



AMERICANS
for the ARTS

Local Arts Agency Facts

Fiscal Year 2003

The Triennial Report on the
Budgets and Programming of Local Arts Agencies

February 2005

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I. INTRODUCTION

Americans for the Arts is pleased to present this detailed statistical report about the nation’s local arts agencies during the fiscal year that ended in 2003.

Americans for the Arts defines a local arts agency (LAA) as a private nonprofit organization or an agency of local government that presents programming to the public, provides services to artists and arts organizations, manages cultural facilities, awards grants to artists or arts organizations, and/or participates in community cultural planning. Through these activities LAAs promote the arts at the local level, endeavoring to make them part of the daily fabric of community living. Each LAA is as unique as the community that it serves, and each changes as its community changes. All, however, share the goals of serving the diverse art forms in their community and making them accessible to each member of that community.

1. Cultural Programming. **Ninety-two percent** of LAAs report that they produce some form of cultural programming, including cultural events, arts education, art in public places, and “gap programming.” Gap programming targets a specific underserved segment of the community or fills an arts discipline void that may exist due to the absence of particular arts organizations in a community.
2. Services to Artists and Arts Organizations. **Eighty-nine percent** of LAAs report that they provide non-funding-related services to artists and/or arts organizations. These services may include seminars and workshops, technical assistance, central accounting, group health insurance, and advocacy.
3. Facility Management. **Sixty-two percent** of LAAs report that they manage one or more cultural facilities. These facilities can include performance and exhibition space, museums, and/or arts incubators.
4. Grantmaking. **Fifty percent** of LAAs report that they provide financial support to arts organizations and/or individual artists in the form of grants and contracts. LAAs provide funds to both emerging and established organizations for general operational support or the production of a special project. LAAs typically require that their grants be matched by another funding source. Funding to individual artists may include fellowships, public art commissions, and support to artists who work in community settings.
5. Community Cultural Planning. **Twenty-two percent** of LAAs report that they have participated in an inclusive process of assessing the cultural needs of the community and mapping an implementation plan.

This report begins with a description of the survey methodology, followed by an executive summary of the findings. The body of the report is divided into two main sections:

- | | |
|---------------------------------|--|
| Budgets & Staffing: | Provides detailed budget information and an analysis of financial trends |
| Programs & Services: | Presents information on programming activities such as collaborations, public art programs, facilities management, and grantmaking |

Appendices to the report include additional analysis, the survey instruments, and a list of the responding organizations. For more information about local arts agencies, a list of additional resources is provided on the inside of the back cover.

II. METHODOLOGY

In February 2004, Americans for the Arts e-mailed the Local Arts Agency Survey—a web-based survey document—to the executive directors of 1,777 local arts agencies. The survey requested detailed information regarding revenues and expenditures, budget histories, and programming. Non-respondents and those who only partially completed the web-based survey were sent a series of reminder e-mails between April and July 2004 in hopes of soliciting a completed survey. (*For survey document, see Appendix C*)

During the data collection process, 127 survey invitation e-mails were returned as undeliverable because of an invalid e-mail address. Therefore, it is estimated that 1,650 of the original 1,777 surveys reached their destination. Usable responses were received from 749 LAAs, a **45** percent rate of compliance.

Key factors that may have contributed to non-response include limited Internet access or lack of a valid e-mail address. To account for non-response and increase the accuracy of the report, an abbreviated paper version of the survey was mailed to an additional 1,414 LAAs for which we had no valid e-mail address. This survey was a one-page document requesting general information about budgets and programming (*see Appendix D for the short version of the survey instrument*). Usable responses were received from 137 LAAs, a **10** percent rate of compliance. Due to the multiple differences between the long and short version of the survey, the short version responses are not included in the detailed analysis of this report. Instead, they are used to provide comparative insights into LAAs that are not well represented in the comprehensive survey. An analysis of the short version findings is located in Appendix A.

The 749 web-based respondents analyzed throughout this report are stratified into five groups based upon the reported population of their service area, and are also examined separately as public and private agencies. As in past reports, this reveals the often significant differences between such classifications. Averages of all respondents are provided under the heading “Average LAA.” Where applicable, results from the 1997 and 2000 editions of the Local Arts Agency Survey are provided for comparison.

Americans for the Arts has conducted the *Survey of Local Arts Agencies* triennially since 1994, with the sample size increasing each time. This report is based on the responses of 749 local arts agencies; the 2000 report was based on 454 responses. With a 65 percent increase in respondents from the 2000 survey, we were prepared for some variation in the detailed findings. Results from the report, however, are remarkably consistent and reflect many of our empirical observations of the LAA field.

A note regarding inflation: Several of the analyses in this report include inflation adjustments, providing a description of recent LAA budget trends using constant dollars. Inflation is defined as a continuously rising general price level, resulting in a loss of the purchasing power of money. All inflation-adjusted figures in this report have been adjusted to calendar year 2003 constant dollars based on the Gross Domestic Product (GDP) deflator.

III. EXECUTIVE SUMMARY

The findings in this report—based upon the responses of 749 local arts agencies—remain consistent with past reports about LAAs and continue to reflect many of our empirical observations about the field. Generally, public LAAs (part of the city or county government) tend to be found in medium-sized and larger communities; their largest source of revenue is from local government, and their largest expenditure is for awarding grants to local artists and cultural institutions. In smaller communities, LAAs are likely to be private, nonprofit organizations; they receive most of their revenue from earned income such as admissions and membership dues, and their largest expenditure is for the production of cultural events.

PROFILE OF SURVEY RESPONDENTS

The survey respondents constituted a wide cross-section of the nation’s local arts agencies. The average LAA is approximately 30 years old. Sixty-four percent are private, nonprofit 501(c)(3) organizations; 23 percent are public, government agencies (Table 1). Nationally, an estimated 75 percent of LAAs are private and 25 percent are public.

Population	Number	Percent	Public, Government Agency	Private, Nonprofit 501(c)(3)	Private non-501(c)(3)	Other
Less than 30,000	119	15.88	14	79	11	15
30,000 - 99,999	182	24.29	49	110	21	2
100,000 - 249,000	161	21.49	40	107	9	5
250,000 - 499,999	105	14.02	21	68	9	7
500,000 - 999,999	75	10.01	25	41	6	3
1,000,000 or more	107	14.29	25	73	5	4
Total	749	100	174	478	61	36

A considerable number (4.8 percent) of LAAs classified themselves as “other,” suggesting a wide variety of legal structures that local arts agencies may adopt. When those who checked “other” specified their selection, responses ranged from “unincorporated association” to “private nonprofit 501(c)(6) organization” to “public corporation.”

However, because 87 percent of all responding organizations are either public entities or private 501(c)(3) nonprofits, the report pays close attention to these two types of legal status. After examining the entire local arts agency population, a comparative analysis of funding sources and organizational structures is offered between those who classified themselves as public, government agencies and private 501(c)(3) LAAs. These comparisons expose significant differences between the two.

The names of LAAs differ as much as their structures:

- Arts and Science Council of Charlotte/Mecklenburg, Inc. (NC)
- Camden County Cultural and Heritage Commission (Haddon Township, NJ)
- Greater Memphis Arts Council (TN)
- Public Corporation for the Arts (Long Beach, CA)
- Regional Arts and Culture Council (Portland, OR)
- Flagstaff Cultural Partners (AZ)
- Arts United of Greater Fort Wayne (IN)
- Mayor's Office of Culture and the Arts (Honolulu, HI)

There is a broad geographic representation of respondents (Table 2). It should be noted that both members and nonmembers of Americans for the Arts were surveyed for this report—ensuring that these findings represent the entire LAA field.

Table 2 – Geographic Representation of Responding LAAs	
WEST	189
Pacific	120
Mountain	69
MIDWEST	189
East North Central	114
West North Central	75
NORTHEAST	130
Middle Atlantic	100
New England	30
SOUTH	241
South Atlantic	162
East South Central	31
West South Central	48

LAA BUDGETS

The average LAA budget decreased 2.3 percent to \$1.4 million during fiscal 2003, marking the first year of average budget decline in six years.

Growth in LAA budgets from year to year has decelerated since fiscal year 2000, leading to the decline in 2003. Budget reduction will most likely continue as LAAs anticipated a 0.4 percent decrease during 2004.

When adjusted for inflation, decline in the average LAA budget (expenditures) from 2002 to 2003 is negative 4.5 percent.

LAA REVENUE FROM LOCAL GOVERNMENT

Financial support from city and county governments accounts for 51 percent of all LAA revenues.

The average dollar amount of local government funding to LAAs decreased substantially between fiscal years 2002 and 2003, from \$613,541 to \$584,772—a decrease of 4.7 percent. In fact, local government support began declining between 2001 and 2002, when LAAs witnessed a 1.5 percent decrease in support.

LAA GRANTMAKING

Fifty percent of LAAs provide direct funding to artists or arts organizations in their community, giving stability to the arts community and making its diverse art forms more accessible to the public.

Forty-eight percent provide grants to arts organizations—including general operating support and special project support.

Twenty-five percent provide grants to individual artists—including fellowships, public art commissions, and support for artists who work in the schools.

ARTS EDUCATION

The vast majority of LAAs (92 percent) are involved in implementing arts education programming and activities. Sixty percent implement arts education programs and activities on their own; in addition, some LAAs partner with (61 percent) or fund (35 percent) other agencies to address arts education. Arts education programs include supporting artists in the schools, designing curricula, and/or advocating for arts education.

Nearly one half of LAAs (45 percent) have at least one full-time equivalent staff member who is dedicated to arts education.

THE ARTS AND COMMUNITY DEVELOPMENT

LAAs continue to expand the role of the arts in their communities by using the arts to address social, educational, and economic development issues. Local elected leaders increasingly look to partner with their LAAs in programs dealing with everything from tourism to at-risk youth. In fact, 90 percent of LAAs use the arts to address one or more community development issues.

COLLABORATIONS AND PARTNERSHIPS

Nearly all LAAs (96 percent) collaborate with community organizations or local government agencies to integrate the arts more fully into their community and to assist those agencies in achieving their missions. Examples include economic development departments to develop cultural districts, chambers of commerce to attract new businesses, parks and recreation departments to create after-school programs, convention and visitor bureaus to increase cultural tourism, and police departments to prevent crime.

Eighty-eight percent report that they collaborate with three or more other local organizations or agencies.

COMMUNITY CULTURAL PLANNING

Twenty-two percent of LAAs have a community cultural plan. The findings here suggest that having a community cultural plan adds a level of formality to the process of cultural integration that benefits LAAs both financially and programmatically.

LAA SERVICES

LAAs provide information and services to the arts community (e.g., technical assistance, marketing, group insurance) and the general public (e.g., arts programming schedules, volunteer opportunities). These services facilitate the operation and responsible growth of the arts industry and promote greater community participation in the arts.

Ninety-one percent of LAAs report that they provide one or more information services, such as online directories, arts calendars, and publications.

BUDGETS AND STAFFING

IV. BUDGET HISTORY

The first and most common method used to examine the health and status of local arts agencies is the average dollar size of the total annual expenditures of all responding LAAs. Fifty-four percent of the responding local arts agencies (404 of 749) complied with our request for a five-year budget history—defined as total organizational expenditures during fiscal years 2000 through 2003, and projected expenditures for fiscal 2004. To accurately measure rate of change in budget size, organizations incorporated between 2000 and 2004 were not included in the budget history analysis.

The average LAA budget grew a healthy 6.7 percent between 2000 and 2001, marking the last substantial budget growth year to date. In 2002, the average budget grew only 1.2 percent and in 2003, it shrunk to \$1.4 million. LAAs expect their average budget to fall another 0.4 percent in 2004.

Under closer examination, Table 3 (below) brings to light the sizeable budget decreases in 2003 felt by LAAs located in larger communities. LAAs with a service area population between 500,000 and 999,999 witnessed a 3.8 percent decrease during 2003, and project another 4.1 percent decrease going into fiscal year 2004. This is largely due to the decreases in local government support affecting LAAs in many large cities. Further details are located in section V on local government support.

Population	2000	2001	2002	2003	(projected) 2004
Less than 30,000	\$ 131,733	\$ 158,031	\$ 167,727	\$ 184,169	\$ 170,325
30,000–99,999	199,730	231,681	238,102	242,204	253,556
100,000–249,000	574,847	626,558	635,824	623,636	648,615
250,000–499,999	725,972	744,207	764,295	779,852	816,671
500,000–999,999	2,335,446	2,448,042	2,486,912	2,393,439	2,296,089
1,000,000 or more	4,163,530	4,437,144	4,490,013	4,356,441	4,329,005
Average LAA*	1,327,678	1,416,665	1,433,261	1,400,121	1,393,886
Change from previous year		6.7%	1.2%	-2.3%	-0.4%
Inflation-adjusted average*	1,405,347	1,465,256	1,465,623	1,400,121	N/A
Change from previous year		4.3%	0.0%	-4.5%	
Average incl. NY DCA	1,613,235	1,753,753	1,745,060	1,694,680	1,684,496
Change from previous years		8.7%	-0.4%	-2.9%	-0.6%
Inflation-adjusted average	1,707,609	1,813,906	1,773,504	1,694,680	N/A
Change from previous years		6.2%	-2.2%	-4.4%	

**Excludes the City of New York Department of Cultural Affairs*

Note: Table 3 includes an analysis of LAA budgets that includes and excludes the budget of the City of New York Department of Cultural Affairs (NY DCA). This is because its large budget size—including funding for zoos, botanical gardens, and science museums—tends to skew the results.

The City of New York Department of Cultural Affairs experienced a sharp 7.4 percent decrease in funding during 2002, before falling further in 2003 (Table 4). When the NY DCA is included in the analysis, the average LAA budget declined 2.9 percent from 2002 to 2003.

	2000	2001	2002	2003	(projected) 2004
Budget	\$ 116,692,937	\$ 137,600,000	\$ 127,400,000	\$ 120,401,796	\$ 118,800,000
Change from previous year		17.9%	-7.4%	-5.5%	-1.3%

The overall decline in the average LAA budget (both including and excluding New York) is most likely a sign that the softened economy, and the toll it is taking on state economies, is catching up to local arts funding. In fact, recent research suggests that all three sources of arts funding (earned revenue, private contributions, and government funding) have suffered in the wake of the 9/11 attacks and the economic recession.

PUBLIC VS. PRIVATE COMPARISON

The average budget of private LAAs decreased by 0.7 percent during 2003, and is projected to decrease another 2.5 percent in 2004 (Table 5).

The decreases of public LAA budgets have been greater than private LAAs since 2002, resulting in a 4.6 percent decrease during 2003. When it comes to funding for 2004, however, administrators of public LAAs anticipate an average budget growth of 2.7 percent. In contrast, administrators of private LAAs are forecasting a further decrease to the average LAA budget of 2.5 percent in 2004.

Population	2000	2001	2002	2003	(projected) 2004
Less than 30,000	\$ 129,243	\$ 154,990	\$ 164,462	\$ 180,530	\$ 167,033
30,000–99,999	141,714	159,338	154,315	172,088	174,716
100,000–249,000	554,858	599,531	603,676	599,211	600,930
250,000–499,999	572,629	624,820	642,960	658,845	653,025
500,000–999,999	1,799,029	1,909,076	1,903,503	1,909,126	1,737,691
1,000,000 or more	3,262,356	3,444,323	3,569,804	3,513,760	3,440,857
Average private LAA	1,060,038	1,131,420	1,158,609	1,149,948	1,121,111
Change from previous year		6.7%	2.4%	-0.7%	-2.5%
Inflation-adjusted average	1,122,050	1,170,228	1,177,494	1,149,948	N/A
Change from previous year		4.3%	0.1%	-2.3%	

Population	2000	2001	2002	2003	(projected) 2004
Less than 30,000	\$ 44,799	\$ 129,809	\$ 248,727	\$ 289,996	\$ 118,949
30,000–99,999	213,691	252,470	253,423	281,664	295,205
100,000–249,000	803,056	866,869	883,408	844,848	947,437
250,000–499,999	1,115,420	1,279,638	1,308,105	1,313,774	1,505,511
500,000–999,999	3,692,869	3,877,358	3,858,335	3,568,084	3,563,741
1,000,000 or more	7,973,051	8,602,063	8,431,670	8,023,212	8,163,112
Average public LAA	2,313,780	2,497,544	2,480,749	2,365,453	2,428,637
Change from previous year		7.9%	-0.6%	-4.6%	2.7%
Inflation-adjusted average	2,449,136	2,583,209	2,521,185	2,365,453	N/A
Change from previous year		5.5%	-2.4%	-6.2%	

**Excludes the City of New York Department of Cultural Affairs*

While it appears as if public LAAs in larger communities—those hurt most in fiscal year 2003 – anticipate a slight rebound in 2004, private LAAs in large communities expect the heaviest decreases in 2004. Particularly, those private LAAs with a service area population between 500,000 and 999,999 project an 8.9 percent decrease during 2004. Possible factors for this decrease include a reduction in private contributions or earned revenue.

