

ECRAC 2018-2019 Biennial Plan

Biennial Plan

East Central Regional Arts Council

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Application Form

Mission

Project Name*

ECRAC 2018-2019 Biennial Plan

Mission statement*

ECRAC Mission:

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

Vision statement and/or other strategic guiding statements

ECRAC Vision:

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

ECRAC Values:

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

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

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

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

ECRAC's mission, vision and values are at the heart of the programs and grantees funded. ECRAC's grantee partners are at the forefront of our work to enhance the arts environment in Region 7E. It is their daily work and commitment throughout the region that expands arts opportunities, increases the quality of life, and also enhances the community/economic development in the region.

Our Regional Arts Council has accepted the Vision, Guiding Principles, Goals and Key Strategies developed in partnership by the Minnesota Regional Arts Councils and the Minnesota State Arts Board and is committed to working together to accomplish this vision over the next 25 years. <http://www.arts.state.mn.us/about/vision.htm>

Yes

Demographics

The East Central Regional Arts Council serves Region 7E and is one of eleven Regional Arts Councils serving Minnesota. It serves the counties of Chisago, Isanti, Kanabec, Mille Lacs, and Pine, which total 3,367.14 square miles. Geographically Region 7E lies directly north of the Minneapolis - St. Paul metropolitan area, east of the St. Cloud metropolitan area, and south of the Duluth metropolitan area. The desire for a rural residential setting, ongoing lake shore development, and living in small cities, coupled with the metropolitan ring growth, have been factors in the population and infrastructure growth that has occurred in the East Central Region. However, there is a strong dichotomy between the southern portion of the region that is suburban in nature and the northern, very rural, areas. The demographics of the Region exemplifies this contrast.

Region 7E was home to 163,416 people in 2015, comprising 3.0 percent of the state's total population. The region saw a 19.9 percent population increase since 2000, making it the second fastest growing of the 13 economic development regions (EDRs) in the state, and now the seventh largest in total population. In comparison, the state of Minnesota saw an 11.6 percent gain from 2000 to 2015.

All five counties in the region saw population gains since 2000, led by Chisago County, which is the largest county in the region and was the fifth fastest growing county in the state after welcoming 13,192 people. Isanti County gained 7,142 residents from 2000 to 2015, making it the seventh fastest growing county, while Mille Lacs grew by 3,458 people, and was the 14th fastest growing county. Pine was the 26th fastest growing county in the state, while Kanabec was the smallest county in the region and saw the least growth.

After enjoying rapid growth since 1950 the Region 7E pace has slowed so far this decade. After gaining almost 100,000 residents from 1950 to 2010, the region lost just over 300 people from 2010 to 2015. This recent slowing may have been impacted by the recession, which led to a large number of foreclosures from 2008 to 2012, leading to the population declines.

Region 7E's population is slightly older than the state's, with 14.9 percent of the population aged 65 years and over in 2014, compared to 13.6 percent statewide. At 29 percent, Region 7E also had a much higher percentage of people in the 45 to 64 year old age group, including the end of the Baby Boom generation – people born between 1946 and 1964, which is creating a significant shift in the population over time. The largest portion of the population was still 25 to 54 years old, typically considered the “prime working years.” Just 31.4 percent of people in Region 7E were under 25 years of age, compared to 33.2 percent in the state. While the number of younger residents was rising slowly, the number of residents aged 45 years and over was rapidly increasing.

Region 7E's population is less diverse than the state's, but is becoming more diverse over time. In 2014, 94.4 percent of the region's residents reported White alone as their race, compared to 85.2 percent of residents statewide. At 1.7 percent, Region 7E had a higher percentage of American Indian Natives than the state, but otherwise had much smaller percentages of people of all other race and origin groups.

Household incomes were slightly lower in Region 7E than the state, where the median household income in 2014 was \$60,828. In the region, median household incomes ranged from \$44,680 in Pine County, which was the 6th lowest in the state, to \$70,223 in Chisago County, which was the 8th highest in the state. Incomes were high in Chisago and Isanti County, and low in Kanabec, Mille Lacs, and Pine County. 44 percent of the households in the region had incomes below \$50,000 in 2014, compared to 41.1 percent statewide. Another 36.4 percent of households earned between \$50,000 and \$100,000 in the region. In contrast, only 19.5 percent of households in Region 7E earned over \$100,000 per year, compared to 25.8 percent of households statewide.

Per capita incomes were also lower in Region 7E than the state, ranging from \$22,129 in Pine County and \$22,705 in Kanabec County to \$29,293 in Chisago County, compared to \$31,642 in Minnesota. At \$25,779, Region 7E had the third lowest per capita income of the 13 EDRs in the state.

According to the State of Minnesota Department of Employment and Economic Development's Cost of Living tool, the basic needs budget for an average Minnesota family (which consists of 2 adults and 1 child,

with 1 full-time and 1 part-time worker) was \$54,804 in 2016. The cost of living for a similar family in Region 7E was \$57,588 – which was the second highest of the 13 EDRs in the state, behind only the Twin Cities metro area. The highest monthly costs in 7E were for transportation, food, and housing; and the cost of the region's housing, transportation, and taxes were significantly higher than the state's.

Executive Summary (optional)

History and Overview of the East Central Regional Arts Council

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

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

The East Central Regional Arts Council (ECRAC) established itself as a Minnesota non-profit in August 2010, and received the 501(c)(3) determination from the IRS in November 2010. ECRAC officially became independent of the ECRDC as of July 1, 2011 (FY 2012.) During the transition most ECAC members remained as board members of the new ECRAC. ECRAC established an office/ gallery location and their own website as part of this transition while also providing continuous grants and services to the arts community. ECRAC is proud to continue all the grants and services initiated originally by ECAC including: Essential Arts, the enewsletter; the permanent artwork collection highlighting regional artists; and the annual IMAGE Art Show which had it's 30th year in FY 2017. In addition, ECRAC has moved toward having at least two art shows per year in both the gallery and adjacent warehouse space, and has a small public art collection which includes entry doors designed by a regional artist.

Needs Assessment

Needs assessment process*

4-17 ECRAC Needs Assessment Survey Summary.pdf

Planning enables ECRAC to listen to the needs of its constituency and to respond with programming for artists and arts organizations alike. In preparing the Biennial Plan, the planning process used by the East Central Regional Arts Council includes both informal and formal needs assessment and planning.

Input was received in the following evaluative ways:

- from constituents in the form of an online survey distributed by email in December 2016 and advertised throughout the Region;
- focus groups held with constituents from January to April 2017;
- grant information sessions in which input was solicited from constituents regarding needs;
- by reviewing outcome evaluations and grantee final report evaluations throughout the biennium;

- and, regular board member surveys and input in FY 2016-2017.

ECRAC held a public meeting and approved the preliminary Biennial Plan on May 11, 2017. On June 20, 2017, the East Central Regional Arts Council will hold a public hearing in order to receive input from the arts community as well as the general public. It will be an open meeting for constituents to provide feedback on the Biennial Plan. The hearing is advertised via both the Region 7E media and on the Arts Council online calendar. Constituents are also notified of the opportunity to provide input through the enewsletter, on the ECRAC website, and through press releases. On August 15, 2017, the ECRAC board will meet during a public meeting to review the final version of the Biennial Plan for an anticipated submission to the Minnesota State Arts Board at the end of August.

Needs Assessment Results Summary*

Planning enables ECRAC to listen to the needs of its constituency and to respond with programming for artists and arts organizations alike. In preparing the Biennial Plan, the planning process used by the East Central Regional Arts Council includes both informal and formal needs assessment and planning.

Input was received in the following evaluative ways:

- from constituents in the form of an online survey distributed by email in December 2016 and advertised throughout the Region;
- focus groups held with constituents from January to April 2017;
- grant information sessions in which input was solicited from constituents regarding needs;
- by reviewing outcome evaluations and grantee final reports throughout the biennium;
- and, regular board member surveys and input in FY 2016-2017.

For existing ECRAC grants and services the feedback was clear that ECRAC should continue to provide these. All grants and services were either highly or extremely highly valued. Based on input there will be minor changes to the grant guidelines (continuing to streamline and improving the outcome evaluation sections) and the workshops. In addition, ECRAC found that it was vital to constituents that they should reach out to younger constituents, should partner with existing provider of services to underrepresented groups, and should send smaller and more frequent enewsletters.

