



# 2024-2025 Arts Plan & Budget

## Mission Statement

The Five Wings Arts Council encourages and promotes arts creation, appreciation, and education through grant programs and technical assistance to enhance the quality of life for Minnesota residents in Cass, Crow Wing, Morrison, Todd, and Wadena Counties.

## Cultural Equity Commitment

The Five Wings Arts Council believes that arts and culture contribute to the meaning and understanding of our humanity and should be honored and celebrated. Five Wings plays a unique and essential role to ensure the arts contribute to the well-being and prosperity of all residents in Cass, Crow Wing, Morrison, Todd, and Wadena Counties. Arts and culture can be a vehicle to spark conversations, to spur social change and make our communities strong, healthy, and above all equitable. We acknowledge that there is no one perfect way to achieve equity, but we are willing to put forth intentional effort knowing there is much work to do.

We are committed to addressing structural inequities and increasing support in the arts for under-represented artists, arts organizations, children, and adults through the following actions:

- Intentionally seeking out and welcoming members from under-represented populations for FWAC board of directors and staff. Committing time and resources to expand a more diverse leadership structure within our board, staff, and advisory bodies.
- Ongoing education for staff and board on topics surrounding racial equity and social justice.
- Ensure that a racial and cultural equity lens informs all decision-making, programs, policies and procedures.
- Collaborate with other organizations working toward equity in providing resources and sharing best practices to create equity for under-represented organizations and artists.

## Demographics

The Five Wings Arts Council serves Cass, Crow Wing, Morrison, Todd, and Wadena counties and people of the Leech Lake Band of Ojibwe community. The five counties cover approximately 5,600 square miles in the center of the state and may be considered the heartland of rural Minnesota. In addition, Cass County is the home of Leech Lake Reservation, which covers approximately 1,310 square acres. Structurally, the land consists of tillable farmland, prairies, forests, rivers, and lakes. The economic diversity ranges from agriculture to tourism. Completely rural, the region is void of

any urban area with the largest city in the region (Brainerd) having a population of just over 14,000 (2020 Census).

**Population Centers:** Brainerd (14,395) Little Falls (9,140) Wadena (4,325) Long Prairie (3,661) Staples (2,989) Walker (966)

### **2019 Creative MN Economic Impact Study Highlights**

The most recent Creative MN Economic Impact Study took place early in 2019. Although ninth in population among the state's eleven regions, The Five Wings area is fifth in the number of full-time artists and creative workers and seventh in attendance. It also performs on target on many other metrics, ranking ninth in economic impact per capita, economic impact for organizations and audiences, and state revenue from artists and creative workers. Total economic impact from the arts and cultural sector in the Five Wings area is \$15.8 million per year.

The Creative MN Report gathered information from a total of 74 nonprofit arts and cultural organizations and their audiences. Participating organizations by discipline include: 22 performing arts, 8 arts multipurpose, 6 visual arts and architecture, 1 media arts and communications, 3 literary arts, 19 history and historical preservation, and 13 other. Forty-two (over half) of the participating organizations are small community driven grassroots organizations with annual operating budgets under \$25k.

The study revealed a total of 2,211 Artists and Creative Workers with 836 full-time and 1,375 part-time artists and creative workers. Audience data revealed 302,690 attendees of arts activities, which is an increase of 213,748 over the previous year's report and 23,600 students served.

### **Needs Assessment**

The Five Wings Arts Council continuously assesses and responds to the needs of the region through a variety of channels including day-to-day contact with constituents, feedback from grantees and applicants, public workshops, and meetings, etc. Regional arts councils are required to conduct a public needs assessment every four years. In addition to our ongoing evaluation of programs and services, the Council developed an online survey launched on December 5, 2022 to reach a broader scope of the arts interested public.

The survey was typical of tools used in the past and similar to the survey facilitated in 2015 and 2019. The survey was marketed toward constituents who are familiar with Five Wings programs and services. This target group includes prior and current applicants, grantees, and individuals who have recently participated in any of our programs and/or services. The survey was also marketed through our electronic newsletter and social media channels, which reaches a wide range of the arts interested public who may not necessarily be familiar with our specific programs and services.

Five Wings once again collaborated with the Region 5 Development Commission who promoted the online survey link to their e-mail database, which includes primarily city officials, economic developers, and community development leaders.