To better demonstrate the downward trend in average budgets that began at the turn of the millennium, Table 7 incorporates data from the *Fiscal Year 2000 Survey of Local Arts Agencies*. In 1999, 76.3 percent of the nation's LAAs increased their budget while 23.7 percent experienced a flat or decreased budget. The percent of LAAs with budget increases held steady in 2000 and 2001 at 72 percent.

When measured in dollar amounts, the largest budget decreases came in 2003. Incidences of budget increases, however, dropped most significantly in 2002. Like

trends measured in dollar amounts, budget increase trends also project rebounded growth in 2004.

Diversity remains the rule in the local arts agency field: some LAAs in economically struggling regions regularly receive budget increases, while others in prosperous regions must survive with flat or reduced budgets.

Table 7 - LAAs With Budget Increases: 1999–2004 (percent)

Population	1999*	2000*	2001	2002	2003	(projected) 2004
Less than 30,000	66.7	70.0	67.3	57.1	51.0	51.0
30,000–99,999	74.3	65.7	78.4	56.8	55.7	58.0
100,000–249,000	78.4**	77.3**	72.0	61.0	48.8	61.0
250,000–499,999	78.4**	77.3**	68.3	56.7	50.0	56.7
500,000–999,999	86.5	78.4	64.2	64.2	45.3	47.2
1,000,000 or more	78.6	69.6	79.2	56.9	47.2	54.2
Average LAA	76.3	72.2	72.5	58.7	50.0	55.4

**Data taken from our Fiscal Year 2000 Survey of Local Arts Agencies*
***Averages calculated for the 2000 Survey combined 100,000-249,999 and 250,000-499,999 into one population size: 100,000-499,999*

The narrowing margin of national economic growth is also illustrated by an analysis of the average percentage of change in LAA budgets. To compute the figures displayed in Table 8, the percentage of change in yearly budgets is calculated for each of the responding LAAs. These percentages are then averaged, giving each LAA equal weight regardless of its budget size.

Table 8 - Average Percentage of Change in LAA Budgets: 2001-2004 (percent)

Population	2000–2001	2001–2002	2002–2003	(projected) 2003–2004
Less than 30,000	22.7	6.1	0.3	4.9
30,000–99,999	14.4	9.5	2.7	6.1
100,000–249,000	13.0	6.9	3.7	6.4
250,000–499,999	10.1	7.2	4.1	5.0
500,000–999,999	5.0	8.8	-0.3	-2.8
1,000,000 or more	14.2	3.8	4.2	-0.6
Average LAA	13.2	7.10	2.7	3.5

Again, there is a bleak picture of growth in LAA budgets as the average LAA budget grew by only 2.7 percent in 2003. Noticeably, those LAAs in larger communities had the most inactive growth periods since 2000. Estimates for 2004 project a greater decline in these areas.

V. LAA FUNDING

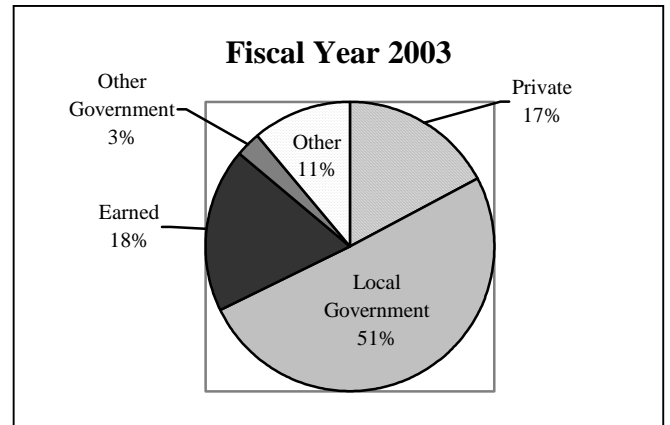
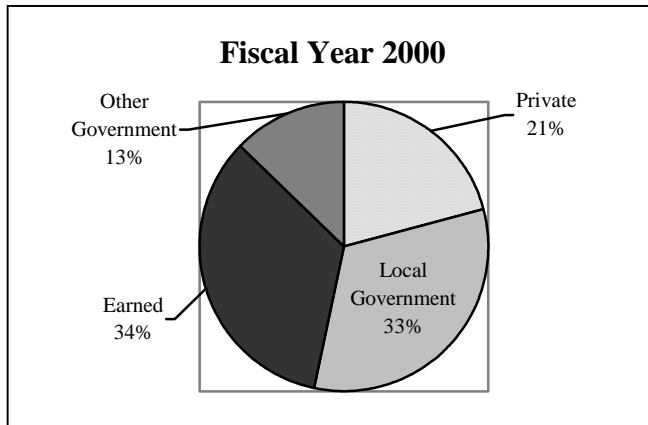
Seventy percent of the responding local arts agencies (526 of 749) provided their itemized sources of revenue for fiscal 2003. Nationally, the largest source of LAA funding comes from local governments (50.7 percent). However, a closer examination of LAA revenues reveals significant differences in revenue sources depending on the size of the community served.

Population	Local Government	Private Contributions	Earned Income	Other Government
Less than 30,000	22.5	22.4	41.9	6.0
30,000–99,999	31.8	16.1	40.1	6.9
100,000–249,000	34.0	25.0	30.7	5.0
250,000–499,999	50.4	17.7	19.1	8.2
500,000–999,999	58.0	21.5	12.9	3.9
1,000,000 or more	52.2	16.5	14.6	1.3
Average LAA	50.7	18.3	17.1	2.9

Table 9 demonstrates that LAAs serving the smallest and largest communities are virtually opposites in their percentages of earned revenue (42 percent and 15 percent, respectively) and local government support (23 percent and 52 percent, respectively). This is not surprising, as LAAs in smaller communities tend to be presenting organizations rather than grantmaking organizations—resulting in a greater percentage of earned income. By contrast, LAAs in larger communities are more likely to regrant public funds—which results in a greater percentage of revenue supplied by local government.

The pie charts on the following page demonstrate an interesting development in sources of LAA revenue over the past five years. In 2000, local government support accounted for only 33 percent of LAA revenue. Local government support now accounts for fully one-half of all LAA revenues. Large public arts agencies in major metropolitan areas may have played a role in this increase, due to their dependence on local government funding. However, the unmistakably diminishing reliance on earned income and private contributions, coupled with a growing dependency on local government support, suggests a financial picture that will increasingly run parallel to the fiscal condition of local governments in general.

	Private Contributions	Local Government	Earned Income	Other Government
Average <i>public</i> LAA	3.2	80.3	1.1	1.0
Average <i>private</i> LAA	32.8	17.3	37.7	5.0



PUBLIC VS. PRIVATE COMPARISON

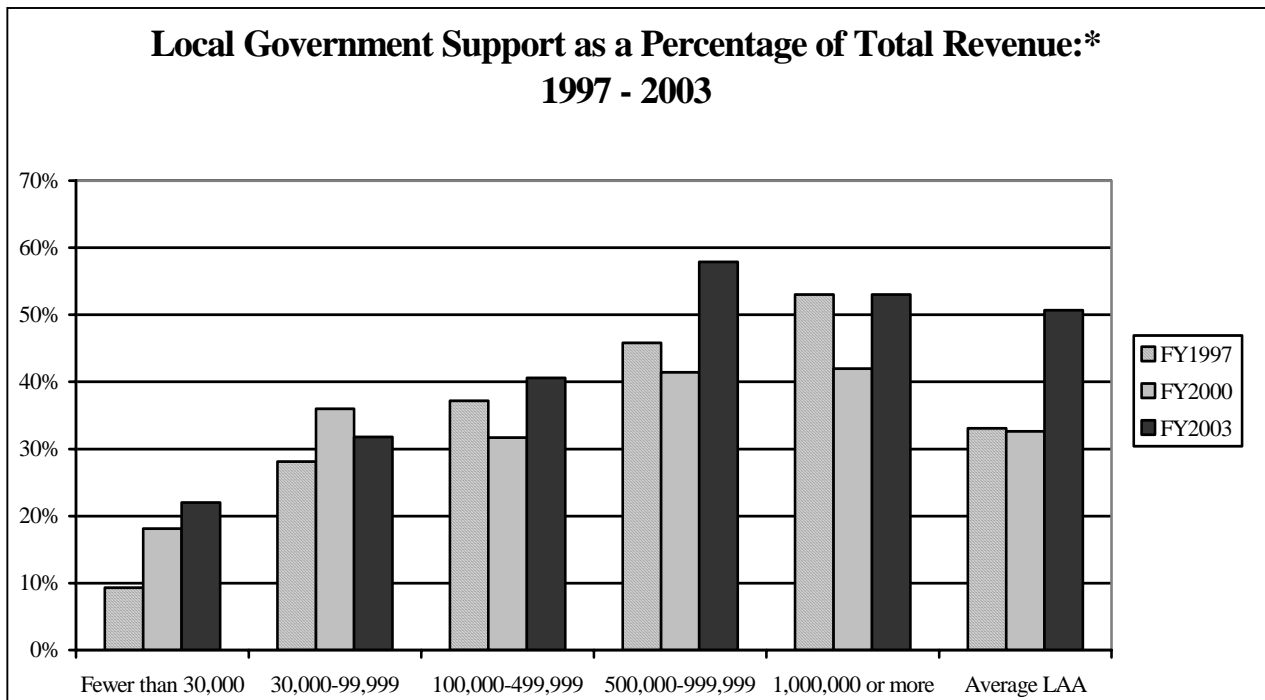
In addition to the differences between LAAs in communities of various sizes, sources of revenue also differ between public and private LAAs. Private LAAs rely mostly on earned income and private contributions (Table 11). Earned income, including ticket sales and membership dues, represents 33 percent of the average private LAA’s total revenues; private contributions, including corporate and individual donations, account for 38 percent.

Population	Earned Income	Local Government	Private Contributions	Other Government
Less than 30,000	53.1	7.0	28.5	7.6
30,000–99,999	51.2	14.0	21.9	8.6
100,000–249,000	40.3	11.2	37.1	6.6
250,000–499,999	28.4	23.1	29.2	13.4
500,000–999,999	22.3	43.9	23.8	5.7
1,000,000 or more	33.5	15.9	38.7	2.4
Average private LAA	32.8	17.3	37.7	5.0

Not surprisingly, public LAAs rely most heavily on support from local governments (Table 12). Fully eight out of 10 dollars received by the typical public LAA comes from either city or county government (80 percent). Examples of local government support for LAAs include general fund allocations and local option taxes.

Population	Earned Income	Local Government	Private Contributions	Other Government
Less than 30,000	2.6	76.7	1.3	0.6
30,000-99,999	16.3	70.0	3.6	3.5
100,000-249,000	14.8	71.6	5.0	2.2
250,000-499,999	6.0	88.8	1.5	1.0
500,000-999,999	4.1	90.0	0.4	2.1
1,000,000 or more	1.3	77.9	0.7	0.6
Average public LAA	3.2	80.3	1.1	1.0

The chart below tracks the change in local government support as a percentage of total revenue over the past six years. Beginning in 1997 with our *Fiscal Year 1997 Survey of Local Arts Agencies*, which surveyed 377 local arts agencies, surveys showed diverse revenue sources with only 33 percent of the total revenue coming from local government. Similar results were found upon surveying 454 local arts agencies in 2000. However, with an increase in survey response in 2003, it has become clear that there is a much stronger reliance on local government support than previously noted. 2003 results show a 17 percent overall increase in the percentage of total revenue that comes from local government funding.



* Averages calculated for the 1997 and 2000 survey combined 100,000-249,999 and 250,000-499,999 into one population size: 100,000 – 499,999. Likewise, data from the 2003 survey were combined for the purposes of this table.

Table 13 lists the sources of revenue for the 526 respondents who provided their itemized fiscal 2003 sources of revenue. Local government support (city and county) is the largest source of revenue (51 percent of total LAA revenue). Event admissions (4 percent) and endowment funds (3.4 percent) are the largest sources of earned income. Individual donations represent the largest source of private revenue (8.3 percent of total revenue), followed closely by corporations (6.7 percent).

Table 13 - LAA Itemized Revenue Sources (percent)							
Source of Revenue	Population fewer than 30,000	30,000–99,999	100,000–249,999	250,000–499,999	500,000–999,999	1,000,000 or more	Average LAA
Earned Revenue							
Admissions	9.7	9.1	8.3	3.1	0.8	4.2	4.0
Endowment	1.0	1.4	1.4	0.6	4.5	3.8	3.4
Fundraising	11.3	7.9	4.7	5.4	2.6	1.1	2.4
Sales and Rentals	6.1	6.2	8.9	2.4	2.1	1.1	2.3
Tuition	4.2	7.4	2.9	3.8	0.6	1.9	2.1
Contracted Services	1.0	2.6	2.5	1.9	1.6	1.2	1.5
Membership	7.5	4.6	1.5	1.6	0.2	1.0	1.2
Interest	1.0	0.8	0.4	0.3	0.4	0.3	0.3
Total Earned	41.9	40.1	30.7	19.1	12.9	14.6	17.1
Private Support							
Individual donations	12.3	4.2	12.2	4.1	11.4	7.5	8.3
Corporate	4.9	5.6	7.4	6.7	7.1	6.5	6.7
Foundation	4.3	5.1	4.4	4.5	2.7	2.4	2.9
Bequests	0.0	0.7	0.6	2.1	0.3	0.0	0.3
Regional arts organizations	0.9	0.5	0.3	0.2	0.0	0.0	0.1
Total Private	22.5	16.1	25.0	17.7	21.5	16.5	18.3
Local Government Support							
City	21.1	25.7	30.8	44.7	34.4	45.9	41.4
County	1.1	5.6	3.1	4.5	11.8	6.3	6.9
Unified City/County	0.2	0.5	0.1	1.2	11.8	0.0	2.4
Total Local Government	22.4	31.8	34.0	50.4	58.0	52.2	50.7
Other Government Support							
State arts agency	5.5	6.7	4.6	8.0	3.2	1.2	2.6
NEA	0.5	0.2	0.4	0.2	0.7	0.1	0.3
Total Other Government	6.0	6.9	5.0	8.2	3.9	1.3	2.9
Other (misc.)	7.1	5.1	5.4	4.6	3.8	15.3	11.1
TOTAL							100.0

VI. LOCAL GOVERNMENT SUPPORT TO LAAS

Fifty-three percent of the responding local arts agencies (394 of 749) provided a five-year history of local government support, defined as the total revenues received by the organization from city and county government sources during fiscal years 2000 through 2003, and projected revenues from city and county government sources for 2004.

Population	Percent
Less than 30,000	60.5
30,000–99,999	88.4
100,000–249,999	82.9
250,000–499,999	91.5
500,000–999,999	92.5
1,000,000 or more	74.3
Average LAA	82.5

Overall, 83 percent of LAAs receive financial support from local government (Table 14). The percentage drop for LAAs in the largest communities can be explained by the survey sample—there are 10 percent more public agencies in the 500,000–999,999 sample than in cities with a population greater than 1,000,000. Public agencies are more likely than private, nonprofit agencies to receive local government support.

