



FIVE WINGS
ARTS COUNCIL

2022-2023 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 the 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.
- Assure 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. The five counties cover approximately 5,600 square miles in the center of the state and is considered the heartland of rural Minnesota. 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 less than 14,000 (2019 MN State Demographer).

Population Centers: Brainerd (13,465) Little Falls (8,686) Wadena (4,088) Long Prairie (3,315) Staples (2,952) Walker (932)

2019 Creative MN Economic Impact Study Highlights

Although ninth in population among the state's eleven regions, The Five Wings area is 5th in the number of full-time artists and creative workers and 7th in attendance. It also performs on target on many other metrics, ranking 9th 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 a total of 302,690 attendees of arts activities which is an increase of 213,748 over the previous year's report and a total of 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. In addition to our ongoing evaluation of programs and services, the Council developed an online survey launched on February 23, 2019. *Regional arts councils are required to conduct a public needs assessment every four years.

2021 supplemental needs assessment: Due to disruption caused by the current COVID-10 Pandemic, Five Wings directly contacted the leadership of all of the region's known community based arts organizations to better understand their specific challenges and needs. Staff facilitated discussions with each group and gathered feedback, which has informed the direction and content of this two-year plan for grants and services.

*The following narrative and graphs relate to the public survey conducted in spring of 2019. The survey was typical of tools used in the past and similar to the survey facilitated in 2015 with one distinct difference. In 2015, Five Wings facilitated two separate online surveys. One survey was specifically marketed toward constituents who are familiar with Five Wings' programs and services. This target group included prior and current applicants, grantees, and individuals who have recently participated in any of our programs and/or services. This particular assessment primarily focused on 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.

The second survey tool targeted constituents that are not necessarily familiar with the Five Wings Arts Council or the "arts scene" in our region. This target group included people who identified as not connected to any particular arts group or community – essentially a general public survey. The effort was

geared toward identifying the current public awareness and perception of Legacy ACH funds at work and gauging the impact of those activities. 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.

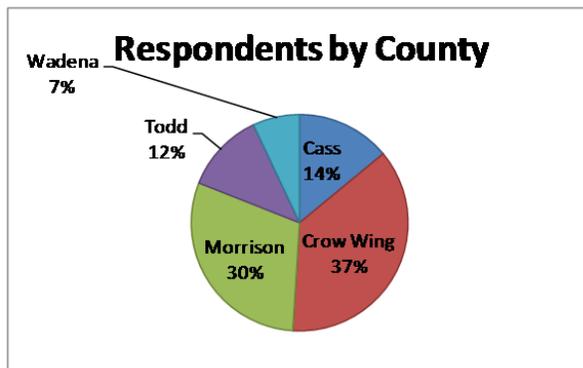
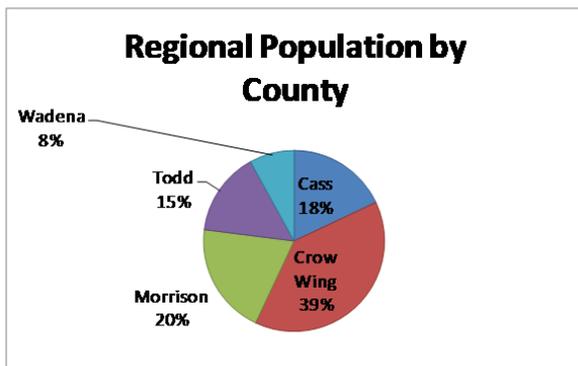
*The only difference in the 2019 assessment was that the two surveys were combined into one and respondents were given the opportunity to answer the “satisfaction level” set of questions if they identified as being a prior or current applicant, grantee, or someone who has recently participated in any Five Wings programs and/or services. It was determined that one survey, instead of two would be more efficient to administer and potentially reach a broader scope while reducing duplication of respondents.