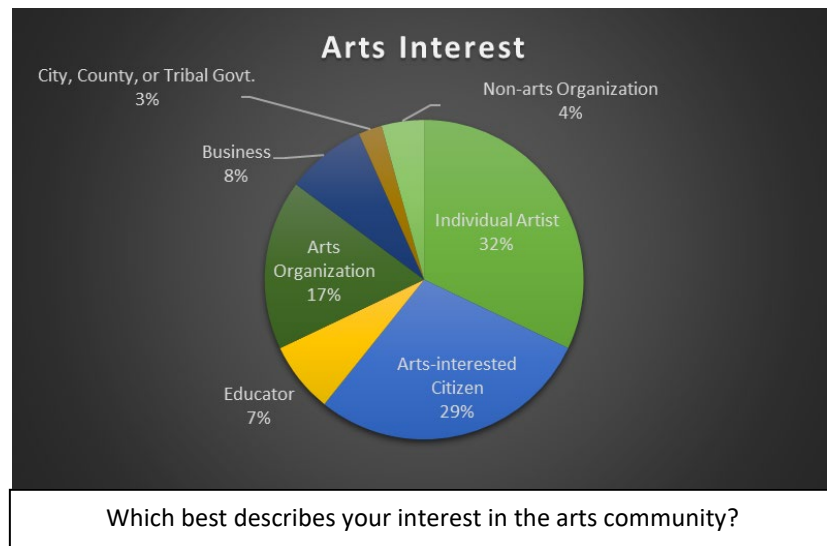
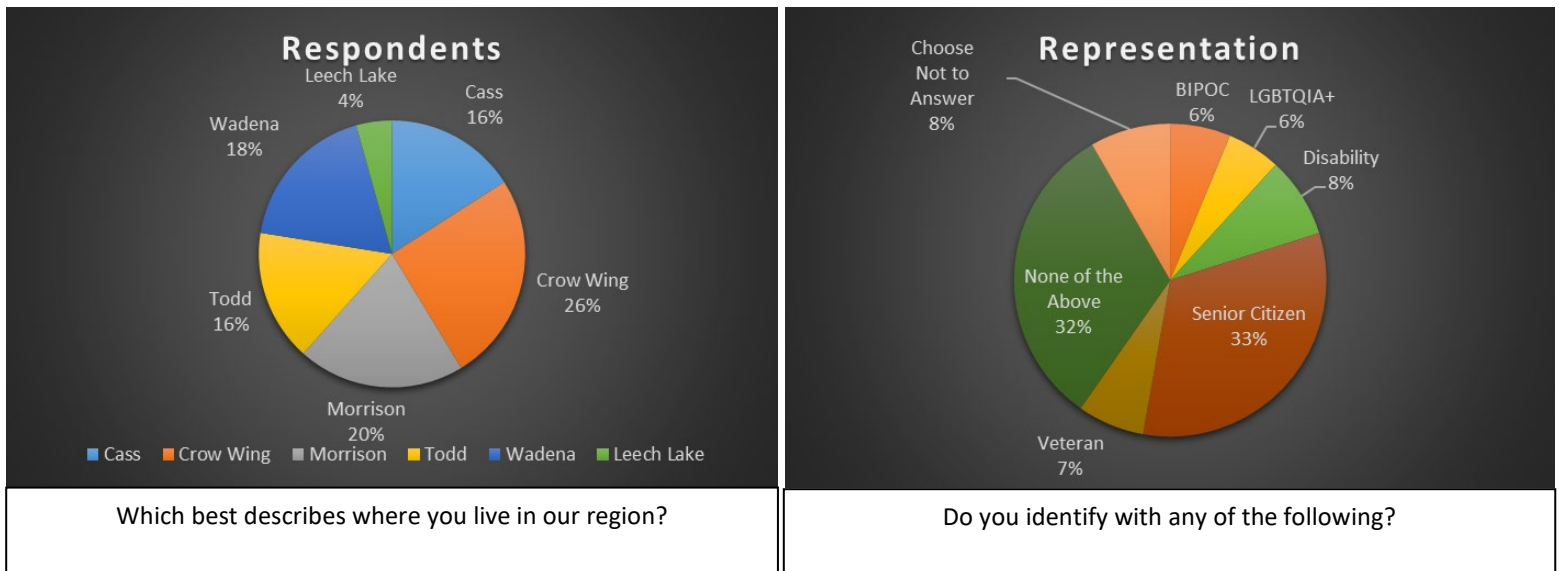
The survey focused on perceptions in the region regarding the value of the arts and satisfaction levels with current programming, and priorities for continued and future programming and services. The tool also asked constituents to rate their satisfaction level with current program priorities and processes.

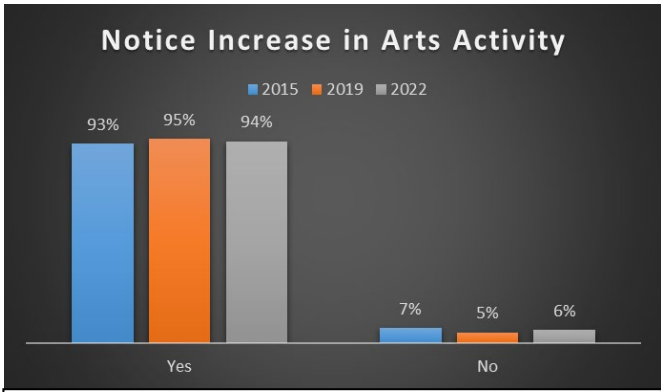
## Survey Response and Validity

Even though it is challenging to definitively confirm the scientific validity of an online survey tool, Five Wings is confident, based on the number of respondents and geographic distribution of respondents, that this assessment generally reflects the needs, satisfaction level, and perceptions of the constituents in our region. One hundred thirty-six legitimate surveys were collected with 72% of respondents indicating they had participated in some direct way with Five Wings programs and services. An additional 4% of potential respondents opened the survey link, but did not finish it for a 96% completion rate. The survey consisted of 18 questions total and the average time spent completing the assessment was nine minutes.