The average dollar amount of local government funding received by LAAs decreased by 4.7 percent during fiscal year 2003 to \$584,772. In fact, local government support to LAAs has decreased since 2002, when support dropped a modest 1.5 percent. However, LAA administrators anticipate that growth in local government support to LAAs will grow 1.9 percent in 2004 (Table 15). When adjusted for inflation, the decrease in fiscal 2003 local government support was 6.2 percent.

Population	2000	2001	2002	2003	(projected) 2004
Less than 30,000	\$ 13,576	\$ 22,186	\$ 38,026	\$ 48,534	\$ 48,917
30,000–99,999	57,828	72,795	70,502	71,356	75,865
100,000–249,000	184,644	204,452	195,696	188,358	195,786
250,000–499,999	342,837	358,457	364,236	439,623	432,638
500,000–999,999	1,383,982	1,514,653	1,435,778	1,366,371	1,306,506
1,000,000 or more	1,667,565	1,722,851	1,727,195	1,553,714	1,654,295
Average LAA*	583,003	623,167	613,541	584,772	595,916
Change from previous year		6.9%	-1.5%	-4.7%	1.9%
Inflation-adjusted average	617,108	644,541	623,541	584,772	N/A
Change from previous year		4.4%	-3.3%	-6.2%	
Average incl. NY DCA	879,202	971,709	936,153	889,650	896,690
Change from previous year		10.5%	-3.6%	-5.0%	0.7%
Inflation-adjusted average	930,635	1,005,038	951,412	889,650	N/A
Change from previous year		7.9%	-5.3%	-6.5%	

**Excludes the City of New York Department of Cultural Affairs*

This analysis in Table 15 again is conducted both with and without the City of New York Department of Cultural Affairs because of its disproportionately large budget size. As the largest single arts funding agency in the country, the City of New York Department of Cultural Affairs faced sharp decreases of their own during fiscal year 2003 – but anticipates a minor setback in 2004 with a decrease of only 1.3 percent. Still, figures are well below where they were during 2001.

	2000	2001	2002	2003	(projected) 2004
Budget	\$ 116,692,927	\$ 137,600,000	\$ 127,400,000	\$ 120,401,796	\$ 118,800,000
Change from previous year		17.9%	-7.4%	-5.5%	-1.3%

PUBLIC VS. PRIVATE COMPARISON

Local government support to the average private LAA decreased to \$208,070 during fiscal 2003, a drop of 3.3 percent. In fact, local government support to private LAAs has been on the decline since 2002, with another 8.3 percent decrease in fiscal 2004 (Table 17).

Table 17 - Private LAA Revenues From Local Government: 2000–2004*					
Population	2000	2001	2002	2003	(projected) 2004
Less than 30,000	\$ 9,416	\$ 9,622	\$ 9,781	\$ 11,693	\$ 12,918
30,000–99,999	26,825	28,724	31,559	30,375	30,740
100,000–249,000	70,079	81,990	79,788	72,198	71,760
250,000–499,999	122,188	134,017	167,703	162,616	132,695
500,000–999,999	570,040	583,141	482,478	503,017	381,558
1,000,000 or more	555,929	601,205	581,952	549,974	553,645
Average private LAA	208,983	223,932	215,075	208,070	190,787
Change from previous year		7.2%	-4.0%	-3.3%	-8.3%
Inflation-adjusted average	221,209	231,612	218,581	208,070	N/A
Change from previous year		4.7%	-5.6%	-4.8%	

Additionally, local government support to public LAAs diminished 4.6 percent in fiscal 2003. The average public LAA has seen its local government funding fall further than private LAAs in 2003. However, while public LAAs project a bounce back to fiscal 2000 status in 2004 (\$1,837,471), private LAAs expect a decrease in local government support in 2004, falling a total of 8.3 percent since 2000.

Table 18 - Public LAA Revenues From Local Government: 2000–2004*					
Population	2000	2001	2002	2003	(projected) 2004
Less than 30,000	\$ 20,916	\$ 85,168	\$ 213,179	\$ 288,000	\$ 284,683
30,000–99,999	137,740	186,344	171,278	176,746	192,344.65
100,000–249,000	581,587	612,779	580,706	589,967	606,759
250,000–499,999	1,143,453	1,175,813	1,099,180	1,449,384	1,486,197
500,000–999,999	3,075,639	3,527,129	3,432,207	3,177,086	3,193,039
1,000,000 or more	5,362,888	5,458,037	5,509,174	4,901,275	5,445,137
Average public LAA	1,720,373	1,846,306	1,822,022	1,738,295	1,837,471
Change from previous year		7.3%	-1.3%	-4.6%	5.7%
Inflation-adjusted average	1,821,014	1,909,634	1,851,720	1,738,295	N/A
Change from previous year		4.9%	-3.0%	-6.1%	

**Excludes the City of New York Department of Cultural Affairs*

The above tables describe the total picture of local government funding, including those who did not receive local government support in 2003. However, it is important to look at what is going on specifically among those organizations that consistently receive local government support. Below are results from 300 LAAs that have received local government support each of the past five years. This is 92 percent of the entire sample of those that received local government support in 2003 (removing young organizations that began after 2000)

In 2003, 37.7 percent of LAAs who received local government support experienced an increase in revenue. There exists no clear pattern as to who receives increases or decreases from year to year. Many cities and counties freeze or cut annual spending, but increase arts support. Conversely, some prosperous local governments are freezing or decreasing arts funding. One common trend can be noted from the data – local government support dwindled between 2002 and 2003 for LAAs in the nation’s largest communities more so than smaller areas.

Table 19 - LAAs With Increases in Local Government Support: 2001–2004 (percent)*

Population	2001	2002	2003	(projected) 2004
Less than 30,000	37.5	54.2	50.0	20.8
30,000–99,999	47.9	35.2	39.4	35.2
100,000–249,000	54.0	50.8	31.7	41.3
250,000–499,999	62.3	47.2	43.4	43.4
500,000–999,999	52.4	50.0	38.1	42.9
1,000,000 or more	63.8	51.1	29.8	42.6
Average LAA	54.0	46.7	37.7	39.0

**Base reduced to those LAAs who received local government support*

The recession of the national economy is exemplified by an analysis of the average percentage change in LAA local government support. To calculate the figures displayed in Table 20, the percentage of change in local government support is calculated for each of the 300 responding LAAs who received local government support every year for the past five years. These percentages are then averaged, giving each LAA equal weight regardless of its budget size. While average local government support to LAAs grew at a consecutively slower rate each year from 2000 to 2003, LAA administrators anticipate a larger percentage change of 4.4 percent during 2004—a solid 1.2 percent increase from 2003.

Table 20 - Average Percentage of Change in LAA Local Government Support: 2001–2004 (percent)

Population	2000-2001	2001-2002	2002-2003	(projected) 2003-2004
Less than 30,000	16.1	18.3	15.1	5.2
30,000–99,999	13.2	6.8	5.2	3.0
100,000–249,000	9.2	6.4	0.3	4.1
250,000–499,999	7.2	9.4	5.6	12.0
500,000–999,999	-0.4	6.2	5.3	1.2
1,000,000 or more	16.0	4.7	-6.6	0.9
Average LAA	10.1	7.7	3.2	4.4

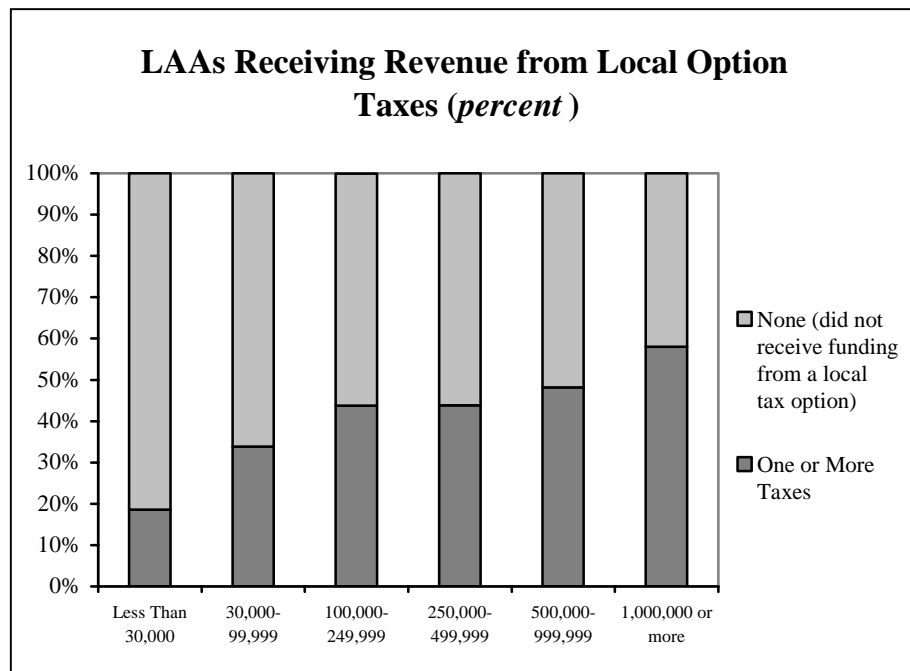
** These data are conservative: in this analysis, the maximum percentage of each LAA’s increase in local government support was capped at 100 percent—since that is the maximum possible decrease. Therefore, while some LAAs experienced increases in local government support of more than 300 percent during a single fiscal year, they were counted as only 100 percent.*

VII. LOCAL OPTION TAX REVENUES

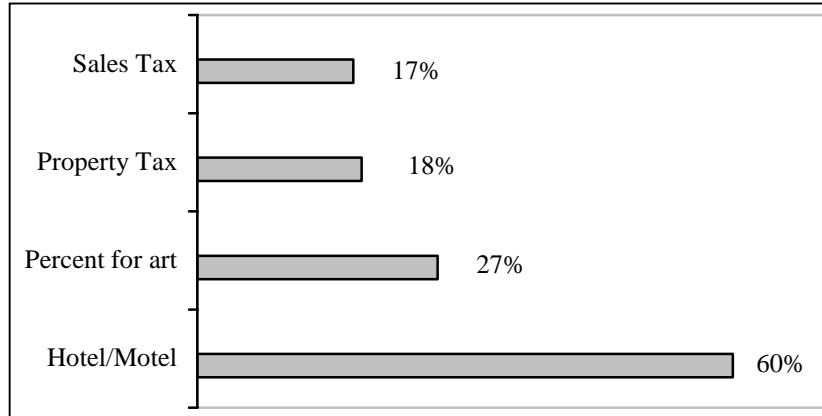
In many communities, the arts are eligible to receive revenue generated by a local option tax. Forty percent of responding LAAs (212 out of 521) reported that the arts in their community receive funding from a local option tax. The most popular tax used to support the arts is a hotel/lodging tax; approximately one local arts agency in four (24.4 percent) reports that a hotel/motel tax was used to fund the arts in their community during fiscal 2003. Five percent of LAAs report that the arts are supported by at least three different types of local option taxes in their community. In this small percentage of those LAAs supported by three or more taxes, 61 percent are public agencies and 65 percent reported a service population of 250,000 or more.

Table 21 - LAAs Receiving Revenue from Local Option Taxes (percent)

Tax	Population fewer than 30,000	30,000–99,999	100,000–249,999	250,000–499,999	500,000–999,999	1,000,000 or more	Average LAA
Hotel/Lodging Tax	12.9	13.4	30.7	30.1	19.6	40.7	24.4
Percent-for-Art	2.9	10.2	2.6	12.3	21.4	22.2	10.9
Property	2.9	7.9	7.0	5.5	8.9	12.3	7.5
Sales	1.4	7.9	4.4	6.8	16.1	8.6	7.1
Admissions	0.0	0.0	0.9	1.4	0.0	3.7	1.0
Lottery/Gambling	1.4	0.0	1.8	1.4	0.0	1.2	1.0
Income	1.4	0.8	0.0	1.4	1.8	1.2	1.0
Community development	0.0	0.8	0.0	1.4	0.0	1.2	0.6
Video rental	0.0	0.0	0.0	1.4	0.0	1.2	0.4
Other	2.9	7.1	9.6	5.5	8.9	4.9	6.7
Three or more taxes	1.4	3.1	3.5	6.8	8.9	8.6	5.0



Of the 212 local arts agencies that reported that their community used local option taxes to fund the arts, 60 percent report that a hotel/motel tax was used. Another popular local option tax is the adoption of a community percent-for-art program, which was used by 27 percent of all local arts agencies that received revenue from a local option tax.



Thirty-six local arts agencies responded “other.” When asked to specify, responses ranged from tribal contributions to license plate fees to per capita funds. An example of per capita funds used by a survey respondent was highlighted in Americans for the Arts’ May 2004 *Monograph*:

“ ...Kent, Wa, population 84,210, funds its public art program through a per capita allocation. For every Kent citizen, two dollars are designated to the City Art Fund, which earns interest and may be carried over from year to year. The city art collection has grown from 13 pieces in 1985 to more than 200 two-dimensional works and more than 60 public art pieces...”

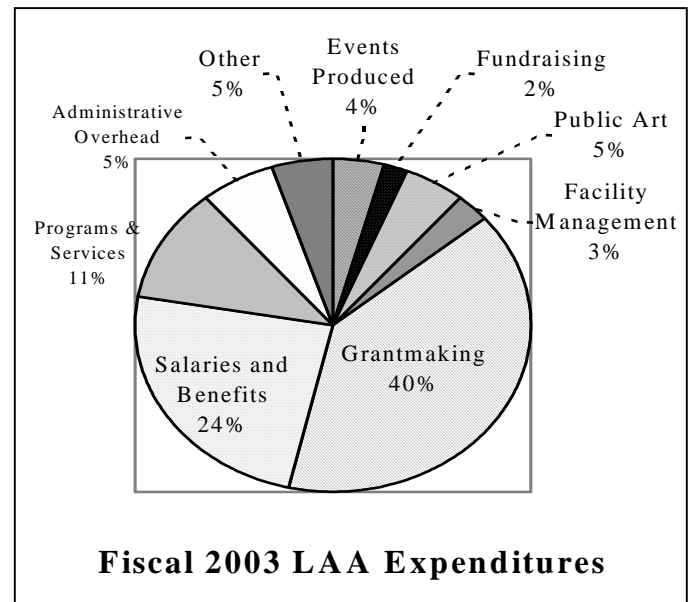
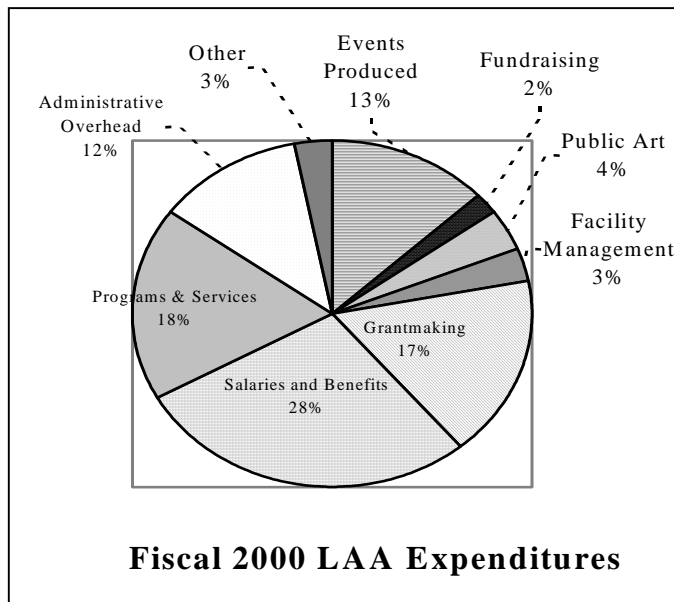
VIII. LAA EXPENDITURES

Sixty-eight percent of responding local arts agencies (511 out of 749) complied with our request for itemized fiscal 2003 expenditures. LAA expenditures continue to be a defining characteristic between agencies serving large and small communities (Table 22). As the population of the service areas increase, LAAs spend a greater percentage of their total budget on grantmaking. Conversely, as the population decreases, a greater percentage is spent on programs, services, and events.

A NOTE ABOUT EXPENDITURES DATA IN TABLE 22: The percentage of “administrative overhead” expenditures can be misleading because some LAAs include expenses for programs and services as part of administration.