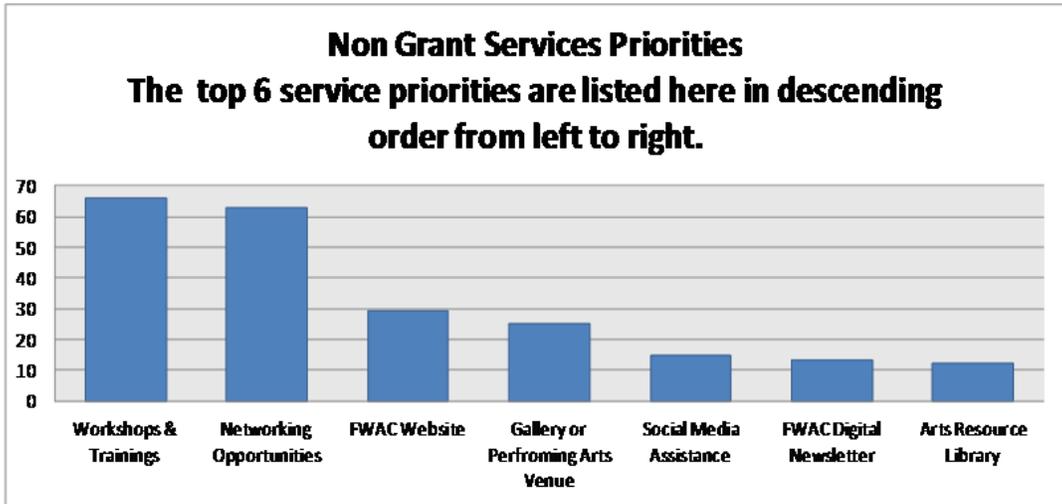
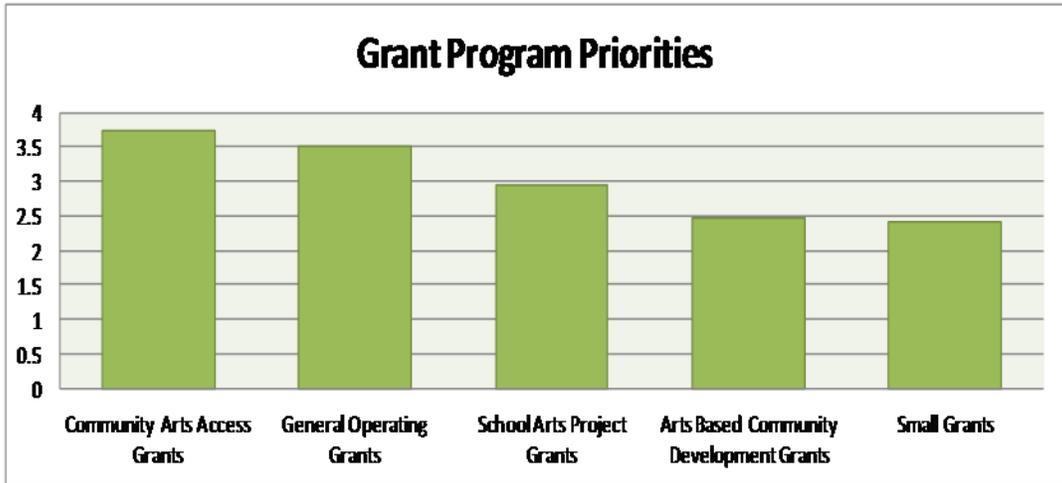
Survey Response and Validity