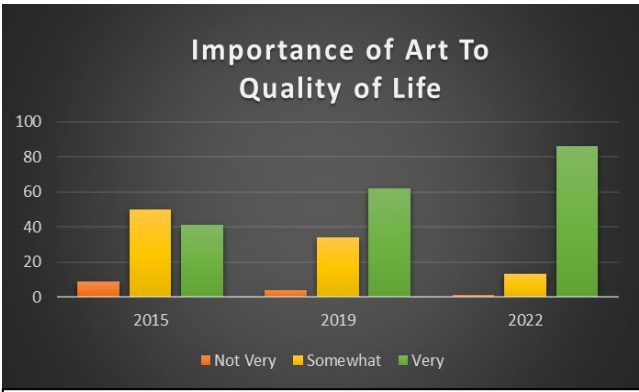
## Survey Results

The following tables and graphs show selected survey results. For a complete inventory of respondent comments and suggestions regarding funding priorities and improvements, please contact the Five Wings Arts Council.

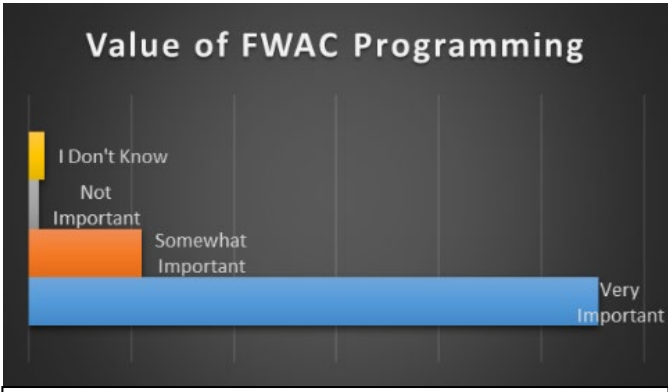




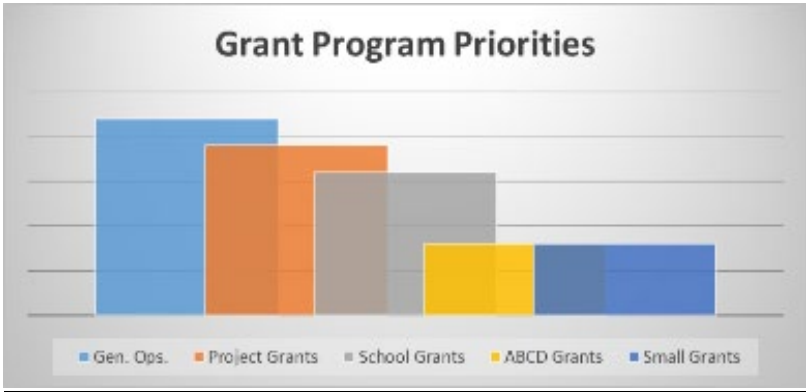
Have you noticed an increase in local arts activity due to Legacy Funding? Question first asked in 2015 to track perception of Legacy funding.



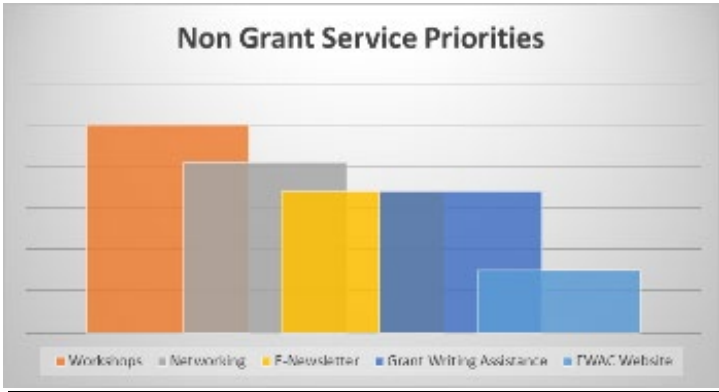
How important do you feel the creative activities and cultural events are to the quality of life in this region? Question first asked in 2015 to track perception of Legacy funding.



How important do you feel the programs and services offered by Five Wings are to artists and arts organizations in the region?

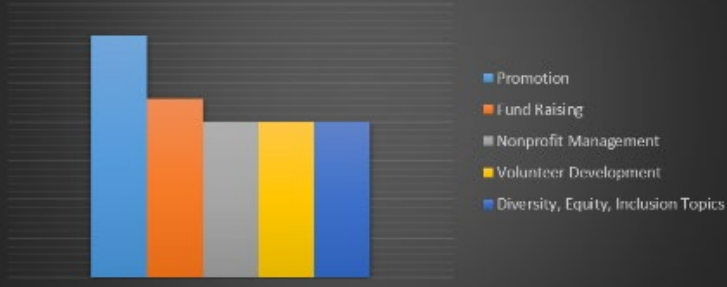


How should the Council prioritize the following community grant making initiatives to best serve the region? *Prioritized here in descending order from left to right.*