Expenditure	Population fewer than 30,000	30,000–99,999	100,000–249,999	250,000–499,999	500,000–999,999	1,000,000 or more	Average LAA
Grantmaking	2.6	5.8	20.3	24.6	48.0	45.5	39.5
Salaries and Benefits	31.6	32.0	29.8	27.1	22.7	22.8	24.3
Programs and Services	20.0	16.0	13.2	14.2	6.0	11.9	11.2
Administrative Overhead	12.1	11.2	9.3	8.4	5.4	4.7	6.0
Public Art	1.4	5.7	2.6	7.8	8.2	3.7	5.0
Events Produced	13.5	8.7	10.3	7.2	3.3	2.4	4.2
Facility Management	1.4	1.6	4.4	2.1	2.7	2.9	2.8
Fundraising	6.2	2.4	2.4	1.7	1.5	2.0	2.0
Other expenditure	11.4	16.5	7.7	6.9	2.4	4.3	5.0

**Excludes the City of New York Department of Cultural Affairs*



When examining the division of LAA expenditures from 2000 to 2003 survey responses (above), it becomes clear that grantmaking is a bigger “piece of the pie” than previously thought. While salaries and benefits have shared approximately 25 percent of average LAA expenditures from 2000 to 2003, programs and services have been scaled to 11 percent in 2003 allowing for grantmaking to consume some of those dollars. Administrative costs lowered to just over five percent in 2003.

PUBLIC VS. PRIVATE COMPARISON

Differences between public and private LAAs can be found in the areas of grantmaking, programs and services, and events produced (Table 23 and 24). Fifteen cents of every dollar spent by a private LAA is spent on programs and services.

Table 23 - Private LAA Expenditures (percent)

Expenditure	Population fewer than 30,000	30,000–99,999	100,000–249,999	250,000–499,999	500,000–999,999	1,000,000 or more	Average LAA
Grantmaking	2.9	3.6	19.6	27.2	51.3	32.8	32.3
Salaries and Benefits	31.9	35.3	30.3	21.7	21.0	30.5	28.2
Programs and Services	20.3	16.9	16.1	15.3	7.7	16.7	15.0
Administrative Overhead	11.5	12.8	10.1	9.3	7.4	6.0	7.4
Other Expenditure	10.5	14.3	6.9	9.6	3.1	5.6	6.2
Events Produced	13.3	10.1	8.8	8.0	2.7	1.5	3.7
Fundraising	7.2	3.6	3.1	2.8	3.2	3.1	3.2
Facility Management	1.8	2.3	4.8	3.3	1.5	2.9	2.8
Public Art	0.7	1.2	0.3	2.8	2.2	0.9	1.3

One out of every two dollars (52 percent) spent by public LAAs is used for grantmaking to artists and arts organizations in the community.

Table 24 - Public LAA Expenditures (percent)

Expenditure	Population fewer than 30,000	30,000–99,999	100,000–249,999	250,000–499,999	500,000–999,999	1,000,000 or more	Average LAA
Grantmaking	5.2	11.2	20.7	21.8	50.0	65.0	52.1
Salaries and Benefits	15.9	26.1	28.9	35.3	22.5	12.8	18.9
Public Art	23.1	15.9	6.7	18.3	14.5	6.8	10.1
Programs and Services	6.1	10.9	8.8	11.1	4.0	5.2	5.8
Events Produced	38.1	5.7	12.6	3.7	1.0	3.9	3.9
Administrative Overhead	1.5	6.7	7.8	5.9	3.0	2.5	3.5
Facility Management	0.0	0.9	3.6	0.4	3.7	3.2	3.0
Other Expenditure	10.1	22.4	9.5	3.5	1.2	0.3	2.3
Fundraising	0.0	0.2	1.3	0.0	0.0	0.4	0.3

LAA CAPITAL EXPENDITURES

Twenty-seven percent (99 out of 362) made capital expenditures for equipment purchases during fiscal 2003, spending an average of \$33,203.

Sixteen percent (57 out of 362) made capital expenditures for construction during fiscal 2003, spending an average of \$3,063,015.

Twelve percent (45 out of 362) made capital expenditures for art purchases during fiscal 2003, spending an average of \$255,348.

IX. STAFFING

Approximately 63 percent of responding LAAs have at least one professional, full-time paid staff member. Of those, the typical LAA has six full-time, paid employees.

Table 25 - Average Staff Size of LAAs with Professional, Paid Staff: Fiscal 2000

Population	Full-Time Paid	Full-Time Volunteer	Part-Time Paid	Part-Time Volunteer	Contract
Less than 30,000	1.2	1.2	1.6	34.0	5.2
30,000–99,999	1.7	0.8	3.3	19.5	7.0
100,000–249,000	3.7	0.5	4.4	51.7	12.5
250,000–499,999	4.6	7.9	5.3	24.1	7.1
500,000–999,999	7.9	0.3	8.1	49.9	11.1
1,000,000 or more	17.4	2.0	9.6	65.5	11.5
Average LAA	5.6	1.9	5.0	38.2	9.1

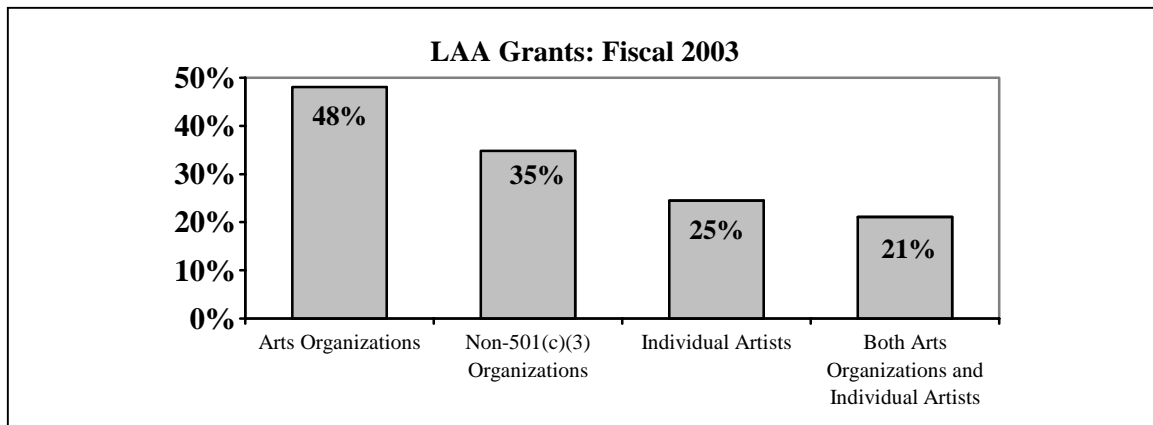
PROGRAMS AND SERVICES

LAA PROGRAMS AND SERVICES

Collectively, the responding local arts agencies serve more than 40,000 arts organizations across the country, with the average LAA providing direct services to 65 arts organizations.

X. GRANTMAKING

Overall, 50 percent of local arts agencies provide direct funding to artists and/or other arts organizations in their communities. Almost one half of LAAs (48 percent) provide operational and/or special project support to established arts organizations. Grantees are typically required to match their funding from a separate funding source. Thirty-five percent of LAAs that provide grants to arts organizations reported that they respond to the needs of new and emerging arts organizations by awarding grants to those without 501(c)(3) incorporated status. One fourth of LAAs (25 percent) fund individual artists, including support for fellowships, public art commissions, and work in the schools.



GRANTS TO ORGANIZATIONS

Local arts agencies award grants to organizations for a variety of purposes, including operational support and special project funding. LAAs in large communities are much more likely to provide grants for general operating support than are LAAs in smaller communities (Table 26). Eighty-eight percent of the grantmaking LAAs that give grants to arts organizations reported providing grants to organizations for special projects.

Table 26 - Types of Grants to Organizations Funded by Grantmaking LAAs* (percent)

Type of Grant	Population fewer than 30,000	30,000–99,999	100,000–249,999	250,000–499,999	500,000–999,999	1,000,000 or more	Average LAA
Special projects	73.1	85.7	92.3	91.2	92.7	84.3	87.9
General operating support	46.2	37.1	56.4	66.7	75.6	74.5	58.5
Technical assistance	19.2	17.1	42.3	47.4	39.0	60.8	38.4
Cultural tourism	23.1	35.7	41.0	38.6	29.3	37.3	35.9
Capitol projects	3.8	7.1	9.0	21.1	7.3	15.7	11.1
Facility management	7.7	2.9	9.0	15.8	14.6	11.8	9.9
Other	34.6	15.7	14.1	28.1	26.8	23.5	21.7

Base reduced to those LAAs that make any type of grant to arts organizations

LAA grants to organizations address a variety of arts disciplines (Table 27). Common grantmaking categories include music (89 percent), visual arts (87 percent), theater (85 percent), and arts education (84 percent).

Table 27 - Categories of Grants to Organizations Funded by Grantmaking LAAs (percent)

Grant Category	Population fewer than 30,000	30,000–99,999	100,000–249,999	250,000–499,999	500,000–999,999	1,000,000 or more	Average LAA
Music	73.07	84.28	91.02	96.49	95.12	90.19	89.47
Visual arts	61.53	84.28	88.46	96.49	92.68	88.23	87.30
Theater	69.23	80.0	88.46	85.96	92.68	84.31	84.52
Arts education	76.92	80.0	80.7	91.22	95.12	82.35	84.21
Dance	61.5	77.14	80.76	89.47	87.80	90.19	82.35
Festivals	50.0	79.48	79.48	84.21	90.24	84.31	77.39
Multi-disciplinary	50.0	67.14	71.79	82.56	87.80	82.35	74.61
Literature	42.3	61.42	60.25	82.45	68.29	74.5	66.25
Folk arts	38.4	50.0	67.94	66.66	70.73	76.47	63.15
Museum	34.61	41.42	60.25	77.19	85.36	78.43	63.15
Arts service organizations	38.46	45.71	50.0	64.91	60.97	70.58	55.41
Crafts	50.0	50.0	51.28	57.89	46.34	56.86	52.32
Film	30.76	28.57	48.71	57.89	73.17	76.47	52.01
Opera	15.38	25.71	46.15	61.40	80.48	80.39	51.70
Humanities	30.7	31.45	46.15	36.84	39.02	49.01	39.62
Design arts	26.92	39.74	39.74	43.85	41.46	56.86	39.31
Video	26.92	20.0	32.05	38.59	48.78	60.78	36.84
Radio	11.53	8.57	17.94	28.07	39.02	39.21	23.21
Television	7.6	4.28	10.25	21.05	19.51	33.33	15.47
Science organizations	0	4.28	12.82	14.03	19.51	35.2	14.55
Living collections	3.84	5.71	7.69	14.03	12.19	11.76	9.28
Other	11.53	2.85	7.69	7.01	2.43	9.80	6.50

In addition, when asked about web-based grantmaking capacity, 13.5 percent of grantmaking LAAs that provide grants to organizations reported using e-grantmaking to make the grant application process work more efficiently. E-grantmaking begins with putting grant applications online, and can include online application review, automated data entry, online notification of application status, and online reporting.

An example of successful web-based grantmaking used by a survey respondent is the Regional Arts Commission of St. Louis, which allows applicants the ability to apply for grants online and edit their work for several weeks before submission.

GRANTS TO INDIVIDUAL ARTISTS

One fourth of all local arts agencies that responded to the grantmaking portion of the survey (162 out of 660) provide grants to individual artists. The largest specified allocation of grant money to individual artists comes in the form of community development grants (38 percent).

Table 28 - Categories of Grants to Individual Artists Funded by Grantmaking LAAs (percent)

Type of Grant	Population fewer than 30,000	30,000–99,999	100,000–249,999	250,000–499,999	500,000–999,999	1,000,000 or more	Average LAA
Community Development	50.0	42.42	47.36	29.03	25.0	32.14	38.27
Commissions	18.7	24.24	47.36	29.03	50.0	39.28	35.18
Fellowships	31.2	21.21	18.42	29.03	25.0	46.42	27.77
Other	43.7	54.54	57.89	67.74	62.5	57.14	58.02

PUBLIC VS. PRIVATE COMPARISON

Public LAAs are more likely than private LAAs to award grants to artists and arts organizations (Table 29, 30). Combined, an average of 78 percent of all organization grant applications are funded annually by public and private agencies, and just over half of individual artists grant applications were funded (54 percent).

Table 29 - Private LAA Grants (percent)

Population	Any Grant	To Arts Organizations	To Individual Artists	To Non-501(c)(3) Organizations	Average Percentage of Grants Funded*
Less than 30,000	36.8	25.0	14.7	55.6	69.3
30,000–99,999	43.8	40.0	19.0	36.4	74.9
100,000–249,999	53.6	47.4	22.7	30.4	71.7
250,000–499,999	62.5	60.3	38.1	39.5	65.4
500,000–999,999	59.5	59.4	18.9	18.2	72.0
1,000,000 or more	43.9	40.9	22.7	28.6	66.4
Average private LAA	49.1	44.0	22.5	34.2	70.1

**Base reduced to those private LAAs that make any type of grant.*

Table 30 - Public LAA Grants (percent)

Population	Any Grant	To Arts Organizations	To Individual Artists	To Non-501(c)(3) Organizations	Average Percentage of Grants Funded*
Less than 30,000	42.9	42.9	21.4	42.9	89.4
30,000–99,999	52.2	47.8	21.7	53.3	66.0
100,000–249,999	70.2	70.3	32.4	19.2	84.1
250,000–499,999	68.8	62.5	25.0	0.0	72.4
500,000–999,999	66.6	62.5	25.0	40.0	68.9
1,000,000 or more	82.6	78.3	39.1	33.3	74.3
Average public LAA	63.8	60.6	27.5	30.4	74.9

**Base reduced to those private LAAs that make any type of grant*

XI. ARTS EDUCATION

ARTS EDUCATION POLICIES

Thirty-seven percent of the nation’s local arts agencies (243 out of 652) have a written arts education policy that has been adopted by a governing board or commission. Of the 37 percent who have an arts education policy, counts are equally distributed among all population types—suggesting a high level of policymaking in arts education strategies that spreads across all regions.

Sixty-four percent of LAAs (219 out of 341) state that their school district(s) have a written arts education policy that has been adopted by the school board.

ARTS EDUCATION INVOLVEMENT

Sixty percent of the nation’s local arts agencies implement their own arts education programs and activities. Slightly more partner with another organization to provide these services (61.5 percent). In addition, one-third of LAAs fund other agencies to address arts education (35 percent).

Table 31 - LAA Involvement in Addressing Arts Education (percent)

LAA...	Population fewer than 30,000	30,000–99,999	100,000–249,999	250,000–499,999	500,000–999,999	1,000,000 or more	Average LAA
...implements arts education programs and activities	69.5	64.2	61.7	55.2	50.7	54.5	60.4
...partners with another agency to implement arts education programs	59.0	62.4	66.4	61.5	57.5	58.4	61.5
...funds another agency to provide arts education programs	29.5	28.9	39.6	39.6	37.0	35.6	34.6
Other involvement	6.7	7.5	8.1	13.5	24.7	8.9	10.8

LAA involvement in arts education issues includes producing artists in the schools, curriculum design, and arts education advocacy (Table 32).

LAA...	Population fewer than 30,000	30,000–99,999	100,000–249,999	250,000–499,999	500,000–999,999	1,000,000 or more	Average LAA
...is involved with local arts education <i>advocacy</i>	68.7	72.6	74.3	79.6	88.4	76.5	75.6
...implements <i>Artists-in-the-Schools</i> programs	49.0	40.4	48.6	45.2	49.3	32.0	43.8
...is involved in teacher or artist <i>training</i> programs	26.5	32.4	46.5	50.5	41.1	57	42.1
...collaborates with schools on <i>curriculum design</i>	24.3	24.3	33.1	30.1	40.3	35.1	30.9

Some unique examples of arts education involvement noted among respondents included:

- Hosting after-school arts workshops
- Inviting assistant superintendent to sit on the LAA Board of Directors
- Publishing an arts education guide for the community
- Offering scholarship programs for elementary-aged students and graduating high school seniors

Nearly one half of LAAs (45 percent) have at least one full-time equivalent staff member who is dedicated to arts education.

