAC will offer approximately 40 grant writing workshops during the 2010/2011 biennium. These two-hour workshops are designed to cover the fundamentals of preparing an effective MRAC application. Multiple workshops will be held at accessible locations throughout the metropolitan area prior to each grant round for major programs (Arts Activities Support, Community Arts, Creative Intersections, Arts Learning Organizational Development, Capital).

In addition to grant writing workshops, MRAC staff will do a "pre-panel reading" of applications, when time permits, from groups that are new to a grant program or that have received fewer than two grant awards in the program for which they are seeking funding.

GRANT-RELATED PROGRAMS AND SERVICES

In addition to the grant programs described above, MRAC will also support the region in other ways that will further the development of stronger arts communities, addressing Arts and Arts Access priorities. MRAC plans its workshops and training activities in response to constituent needs. These

activities take place at community sites in various parts of the metropolitan area, and almost all of the activities are provided at no cost to the participants.

Training Services and Learning Opportunities

In the 2010/2011 biennium, MRAC will offer networking and training opportunities in response to community needs. These workshops are led by MRAC staff, or experts in their respective fields contracted by MRAC, or in partnership with other organizations such as Springboard for the Arts, MAP for Nonprofits, the Nonprofits Assistance Fund and the Minnesota Council of Nonprofits.

Major areas of focus will continue to be audience development/participation, leadership, organizational development, and financial management. They will be similar to or a continuation of previous activities such as those described below:

- **LOCALS** is a professional affinity group for art center/ arts council managers in the seven-county region that meets several times a year and provides an opportunity to network, share best practices, and learn together, with guest speakers, on timely management topics, such as "Building Durable Nonprofit Organizations" and "Transformational Leadership."
- **Workshops and Trainings** are free half-day seminars for nonprofit arts organizations in the seven-county region with budgets under \$300,000. Topics relate to Strengthening Groups; Strengthening Connection to Audiences; and Strengthening Leadership. In FY 2010 we are adding workshops on public art projects, and project evaluation.
- **One-on-one consultation** with applicants and grantees.
- **MRAC Staff** responds to requests to serve as speakers, panelists and consultants on issues of importance to constituents and small arts groups.

Total budget for Grant-related Programs and Services for FY 2010: \$90,000; \$35,000 from Appropriation, \$55,000 from Arts & Cultural Heritage Fund.

In Year 2 of the biennium, MRAC intends to expand its training and convening to:

- Identify and act on cross-community and cross-discipline issues;
- Provide constituents more opportunities to connect with and learn from each other;
- Promote innovation and self-organizing;
- Increase community-wide awareness of the value of community arts.

Publications – Written and Electronic

- MRAC develops **publications** for two purposes:

- > To inform constituents about programs and services and to assist them in using these services effectively; examples include grant program guidelines and the organization brochure.
- > To meet a community need for information that is not being met by others in the field. Examples include:
 - *MRAC's ADA Access Guide*;
 - *Working with American Sign Language Interpreters*;
 - *A New Angle – Arts Development in the Suburbs*;
 - *From Mission to Motivation: a Focused Approach to Increased Arts Participation*; and
 - *Thriving Arts: Thriving Small Communities*.

When appropriate, publications are available in both print and electronic formats, and can be made available in large print or Braille.

- **MRAC Website:** www.mrac.org informs visitors about MRAC's mission, grant programs, deadlines and workshops; introduces constituents to MRAC staff members; and provides resources on access and ADA-related issues. It also contains downloadable guidelines, applications and final report forms. It lists the year's current grant awards, workshops and training activities. Constituents can also register for workshops and other activities through the site. The site is continually being modified in response to constituent needs and feedback.
- **Electronic newsletter:** MRAC publishes a brief monthly newsletter that contains critical information about MRAC's activities and links the reader to other relevant websites.

ARTS ADVOCACY, EDUCATION AND LEADERSHIP

MRAC is committed to giving voice to the needs of small organizations and volunteer arts groups. This advocacy work will continue to happen in many ways through MRAC's participation in public forums on behalf of the arts and MRAC's education efforts with policy makers, constituents and the community at large.