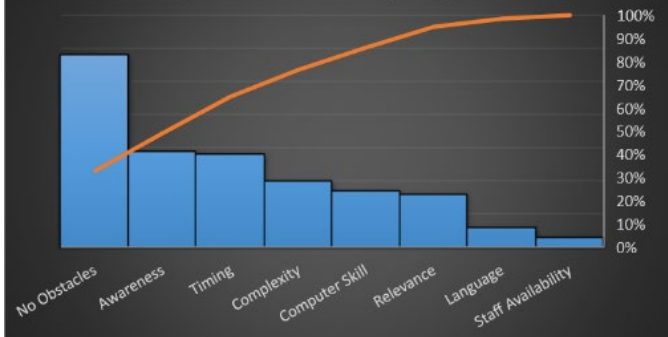
As a practicing artist what type of support or services are most valuable to you? *Prioritized here in descending order from left to right.*

### Workshop & Training Priorities Top 5 workshop topic priorities



What are the most important and valuable workshop and training topics for your organization? *Prioritized here in descending order from left to right.*

### Challenges to Accessing Opportunities



What challenges (if any) are there to your ability to access Five Wings Arts Council grants or services? *Nearly 90% of respondents indicated no obstacles. Results show work needs to be done in terms of awareness and timing of opportunities as well as complexity of materials.*

### Grant Services Satisfaction



If you have been a grant applicant, please check how you feel about each step in the grant application process that Five Wings administers. *Although overall positive feedback on grant process and administration, Five Wings is currently working to further streamline and simplify the grant making process to ensure funding is being distributed in an equitable manner and truly accessible to everyone.*



#### Interpretations

Specific Grant Programs and Services (derived from survey comments and re-affirmed by constituent contact:

- Five Wings is on track with current allocation of resources to each particular grant program and non-grant services. For the first time in history, the survey indicated a slightly higher priority for General Operating vs Project Grants in the region. This is an assumed direct impact of the COVID-19 pandemic on our arts organizations.
- Five Wings needs to continue to dedicate sufficient resources and time to their website, e-newsletter, and online presence.
- Five Wings will also devote as many resources as possible to provide more workshops that are educational and networking opportunities for artists and arts organizations.
- Constituents are generally aware of Legacy dollars providing increased access to the arts. Although encouraging, there is a lot of work to do on the perception of the value of the arts in the region and statewide.

Overall Quality of Program and Services Administration:

- Five Wings is currently on track with providing above-average accessibility to programs and services. Survey results indicate there is still work to do in terms of awareness of opportunities, timing of opportunities, and complexity of application materials.
- Five Wings is currently providing above-average technical service to constituents.
- The overall performance of the Five Wings Arts Council is meeting or exceeding the expectations of the public.
- Five Wings needs to continue and improve giving clear and constructive feedback to unsuccessful grant applicants.
- The public generally trusts Five Wings' stewardship of public arts dollars.

## Summary of Assessed Needs

The Five Wings Arts Council has carefully reviewed all the collected data about the arts development needs of the region. The following program and services priorities made clear through assessment results, professional contact with individual artists, and candid discussions with other arts professionals:

- General Operating Support Grants for Arts Organizations
- Arts Project Grants
- Arts in Education Grants (artist residencies, school arts projects)
- Arts Based Community Development Grants
- Individual Artist Grants (McKnight)
- Small Grants
- Workshops and Trainings for individuals and organizations
  - FY24-25 Trainings will focus on Arts Promotion, Fund Raising, and Diversity, Equity, and Inclusion (DEI) Initiatives.
- Networking Opportunities for artists and organizations
- Electronic Communications, Social Media, Website Development

## Planning Process

Ongoing	FWAC Board and Staff participate in planning discussions at each Board Meeting (open to the public) to analyze and revise programs/services with assigned goals, outcomes, and success indicators.
Oct/Nov 2022	Public Survey and Needs Assessment developed by Staff and Reviewed by Five Wings Board.
Dec. 5-31, 2022	Online Survey and Needs Assessment promoted to Arts Interested Public. Responses Collected
Jan-Feb 2023	Five Wings staff reached out to, and conducted personal interviews with all known community-based arts groups to collect public input on current Five Wings' goals and priorities for next two years.
Feb/March 2023	Staff continues collecting input and revising draft plan.
February 28, 2023	FWAC Board Reviews Overview of Draft Plan and submits for public review.
March 3, 2023	Draft Plan uploaded to Website for Public Review/Comments.
March 7, 2023	Public Notice requesting feedback and comments pushed out to public via Constant Contact e-newsletter and social media posts. Legal Notice regarding Public Hearing sent to all regional media.
March 28, 2023	Public Hearing/Forum held at 5:00 pm via public ZOOM video link. Five Wings Arts Council meets directly after Public Hearing to review and edit final plan based on constituent input.
April 1, 2023	Preliminary FY24-25 Plan submitted to the Minnesota State Arts Board for completeness review.

## Work Plan

### **Biennial Plan Priority #1: To offer grants to artists and community organizations providing arts programming and activities.**

Supports 25-Year Goal: #5, The Arts Thrive in Minnesota

Achieving 25-Year Outcome, #5b, Minnesota artists say they have access to the resources, information, markets, etc. they need; #5c Minnesota arts organizations report having access to the resources, information, personnel, audiences, etc. they need.