	Population fewer than 30,000	30,000–99,999	100,000–249,999	250,000–499,999	500,000–999,999	1,000,000 or more	Average LAA
LAAs with at least one full-time equivalent staff member dedicated to arts education	37.9	36.7	46.9	50.0	48.6	53.0	44.5

XII. THE ARTS AND COMMUNITY DEVELOPMENT

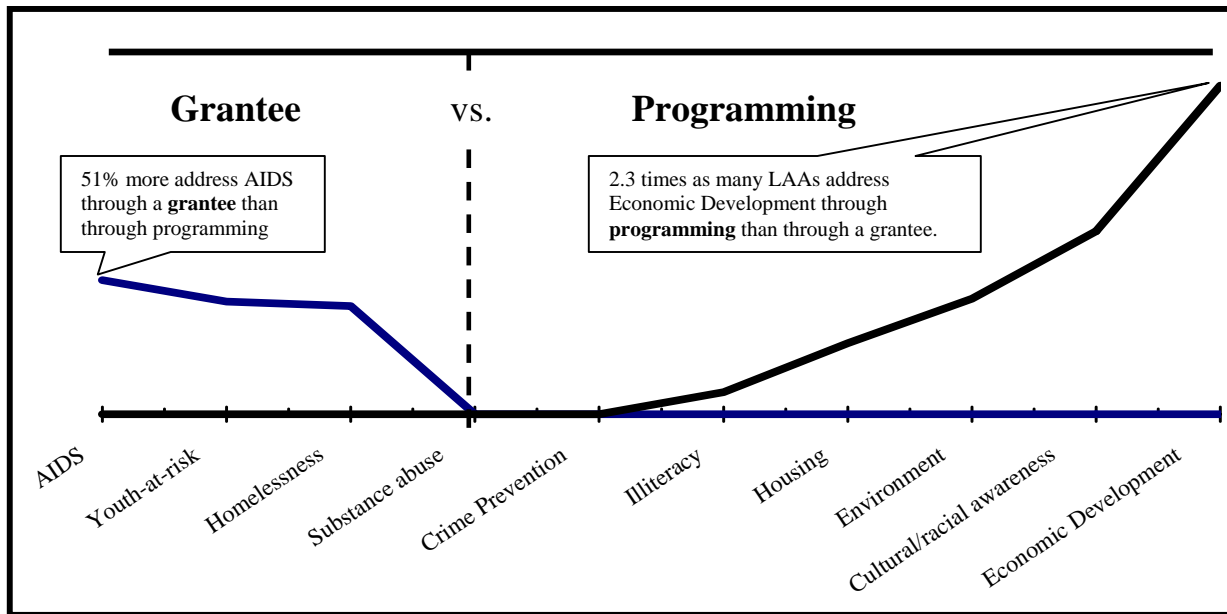
In addition to improving the quality of life for residents, funding the arts also creates local jobs, generates government revenue, increases tourism, spurs downtown redevelopment, improves education and the labor force, and promotes understanding between cultures.

Approximately 90 percent of LAAs manage or support arts programs that address community development issues (606 out of 674).

Population	
Less than 30,000	84.2
30,000–99,999	87.5
100,000–249,999	91.8
250,000–499,999	90.4
500,000–999,999	89.4
1,000,000 or more	97.0
Average LAA	89.9

Issue	Population fewer than 30,000	30,000–99,999	100,000–249,999	250,000–499,999	500,000–999,999	1,000,000 or more	Average LAA
Cultural/racial awareness	64.6	71.0	78.2	70.2	76.9	86.3	74.3
Economic development	57.0	60.9	77.1	71.7	75.0	76.6	69.0
Environment	43.9	40.8	45.8	34.5	49.2	51.7	43.9
Illiteracy	26.6	27.8	30.8	39.6	42.9	42.2	35.5
Youth-at-risk	49.5	49.9	70.0	66.3	72.3	73.4	34.3
Crime prevention	11.6	14.3	22.0	29.5	36.9	38.0	23.5
Substance abuse	14.7	16.2	24.4	24.4	31.3	30.3	22.5
Teen pregnancy	4.3	11.7	14.7	14.0	23.8	26.7	14.9
Homelessness	4.3	7.7	15.1	13.8	22.6	30.0	14.3
Housing	5.4	5.8	11.9	18.2	28.1	21.3	13.4
AIDS	3.2	5.2	11.7	13.4	25.4	27.8	12.7
Other	24.6	23.0	27.4	27.1	47.5	27.0	27.8

The graph below charts each community development issue as it is addressed by an LAA. AIDS is the most common community development issue to be addressed through a grantee rather than programming. Conversely, economic development issues and cultural/racial awareness are more often addressed through programming than through a grantee.



Other examples of Community Development issues addressed by responding LAAs include:

- Retaining a creative workforce in the community
- Services directed at disabled and senior citizens
- Artists rights and censorship
- Historic preservation

XIII. COLLABORATIONS AND PARTNERSHIPS

Ninety-six percent of LAAs have at least one collaboration or partnership with other public or community agencies (659 out of 687). In fact, 89 percent have three or more collaborations (Table 36). Of those that responded that they do collaborate or partner with other organizations, the typical LAA is involved in approximately seven collaborations or partnerships.

Population	Any Collaboration	Three or more
Less than 30,000	94.2	82.5
30,000–99,999	94.8	86.7
100,000–249,999	96.6	91.8
250,000–499,999	96.8	93.7
500,000–999,999	95.7	91.4
1,000,000 or more	98.0	86.9
Average LAA	95.9	88.6

Collaborations/ Partnerships	Population fewer than 30,000	30,000– 99,999	100,000– 249,999	250,000– 499,999	500,000– 999,999	1,000,000 or more	Average LAA
School Districts	78.6	74.0	82.3	74.7	77.1	61.6	75.1
Chamber of Commerce	70.9	69.4	76.9	72.6	52.9	56.6	68.1
Libraries	63.1	72.8	72.8	64.2	61.4	58.6	67.0
Parks/Recreation Department	61.2	63.6	73.5	73.6	74.3	52.5	66.2
Convention/Tourism Bureau	40.8	48.5	77.6	72.6	70.0	66.7	61.7
Neighborhood/Community Organization	54.4	54.3	68.0	56.8	68.6	65.7	60.7
Museums	41.7	49.7	64.6	73.7	68.6	70.7	60.0
Economic Development Dept.	35.0	38.2	57.1	53.7	57.1	38.4	45.9
Social Service Department	16.5	24.9	32.0	38.9	41.4	31.3	29.7
Faith-Based Organizations	26.2	22.0	32.7	23.2	25.7	20.2	25.2
Boys and Girls Club	10.7	20.2	39.5	27.4	34.3	17.1	24.9
YMCA	9.7	10.4	22.4	17.9	22.9	15.1	15.9
Law Enforcement	10.7	12.1	17.0	14.7	22.9	14.1	14.7
Film Commission	5.8	5.2	14.3	21.1	25.7	17.1	13.2
Housing Department	2.9	4.6	12.2	18.9	22.9	14.1	11.2
Other	25.2	20.2	22.4	22.1	31.4	27.3	23.9

Examples of unique collaborations noted by responding LAAs included relationships with:

- Senior citizens groups
- Historic preservation societies
- Health departments
- Americorps
- Downtown business associations
- Day-care centers
- Local public radio station

XIV. CULTURAL FACILITIES

Sixty-two percent (433 out of 695) of the nation's LAAs manage one or more cultural facilities—such as rehearsal and performance spaces, gallery space, museums, or arts incubators.

Table 38 - Facilities Management (percent)

Population	Manage one or more cultural facility
Less than 30,000	55.2
30,000–99,999	63.0
100,000–249,999	69.8
250,000–499,999	61.1
500,000–999,999	65.3
1,000,000 or more	57.0
Average LAA	62.3

Table 39 - Facilities Operated by LAAs (percent)

	Population fewer than 30,000	30,000–99,999	100,000–249,999	250,000–499,999	500,000–999,999	1,000,000 or more	Average LAA
Gallery/Exhibition Space	47.6	53.1	57.7	50.5	54.2	39.0	51.0
Meeting/Rehearsal Space	41.0	45.7	53.0	44.2	44.4	33.0	44.38
Performance Space	63.8	35.3	35.6	21.1	36.1	29.0	32.6
Sales/Retail Space	24.7	23.1	31.5	17.9	19.4	15.0	22.9
Restaurant/Bar	2.9	2.3	4.0	1.1	6.9	6.0	3.6
Other	8.6	10.4	14.8	10.5	22.2	18.0	13.4

In addition to the tables above, 20 percent of LAAs are involved in the development of local artist live-work space. A far greater number of LAAs (70 percent) have reused non-arts facilities for artistic purposes in the past five years. Private organizations lead the way in these efforts, with more than 75 percent of private LAAs stating they have put non-arts facilities to artistic use.

Some unique examples of facilities management noted among respondents included:

- mobile stages
- office space
- displays in empty storefront windows
- a community box office
- a photography darkroom for community use
- a technical resource center for arts organizations

CULTURAL FACILITY MASTER PLAN

Sixteen percent of local arts agencies have a completed a cultural facility master plan for their community (Table 40).

Population	
Less than 30,000	12.6
30,000–99,999	14.5
100,000–249,999	17.0
250,000–499,999	23.2
500,000–999,999	14.5
1,000,000 or more	15.2
Average LAA	16.0

XV. LAAS THAT PRESENT ARTS PROGRAMS

The vast majority of local arts agencies (92 percent) presents arts programs to the community—primarily exhibitions, performances, and festivals (Table 41). LAAs are usually the organization responsible for providing public cultural opportunities such as free concerts in the park, art exhibitions at city hall, and public art. Another area of presenting, “gap programming,” fills an arts discipline void that may exist due to a limited number of arts organizations in the community, or targets programming to a specific underserved segment of the community.

As noted in the table below, smaller communities tend to lead the way in terms of presenting arts programs.

	Population fewer than 30,000	30,000–99,999	100,000–249,999	250,000–499,999	500,000–999,999	1,000,000 or more	Average LAA
Art Exhibitions/Competitions	76.7	79.2	72.8	76.8	67.1	52.5	72.1
Performances	78.6	69.9	63.3	49.5	50.0	48.5	61.9
Festivals	57.3	46.8	58.5	52.6	41.4	46.5	51.1
Literature Readings	35.9	32.9	29.3	22.1	31.4	24.2	29.7
Film/Video	27.2	17.9	24.5	13.7	20.0	24.2	21.3
Other	23.3	23.1	23.1	26.3	27.1	31.3	25.2
Any presenting program	95.1	92.5	93.9	91.6	85.7	87.9	91.7

XVI. PUBLIC ART

The involvement of LAAs in public art ranges from initiating individual projects to managing multi-million dollar percent-for-art programs. Forty-eight percent of LAAs operate a public art program (Table 42).

Table 43 - LAA Public Art Expenditures (percent)

Population	Average Public Art Expenditures	Percent of Total Expenditures
Less than 30,000	\$ 1,628	1.4
30,000–99,999	12,476	5.7
100,000–249,999	13,430	2.6
250,000–499,999	54,176	7.8
500,000–999,999	185,623	8.2
1,000,000 or more	148,257	2.7
Average LAA	\$ 57,653	4.1

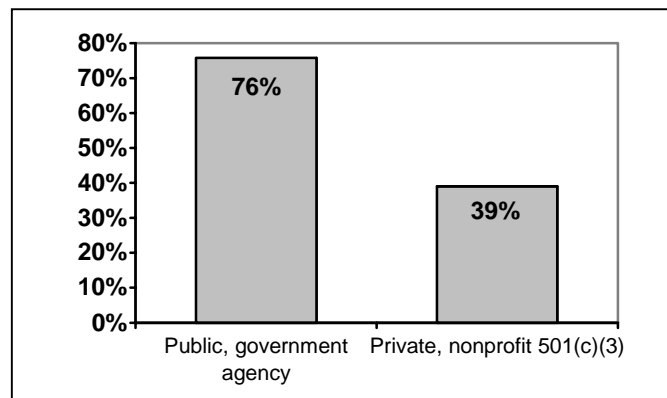
LAAs spent an average of nearly \$58,000 on public art initiatives during fiscal 2003 (Table 43). In fact, survey respondents reported that they spent an aggregate of \$29 million on public art. Overall, public art represented less than five percent of total LAA spending.

Table 42 - LAAs That Operate a Public Art Program (percent)

Population	
Less than 30,000	53.9
30,000–99,999	54.1
100,000–249,999	42.1
250,000–499,999	45.7
500,000–999,999	53.6
1,000,000 or more	40.0
Average LAA	48.3

The majority of public art programs are housed within public, government LAAs (76 percent). Generally, these public art programs have the largest budgets. Their largest source of revenue is from dedicated bond revenues. Their largest expenditure is for the commission and purchase of artworks.

On average, 13 percent of LAAs have a public art master plan.



XVII. INTERNATIONAL PROGRAMMING

Nineteen percent of LAAs participate in international exchange programs for artists or arts organizations. Five percent participate in arts administrator exchanges on an international level (Table 44).

Table 44 - LAAs Participating in International Exchange Programs (percent)		
	Arts Administrator	Artist or Arts Organization
Less than 30,000	4.0	18.6
30,000–99,999	0.6	9.5
100,000–249,999	4.1	24.8
250,000–499,999	4.4	18.1
500,000–999,999	12.0	24.6
1,000,000 or more	8.0	27.6
Average LAA	4.6	19.5

XVIII. COMMUNITY CULTURAL PLANNING

Local arts agencies are usually the organization to lead community cultural planning, a community-inclusive process of assessing the cultural needs of the community and mapping a plan of implementation. Twenty-two percent of LAAs have completed a community cultural plan.

XIX. LAA PLANS AND REPORTS

Eighty-eight percent of local arts agencies have completed at least one type of planning project (Table 45). More than half of the responding LAAs produce an annual plan and/or an annual report. Almost half also have completed a long-range plan.

Table 45 - LAA Plans and Reports (percent)

	Population fewer than 30,000	30,000–99,999	100,000–249,999	250,000–499,999	500,000–999,999	1,000,000 or more	Average LAA
Annual Plan	45.6	53.8	60.5	57.9	39.1	53.5	53.0
Annual Report	40.8	43.9	55.1	47.4	44.9	62.6	49.1
Long-Range Plan	37.9	42.2	49.7	55.8	44.9	52.5	46.7
Arts in Education Plan	23.3	17.3	21.1	24.2	26.1	26.3	22.1
Community Cultural Plan	13.6	17.9	20.4	36.8	39.1	15.2	22.1
Economic Impact Research Study	6.8	7.5	21.1	29.5	29.0	27.3	18.3
Cultural Facility Plan	12.6	14.5	17.0	23.2	14.5	15.2	16.0
Public Art Master Plan	7.8	11.0	14.3	14.7	21.7	15.2	13.4
Cultural Tourism Plan	11.7	6.4	6.8	12.6	8.7	11.1	9.0
Cultural District Master Plan	2.9	2.9	8.2	8.4	8.7	2.0	5.2
Cultural Diversity Plan	2.9	1.7	4.8	6.3	7.2	10.1	4.9
Cultural Equity Plan	0.0	0.0	0.0	1.1	2.9	1.0	0.6
Other	14.6	4.6	12.9	6.3	18.8	7.1	9.9
Any plan or report	80.6	85.5	92.5	93.7	84.0	90.9	88.1
Three or more plans/reports	41.7	42.8	56.5	55.8	52.2	62.6	51.2

XX. CULTURAL TOURISM

Cultural tourism is widely recognized as one of the fastest growing areas of the tourism industry. Tourists looking for unique experiences are increasingly interested in cultural sites and innovative arts programming. The arts attract a significant number of tourist dollars as well as bring visibility to communities both large and small. More than half of the nation's local arts agencies (63 percent) partner with another agency to provide programs and activities centered on cultural tourism. Thirty-eight percent take on the task themselves, implementing cultural tourism programs and activities.