Needs assessment date*

April 2017

Needs Assessment URL link

<http://www.ecrac.org/sites/default/files/ecac/documents/12-16%20ECRAC%20Needs%20Assessment%20Survey%20Summary.pdf>

Planning Process

Description of the planning process*

The ECRAC Executive Committee met almost monthly in FY 2017. They worked on reviewing the pieces of the needs assessment and on the Biennial Plan itself. ECRAC held a public meeting and approved the Preliminary Biennial Plan on May 11, 2017. On June 20, 2017, the East Central Regional Arts Council will hold a public hearing in order to receive input from the arts community as well as the general public. It will be an open meeting for constituents to provide feedback on the Biennial Plan. The hearing is advertised via both the Region 7E media and on the Arts Council online calendar. Constituents are also notified of the opportunity through the newsletter and on the ECRAC website. During August 2017 the ECRAC board will meet during a public meeting to review the final version of the Biennial Plan for an anticipated submission to the Minnesota State Arts Board at the end of August.

Public Meeting Date*

05/11/2017

Budget

Budget Upload*

5-17 ECRAC FY 2018-19 Biennial plan budget template instructions_FINAL.xls

Grants and Services Offered

Describe Grants*

Arts and Cultural Heritage Fund for Organizations
Funded through ACHF Appropriations (AAA, AE, and ACH)

The Minnesota State Arts Board and Minnesota's designated regional arts councils are entrusted with stewardship of funding through the State of Minnesota's Arts and Cultural Heritage Fund (ACHF.) Proceeds from the fund may be spent only on arts and arts access, arts education and arts and cultural heritage. The fund is intended to create a strong arts legacy in Minnesota.

The East Central Regional Arts Council has Arts and Cultural Heritage Fund (also known as Legacy) grants available for arts projects sponsored by groups, organizations, nonprofits, and units of government located within the Region 7E service area. This category provides support to organizations for a wide variety of larger arts projects involving the creation, sponsorship, publication, performance, and/or exhibition of art. Arts producing activities should result from the project. An Outcome Evaluation Plan is required for this funding program.

The ECRAC funds ACHF requests from \$5,000 up to \$15,000 for organizations, nonprofits, schools, and units of government. Schools are also eligible for funding but please see the guidelines for limitations. There are three application deadlines per year for this program.

Grant Review criteria are: merit and artistic quality of the project or program; ability of the organization to accomplish the project or program goals as presented; and the demand/need for the grant project or program in the community served.

Arts and Cultural Heritage Fund for Individuals

Funded through ACHF Appropriations (AAA, AE, and ACH)

The East Central Regional Arts Council has Arts and Cultural Heritage Fund (also known as Legacy) grants available for arts projects by individuals residing in Region 7E. This category provides support to individuals for a wide variety of arts projects involving the creation, sponsorship, performance, and/or exhibition of art. Arts producing activities and an arts activity which is open to the public should result from the project. An Outcome Evaluation Plan is required for this funding program.

The ECRAC funds ACHF requests from individual artists of up to \$2,500. There are three application deadlines per year for this program. The grant review criteria are: merit and artistic quality of the project or program; ability of the applicant to accomplish the project or program goals as presented; and applicants must demonstrate a demand/need for the grant project or program.

Art In Our Schools

Funded through General Fund Appropriations and supplemented by ACHF Appropriations (AE)

The purpose of this East Central Regional Arts Council (ECRAC) grant is to enhance the existing arts curriculum in educational facilities throughout Region 7E (Chisago, Isanti, Kanabec, Mille Lacs and Pine Counties in Minnesota.) The standard for the program is artistic excellence. This program will supplement the existing school arts curriculum with such programs as artistic residencies, arts related field trips, or special arts events or projects. Grants of up to \$3,000 are available. No match is required. Grants could be used to support all K-12 students and/or student groups. There are three application deadlines per year for this program. An open to the public, community component, is required. Grant review criteria are: artistic quality and merit; ability of the school to accomplish the project; and artistic need for the project and enhancement to the school's current arts curriculum.

Small/Art Project Grant for Organizations

Funded through General Fund Appropriations and supplemented by ACHF Appropriations (AAA, AE, or ACH)

The East Central Regional Arts Council (ECRAC) has grants available for local or regional arts projects sponsored or organized by groups, organizations, nonprofits, and units of government. This category provides support to organizations for a wide variety of arts projects involving the creation, sponsorship, publication, performance, and/or exhibition of art. Arts producing activities or services for artists or arts organizations should result from the project.

ECRAC funds requests from \$500 to \$5,000 (with an equal match provided by the applicant) in this category. There are three application deadlines per year for this program. Grant review criteria are: merit and artistic quality of the project or program; ability of the applicant or organization to accomplish the project as presented; demonstrate a demand/need for the grant project or program in the community served.

K-12 Student Scholarship

Funded through General Fund Appropriations

Scholarships of up to \$500 are available for K-12 students in order to enhance their artistic talents or for a special art project or training. Criteria are artistic quality and merit of the proposed project, and the student artist's goals and (age appropriate) artistic background.

Grant guidelines and applications are being updated.

Describe Services*

Services provided by ECRAC include highlighting the work of regional artists. This includes sponsoring IMAGE, the annual regional art exhibition. It also includes the Grantee Art Show which opens on Braham Pie Day each year.

Services also include:

- technical assistance workshops for organizations and artists based on the needs.
- distributing arts resource information as needed and as requested.
- providing an arts information library area in the ECRAC offices.
- providing scholarships for opportunities such as the Rural Arts and Culture Summit.
- facilitating skill building workshops.
- expanding outreach to the arts community. Including, but not limited to, the newsletter Essential Arts, updating the ECRAC website, advertising with regional media, and providing social networking services for ECRAC.
- supporting the arts in Region 7E by sponsoring regional radio segments.
- continuing Region 7E online arts calendar of grant funded events.
- participating in arts leadership activities including participating in meetings and activities of the Regional Arts Council Forum and the Minnesota State Arts Board.

Grants and Services Supported Primarily with Other Funding*

ECRAC Individual Artist Grant
McKnight Foundation funds

The East Central Regional Arts Council (ECRAC) developed the Individual Artist Program with McKnight Foundation funding to provide financial support to artists committed to personal artistic growth. Applications are encouraged from artists in all disciplines. The applicant may be any individual artist who is a permanent resident (for at least 6 months) in one of the five Minnesota counties of: Chisago, Isanti, Kanabec, Mille Lacs, or Pine. The applicant must be at least 18 years of age. Grant review criteria include: the quality of the artist's work; quality of the proposed project; and the artistic résumé. Grants are up to \$1,000.

ECRAC Fellowship
McKnight Foundation funds

The East Central Regional Arts Council (ECRAC) Fellowship program is designed with McKnight Foundation funding to recognize, reward, and encourage outstanding professional artists. The Council will fund artists at various stages in their professional careers. These Fellowships will allow artists to set aside time to work, purchase supplies and materials, undertake advanced study (not related to a degree) or to pursue other career goals. The Fellowship program is open to artists in all artistic mediums. Fellowships are \$7,000 each.

IMAGE Art Show - Purchase Awards are made utilizing McKnight Foundation funding.

Grants and Services File

Grant Guidelines

<http://www.ecrac.org/grants>

Work Plan Overview

Regional Arts Councils completed this sections if there are more than five priorities to describe, if they needed additional space for strategies, OR if they preferred to include their entire work plan in one place. It is optional.

Work Plan- optional

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

Strategies

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

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

Strategies

- 1) Utilize the ECRAC Gallery, and adjacent warehouse, to highlight the work of regional artists. This will include sponsoring IMAGE, the annual regional art exhibition. It also includes the Grantee Art Show which will open on Braham Pie Day.
- 2) Continue technical assistance workshops for organizations based on the needs.
- 4) Distribute arts resource information as needed and as requested.
- 5) Provide an arts information library area in the ECRAC offices.
- 6) Provide scholarships for opportunities such as the Rural Arts and Culture Summit.
- 7) Provide 8-12 grant information sessions for artists and arts organizations.
- 8) Continue technical assistance workshops for artists.