Measurement:

In FY24 and FY25 of those receiving grants from the Five Wings, 75% will indicate that their project was artistically successful, reached the target constituency and had community impact. This will be measured by grantee final reports. FY22 measurement reflected over 90% of grantees reporting satisfaction with access and indicated an artistically successful experience.

### **Biennial Plan Priority #2: To offer programs and services that help artists, organizations, and community groups better serve and engage with their communities through the arts.**

Supports 25-Year Goal: #5, The Arts Thrive in Minnesota

Achieving 25-Year Outcome, #5b, Minnesota artists say they have access to the resources, information, markets, etc. they need; #5c Minnesota arts organizations report having access to the resources, information, personnel, audiences, etc. they need.

Measurement:

The next needs assessment survey (scheduled for December 2024) will indicate that 80% of respondents feel the services provided by Five Wings are important or very important to them and have provided access to variety of resources they need. FY23 survey indicated that 96% of respondents feel the services provided by Five Wings are important or very important to them and have provided access to variety of resources they need.

### **Biennial Plan Priority #3: To provide equitable access to grants and services to artists and organizations providing arts activities.**

Supports 25-Year Goal: #3, People of all ages, ethnicities, and abilities participate in the arts.

Achieving 25-Year Outcome, # 3b, Minnesotans are aware of arts offerings in their communities and believe the arts are available to them, # 3c, Applicants, grantees and panelists believe that the Five Wings grant making process is equitable.

Measurement:

The next needs assessment survey (scheduled for December 2024) will indicate that 80% of those responding will agree that Five Wings awards grants with fairness to all applicants. FY23 survey indicated that 87% of respondents agree that Five Wings awards grants with fairness to all applicants.

In an ongoing effort and desire to provide equitable access to all Five Wings programs and services, the Council's Board and Staff have completed the Intercultural Development Inventory and are continuing work toward intercultural competence. In addition to a published Cultural Equity Statement, which guides the work of the Council; Five Wings also supports an active Diversity, Equity, and Inclusion committee which helps focus efforts in moving toward more equitable and inclusive priorities,



programs, and processes. Specific goals for FY24-25 include additional education on diversity, equity and inclusion issues, analyzing current programs, policies, communications, and procedures through an equity lens, and building relationships with under-represented communities in the region.

**Biennial Plan Priority #4: To act as responsible stewards of public funds.**

Supports 25-Year Goal: #4, People trust Minnesota’s stewardship of public arts funding.

Achieving 25-Year Outcome, # 4a, Minnesotans are satisfied with how state resources for the arts are allocated and with the benefits those resources produce; #4b, Applicants and grantees understand the grant making process, feel that they have been treated fairly, and were provided with good service by Five Wings.

Measurement:

The next needs assessment survey (scheduled for December 2024) will indicate that 80% of those responding agree that Five Wings acts as a responsible steward of public funds. A yearly procedural audit and reconciliation by the Minnesota State Arts Board and full financial audit by a Certified Public Accountant will result in a positive review of Five Wings’ compliance with state grant making policies and state law. FY23 survey indicated that 87% of respondents agree that Five Wings acts as a responsible steward of public funds.

**Biennial Plan Priority #5: To act as strong advocates for the arts.**

Supports 25-Year Goal: # 4 People trust Minnesota’s stewardship of public arts funding.

Achieving 25-Year Outcome, # 4a, Minnesotans are satisfied with how state resources for the arts are allocated and with the benefits those resources produce.

Measurement:

In FY24-25 Five Wings will communicate a minimum of five times per year informing regional legislators of arts activities and issues. In FY24-25 Five Wings will support Arts Advocacy Day. In FY24-25 Five Wings will maintain memberships in MN Citizens for the Arts and Americans for the Arts.

**Summary of Grant Programs**

All grant programs are developed and continually evaluated in the spirit of accessibility, simplicity, transparency, and accountability. Grantees are also be given the tools and resources to identify and report any and all distinctive and measurable outcomes of the grant activity. Direct grant investment figures listed below reflect two years of programming.

25 Year Outcome #5b: Minnesota artists say they have access to the resources, information, markets, etc. they need

25 Year Outcome #5c: Minnesota arts organizations report having access to the resources, information, personnel, audiences, etc. they need.

**Small Community Arts Grant (General Allocation Funds)**

- One-time grants (per fiscal year) are available to arts organizations, community groups, and schools to sponsor an arts activity. The grant is designed for first-time applicants and groups wishing to take advantage of a late-breaking opportunity.
- No Match Required

- Application Deadlines: Ongoing
- FY24-25 Direct Grant Investment: \$ 20,000

**Community Arts Access Project Grant** (Enhanced with ACH Funds)

- Grants are available to community groups and nonprofit organizations to produce their own arts activities or sponsor a touring artist/activity. It provides the opportunity for arts access to every community in the region.
- No Match Required (COVID-19 Pandemic Response)
- Application Deadlines: January 15, April 15, July 15, and October 15
- FY24-25 Direct Grant Investment: \$565,000

**School Arts Project Grants** (New Initiative with ACH Funds in FY10)

- Grants are available to public schools to supplement non-curriculum arts education already being provided to area students. Grants will not be awarded for core arts teaching and/or curriculum.
- No Match Required
- Application Deadlines: Ongoing
- FY24-25 Direct Grant Investment: \$85,000