Table 46 - LAA Involvement in Addressing Cultural Tourism (percent)

LAA...	Population fewer than 30,000	30,000–99,999	100,000–249,999	250,000–499,999	500,000–999,999	1,000,000 or more	Average LAA
<i>...implements</i> cultural tourism programs and activities	46.2	36.8	44.0	36.5	21.9	34.3	37.8
<i>...partners</i> with another agency to provide cultural tourism programs and activities	58.5	58.6	75.3	65.6	54.8	61.8	63.2
<i>...funds</i> another agency to provide cultural tourism programs and activities	12.3	12.6	21.3	19.8	19.2	19.6	17.1
Other involvement	11.3	14.9	7.3	11.5	24.7	18.6	13.1

When asked to specify, LAAs noted multiple forms of involvement in cultural tourism, including:

- Conducting research on cultural tourism
- Requiring grant funds to demonstrate an impact on cultural tourism
- Managing a cultural tourism center in an LAA facility
- Encouraging LAA staff to serve on area tourism committees
- Administering marketing initiatives that promote cultural tourism
- Electing board members who are literate in cultural tourism

Sixty-two percent of LAAs have a working partnership with their community’s convention and tourism bureau. In fact, 47 percent report that cultural tourism is addressed in their agency’s mission or goals (Table 47).

Table 47 - Cultural Tourism and Convention/Tourism Bureau (percent)			
Population	Works with Convention/Tourism Bureau	Cultural Tourism Addressed in LAA mission	Cultural Tourism Materials
Less than 30,000	40.8	45.5	67.7
30,000–99,999	48.5	43.8	65.2
100,000–249,999	77.6	53.8	67.4
250,000–499,999	72.6	48.4	68.2
500,000–999,999	70.0	40.6	73.5
1,000,000 or more	66.7	45.0	76.4
Average LAA	61.7	46.7	68.9

The percentage of those LAAs who work with convention and tourism bureaus gets even larger when we only look at LAAs who reported that they address cultural tourism. Seventy-one percent of those that implement cultural tourism programs reported having a working partnership with the community CVB as well (Table 48).

Table 48 - Percent of LAAs Addressing Cultural Tourism That Work With Convention/Tourism Bureau		
Population	Implements cultural tourism programs	Partners with another agency to provide cultural tourism programs
Less than 30,000	53.1	54.8
30,000–99,999	56.3	58.8
100,000–249,999	81.8	85.0
250,000–499,999	82.9	82.5
500,000–999,999	81.2	85.0
1,000,000 or more	85.7	77.8
Average LAA	70.9	73.8

XXI. CULTURAL DISTRICTS

A cultural district is a well-recognized mixed-use area of a city in which a high concentration of cultural facilities serves as the anchor of attraction. Cultural districts boost urban revitalization by:

- Beautifying and animating cities
- Providing employment
- Attracting both residents and tourists to the city
- Complementing adjacent businesses
- Enhancing property values
- Expanding the tax base
- Attracting well-educated employees
- Contributing to a creative, innovative environment

Thirty-six percent of LAAs have a cultural district in their community, 58 percent of which are officially designated by their community (Table 49).

Population	Community has a Cultural District	Officially Designated District*
Less than 30,000	12.0	50.0
30,000–99,999	19.1	46.7
100,000–249,999	30.1	65.1
250,000–499,999	49.4	53.5
500,000–999,999	63.1	80.5
1,000,000 or more	62.6	50.9
Average LAA	35.8	58.0
<i>* Base reduced to those LAAs whose communities have a cultural district</i>		

XXII. SERVICES TO ARTISTS AND ARTS ORGANIZATIONS

The vast majority of LAAs provide services to artists or arts organizations (89 percent). Specifically, 78 percent provide services to arts organizations while 77 percent provide services to individual artists (Tables 50 and 51, respectively).

The most common type of service provided to arts organizations is publicity/promotion services (47 percent), followed by seminars/workshops (44 percent). For individual artists, the most common type of service provided by LAAs are seminars/workshops (51 percent).

Table 50 - Services Provided to Arts Organizations by LAAs (percent)

Type of Service	Population fewer than 30,000	30,000–99,999	100,000–249,999	250,000–499,999	500,000–999,999	1,000,000 or more	Average LAA
Publicity/Promotion services	33.0	44.5	57.1	51.6	52.9	42.4	47.0
Seminars/Workshops	19.4	30.6	51.7	61.1	54.3	54.5	43.5
Technical assistance	20.4	31.8	48.3	57.9	57.1	52.5	42.8
Advocacy services	23.3	29.5	51.0	58.9	51.4	50.5	42.5
Marketing services	17.5	20.8	33.3	29.5	30.0	34.3	27.1
Arts management training	3.8	6.9	27.9	37.9	40.0	33.3	22.4
Volunteer recruitment	24.3	17.3	20.4	15.8	7.1	16.2	17.6
Equipment loan	19.4	19.7	21.8	18.9	14.3	4.0	17.2
Block booking of events	11.7	11.6	10.2	5.3	7.1	4.0	8.9
Central box office	8.7	8.1	11.6	6.3	5.7	5.1	8.0
Health insurance	0.0	0.6	5.4	4.2	8.6	7.1	3.8
Central accounting for others	3.9	4.0	4.1	3.2	0.0	4.0	3.5
Loan money	1.9	2.3	4.8	4.2	2.9	4.0	3.3
Central purchasing	1.9	0.6	2.0	0.0	0.0	3.0	1.3
Other service	13.6	9.8	19.0	21.1	18.6	20.2	16.3
Any service	66.0	68.8	87.8	85.3	87.1	77.8	77.9

Table 51 - Services Provided to Individual Artists by LAAs (percent)

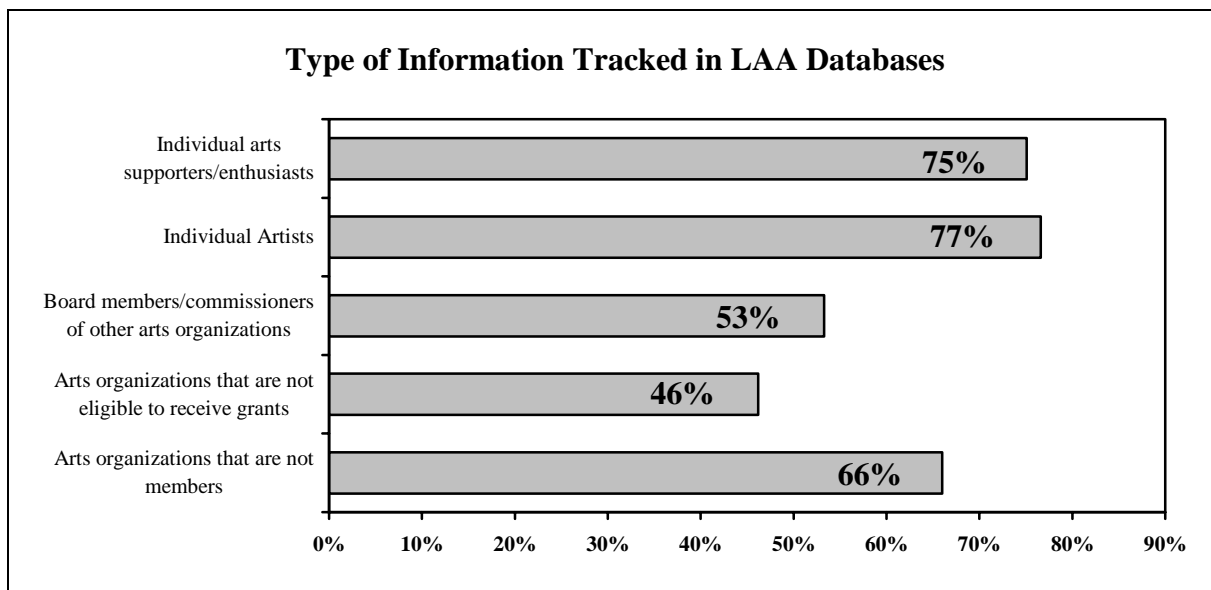
Type of Service	Population fewer than 30,000	30,000–99,999	100,000–249,999	250,000–499,999	500,000–999,999	1,000,000 or more	Average LAA
Seminars/Workshops	37.9	41.0	57.8	63.2	54.3	55.6	50.7
Artist Registry	25.2	35.8	40.8	55.8	50.0	34.3	39.3
Employment/Referrals	24.3	31.8	37.4	45.3	50.0	38.4	36.5
Studio space	10.7	9.2	15.0	11.6	12.9	8.1	11.2
Subsidized living space	1.9	0.0	0.7	2.1	1.4	2.0	1.2
Other	21.4	17.3	23.8	29.5	24.3	26.3	23.0
Any Artist Service	68.9	69.9	84.4	83.2	87.1	73.7	77.0

XXIII. TECHNOLOGY

A growing technical capacity among local arts agencies has made it easier for LAAs to provide arts organizations and individual artists with information services as well as strengthen internal processes. Ninety-one percent of LAAs provide at least one type of information service to the field, most commonly through online publications and newsletters (Table 52).

Type of Service	Population fewer than 30,000	30,000–99,999	100,000–249,999	250,000–499,999	500,000–999,999	1,000,000 or more	Average LAA
Newsletter/Publications	59.2	70.5	74.1	82.1	75.7	81.8	73.3
Arts Calendar	56.3	59.5	57.8	70.5	62.9	47.5	58.7
Artist/Arts Organization Directories	32.0	46.8	56.5	64.2	61.4	50.5	51.0
Cultural Resource Library	12.6	21.4	30.6	29.5	20.0	19.2	22.7
Other	17.5	19.1	18.4	26.3	28.6	26.3	21.7
Any Information Service	84.5	88.4	95.2	93.7	92.9	93.9	91.1

In the graph below, LAAs offer a glance into the database structure of their organizations to describe what data is captured for organizational purposes.

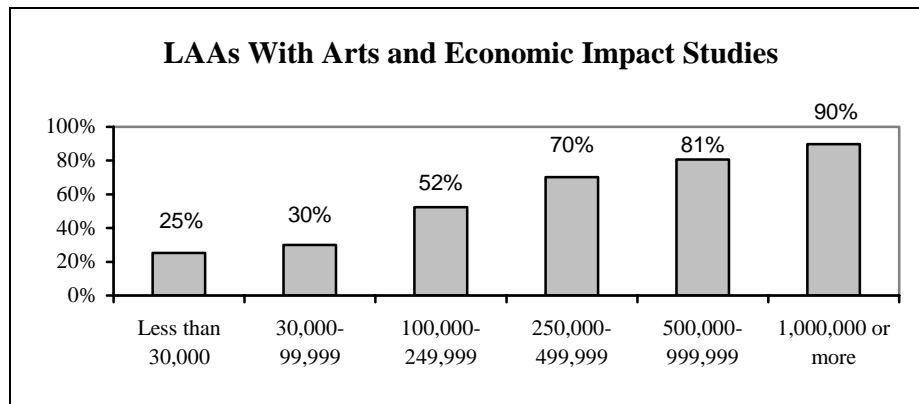


XXIV. MAKING THE CASE

Moving forward in the wake of prevalent funding cuts at the local level, LAAs are searching for effective ways to “make the case” for the arts to decision-makers and the public. Overall, the argument that the arts have an economic impact on communities maintains a strong presence among the “very effective” arguments determined by LAA administrators, followed closely by the need for more arts education at the local level (Table 53).

Type of Argument	Population fewer than 30,000	30,000–99,999	100,000–249,999	250,000–499,999	500,000–999,999	1,000,000 or more	Average LAA
Economic Impact	26.5	33.7	50.4	58.7	54.6	55.2	44.9
Arts in Education	41.0	41.1	46.8	45.1	49.2	43.8	44.0
Cultural Tourism	24.0	24.9	34.3	33.3	33.3	35.7	30.4
Youth at risk	15.5	19.3	26.6	30.0	44.6	29.6	25.8
The Art for the Arts’ Sake	15.0	13.2	7.8	7.7	7.6	11.5	10.7

It appears from the data that in smaller communities, the public and decision-makers unite around arts education arguments more so than economic impact arguments. When asked, “*Has at least one research study been completed to measure the economic benefits of the arts in your community?*” the vast majority of LAAs in larger communities reported having conducted an economic impact study.



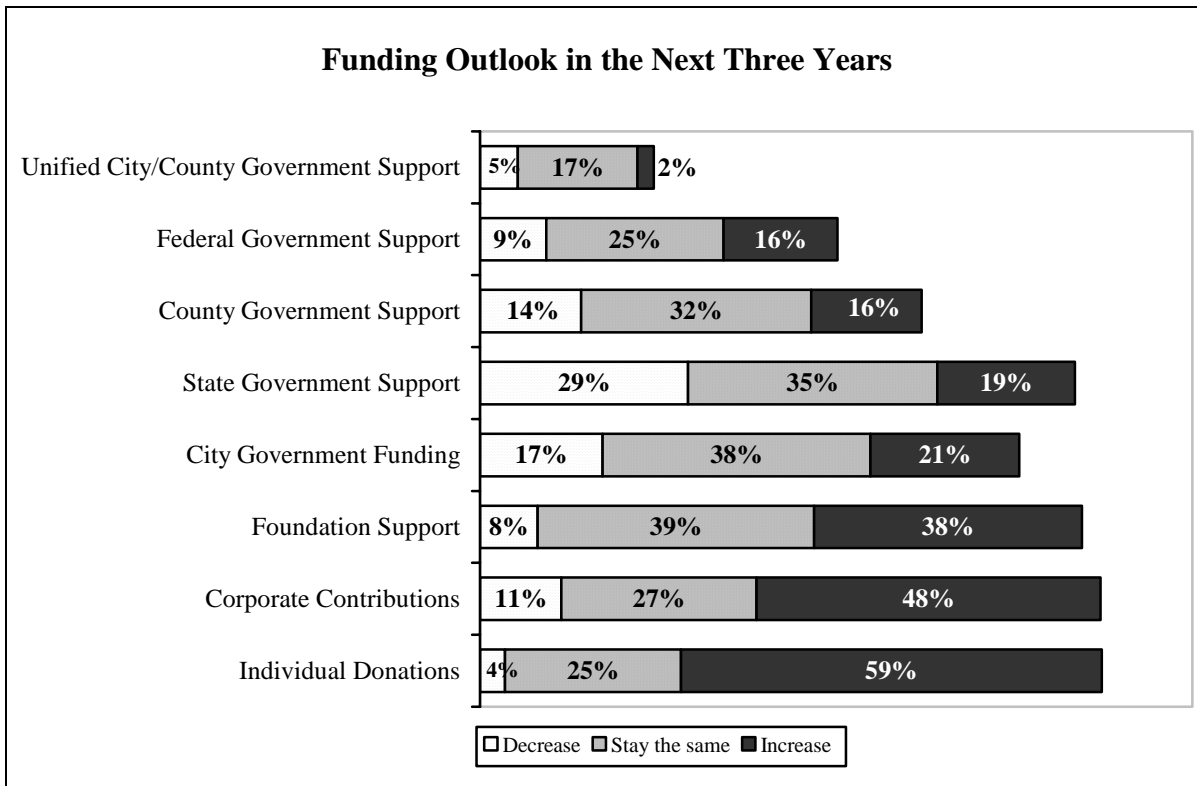
Looking ahead, LAAs are establishing new initiatives in many areas to increase funding and expand programs and services to arts organizations and individual artists. Forty-one percent of LAAs are establishing new initiatives in partnership development, followed by infrastructure development, which was reported by one quarter (25 percent) of local arts agencies (Table 54).