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

Strategies

- 1) Provide technical assistance to applicants in all funding program areas.
- 2) Continue the gallery planning and provide tours when requested.
- 3) Develop the "Arts Warehouse" opportunities.
- 4) Continue to develop working relationships with minority and disabled artists within the region.
- 5) Continue the working relationship with the VSA MN to assist the Council in serving disabled artists and patrons in the region.
- 6) Facilitate skill-building workshops.
- 7) Continue to arrange the use of the ECRAC display standards and pedestals for Region 7E artists and art organizations.
- 8) Continue to work on the constituent database for delivery of arts information and public service announcements.
- 9) Promote the ECRAC and continue and expand outreach to the arts community. Including, but not limited to, the newsletter
Essential Arts, maintaining and updating the ECRAC website, advertising with regional media, and continue providing social networking services for ECRAC.
- 10) Support the arts in Region 7E by sponsoring regional radio segments.

- 11) Continue Region 7E online arts calendar of grant funded events.
- 12) Participate in the arts leadership activities including participating in meetings and activities of the Regional Arts Council Forum and the Minnesota State Arts Board.
- 13) Complete all necessary annual reports to the Minnesota State Arts Board and The McKnight Foundation.
- 14) Continue outcome evaluation of programs via grantee assessments from final reports.
- 15) Research and disseminate various foundation and governmental grant opportunities for the purpose of expanding arts opportunities in the region.
- 16) Determine feasibility of starting an internship program related to marketing.

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

Strategies

- 1) Research need for new ECRAC office space.
- 2) Maintain and/or establish ECRAC office and gallery facilities.
- 2) Provide staffing and administration for the ECRAC.
- 3) Assess and fulfill equipment needs for ECRAC.
- 4) Maintain 501(c)(3) non-profit status.
- 5) Provide for an annual audit of the ECRAC.
- 6) Allow for ongoing board development.
- 7) Contract for services, as needed.
- 8) Maintain, monitor, and enhance the permanent ECRAC art collection.
- 9) If appropriate, establish a process to loan the permanent collection to other locations.
- 10) Keep updated on current issues and opportunities affecting the arts with the Region and State.
- 11) Research need for, and establish, a marketing intern position.
- 12) Review and update ByLaws and Policy Manual, as needed.

Strategy Section- optional

Work Plan: Priority 1

Priority 1 Heading

Grant Programs and Services

Priority 1 Objectives

Briefly describe the strategies and/or work objectives your organization will employ to address this Priority.

To offer grants that provide financial support to artists and organizations providing arts activities and, as part of that support, to offer technical assistance support to constituents preparing applications, working on a funded grant project, or preparing a grantee final report. Supports 25 Year Goal #2 Minnesotans believe the arts are vital to who we are and Goal #3 People of all ages, ethnicity, and abilities participate in the arts.

Activities and Inputs

- Announce guidelines for all grant categories
- Maintain an informative website
- Assist potential applicants to develop strong applications through workshops and one-on-one coaching
- Conduct grant rounds for organizations, Art in our Schools, individual artist projects, K-12 scholarships, and fellowships
- Track all inquiries, applications, and grants accurately
- Respond to requests for information in a timely manner
- Update the online grant application system

- Continue to sponsor frequent grant information sessions.

TOP GOALS

As stated on the MN State Arts Board Website:

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

1. The arts are interwoven into every facet of community life.
2. Minnesotans believe the arts are vital to who we are.
3. People of all ages, ethnicity, and abilities participate in the arts.
4. People trust Minnesota's stewardship of public arts funding.
5. The arts thrive in Minnesota.

Goals addressed in Priority 1

Indicate which of the top goals listed above are supported through the efforts described in Priority 1.

- 2
- 3

Outcome for Priority 1 (MEASUREPROP 1)

As a result of these grant programs, Region 7E constituents will have reasonable access to quality arts projects.

Indicators for Priority 1 (MEASURESUCCESS 1)

Success will be measured by the number of arts activities supported through the grant programs, the number of participants involved with each activity, and the satisfaction levels of participants.

Evaluation Methods for Priority 1 (MEASUREEVAL 1)

Evaluation will occur through grant final reports and the quadrennial ECRAC Needs Assessment.

Work Plan: Priority 2

Priority 2 Heading

Non-Grant Programs and Services

Priority 2 Objectives

Briefly describe the strategies and/or work objectives your organization will employ to address this Priority.

Non-Grant Programs and Services include workshops, training, art display opportunities, resources, and information in support of organizations and artists. This primarily addresses Goal #5 - The arts thrive in Minnesota.

Activities and Inputs

- Provide for the needs of organizations for capacity-building training
- Provide for the needs of artists for career development training
- Develop workshops or other training opportunities as needed from the above, utilizing outside expertise as appropriate
- Sponsor the IMAGE and Grantee Art Shows
- Update the ECRAC website

Outcome for Priority 2 (MEASUREPROP 2)

As a result of this program, organization representatives and artists will make connections to ideas, other organizations, or one another, which will improve their capacity to provide arts in Region 7E.

TOP GOALS

As stated on the MN State Arts Board Website:

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

1. The arts are interwoven into every facet of community life.
2. Minnesotans believe the arts are vital to who we are.
3. People of all ages, ethnicity, and abilities participate in the arts.
4. People trust Minnesota's stewardship of public arts funding.
5. The arts thrive in Minnesota.

Goals addressed in Priority 2

Indicate which of the top goals listed above are supported through the efforts described in Priority 2.

Indicators for Priority 2 (MEASURE SUCCESS 2)

Success will be measured by a majority of organizational representatives and artists assessing workshops, and other opportunities, as useful to their work or to them.

Evaluation methods for Priority 2 (MEASUREEVAL 2)

Evaluation will occur through participant surveys and the quadrennial ECRAC Needs Assessment.

Work Plan: Priority 3**Priority 3 Heading**

Stewardship: Staff, Board, Admin, Office

Priority 3 Objectives

Briefly describe the strategies and/or work objectives your organization will employ to address this Priority.

Stewardship: Staff, Board, Administration and Office ensures adequate infrastructure and staff for the effective functioning of the East Central Arts Council as an independent 501(c)(3) organization and as a designated Minnesota Regional Arts Council. This primarily addresses Goal #4 - People trust Minnesota's stewardship of public arts funding.

Activities and Inputs

- Staff needs are researched, recommendations made to the board, new hires made, if necessary
- With board, make decisions regarding office space per the established process

TOP GOALS

As listed on the MN State Arts Board Website:

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

1. The arts are interwoven into every facet of community life.
2. Minnesotans believe the arts are vital to who we are.
3. People of all ages, ethnicity, and abilities participate in the arts.
4. People trust Minnesota's stewardship of public arts funding.
5. The arts thrive in Minnesota.

Goals addressed in Priority 3

Indicate which of the top goals listed above are supported through the efforts described in Priority 3.

4

Outcome for Priority 3 (MEASUREPROP3)

Region 7E constituents trust ECRAC's stewardship of public arts funding.

Indicators for Priority 3 (MEASURESUCCESS3)

Staffing is adequate, a suitable, well-equipped office and/or space is maintained, and an effective governance structure and policies are in place.

Evaluation methods for Priority 3 (MEASUREEVAL3)

Board evaluations, staff assessments, and quadrennial needs assessment.

Work Plan: Priority 4

Priority 4 Heading

Priority 4 Objectives

Briefly describe the strategies and/or work objectives your organization will employ to address this Priority.

TOP GOALS

As listed on the MN State Arts Board Website:

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

1. The arts are interwoven into every facet of community life.
2. Minnesotans believe the arts are vital to who we are.
3. People of all ages, ethnicity, and abilities participate in the arts.
4. People trust Minnesota's stewardship of public arts funding.
5. The arts thrive in Minnesota.

Goals addressed in Priority 4

Indicate which of the top goals listed above are supported through the efforts described in Priority 4.

Outcome for Priority 4 (MEASUREPROP4)

Indicators for Priority 4 (MEASURESUCCESS4)

Evaluation Methods for Priority 4 (MEASUREEVAL4)

Work Plan: Priority 5

Priority 5 Heading

Priority 5 Objectives

Briefly describe the strategies and/or work objectives your organization will employ to address this Priority.

TOP GOALS

As listed on the MN State Arts Board Website:

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

1. The arts are interwoven into every facet of community life.
2. Minnesotans believe the arts are vital to who we are.
3. People of all ages, ethnicity, and abilities participate in the arts.
4. People trust Minnesota's stewardship of public arts funding.
5. The arts thrive in Minnesota.

Goals addressed in Priority 5

Indicate which of the top goals listed above are supported through the efforts described in Priority 1.