Constituent Education about Arts Advocacy

Helping constituents better understand the power of grass-roots advocacy is vital to MRAC's work. It is particularly important to maximize MRAC's advocacy training work in the greater metro area where the majority of the state's population lives and from which the greatest number of legislators are elected. During the biennium, MRAC staff will attend meetings and/or rehearsals of constituents to introduce them to the importance of arts advocacy on the local, state and national level and to inform them about the resources available to help them in their efforts.

MRAC Advocacy Activities

To achieve its arts advocacy goals, MRAC will continue to play an active role in the work of the Forum of Regional Arts Councils of Minnesota, Minnesota Citizens for the Arts, the Minnesota State Arts Board and other organizations working to ensure that arts funding in Minnesota remains strong. (MRAC

Executive Director Jeff Prauer is the president of the Forum of Regional Arts Councils of Minnesota during FY10, and is a member of the Board of Directors of Minnesota Citizens for the Arts.)

ORGANIZATION INFRASTRUCTURE

MRAC is governed by a board of directors, which has a 21-member maximum. The membership includes people from all seven counties, and a broad mix of backgrounds and skills, including arts organization administrators, community education and parks/recreation directors, individual artists, and for-profit sector professionals. All current board members have served on MRAC grant review panels.

Executive Director Jeff Prauer, who has been with the organization since January 2008, leads the MRAC staff. He has worked in arts administration for 36 years, and a Minnesota resident for the past 30 years. To accommodate increased grant activity in this biennium, the following staffing changes are being made:

- Grants Administrator Greg Nielsen has assumed the position of Program Director, supplementing Program Directors Bob Burns and Gwen Cannon;
- A new Grants Administrator, Shannon Forney, has been hired and begins in January 2010; and
- Half time Communications and Events Coordinator Mara Miller will work three-quarter time.

Region 11 - Metropolitan Regional Arts Council
 FY 2011 Budget *revised 12/09*

REVENUES:	<u>General Allocation 2011 State</u>	<u>Arts and Arts Access 2011 State</u>	<u>Arts Education 2011 State</u>	<u>Arts & Cultural Heritage 2011 State</u>	<u>The McKnight Foundation</u>	<u>Other Funds</u>	<u>2010 Total</u>
State of Minnesota	\$971,755	\$1,997,635	\$386,460	\$128,650			\$3,484,500
The McKnight Foundation					\$150,000		\$150,000
Other Income - brought forward from FY10		\$187,600	\$36,300	\$12,100			\$236,000
Interest						\$10,000	\$10,000
TOTAL REVENUES	\$971,755	\$2,185,235	\$422,760	\$140,750	\$150,000	\$10,000	\$3,880,500
EXPENSES:							
Programs and Services							
Grant Programs and Services							
Arts Activities Support Grants	\$415,000	\$600,000	\$20,000	\$68,000			\$1,103,000
Community Arts Grants	\$140,000	\$496,000	\$20,000	\$27,000			\$683,000
Creative Intersections Grants	\$10,000	\$50,000		\$20,000			\$80,000
Arts Learning Grants			\$400,000				\$400,000
ADA Improvement Grants		\$350,000					\$350,000
Org. Dev. & Capital Grants	\$150,000	\$230,000					\$380,000
Consulting, Training, Accessibility	\$33,000						\$33,000
Arts Achievement Award Grants	\$10,000						\$10,000
Individual Artist Grants					\$70,000		
Grant Program Services - Operations and Support	\$103,000	\$210,000	\$6,000	\$2,000	\$10,000		\$331,000
Non-grant Programs and Services							
Workshops and Trainings	\$40,000	\$55,000			\$70,000		\$165,000
Communications		\$5,000					\$5,000
Non-grant Programs and Services - Operations and Support		\$30,000					\$30,000
Programs and Services Sub-Total	\$901,000	\$2,026,000	\$446,000	\$117,000	\$150,000	\$0	\$3,640,000
Fundraising							\$0
Administration							
Administration Personnel	\$20,755	\$60,500	\$7,745	\$2,500			\$91,500
Office Overhead	\$50,000	\$85,000	\$2,000	\$2,000		\$10,000	\$149,000
Administration Sub-Total	\$70,755	\$145,500	\$9,745	\$4,500	\$0	\$10,000	\$240,500
TOTAL EXPENSES	\$971,755	\$2,171,500	\$455,745	\$121,500	\$150,000	\$10,000	\$3,880,500