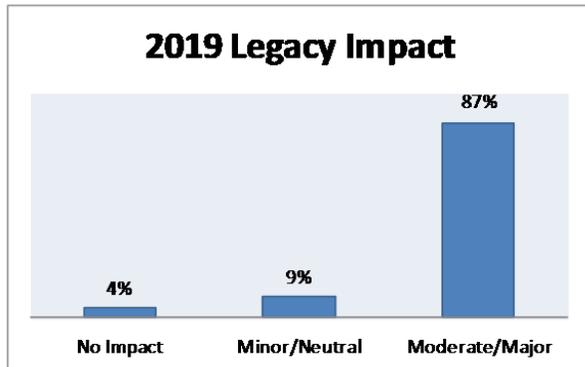
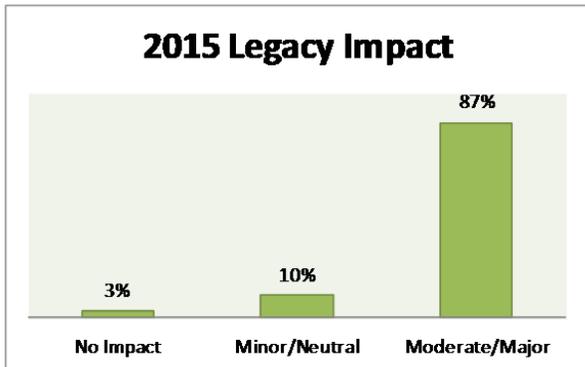
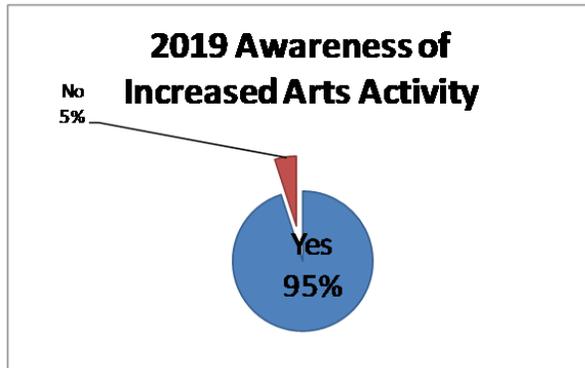
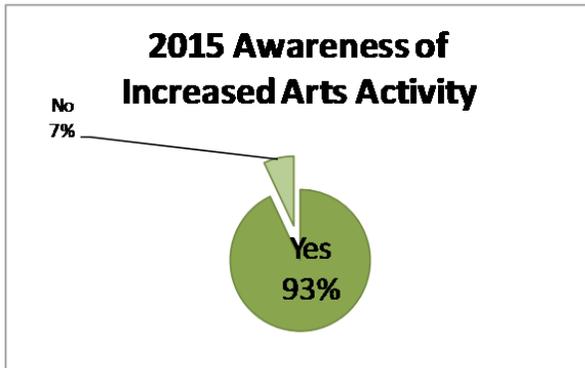
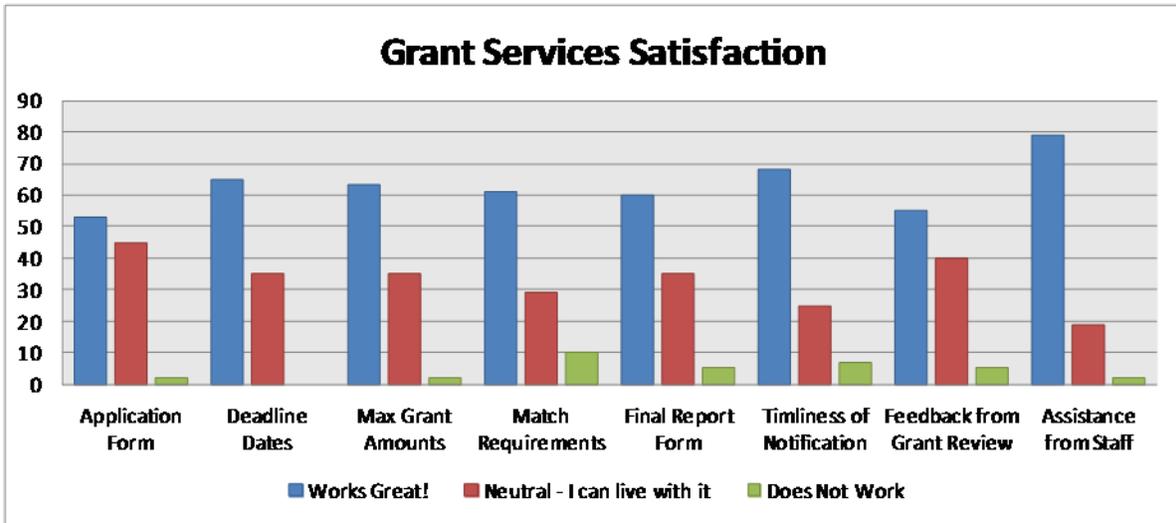
Even though it is challenging to definitively confirm the scientific validity of an online survey tool, Five Wings is confident, based on the number of respondents and geographic distribution of respondents, that this assessment generally reflects the needs, satisfaction level, and perceptions of the constituents in our region. 244 surveys were collected cumulatively. 143 respondents indicated they had participated in some direct way with Five Wings programs and/or services and 101 respondents indicated they had not. An additional 10% of potential respondents opened the survey link, but did not complete it. The survey consisted of 18 questions total and the average time spent completed the assessment was 6 minutes.