Outcome for Priority 5 (MEASUREPROP 5)

Indicators for Priority 5 (MEASURESUCCESS5)

Evaluation methods for Priority 5 (MEASUREEVAL5)

Attachments

Changed Attachments

Indicate changes that have occurred in the Biennial Plan since FY 16-17.

- A: Organization bylaws
- C: Job descriptions of the staff of the organization.
- *E: Names and affiliations of all RAC board members and staff
- *J: Public meeting to gather input on biennial plan

Organization bylaws

6-16-15 ECRAC Bylaws revised.pdf
See attached.

Identification of arts experiences and background

DUTIES, QUALIFICATIONS AND JOB DESCRIPTION OF DIRECTORS
ECRAC Policy Manual Excerpt

Qualifications: (Personal)

- 1) Possess an interest in the growth and development of all art forms: skill in an art form(s) is not a prerequisite.
- 2) Demonstrated experience in community leadership roles; comprehensive knowledge and insight into community structures with special emphasis on needs and resources.
- 3) Capacity to absorb knowledge and ability to exercise objectivity and critical judgment. (This applies particularly to the granting process.)
- 4) Willingness to work cooperatively with individuals and groups both within the ECRAC and with all socio-economic levels in the community.

Education:

Minimum requirements: Knowledge and skills equivalent to completion of high school. (Exceptions made on an individual basis.)

Availability:

Ability to make a firm commitment of time to attend regularly scheduled ECRAC monthly meetings at the ECRAC office, or elsewhere in the region. Willingness to serve on standing or ad hoc committees of the ECRAC and to attend orientation-training sessions, occasional grant funded events, and special workshops as scheduled.

Training: Willingness to accept and effectively utilize formalized training offered by or through ECRAC, i.e.:

1) New Board Director orientation session to provide knowledge of the council, its place in the community, its policies, its procedures and a Director's role on the Council.

2) Other training opportunities such as seminars, workshops, etc., to promote personal growth and development.

Restrictions: Members of the ECRAC Board of Directors or members of their immediate households are not eligible to apply for Individual Artist grants during their tenure on the board.

Board of Director Job Description:

The East Central Regional Arts Council (ECRAC) is an independent 501c3 non-profit. The Regional Arts Council determines the work program and direction of the arts programming for the region. Recommendations of the ECRAC pertain to all grants, programming, members, and to organization operation. Serving on the ECRAC is a serious commitment. Each member should expect to participate in approximately 5-8 hours per month in ECRAC related activities.

Responsibilities of ECRAC Board of Directors include the following:

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

Job Descriptions

8-23-16 job descriptions excerpt ECRAC Policy and Procedures Manual.pdf
See attached.

Rotation System

Excerpt from BYLAWS OF EAST CENTRAL REGIONAL ARTS COUNCIL

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

Names and Affiliations

ECRAC BOARD MEMBER AND STAFF NAMES AND AFFILIATIONS 5/2017

Chisago County
Nancy Hoffman
County Government, Chisago County Housing and Redevelopment Authority/Economic Development
Administration Executive Director, Arts Advocate
1745 440th Street
Harris, MN 55032
Email: hoffman@ecrac.org
1st Term Ends: 6/16
2nd Term Ends: 6/18

Isanti County
MaryAnn Cleary
Visual Artist, Retired Corporate Executive, Chemist
PO Box 551
Cambridge, MN 55008
Email: cleary@ecrac.org
1st Term Ends: 6/18

Isanti County
Dee Ann Sibley
Photographer, Licensed Social Worker, School Employee, Wyoming Area Creative Arts Community
3150 361st Ave NE
Cambridge, MN 55008
Email: sibley@ecrac.org
1st Term Ends: 6/18

Kanabec County
Kelli Maag
Business Owner, Visual Artist, Kanabec County Arts Association, Northern Exposures Photo Club
1531 Cable Street
Ogilvie, MN 56358
Email: maag@ecrac.org

1st Term Ended: 6/13
2nd Term Ended: 6/15
3rd Term Ends: 6/17

Mille Lacs County
Eunice Boeringa
Musician, Retired Teacher, Onamia Area Friends of the Library
PO Box 643
Onamia, MN 56359
Email: boeringa@ecrac.org
1st Term Ends: 6/17
2nd Term Ends: 6/19

Pine County
Barbara Dreyer
Visual Artist, Art Educator, Kanabec County Arts Association, Pine Center for the Arts
6916 Canary Road
Grasston, MN 55030
Email: dreyer@ecrac.org
1st Term Ended: 6/14
2nd Term Ended: 6/16
3rd Term Ends: 6/18

Pine County
Alana Petersen
Federal Government, Legislative Policy, Art Advocate
9347 Wildflower Road
Pine City, MN 55063
Email: petersen@ecrac.org
1st Term Ends: 6/17
2nd Term Ends: 6/19

ECRAC Staff
Mary Minnick-Daniels, Executive Director
Katina Eklund, Grant Program Officer
East Central Regional Arts Council
112 Main Avenue South – PO Box 294
Braham, MN 55006
Phone: 320-396-2337
Email: director@ecrac.org
Web: www.ecrac.org

Nomination Process

Excerpt from ECRAC Policy:

When a vacancy upon the Council occurs, an open nomination process is followed whereby the position is advertised in the newspapers in the county to be represented. Regional Arts Council members also recruit potential members. Any person who resides in the East Central Region and whose background includes involvement as an artist, an art consumer, a volunteer director, teacher, arts organizer, or who is with a library, historical society, arts guild, or an ethnic art is eligible to apply to serve on the Council.

Applicants for positions on the Council will be screened by a nominating committee consisting of the Council members from the county that the new member will represent and Council staff. The nominating committee names a candidate for the position, and the full Council votes on the nomination.

Excerpt ECRAC Bylaws 6-15

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

RDC policy statement

Not Applicable.

The East Central Regional Arts Council became independent from the East Central Regional Development Commission on July 1, 2011.

Fiscal agent agreement

Not Applicable.

Grant Making and Monitoring

The ECRAC follows a several step process concerning grant review and evaluation. Staff provides technical assistance to grant applicants. All applications must be received online by the deadline date. Staff then review grants for completeness and accuracy. Grant applications are then submitted to the Arts Council for review. Grant applicants or other interested persons may attend the grant review meeting but may not offer additional information. At the grant review meeting, the Council ranks each application on a one to ten scale. Applications are ranked according to the criteria published in the East Central Regional Arts Council Program Information. Funding is allocated based on the ranking.

Once grants are approved, Notification of Grant Award(NGA)/Terms of Contract are sent to grantees with a Request for Payment form. After a signed NGA and Request for Payment are returned, the ECRAC Program Assistant sends a check for the project along with a final report form. Files are kept on each grant which contain all pertinent information such as the correspondence, the grant application, data collection information, the NGA, information on any phone contacts with the grantee, etc.

A final report is due within 60 days of the completed project. The final report must include documentation of how the grant funds were used and all other income and expenses relating to the project. Final report documentation will include items such as photos, programs, and outcome evaluations. The ECRAC reserves the right to conduct audits of randomly selected projects. This could either be a fiscal or program audit. Grantees are required to keep documentation of projects for a three-year period. Reviews of the final reports are conducted by the Program Officer and the Executive Director and are reported to the ECRAC board.

The grant Program Information contains further information regarding the grants process and evaluation. The East Central Regional Arts Council has an annual audit.

Excerpt from ECRAC Policy Manual 8/2016 pages 7-8
E. GRANT REVIEW PROCEDURES and PRINCIPLES

- At any ECRAC grant review, the ECRAC board business meeting will precede a grant review.
- The grants programs of the ECRAC are governed by policies and procedures published in its Biennial Plan and Grant Program Guidelines. Guidelines for each individual grant program describe eligibility, restrictions, compliance requirements, review criteria, application procedures and the appeals policy for grant applicants.
 - The ECRAC Board of Directors will not discuss policy revisions, grant program revisions or other procedural items, including non-agenda items at a grant review meeting.
 - Any changes to a grant program must be made before public distribution of forms for that program, or after the grant review meeting.
 - The chairperson of the grant review has an important role in managing discussion and following the grant guidelines and, if after several comments a member or person hasn't complied with the conflict of interest, or other ECRAC rules, the chair can call a brief recess and talk with the individual outside of the meeting.
 - ECRAC recognizes that non-profits should not be penalized for carrying a surplus balance from one year to the next; rather it is seen as healthy and allows organizations to manage cash flow and take advantage of opportunity and this thought can be carried over to grant projects if the income isn't too excessive, the amount of 20% was discussed as being appropriate as an allowable carryover and the surplus should then be used as seed money for the next grant funded project, and if the amount is over 20% it will be brought to the ECRAC board for review and decision on how to handle the surplus.
 - Grantee organizations hiring their own board members, or ECRAC members, for projects reflects a conflict of interest and is ineligible for grant funding.
 - Organizations paying their own board members or staff rent for use of their space in grant projects is not allowable, instead it should be included in proposals as an in-kind contribution rather than actual payment with ECRAC grant funds.
 - Merchandise sales by organization grant project artists at a grant funded event shouldn't be discouraged and it's not a conflict.
 - There is no flexibility on the issue of earliest start dates as it is a rule governed by State Arts Board and Legislative requirements, in other words no grant activities can take place before start date of project (including advertising).
 - A fundraiser is defined as "primarily intended to raise funds and if donors are then provided with the appropriate acknowledgement of their tax deductible gift".