**General Operating Support** (Enhanced with ACH Funds)

- Unrestricted operating and capital grants are available to well-established nonprofit arts organizations to help strengthen and stabilize those organizations, allowing them to provide the best possible service to the arts in their community.
- Application Deadline: September 15
- Two-Year Commitment of Support
- FY24-25 Direct Grant Investment: \$310,000

**Arts Based Community Development Grants** (New Initiative with ACH Funds)

- The Arts Based Community Development (ABCD) grant program is an initiative to encourage and support the integration of the arts, via artists and arts organizations, to address a local community issue, problem, or need through an arts-based solution.
- Matching grants up to \$7,500
- Application Deadline: Ongoing
- FY24-25 Direct Grant Investment: \$45,000

**Individual Artist Grants** (McKnight Foundation Funds)

- Funding is available to individual artists wishing to take advantage of arts related opportunities that will take their career as an artist to the next level. Projects include skill development, marketing, equipment purchase, etc.
- No Match Required (COVID-19 Pandemic Response)
- Application Deadline: Ongoing
- FY24-25 Direct Grant Investment: \$92,000

**Non-Grant Initiatives**

25-Year Outcome: Minnesota artists say they have access to the resources, information, markets, etc. they need.

25-Year Outcome: Minnesota arts organizations report having access to the resources, information, personnel, audiences, etc. they need.

**Workshops, Trainings, and Technical Assistance** (Enhanced with ACH Funds)

- Five Wings will coordinate, host, and administer regional workshop and training opportunities for community arts organizations, arts advocates, and civic leaders. Initial priority areas for FY24-25 are Promotion and Marketing, Fundraising, Nonprofit Management, Volunteer Development, and Diversity, Equity and Inclusion Issues.

#### **Website, Marketing, Promotion (Enhanced with ACH Funds)**

- [WWW.FWAC.ORG](http://WWW.FWAC.ORG) Five Wings continues to develop its website to offer constituents a more accessible, up to date, and informative online experience. Features include access to grant information, evaluation tools, an electronic newsletter, calendar, artist and arts organization registry, and charitable giving opportunities to name a few.
- Social Networking Initiative
- Five Wings will also actively promote its mission, programs, and services through traditional media avenues.

#### **Informational Resource**

- Five Wings acts as an arts development clearing-house of information helpful to local communities and arts organizations. Topics include creative place making, fundraising, planning, nonprofit incorporation, arts curriculum, grant writing, board development, etc. These resources are available free of charge to the public.

#### **Internal Leadership Infrastructure Initiative**

- Five Wings will begin preparing for the departure of their long-term Executive Director.
- Engage with professional consultant team to facilitate transition process.
- Review and update all appropriate governing and procedural documents for organization Leadership transition.
- Fully engage board and staff with a clear strategy to mitigate risks associated with departure of key staff and ensure positive onboarding of new leadership.
- Develop written leadership transition plan and timeline.
- Achieve standards of Charity Review Council – Accountability Wizard Seal.

#### **FY24-25 Outcomes-Based Work Plan**

The Five Wings Arts Council has accepted the long-term Vision, Guiding Principles, Goals and Key Strategies developed in partnership by the Minnesota Regional Arts Councils and Minnesota State Arts Board and is committed to work together to accomplish this vision over the next 25 years. As next steps in that noble journey, Five Wings has outlined the following short-term activities, outputs, and success indicators to guide our progress as we continue to serve our mission of encouraging and promoting arts creation, appreciation, and education throughout our five counties.

#### **Terminology Used:**

- **Outcome:** A measurable change in attitude, skills, knowledge, behavior, status, or life condition.
- **Primary Activity:** Specific tasks or actions designed to create the desired output of a program
- **Output:** A measure of a program's actions such as products created or delivered, number of people served, and activities and services carried out.

- **Success Indicator:** Specific, observable, and measurable characteristic, action, or condition that demonstrates whether a desired change has happened.
- **Target for Change:** Time-bound benchmark as measured by indicators to gauge whether the program purpose is on track to fulfillment.

Please note that the following work plan is not all-inclusive concerning planned arts development activity, yet gives a structured overview of planned priorities and highlights activities specifically funded through the Legislative Allocation and Arts and Cultural Heritage Fund. The Five Wings Arts Council, as a responsible steward of all public funds, will be continuously evaluating the needs of our constituents and adjust our activities appropriately by refining outputs, indicators, and targets for change.

### Grant Programs and Services Detail

#### **Small Community Arts Project Grants**

*Program Purpose:* To provide access to quality arts activities and experiences for every community in our region. Program designed for first-time applicants and groups wishing to take advantage of a late breaking opportunity.

##### Primary Activities

- Design and administer a simple, accessible, and equitable grant process for communities.
- Promote program in terms of purpose and availability to all eligible applicants.
- Introduce Outcomes-Based Evaluation tools to grantees
- Provide ongoing technical assistance to current and potential grantees.
- Continue to evaluate program purpose, outputs, and indicators.

Short-Term Output(s): Increased arts related activities throughout the entire region.

##### Success Indicators:

- Number of arts activities supported through grant program.
- Number of participants involved with each activity
- Satisfaction level of participants and grantees.