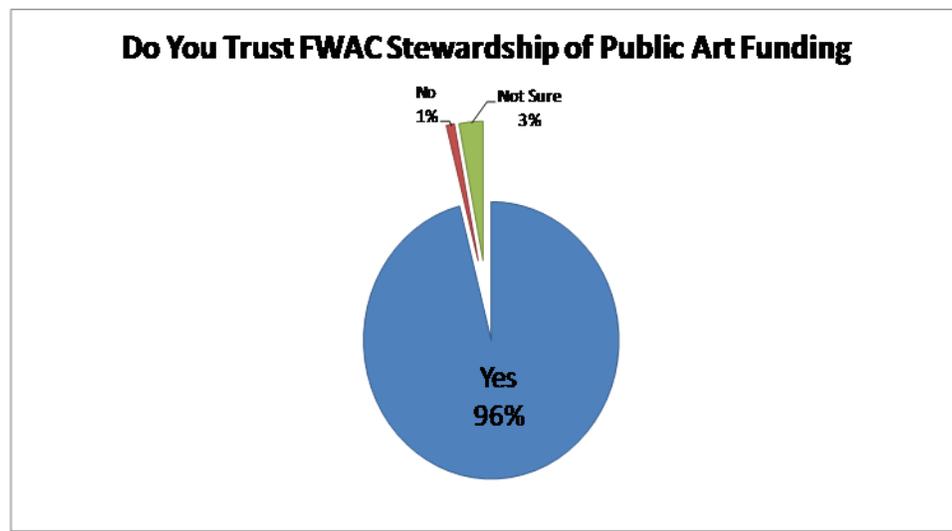
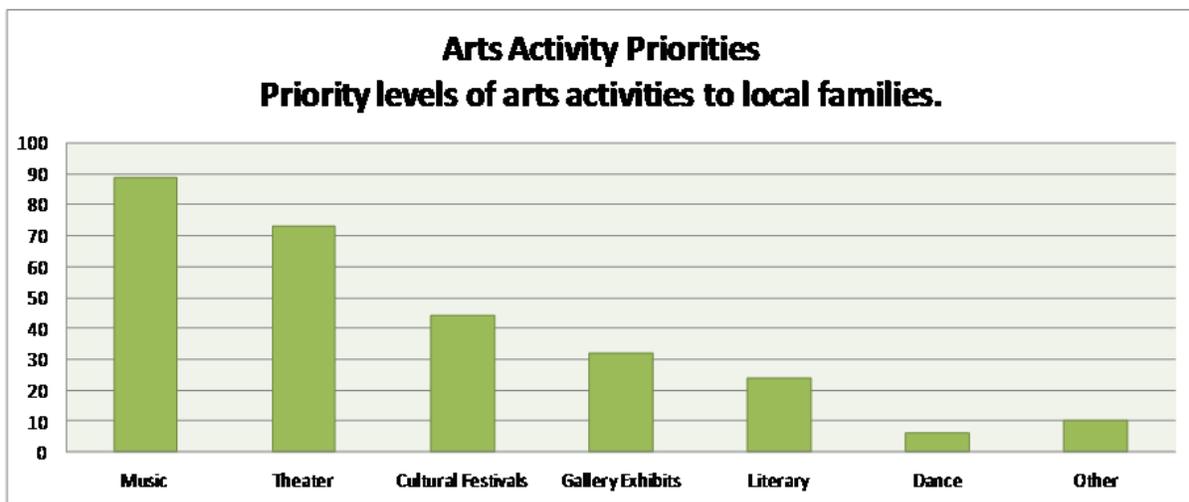
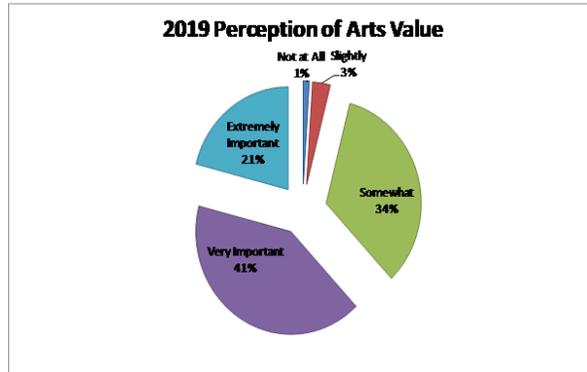
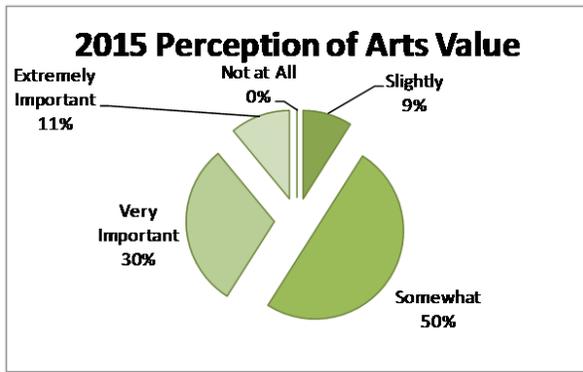
Survey Results

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.









2019 is the first time this particular question has been asked in this direct manner. It supports 25 year goal: #4, People trust Minnesota’s stewardship of public arts funding.

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.
- Five Wings needs to continue to dedicate sufficient resources and time to their website and online presence.
- Five Wings will also devote as many resources as possible to provide more technical assistance workshops 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.

