

2013 Program Report Card: **Local Arts Agency (LAA) Cultural Leadership Program**

Quality of Life Result: Investments in the development and maintenance of arts, historic preservation and tourism assets results in Connecticut's economic vitality and workforce competitiveness by sustaining a healthy cultural industry that benefits from innovative partnerships.

Contribution to the Result: LAA Cultural Leadership grants and professional development services support and guide organizations to comprehensively research and assess needs in order to provide relevant services and cultural leadership to Connecticut villages, towns and cities.

Program Expenditures	State Funding	Federal Funding	Other Funding	Total Funding
Actual SFY 12	\$313,795	\$99,525	0	\$413,320
Estimated SFY 13	\$160,000	\$125,000	0	\$285,000

Partners: Existing and emerging regional cultural service organizations and local arts agencies, community foundations, private foundations, regional chambers of commerce, regional planning agencies, councils of government, select municipal governments and the New England Foundations for the Arts (NEFA).

How Much Did We Do?

Measure: Grants to Service Organizations

Cultural service organizations & local arts agencies were supported to provide local/regional services.

Service Organizations	# Grants	FY11 Grants	# Grants	FY12 Grants
Regional Service Orgs	9	\$289,475.	8	\$260,975.
Small Local Arts Agencies	11	86,755.	10	77,180.
New Service Orgs	-	-	2	38,000.
NE Complete Assessment	1	3,125.	-	-
New Assessments in Underserved Regions	-	-	2	12,000.
FY Program Totals	21	\$ 379,355.	22	\$ 388,155.

Story behind the baseline:

Grantee awards remained level despite agency changes (merger into DECD). Two low performing agencies were eliminated from the program. Two new agencies were added in strategic areas of the state (Bridgeport & the Northeast region). Modest funding supported two cultural assessment projects in underserved regions (Norwich & Southeast).

Trend: [▲]

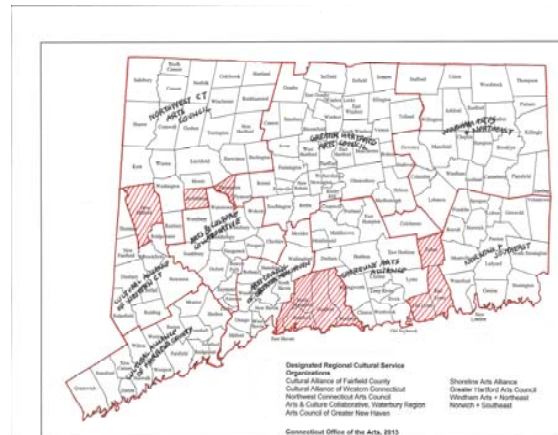
COA required the independent organizations that comprise the statewide service network to cooperatively ensure that all 169 municipalities will be served by one or more agencies. While two of the regional service

organizations are either re-establishing or are newly emerging, every municipality is now formally served.

How Well Did We Do It?

Measure: Regional Consolidation

Due to COA's work, the statewide network of service organizations has transformed from 11 agencies to 9. Two regions in the Northeast are consolidating (Windham & the Northeast assessment project), and two assessment projects in the southeast have voted to merge (Norwich & New London/Groton) and launch a new service agency in the vital southeastern region.



Story behind the baseline:

COA made key advancements to the statewide service network, specifically, the emergence (after much ground

work) of qualified representation for eastern CT, a region that has been particularly underserved. As the network expands, the cultural, heritage and tourism assets of eastern CT will benefit greatly from increased coordination and representation.

The service organization in the Windham region has re-organized to serve an expanded region in partnership with the Northeast (committee) that recently completed a cultural assessment. Project partners include the regional chamber of commerce and tourism.

Until now, the crucial southeast region has never benefitted from a coordinating agency. Two regional assessment projects, in Norwich and in New London-Groton, have merged to form a new service agency. Project partners include a private foundation, regional chamber of commerce, tourism, regional planning agency, regional library and the council of governments.

Trend: [▲]

COA's partnership with these service organizations expands its capacity to assess constituent and citizens' needs, provide relevant services and programs, and act as intermediaries for the state (for example, to help convene constituents, announce new state programs, provide technical assistance, etc.).

How Well Did We Do It?

Measure: Job Retention

Service organizations receiving COA grant funds were able to retain paid positions. These positions are filled by local CT citizens.