##### Data Source(s)

- FWAC Grantee Database
- Grantee Final Reports

##### Target(s) for Change

- At the end of FY24, the number applications received will increase by 15% over FY23. At the end of FY25, remain similar to FY24.
- At the end of FY24, the number of participants involved with funded activities will increase 10% over FY23. At the end of FY25, the number of participants will remain similar to FY24.
- At the end of both FY24 and FY25, 75% of grantees will indicate satisfaction with accessibility of program and report an artistically successful project with identified measurable outcomes.

#### **Community Arts Access Project Grants (Arts Access, Arts Education, Cultural Heritage)**

*Program Purpose:* To provide access to quality arts activities and experiences for every community in our region.

##### Primary Activities

- Design and administer a simple, accessible, and equitable grant process for communities.
- Promote program in terms of purpose and availability to all eligible applicants.
- Introduce Outcomes-Based Evaluation tools to grantees
- Conduct a minimum of one grant writing workshop prior to each deadline.
- Provide ongoing technical assistance to current and potential grantees.
- Continue to evaluate program purpose, outputs, and indicators.

Short-Term Output(s): Increased arts related activities throughout the entire region.

Success Indicators:

- Number of arts activities supported through grant program.
- Number of participants involved with each activity
- Satisfaction level of participants and grantees.

Data Source(s)

- FWAC Grantee Database
- Grantee Final Reports

Target(s) for Change

- At the end of FY24, the number applications received from organizations and activities funded will increase by 5% over FY23. At the end of FY25, increase by 5% over FY24.
- At the end of FY24, the number of participants involved with funded activities will increase by 5% over FY23. At the end of FY25, the number of participants will increase by 5% over FY24.
- At the end of both FY24 and FY25, 75% of grantees will indicate satisfaction with accessibility of program and report an artistically successful project with identified measurable outcomes.

**School Arts Project Grants** (Arts Education)

*Program Purpose:* To provide financial resources to regional schools for fostering the development of arts education. **Note:** Arts and Cultural Heritage fund dollars will not be used to supplant funds used for core arts teaching and curriculum in K-12 schools.

Primary Activities

- Design and administer a simple, accessible, and equitable grant process tailored to schools.
- Promote the program to school administrators, teachers, and local artists.
- Make connections between school faculty and local practicing artists.
- Provide ongoing technical assistance to current and potential grantees.
- Continue to evaluate program purpose, outputs, and indicators.

Short Term Output(s): Increased school arts related activities (residencies, field trips, etc.) throughout the entire region.

Success Indicators:

- Number of school arts activities supported through grant program.
- Number of participants involved with each activity.
- Satisfaction level of participants and grantees.

Data Source(s)

- FWAC Grantee Database
- Grantee Final Reports

Target(s) for Change

- At the end of FY24, the number applications received from schools and activities funded will increase by 25% over FY23. At the end of FY24, increase by 10% over FY24.
- At the end of FY24, the number of participants involved with funded activities will increase by 15% over FY23. At the end of FY25, the number of participants will increase by 10% over FY24.
- At the end of both FY24 and FY25, 75% of grantees will indicate satisfaction with accessibility of program and report an artistically successful project with identified measurable outcomes

### **General Operating Support** (Arts Access, Arts Education, Cultural Heritage)

*Program Purpose:* To strengthen and stabilize local nonprofit arts organizations to better serve their artistic missions.

#### Primary Activities

- Administer a simple, accessible, and equitable grant process.
- Promote program in terms of purpose and availability to all eligible applicants.
- Introduce Outcomes-Based Evaluation tools to grantees.
- Provide custom workshop opportunities for grantees in Financial Management, Evaluation, and Advocacy.
- Provide ongoing technical assistance to current and potential grantees.
- Continue to evaluate program purpose, outputs, and indicators.

Short-Term Output(s): Increased access to arts activities through programs of local arts organizations and increased learning opportunities for local organizations in the areas of financial management, evaluation, and advocacy.

#### Success Indicators:

- Amount of arts activity produced by funded organizations.
- Number of participants involved in activities.
- Attendance at customized trainings.
- Satisfaction level of participants and grantees.

#### Data Source(s)

- FWAC Grantee Database.
- Grantee Final Reports and Grantee Financial Statements.
- Staff interviews with organizational management.

#### Target(s) for Change

- At the end of FY24, all funded organizations will have maintained a balanced budget and similar amount of arts activity/participants as compared to FY23. At the end of FY24, arts activity and participants will increase by 5% over FY24.
- At the end of both FY24 and FY25, 75% of grantees will indicate satisfaction with accessibility of program and report an artistically successful year with identified measurable outcomes.

### **Individual Artist Grants**

*Program Purpose:* To provide financial assistance to emerging individual artists wishing to take advantage of arts related opportunities that will take their career as an artist to the next level. \*McKnight Foundation Funded Program.

#### Primary Activities

- Design and administer a simple, accessible, and equitable grant process tailored to individual artists.

- Promote the program to local emerging artists.
- Conduct a minimum of one grant writing workshop prior to each deadline.
- Introduce Outcomes Based Evaluation tools to grantees.
- Provide ongoing technical assistance to current and potential grantees.
- Continue to evaluate program purpose, outputs, and indicators.