Overall Quality of Program and Services Administration:

- Five Wings is currently on track with providing above average accessibility to programs and services.
- 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 in regards to 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:

- Arts Project Grants
- General Operating Support Grants for Arts Organizations
- 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
 - FY22-23 Trainings will focus on Digital Programming Issues, Diversity, Equity, and Inclusion Initiatives, and Fund Raising
- Networking Opportunities for artists and organizations
- Website Development
- Access to exhibit and venue space

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.
Jan/Feb 2021	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 2021	Staff continues collecting input and revising draft plan.
February 23, 2021	FWAC Board Reviews Overview of Draft Plan and submits for public review.
March 2, 2021	Draft Plan uploaded to Website for Public Review/Comments.
March 2, 2021	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 23, 2021	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, 2021	Preliminary FY22-23 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 FY22 and FY23 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.

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 (to be conducted in January 2022) will indicate that 75% of respondents feel the services provided by FWAC 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 (to be conducted in January 2022) will indicate that 75% of those responding will 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. During FY20-21, Five Wings developed and published a Cultural Equity Statement, which guides the work of the Council. Five Wings also established a Diversity, Equity, and Inclusion committee to help focus efforts in moving toward more equitable and inclusive priorities, programs, and processes. Specific goals for FY22-23 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 (to be conducted in January 2022) 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.

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 FY22-23 Five Wings will communicate a minimum of 5 times per year informing regional legislators of arts activities and issues. In FY22-23 Five Wings will support Arts Advocacy Day, In FY22-23 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. Designed for first-time applicants and groups wishing to take advantage of a late breaking opportunity.
- No Match Required
- Application Deadlines: Ongoing
- FY22-23 Direct Grant Investment: \$ 10,000

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
- FY22-23 Direct Grant Investment: \$400,000

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
- FY22-23 Direct Grant Investment: \$50,000

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
- FY22-23 Direct Grant Investment: \$150,000

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
- FY22-23 Direct Grant Investment: \$30,000

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
- FY22-23 Direct Grant Investment: \$78,000

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 FY22-23 are Digital Programming Development, Promotion and Marketing, Diversity, Equity and Inclusion Issues, Audience Development, and Fund Raising.

Website, Marketing, Promotion (Enhanced with ACH Funds)

- 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.

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 in regards to 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 FY22, the number applications received will remain static over FY21. At the end of FY23, remain static from FY22.
- At the end of FY22, the number of participants involved with funded activities will remain static over FY20 (pre COVID numbers). At the end of FY23, the number of participants will remain static over FY22.
- At the end of both FY22 and FY23, 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 FY22, the number applications received from organizations and activities funded will remain static over FY20 (pre COVID numbers). At the end of FY23, increase by 5% over FY22.
- At the end of FY22, the number of participants involved with funded activities will remain static over FY20 (pre COVID numbers). At the end of FY23, the number of participants will increase by 5% over FY22.
- At the end of both FY22 and FY23, 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 FY22, the number applications received from schools and activities funded will remain static over FY20 (pre COVID numbers). At the end of FY23, increase by 5% over FY22.
- At the end of FY22, the number of participants involved with funded activities will remain static over FY20 (pre COVID numbers). At the end of FY23, the number of participants will increase by 5% over FY22.
- At the end of both FY22 and FY23, 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 FY22, all funded organizations will have maintained a balanced budget and similar amount of arts activity/participants as compared to FY21. At the end of FY23, arts activity and participants will increase by 5% over FY22.
- At the end of both FY22 and FY23, 75% of grantees will indicate satisfaction with accessibility of program and report an artistically successful year with identified measurable outcomes.
- The following was a target for change prior to the COVID-19 Pandemic: the overall financial match from funded organizations will have increased for Community Arts Access Project Requests as compared to previous year. This particular benchmark will need to be re-evaluated in a different metric due to the devastating impact of the COVID-19 Pandemic on our art organizations.

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 FY22, the number applications received from artists will increase by 10% over FY21. At the end of FY23, increase by 5% over FY22. Award a minimum of 15 grants in both FY22 and FY23.
- At the end of both FY22 and FY23, 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. Priority areas for FY22 and FY23 are Digital Programming Development, Promotion and Marketing, Audience Development, and Fund Raising (other than grant writing).

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 FY22, coordinate a minimum of 3 public workshops/trainings. At the end of FY23, an additional 3 workshops/trainings.
- At the end of FY22 and FY23, 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 FY22, increase web traffic by 10% over FY21. At the end of FY23, increase traffic by 5% over FY22.
- At the end of FY22 and FY23, 80% of web participants indicate a valuable experience

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 5 direct contacts with each regional Legislator.
- Strive for 100% satisfaction level from all stakeholders throughout FY22-23