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Cultural Service Organizations	Total FTE
9 @ Large Regional Service Organizations	32.4
11 @ Small Local Arts Agency Organizations	9.6
2 @ Cultural Assessment Projects: Consultants Contracted	1.5
FY12 PROGRAM JOBS TOTAL	43.5

Story behind the baseline:

The COA grant award is often used to hire new staff or expand existing staff. The majority of grantees use state dollars to expand staffing and hire new positions. These are job opportunities that are filled by local citizens and which cannot be outsourced.

Trend: [◀▶]

Job numbers have been maintained despite the economic downturn that began to affect these nonprofit organizations by 2009. There has been a slight increase in FTE due to the growth of the newer regional agencies (approx + 3.0 FTE).

Is Anyone Better Off?

Measure: **Increased Capacity to Serve CT Citizens**

Grantees reported increased successes in developing their ability to serve. The following customer successes and advanced areas of expertise were cited (examples from final reporting):

- Provided cooperative marketing opportunities, i.e: 20% discount on MetroNorth rail advertising.
- Developed new strategies to build diversity.
- Provided opportunities to integrate arts & cultural enterprise with other sectors within their region.
- Advanced technology to support marketing web sites, data collection, financial management tools.
- Supported / organized downtown festivals, regional studio tours and other cultural presentations.
- Provided regional discount cards for events, dining, product purchases, etc.

- Operate regular radio programming to support cultural activity within a region.
- Offered a regional, cooperative discount ticket program and produced getaway guides.
- Supported arts education through projects and professional development.

Story behind the baseline:

Service organizations continue to develop critical relationships that integrate cultural activity and expertise into all sectors of their communities (education, business, healthcare, government, tourism, etc.), work daily to support regional cooperation and help to prevent duplication of services and programs.

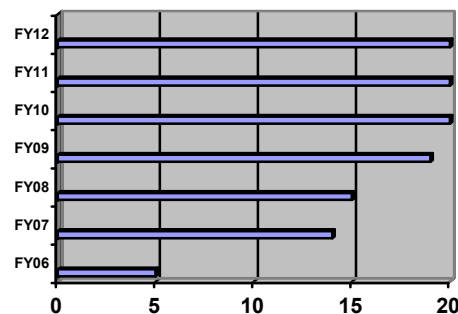
Trend: [▲]

Since the inception of the cultural service agency program at COA, the number of professional services offered to CT cultural institutions and citizens has risen sharply. Customers, both cultural organizations and artists as well as cultural consumers, enjoy better coordination of information, services and products.

Is Anyone Better Off?

Measure: **Augment COA's capacity**

The COA increases its effectiveness due to the support of these regional partnerships. Even the smaller local arts agencies, working in concert with the larger regionals, have ably supported COA's goals. The number of grantees climbed from 5 to 20.



Story behind the baseline:

For FY2013, COA will support only those formally designated (large) regional service organizations (9) while the smaller local arts agencies will be eligible for the Arts Catalyze Placemaking grant program.

Trend: [▲]

COA will be better able to support CT citizens by concentrating available funding to the nine larger regional organizations.

Proposed Actions to Turn the Curve:

COA has placed significant effort toward its ability to measure outcomes and, in the Spring of 2011, hired consultants from WolfBrown to work with COA staff to support the design of the new Arts Catalyze Placemaking grants program. The program's foundation is COA's Priority Outcomes table which summarizes key outcomes and suggests evaluative measurements for each. Priority Outcomes are clarified for three major goal areas:

- 1. COMMUNITY RELEVANCE & CIVIC ENGAGEMENT** *(The Arts are essential in the development of great places)*
- 2. ARTS ENGAGEMENT, ARTISTIC EXCELLENCE & CREATIVITY** *(High quality art and arts experiences stir creativity and critical thinking and advance cognitive, emotional and social health)*
- 3. MARKET DEVELOPMENT** *(The Arts are an essential component of Connecticut's environment and should be accessible to the greater community)*

Data Development Agenda:

Beginning with FY2013 programs, all grant reporting, including outcomes produced by the service agencies described herein, will conform to measurements relevant to COA's Priority Outcomes as configured for the Arts Catalyze Placemaking program. The design of new reporting measures will be in process during early 2013. COA is currently working to engage evaluation consultants to build on the work completed in 2011.