Type of Initiative	Population fewer than 30,000	30,000–99,999	100,000–249,999	250,000–499,999	500,000–999,999	1,000,000 or more	Average LAA
Partnership Development	31.9	34.5	54.3	42.0	47.8	38.6	41.4
Infrastructure Development	14.3	17.9	29.3	27.7	35.7	33.3	25.3
Earned Income	20.9	19.1	21.8	17.2	22.0	29.0	21.5
Political Activism	7.8	13.3	18.5	22.7	39.1	29.0	20.0
For-profit Venture	1.6	7.3	6.3	4.9	7.9	10.3	6.4

XXV. ARTS FUNDING OUTLOOK

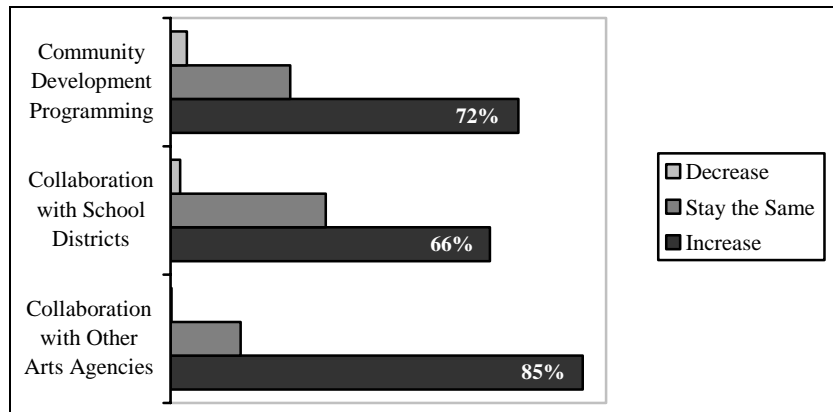
FUNDING OUTLOOK

Local arts agencies anticipate the highest amount of growth in funding in the next three years to be the areas of corporate contributions and individual donations. Far less anticipate increases in local government support, with almost 20 percent of LAAs anticipating a decrease in state government support in the coming years.



COLLABORATION OUTLOOK

Overall, LAAs anticipate increases in collaborative efforts across a wide spectrum of possible relationships. Eighty-five percent plan to collaborate with other arts agencies, and seventy-two percent plan to collaborate with community development planning agencies.



IMPORTANCE OF GOVERNMENT FUNDING

When asked about the importance of government funding in the wake of sharp declines in government support, LAAs were divided. Forty percent of LAAs voiced opinions that state arts funding is extremely important in leveraging arts funding from the local government. However, mixed sentiment was shared with regard to federal arts funding.

Table 55 - How important is state arts funding in leveraging arts funding from your local government?

State funding	Population fewer than 30,000	30,000–99,999	100,000–249,999	250,000–499,999	500,000–999,999	1,000,000 or more	Average LAA
Extremely Important	42.5	42.6	50.9	37.7	37.3	24.1	40.2
Somewhat Important	15.1	20.5	20.4	27.3	22.0	29.1	22.2
Neither Unimportant nor Important	24.7	17.2	14.8	22.1	18.6	25.3	19.9
Not Important	17.8	19.7	13.9	13.0	22.03	21.5	17.8

INTEGRATION OF ARTS AND CULTURE INTO COMMUNITY LIFE

Twenty-six percent of LAAs feel that they have very successfully integrated the arts and culture into the daily life of the community (Table 57). Another 60 percent feel that they are somewhat successful to this end.

Table 57 - How successfully do you feel that your organization has integrated the arts and culture into the daily life of the community (based on the recognition of its importance by local government, the general public, business, private funders, etc.)?

	Population fewer than 30,000	30,000–99,999	100,000–249,999	250,000–499,999	500,000–999,999	1,000,000 or more	Average LAA
Extremely Successfully	37.5	26.8	17.8	34.2	27.1	13.6	25.5
Somewhat Successfully	47.2	58.5	63.6	55.3	55.9	74.1	59.7
Neither Successfully Nor Unsuccessfully	11.1	8.9	9.4	6.6	6.8	7.4	8.5
Not Successfully	4.2	5.7	9.4	4.0	10.2	4.9	6.4

As LAAs move ahead in the wake of budget cuts, it is reassuring to know that many remain confident in their abilities to handle the important task of integration with flexibility and focus.

**APPENDIX A:
NON-RESPONSE ANALYSIS - RESULTS FROM THE
THREE-MINUTE SURVEY**

THREE-MINUTE SURVEY RESULTS

Because the *Fiscal Year 2003 Survey of Local Arts Agencies* marked the first time that Americans for the Arts utilized web-based survey software to distribute the survey instrument, we were prepared for a non-response bias within the report. To gauge a sense of the average LAA who did not receive or respond to the web-based survey, a paper survey was sent to an additional 1,000 LAAs in the hopes of gaining some information about their budgets and programs.

Of the 137 LAAs that responded to the “Three–Minute Survey,” 82 percent are located in smaller communities of less than 249,999 people (Table 58). Thirty-two percent are public, government agencies. Sixty-eight percent are private, nonprofit organizations.

Population	Number	Percent
Less than 30,000	50	36.5
30,000–99,999	34	24.8
100,000–249,000	29	21.2
250,000–499,999	7	5.1
500,000–999,999	9	6.6
1,000,000 or more	8	5.8
Total	137	100

Population	Three min.	Long
Less than 30,000	\$ 60,032	\$ 184,169
30,000–99,999	183,643	242,204
100,000–249,000	245,133	623,636
250,000–499,999	358,613	779,852
500,000–999,999	433,597	2,393,439
1,000,000 or more	1,833,386	4,356,441
Average LAA	277,823	1,400,121

Population	Three min.	Long
Less than 30,000	\$ 2,913	\$ 48,534
30,000–99,999	29,532	71,356
100,000–249,000	45,987	188,358
250,000–499,999	4,433	439,623
500,000–999,999	194,330	1,366,371
1,000,000 or more	971,932	1,553,714
Average LAA	91,239	584,772

In comparing results from the Three–Minute Survey to the longer, online version of the Local Arts Agency survey, budget size and local government support tend to be substantially smaller. What we can conclude from these data is that projected averages throughout the budget section of this report may, nationally, over–estimate

the dollar figures of average LAA budgets and local government revenues—especially among smaller organizations.

However, on many levels, results from the Three–Minute Survey remain remarkably consistent with findings from the web-based version. For instance, 23.3 percent of the responses to the Three–Minute Survey reported having a community cultural plan (32 out of 137). Likewise, 22 percent of long version respondents reported having completed a cultural plan in their communities.

Also, 48 percent manage at least one cultural facility—closely aligned with the 62 percent of web-based respondents that reported managing a cultural facility. Over half of the 48 percent that manage at least one cultural facility were LAAs with service area populations of 99,999 or below.

Fifty-two percent have at least one full–time, paid employee. Seventy percent of those with one full-time paid employee manage a cultural facility. Eighty-six percent of those with one full-time paid employee provide services to artists through either grants or programs or both. Ninety-seven percent are involved in cultural programming.

Thirty-seven percent are grantmaking organizations—66 percent give grants to individual artists, 82 percent give grants to arts organizations, and 48 percent give grants to both.

Eighty-four percent are involved in arts education programming. Eighty-six percent of these are involved through programming or a combination of programming and grantee—very few handle this issue through only a grantee.

Fifty-three percent use the arts to address community development issues such as illiteracy and youth-at-risk.

**APPENDIX B:
CITY FISCAL CONDITIONS IN 2003**

CITY FISCAL CONDITIONS IN 2003

For more than a decade, the National League of Cities has conducted an annual study that provides timely and reliable research with the goal of focusing the public debate on municipal finance. Fiscal officers in 328 U.S. cities responded to its 2003 survey.

Due to the close relationship between municipal fiscal policy actions and the health and condition of the nation's local arts agencies, Americans for the Arts has included the executive summary from the National League of Cities' report *City Fiscal Conditions in 2003*.

City Fiscal Conditions in 2003—Executive Summary

The struggling economy—combined with soaring health care and pension costs, marked declines in state aid to local government, and other factors—is causing serious fiscal problems for America's cities.

In the National League of Cities' latest annual survey of city finance directors, more than four in five respondents (81%) said their cities were less able to meet financial needs during 2003 than in the previous year. It was the highest negative response to the question since the annual fiscal conditions survey first started asking it in 1993.

Looking ahead, city officials are even more pessimistic, with 83 percent saying they expect their cities would be less able to meet their 2004 needs, relative to the current fiscal year.

Cities are responding to the deteriorating fiscal conditions in a variety of ways. The most common response has been to raise fees and charges for services, but cities also have been forced to reduce city employment and service levels, as well as capital spending.

Between the 2002 and 2003 NLC surveys, the share of city finance directors reporting deteriorating fiscal conditions in their cities rose from 55 percent to 81 percent. The negative assessment of city fiscal conditions in 2003 varied somewhat according to the size, location, and taxing authority of the cities in the survey. For example:

- Financial officers in cities that rely exclusively on the income tax were more likely to report fiscal problems (97 percent) than those in cities that rely exclusively on the property tax (79 percent) or the sales tax (80 percent).
- A slightly higher percentage of respondents in the nation's largest (>300,000 population) and larger (100,000-299,999) cities (84 percent and 93 percent, respectively) reported being worse off in 2003 than in 2004, relative to their colleagues in smaller (10,000-49,999) and medium-sized cities (50,000-99,999) (80 percent and 78 percent, respectively).

- Eighty-six percent of city officials in the Midwest reported deteriorating fiscal conditions, compared to 82 percent in the West and Northeast and 75 percent in the South.

These same trends held true when the finance directors were asked about the ability of their cities to meet their financial needs in the upcoming fiscal year.

Factors Affecting Municipal Budgets

The survey presented city finance directors with a list of 18 factors that could affect city budgets—everything from infrastructure needs to the costs of employee pensions. Respondents were asked whether each of the factors had “increased” or “decreased” between 2002 and 2003 and whether the change had a positive or negative effect on the city’s overall financial picture.

Leading the list of factors that increased over the previous year were employee health benefits (cited as increasing by 85 percent of respondents) and wages (cited by 81 percent). In addition, around seven in ten city officials cited increases in infrastructure needs (69 percent) and public safety needs (71 percent).

Asked about the effect of these and other factors on city finances, more than eight in ten respondents (83 percent) said employee health benefits were having a negative effect. The next highest vote-getter in the negative category was employee wages (74 percent), followed by public safety needs (66 percent), infrastructure needs (65 percent), prices and inflation (63 percent), and employee pensions (61 percent).

The health of the economy was cited as a negative factor by 50 percent of city officials, while only 14 percent said it had a positive effect. At the same time, more than six in ten respondents (62 percent) said the local tax base had a positive effect on their ability to meet their cities’ overall needs, suggesting that the continued strength of the real estate and property markets provided a lifeline for city finances even as the economy turned sour.

When city officials were asked to identify three items that had “the most negative impact” on their ability to meet city needs, the top vote-getters were: costs of city workers’ health benefits (cited by 63 percent of respondents); the costs of city workers’ pensions (30 percent); reduction in state aid (29 percent); the strength of the local economy (25 percent); and infrastructure needs (25 percent).

Revenue and Expenditure Trends

Cities closed their 2002 books showing the largest negative gap between revenues and expenditures since the survey began in 1985. City general fund revenues increased by only 2.4 percent in 2002, while general-fund expenditures increased by 5.5 percent. Cities’ 2003 budgets show general-fund revenues growing by 3.8 percent and general-fund expenditures growing by 3.1 percent. Property tax revenues were expected to increase by 4.0 percent in 2003, while sales tax revenues were

expected to remain flat and income tax revenues were expected to grow by 1.8 percent.

City Revenue Actions

As in the past 16 years, the most common action taken to boost city revenues during 2003 has been to increase fees and charges for services. Almost half of all cities (47 percent) took this step, including 56 percent of large cities and 57 percent of the largest cities; this compares to 42 percent each of small and medium-sized cities. In addition, nearly three in ten cities (29 percent) imposed new fees and charges on services, more than at any time since 1991.

In other revenue actions, just 17 percent of cities opted for increasing property taxes; eight percent, in fact, reported decreases in property taxes. Slightly less than one quarter of respondents (24 percent) said their cities increased the number or level of impact fees.

Expenditure Actions

Three in five cities (62 percent) increased public safety spending in 2003, while nearly two in five (38 percent) increased infrastructure spending.

The most dramatic shifts in expenditure actions in 2003 relate to service levels, capital and operating spending, and municipal employment. For example, the share of cities that reduced municipal employment was 29 percent in 2003, up from just 12 percent in 2002. Similarly, the percentage that reduced growth in operating spending rose to 25 percent in 2003 from 15 percent in 2002 and just five percent in 2001. Twenty-two percent of the 2003 respondents said their cities had reduced capital spending, compared to just four percent in 1998, and 11 percent reduced service levels, up from just three percent the year before.

Quarterly Tax Receipts

The City Fiscal Conditions Survey has tracked quarterly tax collections from the 4th quarter of 2000 (October-December 2000) through the 1st quarter of 2003 (January-March 2003), comparing actual tax collections to budgeted amounts in each quarter. Property tax receipts have largely met or exceeded projections, with actual receipts, on average, eight percent higher than budgeted since October 2001. Actual sales and income tax receipts have been lower than predicted, although these receipts have been closer to projections in recent quarters. Tourist taxes (lodging, restaurant, and amusement taxes) have consistently lagged their budgeted amounts. Some of the mismatch between budgeted and actual receipts was most likely attributable to the effects of 9/11, particularly on tourism. However, tourist tax collections have remained below projections in recent periods, suggesting finance officers had expected the tourism industry to recover more than it actually did.

Conclusion

By any number of measures, cities are confronting increased fiscal stress. According to city officials, revenue conditions are declining, largely as a result of slow-growing or declining sales tax, income tax, and tourism tax revenues. State budget deficits are resulting in reductions in state aid and support as well. Meanwhile, pressures for increased expenditures are not yielding. Municipal expenditures are increasing most in the areas of personnel costs (wages, health care costs, and pensions), and in public safety as municipalities cope with increased concerns about crime and homeland security. Many city officials are subsequently making tough decisions—reducing the municipal workforce, scaling back budgets, reducing capital investment, raising fees and charges, and drawing down reserves. The lone bright spots in the municipal fiscal picture are the continued resiliency of the property tax, driven by robust real estate markets, and cities preparations for the downturn through the development of high ending balances (reserves). Despite these bright spots and recent signs of economic recovery, city finance officers are overwhelmingly pessimistic about fiscal conditions over the next year.

City Fiscal Conditions in 2002, written by Michael A. Pagano, is published by the National League of Cities. The report is available on the National League of Cities website, www.nlc.org.

**APPENDIX C:
2003 LAA SURVEY INSTRUMENT
(LONG VERSION)**

Dear Local Arts Agency Administrator:

Thank you for completing the Local Arts Agency Survey! By submitting your completed questionnaire before the July 2nd deadline, your organization will become eligible for our Annual Research Raffle and a chance to win a \$1,000 Select Membership for 2005.

No beating around the bush ... it's a lengthy questionnaire. Most of the questions require only that you check or circle the appropriate responses. There is, however, a detailed financial section that will require you to peek in your files. If possible, feel free to delegate that section to someone else on your staff. Just be sure to review the survey prior to returning it to us. If exact numbers are not available, use your best estimates. Blank responses will be considered zeroes. *All questions must be answered completely to be eligible for the raffle.* If you would prefer to complete this survey electronically, e-mail us at laasurvey@artsusa.org and we will send you a link to the web-based version of the survey.

Please return your completed survey via fax or mail by Friday, July 2 to:

Elizabeth Olson
Research Coordinator
Americans for the Arts
1000 Vermont Avenue NW, 6th Floor
Washington, DC 20005
FAX: 202-371-0424
Phone: 202-371-2830
E-mail: laasurvey@artsusa.org

Please Confirm and/or Provide Your Organization's Contact Information:

Organization Name: _____ **ID:** _____

Street Address: _____

Mailing Address: _____

City: _____

State: _____

Zip Code: _____

Phone Number: _____

Fax Number: _____

Website: _____

Name of Chief Staff Executive: _____

Title/Position: _____

E-mail Address: _____

Name of Person Completing Survey: _____



LAA SURVEY

Background Information About Your Organization

1. Which of the following **best** describes the legal status of your organization?

- Private, nonprofit
 Public, government agency
 Other (*skip to Question 2*)

If PRIVATE NONPROFIT, continue in this column

P1. Which best characterizes its service area?

- Neighborhood or community
 City or town
 County
 Multi-county region
 State
 Other (specify): _____

P2. Has your organization been designated by local government as the LAA for your community?