Principles for Grantmaking:

Members of the East Central Regional Arts Council recognize that they play an important role in supporting the arts in their communities; that their role is sustained by the public trust; and that certain obligations follow from that trust. Members are committed to basing their work on principles that reflect those obligations.

Members, volunteers, and staff of the East Central Regional Arts Council:

- Deal respectfully with applicants, and grantees, as well as those simply seeking information about their programs.
- Are accessible and respond clearly, promptly, and as fairly as possible to requests for information and meetings.
- Make readily available basic information about their programs, funding priorities, and application requirements.
- Respect the confidentiality of applicants, grantees and donors and use discretion in communicating with others about specific organizations and individuals.
- Are thoughtful and purposeful in their grantmaking and periodically review and evaluate their mission, priorities, policies, and practices.
- Recognize the increasing cultural diversity of the communities they serve, and within the limits of the mission and goals, proactively seek to reflect this diversity in grantmaking and in the membership of the Council or staff.
- Adhere to the highest standards of ethical behavior and maintain an appropriate conflict of interest policy for staff and board members.

- Are aware of and fulfill their fiduciary and legal responsibilities.
- Report any grantee or other concerns to the Executive Director and Board Chair on a timely basis.

Public Meeting

ECRAC held a public meeting and approved the preliminary Biennial Plan on May 11, 2017. On June 20, 2017, the East Central Regional Arts Council will hold a public hearing in order to receive input from the arts community as well as the general public. It will be an open meeting for constituents to provide feedback on the Biennial Plan. The hearing is advertised via both the Region 7E media and on the Arts Council online calendar. Constituents are also notified of the opportunity to provide input through the enewsletter and on the ECRAC website. On August 15, 2017, the ECRAC board will meet during a public meeting to review the final version of the Biennial Plan for an anticipated submission to the Minnesota State Arts Board at the end of August.

Work Plan: Template

This section is a working template for use during planning sessions. It is not completed by RAC's and therefore, blank.

File Attachment Summary

Applicant File Uploads

- 4-17 ECRAC Needs Assessment Survey Summary.pdf
- 5-17 ECRAC FY 2018-19 Biennial plan budget template instructions_FINAL.xls
- 6-16-15 ECRAC Bylaws revised.pdf
- 8-23-16 job descriptions excerpt ECRAC Policy and Procedures Manual.pdf

ECRAC Needs Assessment Survey

December 2016

- 1 Are you completing this survey as an individual artist or as the representative of an organization?

Answer	Response Ratio
I am an individual artist	62.5%
I am representing an organization	31.2%
Other	6.2%
No Responses	0.0%

- 2 This survey is for people living in one of the five ECRAC region 7E counties. Which county do you reside in?

Answer	Response Ratio
Chisago	15.0%
Isanti	18.7%
Kanabec	8.7%
Mille Lacs	8.7%
Pine	11.2%
No Responses	0.0%

3 Which category best describes your age?

Answer	Response Ratio
Younger than 18.	0.0%
18 - 24	0.0%
25 - 34	3.7%
35 - 44	15.0%
45 - 54	23.7%
55 - 64	27.5%
65 or older	27.5%
Prefer not to answer	2.5%
No Responses	0.0%

4 What do you as an artist or an organization providing arts programming need to carry on and grow in the region?

Grants and funding	49.2%
Advocating for the importance of the arts	16.4%
Technical assistance for individual artists	11.5%
More exhibits or space	9.8%
Technical assistance for organizations	8.2%
Other resources	4.9%

5 What art trends are you observing in your community?

More art and more art accessibility	70.2%
Art organization issues	6.9%
Less art	5.7%
Other.....	5.7%
More art appreciation	4.6%
Less art appreciation	4.6%
Less art education	2.3%

6 How do you usually interact with ECRAC?

Answer	Response Ratio
Email	41.2%
In person	17.5%
Facebook	16.2%
ECRAC Website	13.7%
Phone	5.0%
Other	5.0%
No Responses	1.2%
Regular mail	0.0%

7 Please rate the following ECRAC grants. Based on feedback, we will evaluate where we are putting funding, energy, and resources. The grant can be important to you personally or important to others. Rate a grant important even if you wouldn't apply, but feel that it would be important to others in our region.

	Average Rating out of 4 possible
Arts & Cultural Heritage Fund Grants for Organizations	3.2
Arts in Our Schools Grants	3.5
Arts & Cultural Heritage Fund Grants for Individuals	3.2
ECRAC Fellowship for Artists	3.1
ECRAC Individual Artist Grant	3.3
K-12 Student Scholarship Grant	3.2
Operating Support Grant for Organizations	3.1
Small/Art Project Grant for Organizations	3.3

- 8 Please rate the following ECRAC services. Based on feedback, we will evaluate where we are putting our funding, energy, and resources. The service can be important to you personally or important to others. Rate a service important even if you wouldn't use it, but feel that it would be important to others in our region.

	Average Rating out of 4 possible
ECRAC Website	3.3
IMAGE Art Show	3.3
Workshops	3.2
ECRAC Art Events Calendar	3.2
ECRAC Art Gallery	3.1
ECRAC Newsletter	2.9
ECRAC Facebook Page	2.8
Networking Meetings	2.7

- 9 Do you feel the ECRAC online calendar is of value?

	Response Ratio
Yes	85.0%
No	10.0%
No Responses	5.0%

- 10 The ECRAC Arts Newsletter is used to provide information about upcoming grants, features on local artists, grant workshops, and regional items of interest. Currently, the newsletter is emailed once a month to over 2,300 people, and 30% open the emails. We are rethinking how to provide this information to you. Please indicate which of the options below would be most useful to you.

	Response Ratio
Use email, but send smaller amounts of info in more frequent emails during the month.	27.5%
Keep the newsletter the same.	26.2%
Post the information on Facebook instead.	18.7%
Keep the newsletter the same, but change the content.	12.5%
Send the newsletter by regular mail.	10.0%
Other (please list below)	2.5%
No Responses	1.2%

- 11 ECRAC wants to be sure that access to our grants and services is available to everyone, regardless of national origin, race, color, creed, religion, disability, gender/gender identity, economic status, or political affiliation. In the next two years, we will begin work on building relationships with and reaching out to previously underrepresented groups in our region. Please select responses below so that we can evaluate how to best use our resources.

	Response Ratio
ECRAC should partner with existing providers of services to underrepresented groups.	27.5%
ECRAC should have an advisory committee consisting of representatives from underrepresented groups/artists.	21.2%
ECRAC should work on building direct relationships with underrepresented groups.	16.2%
ECRAC should develop a specific grant program for underrepresented groups/artists to do arts activities.	15.0%
ECRAC should develop services specifically for underrepresented groups/artists.	6.2%
Other	6.2%
No Responses	7.5%

- 12 The following question is for individual artists only. We want to continue to increase individual artists' access to resources to help them grow and flourish. Please let us know the most effective ways to provide information such as networking with other artists or performing/exhibiting opportunities.

	Response Ratio
Online listing of resources.	28.7%
Arts resource fair.	15.0%
Workshops.	8.7%
One on one appointments with a resource specialist who can explain what's available and how to connect with resources.	8.7%
Networking with other artists.	7.5%
Not an individual artist	31.2%

- 13 Please rank the following items regarding ECRAC's stewardship of public funds.