Short Term Output(s): Increased individual artist activity and exposure throughout the region.

Success Indicators:

- Number of applications received and awarded.
- Satisfaction level of all participants.

Data Source(s)

- FWAC Grantee Database
- Grantee Final Reports

Target(s) for Change

- At the end of FY24, the number applications received from artists will increase by 10% over FY23. At the end of FY25, increase by 5% over FY24. Award a minimum of 15 grants in both FY24 and FY25.
- At the end of both FY24 and FY25, 80% of grantees will indicate satisfaction with accessibility of program and report an artistically successful year with identified measurable outcomes.

### **Workshops, Trainings, and Technical Assistance (Access, Education, Cultural Heritage)**

- *Program Purpose:* To coordinate, host, and administer regional workshops and training opportunities for community arts organizations, arts advocates, and civic leaders. Initial priority areas for FY24-25 are Promotion and Marketing, Fundraising, Nonprofit Management, Volunteer Development, and Diversity, Equity and Inclusion Issues.

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Primary Activities

- Design, schedule, coordinate and/or host workshops and trainings.
- Promote opportunities to artists, arts organizations, and civic leaders.
- Partner/contract with outside facilitators when appropriate.
- Provide ongoing technical assistance to current and potential grantees on all arts-related matters.

Short-Term Output(s): Increased learning opportunities for artists, arts organizations, and civic leaders.

Success Indicators:

- Number of workshops initiated by Five Wings.
- Number of participants at each gathering and percentage indicating value of experience.

Data Source(s)

- Participant surveys and feedback.

Target(s) for Change

- At the end of FY24, coordinate a minimum of three public workshops/trainings. At the end of FY24, an additional three workshops/trainings.
- At the end of FY24 and FY25, 80% of participants indicate a valuable learning experience.

### **Website, Marketing, Promotion (Arts Access, Arts Education, Cultural Heritage)**

*Program Purpose:* To increase visibility and access to information on arts development.

Primary Activities (partial list highlighting activities funded with ACH funds)

- Maintain and develop current website to be more easily accessible, interactive, and user-friendly.
- Continue an online e-newsletter.
- Produce short videos to enhance interactive learning experience on website.
  - Advocacy, Grant Writing Tips, Evaluation Techniques, etc.
- Promote website through traditional media and social networking avenues.
- Develop consistent contact relationships with regional media.

Short-Term Output(s): Increased awareness by constituents of Five Wings programs/services.

Success Indicators:

- Number of “hits” on website.
- Amount of Face Book activity.
- Amount of exposure from radio, public television, magazines, and newspapers.

Data Source(s)

- Website control panel statistics
- Web survey
- Constituent feedback

Target(s) for Change

- At the end of FY24, increase web traffic by 10% over FY23. At the end of FY25, increase traffic by 5% over FY24.
- At the end of FY24 and FY25, 80% of web participants indicate a valuable experience.

### **Internal Leadership Infrastructure Initiative**

*Purpose of Initiative:* To provide responsible, timely, and transparent process for the inherent departure of key long-term staff leadership. Five Wings will begin preparing for the departure of their long-term Executive Director.

Primary Activities

- Engage with professional consultant team to facilitate transition process.
- Review and update all appropriate governing and procedural documents for organization.
- Collect and synthesize practical industry knowledge from key staff.

Short-Term Output(s): Fully engaged board with a clear strategy to mitigate risks associated with departure of key staff and ensure positive onboarding of new leadership.

Success Indicators:

- Current and relevant governing and procedural documents for both Board and Staff.
- Written leadership transition plan and timeline.
- Organization achieves standards of Charity Review Council – Accountability Wizard Seal.

Data Source(s)

- Five Wings internal files.
- Charity Review Council Listing

Target(s) for Change

- Strive for 100% participation by Board and Staff in appropriate listed activities above.
- Smooth and positive leadership transition between 8/1/2024 and 8/1/2025.



## **Administration, Advocacy, and Accountability** (Access, Education, Cultural Heritage)

*Program Purpose:* To provide responsible, accountable, and transparent administration of the Five Wings Arts Council as a statewide partner in the regional development of the arts.

### Primary Activities

- Conduct meetings under the spirit of the “Open Meeting Law.”
- Comply with Fiscal Agent Agreement between Five Wings and MSAB.
- Actively participate as a member of the Forum of Regional Arts Councils.
- Actively participate as a member of MN Citizens for the Arts.
- Provide timely information on ACH funded activities to public ACH website.
- Initiate frequent and consistent contact with regional Legislators.

Short-Term Output(s): Positive working relationship with all local, regional, and state stakeholders.

#### Success Indicators:

- Amount of interaction with all stakeholders.
- Satisfaction level of all stakeholders.
- “Clean” Audit.

#### Data Source(s)

- Certified Audit Report.
- MSAB Program Review and Reconciliation.
- FWAC Meeting Minutes, FWAC Internal Reports, RAC Forum Minutes, etc.
- Feedback from stakeholders.

#### Target(s) for Change

- Strive for 100% participation by staff in appropriate listed activities above.
- Have a minimum of five direct contacts with each regional Legislator.
- Strive for 100% satisfaction level from all stakeholders throughout FY24-25.