	Average Rating out of 4 possible
ECRAC awards grants with fairness to all applicants.	3.4
ECRAC meetings and grant reviews are open and available to the public.	3.8
ECRAC are good stewards of their public funds.	3.7

- 14 GRANT MANAGEMENT: If you have contacted our office about grants, please indicate your level of agreement to the following:

	Average Rating out of 4 possible
I felt respected and well treated.	3.4
Information provided was helpful.	3.6
Information provided was accurate.	3.6
Information provided was easy to understand.	3.3
Information was provided in a timely manner.	3.7
I would contact the ECRAC office again.	3.6

- 15 **GENERAL OFFICE SUPPORT:** If you have contacted our office about general, non-grant related information, please indicate your level of agreement about the following:

	Average Rating out of 4 possible
I felt respected and well treated.	3.7
Information provided was helpful.	3.8
Information provided was accurate.	3.7
Information provided was easy to understand.	3.7
Information was provided in a timely manner.	3.8
I would contact the ECRAC office again.	3.7

- 16 **Do you have any final suggestions for improving our grants and services?**

Better explain grant guidelines and grant review processes	35%
No change needed	27.5%
Streamline or simplify the grant application process	17.5%
Other	15%
Better explain grant reporting responsibilities	5%

ECRAC Focus Groups Summary

Held January to April 2017

From January through April 2017 ECRAC held focus groups around the region. There were 8 art organizations that participated and 60 people provided input.

1. The conversation started with a discussion of what is distinct about the arts organization and what types of projects happen because of the organization. Answers included:

- Concert Series x 6
- Art Classes x 5
- Regular art shows- x 4
- Gallery space x 4
- Summer Arts Programming x 4
- Art Market, Fair, or Fest x 4
- Holiday event x 2
- Partner with the local chamber of commerce x 2

Other distinctions mentioned were:

- Longevity of the organization and its members
- Art on the Road program
- Started many activities that are now being replicated in other areas of the region such as summer concerts in the park
- Grant funded projects
- Songwriters in the Round
- Open Visual Arts Studio
- Open Jam Sessions
- Poets Corner
- Photography Group
- Artist Gathering at a local coffee shop
- Creative Classes
- Super Saturdays
- Film Festival
- Music lessons
- Umbrella for all art projects- open to ideas from the community
- Spring Student Art Show
- Homecoming Big Block Party
- Bluegrass Festival
- Three Poetry Prose a year

Kid's week event
Scholarship to school seniors
President's Day Stew
Two shows a year
Two or more fundraisers a year

2. What are your key challenges? Answers included:

Finding Volunteers
Younger Board and audience members needed x 2
Project planning is a challenge
Funding x 3
Advertising x 2
Building Issues and/or needing a new location x 2
Parking Issues
Rent
Space
Volunteers
Getting people to audition
Staff
Engaging the community
Difficulty with filling adult classes
Audience attendance x 3
Lack of community support
Transportation
Grant Writing

3. What are your exciting opportunities? Answers included:

All of the above x 5
Membership is growing
Offering sponsorships for businesses in the area x 2
Looking for a new space.

4. Did you learn anything new from this presentation on ERAC?

Yes x 8

Including:

The presentation makes an application seem like it is doable.

ECRAC is there to help.

ECRAC staff and grant reviewers have many helpful pointers.

Where ECRAC grant funds are going and the demographics of region

5. How can ECRAC serve your organization and your members more effectively? Answers included:

More grant writing assistance and training x 8

Bringing a grant workshop out to the organizations x 3

Less intimidating grant application process x 2

Glad ECRAC continues to streamline the application process x 4

Having a rain backup location for events is a problem.

Artists could use additional help with creating their artistic resumes.

Would like more networking opportunities for the Art Groups to meet each other.

EAST CENTRAL REGIONAL ARTS COUNCIL

PROJECTED BUDGET: Fiscal year 2018

		General Fund 2018 State	Arts & Arts Access 2018 State	Arts Education 2018 State	Arts & Cult Heritage 2018 State	McKnight Foundation	Other Funds	2018 Total
REVENUE								
1	State of Minnesota: Appropriations for 2018	\$100,882	\$257,932	\$61,089	\$20,363			\$440,266
2	State of Minnesota: Carryforward from 2017		\$105,000					\$105,000
3	McKnight Foundation					\$42,000		\$42,000
4	Other Income						\$1,900	\$1,900
5	Interest	\$200	\$650	\$100	\$50			\$1,000
6	TOTAL REVENUE	\$101,082	\$363,582	\$61,189	\$20,413	\$42,000	\$1,900	\$590,166
EXPENSES								
Programs and Services								
7	Grant Programs and Services							
a	Art in Our Schools Grants	\$12,000		\$3,000				\$15,000
b	Small/Art Project Grants	\$24,000	\$4,000					\$28,000
c	ECRAC ACHF Project Grants: Organizations and Individuals		\$196,982	\$48,189	\$17,313			\$262,484
d	ECRAC Individual Artist Grants					\$10,000		\$10,000
e	ECRAC Fellowships					\$21,000		\$21,000
f	K-12 Scholarships	\$3,000						\$3,000
8	Grant Programs and Services, Operations and Support	\$33,082	\$42,000	\$5,000	\$2,000	\$6,500		\$88,582
9	Subtotal Grant Programs and Services	\$72,082	\$242,982	\$56,189	\$19,313	\$37,500	\$0	\$428,066
10	Nongrant Programs and Services							
a	Regional Art Shows: IMAGE & Grantee		\$35,000			\$1,900		\$36,900
b	Workshops, technical assistance, and trainings		\$10,000			\$400		\$10,400
c	Arts promotion, website, internet		\$24,000					\$24,000
d	Scholarships		\$1,600					\$1,600
11	Nongrant Programs and Services, Operations and Support	\$18,000	\$25,000	\$1,000	\$700	\$1,400	\$1,900	\$48,000
12	Subtotal Nongrant Programs and Services	\$18,000	\$95,600	\$1,000	\$700	\$3,700	\$1,900	\$120,900
13	Total Programs and Services	\$90,082	\$338,582	\$57,189	\$20,013	\$41,200	\$1,900	\$548,966
14	Fundraising					\$500		\$500
15	General administration	\$11,000	\$25,000	\$4,000	\$400	\$300		\$40,700
16	TOTAL EXPENSES	\$101,082	\$363,582	\$61,189	\$20,413	\$42,000	\$1,900	\$590,166
17	SURPLUS/CARRYFORWARD or DEFICIT	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Line 6 Is the sum of lines 1 through 5
Line 7 Add as many subitems as necessary to clearly indicate all grant programs and services costs
Line 9 Total of all lines under line 7, plus line 8
Line 10 Change the subitem names, and/or add as many subitems as necessary to clearly indicate all nongrant programs and services costs
Line 12 Total of all lines under line 10, plus line 11
Line 13 Add line 9 and line 12
Line 16 Add lines 13, 14, and 15
Line 17 Line 6 minus line 16

EAST CENTRAL REGIONAL ARTS COUNCIL
PROJECTED BUDGET: Fiscal year 2019

		<u>General Fund</u> <u>2019 State</u>	<u>Arts &</u> <u>Arts Access</u> <u>2019 State</u>	<u>Arts</u> <u>Education</u> <u>2019 State</u>	<u>Arts & Cult</u> <u>Heritage</u> <u>2019 State</u>	<u>McKnight</u> <u>Foundation</u>	<u>Other</u> <u>Funds</u>	<u>2019 Total</u>
REVENUE								
1	State of Minnesota: Appropriations for 2019	\$100,882	\$344,037	\$61,091	\$20,363			\$526,373
2	State of Minnesota: Carryforward from 2018							\$0
3	McKnight Foundation					\$42,000		\$42,000
4	Other Income						\$1,900	\$1,900
5	Interest	\$200	\$650	\$100	\$50			\$1,000
6	TOTAL REVENUE	\$101,082	\$344,687	\$61,191	\$20,413	\$42,000	\$1,900	\$571,273
EXPENSES								
Programs and Services								
7	Grant Programs and Services							
a	Art in Our Schools Grants	\$12,000		\$3,000				\$15,000
b	Small/Art Project Grants	\$24,000	\$4,000					\$28,000
c	ECRAC ACHF Project Grants: Organizations and Individuals		\$198,087	\$48,191	\$17,313			\$263,591
d	ECRAC Individual Artist Grants					\$10,000		\$10,000
e	ECRAC Fellowships					\$21,000		\$21,000
f	K-12 Scholarships	\$3,000						\$3,000
8	Grant Programs and Services, Operations and Support	\$33,082	\$42,000	\$5,000	\$2,000	\$6,500		\$88,582
9	Subtotal Grant Programs and Services	\$72,082	\$244,087	\$56,191	\$19,313	\$37,500	\$0	\$429,173
10	Nongrant Programs and Services							
a	Regional Art Shows: IMAGE & Grantee		\$35,000			\$1,900		\$36,900
b	Workshops, technical assistance, and trainings		\$10,000			\$400		\$10,400
c	Arts promotion, website, internet		\$4,000					\$4,000
d	Scholarships		\$1,600				\$600	\$2,200
11	Nongrant Programs and Services, Operations and Support	\$18,000	\$25,000	\$1,000	\$700	\$1,400	\$1,300	\$47,400
12	Subtotal Nongrant Programs and Services	\$18,000	\$75,600	\$1,000	\$700	\$3,700	\$1,900	\$100,900
13	Total Programs and Services	\$90,082	\$319,687	\$57,191	\$20,013	\$41,200	\$1,900	\$530,073
14	Fundraising					\$500		\$500
15	General administration	\$11,000	\$25,000	\$4,000	\$400	\$300		\$40,700
16	TOTAL EXPENSES	\$101,082	\$344,687	\$61,191	\$20,413	\$42,000	\$1,900	\$571,273
17	SURPLUS/CARRYFORWARD or DEFICIT	\$0	\$0	\$0	\$0	\$0	\$0	\$0

Line 6 Is the sum of lines 1 through 5
Line 7 Add as many subitems as necessary to clearly indicate all grant programs and services costs
Line 9 Total of all lines under line 7, plus line 8
Line 10 Change the subitem names, and/or add as many subitems as necessary to clearly indicate all nongrant programs and services costs
Line 12 Total of all lines under line 10, plus line 11
Line 13 Add line 9 and line 12
Line 16 Add lines 13, 14, and 15
Line 17 Line 6 minus line 16

ARTS AND CULTURAL HERITAGE FUND FUNDAMENTAL ISSUES BUDGET and ADMINISTRATIVE COSTS

The 2015 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 it is 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 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's 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 are followed by all the regional arts councils as they submit biennial plans.

The attached definitions and examples are meant to provide guidance to regional arts councils in accurately assigning costs.

Working group

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DEFINITIONS AND GUIDELINES

The budget template includes 17 main lines. These lines are referenced below for clarification.

Although we use the word “line,” in some sections the word line is a series of rows.

Line 1 State of Minnesota (current year appropriations)

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

Line 2 State of Minnesota carryforward

Actual amount(s) of funds you expect to have left, unexpended, at the end of one fiscal year, that you intend to carryforward to the following year. These amounts should equal the amount in the Surplus/Carryforward or Deficit line in the previous fiscal year's template. These amount(s) must be reported to the Arts Board by June 1 of the fiscal year for which the funds were appropriated in order to be carried forward to the next fiscal year.

Line 3 McKnight Foundation

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

**ARTS AND CULTURAL HERITAGE FUND FUNDAMENTAL ISSUES
BUDGET and ADMINISTRATIVE COSTS**

Line 4 Other Income

List funds received from other sources.

Line 5 Interest

Indicate any interest revenue.

Line 6 Total Revenue

This line is the total of lines 1 through 5.

Line 7 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 8 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 RAC, besides the actual grant awards regranting by your Council; as they are listed by grant program in Line 7 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 preparing and distributing your grant guidelines. This line should NOT include the actual amount of grant money that was awarded or paid 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: 1099s 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 9 Subtotal Grant Programs and Services

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

Line 10 Nongrant Programs and Services

The Nongrant 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.

ARTS AND CULTURAL HERITAGE FUND FUNDAMENTAL ISSUES BUDGET and ADMINISTRATIVE COSTS

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 associated with having a gallery space
 - . Workshops and Trainings and Technical Assistance: nongrant related workshops and trainings, actual costs for travel, printing workshop materials, presenter costs, consultants, advertising workshops or trainings; direct costs associated with travel for ad 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 nongrant programs and services.

Line 11 Nongrant 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 and not all-inclusive):

- . plan and conduct nongrant 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 10
- . 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 10 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 10 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 related technical assistance and other programs. If this kind of assistance represents X% of you and your employees' time, include equipment repair costs or purchases as well as X% of the rent, electricity, phone, postage, printing, internet connection, general supplies, etc., expenses.

Line 12 Subtotal Nongrant Programs and Services

This line is the total of all lines under 10 (Nongrant Programs and Services) and line 11 (Nongrant Programs and Services, Operations and Support)

Line 13 Total Programs and Services

Add line 9 (Subtotal, Grant Programs and Services) and line 12 (Subtotal, Nongrant Programs and Services)

Line 14 Fundraising

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

ARTS AND CULTURAL HERITAGE FUND FUNDAMENTAL ISSUES BUDGET and ADMINISTRATIVE COSTS

Every good organization must also raise funds to support its mission. This means someone (usually a paid staff person or an out professional fundraiser) must write the grant proposals and talk with foundation representatives, someone must conduct direct 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 15 General Administration

The general administration line is the portion of each RAC's budget which is related to general operation of running the Council should include the percentage of salaries, benefits (insurance and pension plan contributions), and payroll taxes for the time 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 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 nongrant 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 nongrant and nonservice issues
- . bookkeeping
- . preparing budgets
- . preparing board financial statements
- . time spent dealing with nonprogram related facility costs
- . biennial plan writing and participating in advisory committee review of plans
- . writing annual reports for State Legislative funding

Line 16 Total Expenses

This number should match your revenue totals in Line 6.

Line 17 Surplus/Carryforward or Deficit

Actual difference between revenue and expenses, per column. Funds may not be moved from one state column to another (i.e. in arts education column cannot be moved to arts and arts access column to cover a deficit in the latter column). Carryforward must be reported the Arts Board by June 1 of the fiscal year for which the funds were appropriated. State general fund or arts cultural heritage fund amounts carried forward from one fiscal year must be recorded as revenue in line 2 in the following fiscal budget.

BYLAWS OF EAST CENTRAL REGIONAL ARTS COUNCIL

ARTICLE I MISSION; WORK

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

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

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

ARTICLE II OFFICES; CORPORATE SEAL

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

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

ARTICLE III BOARD OF DIRECTORS

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

Section 3.02. Number, Qualifications, Term of Office, and Election. The Board shall consist of between seven and fifteen members. Directors must be natural persons and must be at least 18 years of age. In selecting board members, the board shall strive to ensure that each county is represented by the same number of board members as every other county. The directors shall be elected by the members of the Board of Directors at a meeting of the Board at the annual meeting. Any person who resides in the East Central Region and whose background includes involvement as an artist, an art consumer, an art advocate, a volunteer director, teacher, arts organizer, or who is with a library, historical society, arts guild, or an ethnic art organization is eligible to serve on the Board.

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

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

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

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

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

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

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

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

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

Section 3.12. Action without Meeting. Any action that may be taken at a meeting of the Board may be taken without a meeting, when authorized in a written action signed or consented to in an

electronic communication by the number of directors that would be required to take the same action at a meeting of the Board at which all directors were present. If the Articles of Incorporation provide for a different requirement regarding the number of votes required for a written action, the Articles of Incorporation shall be followed.

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

ARTICLE IV OFFICERS

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

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

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

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

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

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

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

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

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

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

ARTICLE V COMMITTEES

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

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

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

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

ARTICLE VI GENERAL

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

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

ARTICLE VII PARLIAMENTARY AUTHORITY

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

ARTICLE VIII AUDIT

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

ARTICLE IX STANDARD OF CARE, EXPENSES AND INDEMNIFICATION

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

ARTICLE X AMENDMENTS

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

* * * * *

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

V. JOB DESCRIPTIONS

Title: Executive Director

Reports to: ECRAC Board of Directors (BOD)

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

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

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

Salary Schedule:

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

Salary is commensurate with work experience and a retirement plan is provided. Cost of living increases provided by the BOD will effect these steps.

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

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

Grant Programs:

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

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

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

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

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

Essential Qualifications and Skills:

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

Additional Requirements:

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

Title: Grant Program Officer

Reports To: Executive Director

Supervises: May have occasion to help direct the work of interns and volunteers.

Employment Status and Schedule: Part or Full-time (24-40 hours per week, depending on qualifications/duties), non-exempt/hourly. This position includes regular evening and weekend hours.

Applicants: Applicants for the position of Grant Program Officer must provide a cover letter, current résumé, and at least two professional references. A background check is required of all new ECRAC employees.

Wage Range:

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

Wages are commensurate with work experience and a retirement plan is provided. Cost of living increases provided will effect these steps.

Grant Program Officer

Distinguishing features of work: The Grants Program Officer is responsible for the development, delivery, and evaluation of grant programs and services for arts organizations and individual artists throughout the five-county East Central Minnesota region. The Grant Program Officer is also responsible for providing education and public relations related to ECRAC. Specific program accountability areas change from year to year depending on constituent and organizational needs, and may include special projects or isolated initiatives. The Grant Program Officer is directly responsible to the ECRAC Executive Director and will work in close collaboration with the Office/Communications Coordinator. This job description is subject to revision as the position evolves.

Primary Responsibilities- Grants Program and Service Delivery:

1. Answer inquiries about ECRAC programs and services.
2. Assist constituents and potential applicants in fully utilizing ECRAC grant programs and services and in understanding the grant guidelines and policies.
3. Review and update the grant program guidelines, instructions, and online application forms as needed and as approved.
4. Provide ECRAC and grant information sessions throughout the Region.
5. Provide technical assistance by phone, email, and in person to applicants relative to the submission of online applications or reports.
6. Process incoming grant applications and review applications for completeness, compliance, and eligibility.
7. Organize all aspects of the grant review meeting process such as recruiting panel members, training grant reviewers, developing the grant review packet and ranking sheets, and preparing the review minutes.
8. Prepare and produce all grant correspondence and contracts related to the grant award or declination following the grant decision.
9. Enter and maintain accuracy of grant data and track grants funded.
10. Monitor grantee final reports and prepare related correspondence.
11. Review, summarize, and report on grant applicants and grantees.
12. Conduct ongoing evaluation of programs through the use of the final reports, grant

- site visits, and other tools and conduct a regular needs assessment of potential grantees.
- 13. Provide oversight of grant making policies and procedures to ensure grantees are in compliance and report any compliance issues.
- 14. Other related duties as assigned by Executive Director.

Primary Responsibilities -Public Relations:

- 1. Maintenance of grant making confidentiality.
- 2. Convey a positive image of ECRAC to the public and to ECRAC grant applicants.
- 3. Maintain communications with constituents and potential applicants through in-person, email, phone, and social media contacts.
- 4. Assist with documentation of ECRAC and grantee events and activities via photography/videography.
- 5. Assist with ECRAC events calendar of events, mailings, and provide content for website/newsletter updates.
- 6. Other related duties as assigned by Executive Director.

Primary Responsibilities - Advocacy and Education:

- 1. Support/attend local, regional, and statewide advocacy initiatives such as Arts Advocacy Day.
- 2. Educate constituents about the importance of their involvement in local arts advocacy efforts.
- 3. Develop curriculum for and provide ECRAC information sessions and provide technical assistance related to the application and reporting processes.
- 4. Maintain the past successful grant proposal samples.
- 5. Maintain the ECRAC arts resource library.
- 6. Provide regional media and social media with content regarding ECRAC grants and grantees.
- 7. Other related duties as assigned by Executive Director.

Essential Qualifications and Skills:

- 1. Two-year degree or five years' related experience in grants management or grant writing required. (Four-year degree preferred.)
- 2. Skills needed: MS Office 2016; Google Apps; Foundant Grant System.
- 3. Equipment operated: phone, PC, projector, digital camera, video camera, TV/DVD player, copy machine, scanner, shredder.
- 4. Experience in general office professionalism, functions, and procedures.
- 5. The very highest ethical standards in dealing with matters of finance.
- 6. Attend ongoing training as approved by Executive Director.
- 7. Attention to detail; strong logic and analytical thinking; creative problem-solving skills.
- 8. Ability to manage multiple tasks and adapt to changes in work-related scheduling.
- 9. Excellent written and verbal communication skills.
- 10. Ability to interact professionally with diverse groups and individuals.
- 11. Possess a valid Minnesota Driver's License. Maintain an insured and reliable personal vehicle.
- 12. Ability to stand, walk, and sit for extended periods; ability to lift at least 35 pounds.
- 13. Available to travel and attend conferences requiring overnight stays.
- 14. A background check is required of all ECRAC employees.

Title: Office/Communications Coordinator

Reports to: Executive Director

Supervises: may have occasion to help direct the work of interns and volunteers

Employment Status and Schedule: Part or Full-time (20-40 hours per week, depending on qualifications/duties), non-exempt/hourly. This position includes regular evening and weekend hours.

Applicants: Applicants for the position of Office/Communications Coordinator must provide a cover letter, current résumé, and at least two professional references.

Wage Range:

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

Wages are commensurate with work experience and a retirement plan is provided. Cost of living increases provided will effect these steps.

Office/Communications Coordinator

Distinguishing Features of Work: The Office/Communications Coordinator is the first contact to the organization. This position provides general office, financial, and administrative duties as well as assisting in the processes of grant administration and related data management. The Office/Communications Coordinator is directly responsible to the ECRAC Executive Director to assist with agency and grant program administration. The workload will be coordinated to assist both the Executive Director and the Grant Program Officer. This job description is subject to revision as the position evolves.

Office Coordinator tasks include:

1. Process incoming and outgoing mail and email.
2. Maintain office files in an appropriate, useful and timely system.
3. Assistance with grant application processing activities such as: correspondence related to a grant award or declination, reviewing applications for completeness, entering and maintaining accuracy of grant data, monitoring grant final reports and related correspondence, and grant review packets.
4. Assist in assembling, generating, and posting ECRAC Board of Directors (BOD) and grant review panel meeting packets.
5. Assist with arrangements for BOD meetings, grant review panels, and workshops such as reserving space, preparing handouts, ordering refreshments, set-up and clean-up, and other needs as determined.
6. Take minutes at ECRAC BOD and other meetings.
7. Update and maintain the ECRAC mailing lists and databases to include: regional arts organizations, community groups, individual artists, media, current legislators, etc.
8. Provide assistance with event and workshop coordination including assisting with Art Show preparations at least twice per year.
9. Maintain the checking account record, the financial journal and the general ledger records to reflect all transactions for the accountant.
10. Prepare accounts payable for payment of semimonthly bills and maintain the vendor files.

11. Assist with agency payroll.
12. Oversee the purchase and storage of general office supplies.
13. Ensure that all office equipment operates properly and coordinate with IT or repairmen when necessary.
14. Ensure that the office/gallery are maintained.
15. Other duties as assigned by the Executive Director.

Communications Coordinator tasks include:

1. Act as first contact to organization by greeting visitors and answering telephone.
2. Convey a positive image of ECRAC to the public and to ECRAC grant applicants.
3. Answer inquiries about ECRAC programs and services and ensure interested constituents are added to the mailing lists.
4. Maintenance of grantmaking respect and confidentiality.
5. Assist with documenting ECRAC events and activities by taking photos or videos.
6. Assist in developing and distributing information to the media.
7. Assist in production and distribution of hard-copy communication materials.
8. Assist in production and distribution of the ECRAC e-newsletter.
9. Maintain ECRAC website content, online calendar, and prepare social media updates
10. Provide technical assistance by phone, email, and in person to applicants relative to the submission of online applications or reports, when appropriate.
11. Other duties as assigned by the Executive Director.

Qualifications:

1. Education: 2-year degree or 5 years relevant experience required; 4-year degree preferred
2. Bookkeeping or accounting skills and experience preferred.
3. Skills needed: MS Office 2016; QuickBooks Online; Google Apps; Foundant Grant System.
4. Equipment operated: phone, PC, projector, digital camera, video camera, TV/DVD player, copy machine, scanner, shredder.
5. Experience in general office functions and procedures and ability to work with the public.
6. The very highest ethical standards in dealing with matters of finance.
7. Attend ongoing training as approved by Executive Director. All other duties as assigned and apparent.
8. Have a valid Minnesota Driver's license.
9. Maintain an insured and reliable personal vehicle in working order.
10. Ability to stand, walk, sit, and lift a minimum of 35 pounds.
11. Ability to travel and attend conferences that require an overnight stay.
12. A background check is required of all new ECRAC employees.