- Yes
 No
 Don't know

P3. If your arts council is held accountable to a Board of Directors or similar group, how many people make up that group?

P4. What is your organization's Federal Employer Identification Number?

_____ - _____

If PUBLIC GOVERNMENT, continue in this column

G1. With which level of government is it affiliated?

- City government
 County government
 Unified local government (*e.g., Nashville/Davidson County, TN*)
 State government
 Federal government
 Other (specify): _____

G2. If your arts agency is held accountable to an Arts Commission or similar group, how many people make up that group?

ALL RESPONDENTS CONTINUE HERE

2. Which of the following categories includes the population of your organization's service area? Visit the U.S. Census Bureau's website to locate estimates based on Census 2000 (www.census.gov/main/www/cen2000.html).

- Less than 30,000
 100,000 to 249,999
 500,000 to 999,999
 30,000 to 99,999
 250,000 to 499,999
 1,000,000 or More

3. During what year was your organization founded/established? (*e.g., 1993*) _____

4. How many local arts organizations do you consider it your organization's responsibility to serve (i.e. the size of your constituency)? (If an exact figure is not known, please give your best estimate). # _____

5. Which of the following groups are clearly identified within your organization's database(s)? Americans for the Arts is trying to measure the "reach" of local arts agencies across the nation.

Does your database identify:

- | | | | |
|--|------------------------------|-----------------------------|------------------------------|
| Arts organizations that are not members of your organization? | <input type="checkbox"/> Yes | <input type="checkbox"/> No | <input type="checkbox"/> N/A |
| Arts organizations that are not eligible to receive grants from your organization? | <input type="checkbox"/> Yes | <input type="checkbox"/> No | <input type="checkbox"/> N/A |
| Board members and commissioners of other arts organizations in your community? | <input type="checkbox"/> Yes | <input type="checkbox"/> No | <input type="checkbox"/> N/A |
| Individual artists? | <input type="checkbox"/> Yes | <input type="checkbox"/> No | <input type="checkbox"/> N/A |
| Individual arts supporters and/or enthusiasts? | <input type="checkbox"/> Yes | <input type="checkbox"/> No | <input type="checkbox"/> N/A |

LAA SURVEY

Cultural Tourism

6. **Is cultural tourism mentioned in your organization's mission or goals?**
- Yes
 No
 Don't know or not applicable
7. **Are printed materials available describing cultural tourism in your community?**
- Yes
 No
 Don't know or not applicable
8. **How does your organization address cultural tourism in your community? (Check all that apply)**
- My organization implements cultural tourism programs and activities on its own
 My organization partners with another agency to implement cultural tourism programs and activities
 My organization funds another agency to provide cultural tourism programs and activities
 Other (specify): _____
 My organization does not address cultural tourism at all

International Exchanges

9. **Is your organization involved in international arts administrator exchanges?**
- Yes
 No
 Don't know or not applicable
10. **Is your organization involved in international artist or organization exchanges?**
- Yes
 No
 Don't know or not applicable

Arts Education

11. **Does your organization have a written arts education policy that has been adopted by your Board or Commission?**
- Yes
 No
 Don't know or not applicable
12. **Does your school district(s) have a written arts education policy that has been adopted by the school board?**
- Yes
 No
 Don't know or not applicable
13. **Does your organization have at least one staff who is dedicated to arts education?**
- Yes
 No
 Don't know or not applicable
14. **Is your organization involved in teacher training or artist training programs?**
- Yes
 No
 Don't know or not applicable

LAA SURVEY

Arts Education *(continued)*

15. Does your organization implement an Artists-in-the-Schools program?

- Yes
- No
- Don't know or not applicable

16. Does your organization collaborate with schools on curriculum design?

- Yes
- No
- Don't know or not applicable

17. Is your organization involved with arts education advocacy efforts?

- Yes
- No
- Don't know or not applicable

Management of Cultural Facilities

18. Which of the following types of facilities does your organization operate? *(Check all that apply)*

- Gallery and/or exhibition space
- Meeting/classroom/rehearsal space
- Performance space
- Restaurant and/or bar
- Sales/retail space
- Other (specify): _____
- None (my organization does not manage any cultural facilities)

19. Is your organization involved in the development of a local artist live-work space?

- Yes
- No
- Don't know or not applicable

20. Has your community re-used non-arts facilities for artistic purposes in the past five years?

- Yes
- No
- Don't know or not applicable

Public Art

21. Does your organization operate a public art program? Public art programs are charged with administering the development and management of public art in their communities. The methods used to build a public art program include—but are not limited to—commissioning artwork for permanent display, commissioning artwork for temporary installation, purchasing existing artwork for permanent or temporary display, placing artists on project design teams, and creating artist-in-residence opportunities. In addition to creating new work, public art programs often are charged with maintaining their public art collection, developing educational programming, creating public art resources including printed materials and websites, seeking out partnerships and opportunities with public and private organizations, and acting as a source for public art information.

- Yes
- No
- Don't know or not applicable

LAA SURVEY

Cultural Districts

22. Does your community have a cultural district? *(Check only one)*
- Yes, and it has been officially designated by the local government
 - Yes, but it has not been officially designated
 - Yes, but I don't know if it has been officially designated
 - No
 - I don't know if we have a cultural district or not

Improving Communities Through the Arts

23. Does your organization—through its own programming or through the programming of a grantee—currently use the arts to address any of the following community development issues? *(Check only one per community development issue)*

Community Development Issue	Yes (Programming)	Yes (Grantee)	Yes (Both)	No
AIDS	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Crime Prevention	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cultural or Racial Awareness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Economic Development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Environmental Issues	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Homelessness	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Housing	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Illiteracy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Substance Abuse	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Teen Pregnancy	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Youth-at-Risk	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

24. If you responded with Other in question 23 above, please describe the community development issues that your organization addresses through the arts.

Economic Impact Studies

25. In the past five years, has at least one research study been completed to measure the economic benefits of the arts in your community?
- Yes
 - No
 - Don't know or not applicable
26. Have you used the resources developed as a result of Americans for the Arts' national study of the economic impact of nonprofit arts organizations and their audiences (**Arts & Economic Prosperity**)? Examples of these resources include the national findings, the economic impact calculator, a sample press release, and a sample presentation of the results.
- Yes
 - No
 - Don't know or not applicable

LAA SURVEY

Economic Impact Studies *(continued)*

27. Please rate the effectiveness of the following arguments when advocating for the arts in your community. *(Check only one per advocacy argument)*

	Very Effective	Somewhat Effective	Neutral	Somewhat Ineffective	Very Ineffective	Not Applicable
The Arts for Arts' Sake	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Cultural Tourism	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Arts in Education	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Youth-at-Risk	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Economic Impact	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

Organizational Planning and Collaborations

28. Please check your organization's current plans and collaborations. *(Check all that apply)*

Plans and Reports:

- Annual Plan
- Annual Report
- Arts in Education Plan
- Community Cultural Plan
- Cultural District Master Plan
- Cultural Diversity Plan
- Cultural Equity Plan
- Cultural Facility Plan
- Cultural Tourism Plan
- Economic Impact Research Study
- Long-Range Plan
- Public Art Master Plan
- Other (specify): _____

Collaborations and Partnerships:

- Boys and Girls Clubs
- Convention/Tourism Bureau
- Chamber of Commerce
- Economic Development Department
- Faith-Based Organizations
- Film Commission
- Housing Department
- Law Enforcement
- Libraries
- Museums
- Neighborhood/Community Organizations
- Parks and Recreation Department
- School Districts
- Social Service Departments
- YMCA/YWCA
- Other (specify): _____

LAA SURVEY

Community Programming

29. Which of the following types of community programming does your organization actively present? *(Check all that apply)*
- Art Exhibitions and/or Competitions
 - Festivals
 - Film and/or Video
 - Literature Readings
 - Performances
 - Other (specify): _____

Information Services

30. Which of the following types of information services does your organization provide to the public? *(Check all that apply)*
- Artist and/or Arts Organization Directories
 - Arts Calendar
 - Cultural Resource Library
 - Newsletter and/or Publications
 - Other (specify): _____

Services to Individual Artists

31. Which of the following types of services to individual artists does your organization provide? *(Check all that apply)*
- Artist Registry
 - Employment Referrals
 - Seminars and/or Workshops
 - Studio Space
 - Subsidized Living Space
 - Other (specify): _____

Services to Arts Organizations

32. Which of the following types of services to arts organizations does your organization provide? *(Check all that apply)*
- Advocacy Services
 - Arts Management Training
 - Block Booking
 - Central Accounting
 - Central Box Office
 - Central Purchasing
 - Equipment Loan
 - Health Insurance
 - Marketing Services
 - Money Loans
 - Publicity and Promotion Services
 - Seminar and/or Workshops
 - Technical Assistance
 - Volunteer Recruitment
 - Other (specify): _____

LAA SURVEY

Grants to Arts Organizations

33. Does your organization award grants to arts organizations?

Yes (*continue below*)

No (*skip to Question 34-NEXT PAGE*)

33a. What was the approximate percentage of applications for grants to organizations that you funded during 2003?

_____ %

33b. Does your organization provide direct funding to organizations that do not possess 501(c)(3) nonprofit status?

Yes

No

Don't know

33c. Does your organization conduct web-based grantmaking (e-grantmaking)?

Yes

No

Don't know

33d. Select all the types of grants to organizations that your organization funds. (*Check all that apply*)

Capital Projects

Cultural Tourism

Facility Management

General Operating Support (GOS)

Special Projects

Technical Assistance

Other (specify): _____

33e. Select all the categories that your organization funds through grants, contracts, and programs. (*Check all that apply*)

Arts Education

Arts Service Organizations

Crafts

Dance

Design Arts

Festivals

Film

Folk Arts

Humanities

Literature

Living Collections

Multi-Disciplinary

Museum

Music

Opera

Radio

Science Organizations

Television

Theater

Video

Visual Arts

Other (specify): _____

LAA SURVEY

Grants to Individual Artists

34. Does your organization award grants to individual artists?

Yes (*continue below*)

No (*skip to Question 35*)

34a. What was the approximate percentage of applications for grants to individual artists that you funded during 2003?

_____ %

34b. Select all the categories of grants to individual artists that your organization funds. (*Check all that apply*)

Commissions

Community Development

Fellowships

Other (specify): _____

Staffing and Compensation

35. How many employees work for your local arts agency?

	Number
Full-time, paid employees	# _____
Full-time, volunteer employees	# _____
Part-time, paid employees	# _____
Part-time, volunteer employees	# _____
Contracted employees/contractors (e.g., accountants, legal)	# _____

36. Does your organization have a formal diversity policy? (*Choose only one*)

Yes, for staff only

Yes, for Board/Commission only

Yes, for both staff and Board/Commission

No

37. Provide the compensation of your organization's chief staff executive (e.g., Executive Director, CEO)?

	Dollars
Current annual salary	\$ _____
Estimated dollar value of his/her non-salary benefits (e.g. insurance, deferred compensation)	\$ _____

Please understand that we consider this salary information to be extremely sensitive. This data is kept strictly confidential. It will be used only in aggregate to calculate average salaries. Only organizations that answer this question will have access to the salary and benefits report.



LAA SURVEY

Fiscal Year 2003 Support and Revenue

38. **Provide your organization's sources of fiscal year 2003 support and revenue.** Amounts should include all money received by your organization, including pass-through grant dollars. All blank responses will be considered zeroes. Americans for the Arts defines fiscal year 2003 as your organization's fiscal year that ENDED between January 1, 2003 and December 31, 2003.

2003 Revenues	Dollars
Admissions	\$ _____
Membership	\$ _____
Tuition Fees	\$ _____
Sales and Rentals	\$ _____
Contracted Services	\$ _____
Endowment Income	\$ _____
Interest Income	\$ _____
Fundraising Events	\$ _____
Corporations and Corporate Foundations	\$ _____
Private Foundations	\$ _____
Donations from Individuals	\$ _____
Bequests	\$ _____
Regional Arts Organizations	\$ _____
City Government Support	\$ _____
County Government Support	\$ _____
Unified City/County Government Support (e.g., Nashville-Davidson County, TN)	\$ _____
State Arts Agency	\$ _____
National Endowment for the Arts	\$ _____
Other (excluding capital revenues)	\$ _____
TOTAL 2003 REVENUES	\$ _____

LAA SURVEY

Fiscal Year 2003 Support and Revenue *(continued)*

39. Provide your organization's sources of fiscal year 2003 capital revenues.

2003 Capital Revenues	Dollars
In-Kind Contributions	\$ _____
Private Capital Building Funds	\$ _____
Public Capital Building Funds	\$ _____

40. Which of the following local option taxes provided revenue for the arts in your community during 2003? *(Check all that apply)*

- None (the arts in my community did not receive funding from a local option tax)
- Admissions Tax
- Community Development Tax
- Hotel, Lodging, or Tourism Tax
- Income Tax
- Lottery or Gambling Tax
- Percent-for-Art
- Property Tax
- Sales Tax
- Video Rental Tax
- Other (specify): _____

Creative Communities

41. During the past 18 months, has your organization or your arts community established a new initiative in the following areas? *(Check only one per new initiative)*

	Yes	No	Don't Know
Earned Income	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
For-Profit Ventures	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Infrastructure Development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Partnership Development	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Political Activism	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

LAA SURVEY

Fiscal Year 2003 Expenditures

42. Provide your organization's categories of fiscal year 2003 expenditure. Include all money expended by your organization, including pass-through grant dollars. All blank responses will be considered zeroes. Americans for the Arts defines fiscal year 2003 as your organization's fiscal year that ENDED between January 1, 2003 and December 31, 2003.

2003 Expenditures	Dollars
Events Your Organization Produced	\$ _____
Programs and Services	\$ _____
Public Art	\$ _____
Cultural Facilities Management	\$ _____
Grantmaking (include pass-through grants)	\$ _____
Salaries and Benefits	\$ _____
Administrative Overhead (e.g., rent, utilities, supplies)	\$ _____
Fundraising	\$ _____
Other (excluding capital expenditures)	\$ _____
TOTAL 2003 EXPENDITURES	\$ _____

43. Provide your organization's categories of fiscal year 2003 capital expenditures.

2003 Capital Expenditures	Dollars
Construction	\$ _____
Equipment	\$ _____
Art	\$ _____

44. List all money provided to—and passed through—your organization for the purposes of grantmaking, administration, programs, etc. This information is critical ... please answer this question completely and accurately.

Fiscal Year	Total Expenditures	Total Local Government Support
2000	\$ _____	\$ _____
2001	\$ _____	\$ _____
2002	\$ _____	\$ _____
2003	\$ _____	\$ _____
2004	\$ _____	\$ _____

LAA SURVEY

Looking Ahead

45. In the next three years, do you foresee a change in your community's level of arts funding from each of the following revenue sources? (Check only one per revenue source)

	Increase	Stay the Same	Decrease	Don't Know/ Not Applicable
Individual Donations	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Corporate Contributions	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Foundation Support	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
City Government Funding	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
County Government Funding	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Unified City/County Gov't. Funding	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
State Government Funding	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Federal Government Funding	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

46. In the next three years, do you foresee a change in your organization's level of collaboration with other agencies? (Choose only one)

- Collaboration will increase
- Collaboration will stay the same
- Collaboration will decrease
- Don't know
- Not applicable

47. In the next three years, do you foresee a change in your organization's level of collaboration with school districts? (Choose only one)

- Collaboration will increase
- Collaboration will stay the same
- Collaboration will decrease
- Don't know
- Not applicable

48. In the next three years, do you foresee a change in your organization's level of community development programming? (Choose only one)

- Programming will increase
- Programming will stay the same
- Programming will decrease
- Don't know
- Not applicable

49. How important is state arts funding in leveraging arts funding from your local government? (Choose only one)

- Extremely important
- Somewhat important
- Neither important nor unimportant
- Not very important
- Not important at all

50. How important is federal arts funding in leveraging arts funding from your local government? (Choose only one)

- Extremely important
- Somewhat important
- Neither important nor unimportant
- Not very important
- Not important at all

LAA SURVEY

Looking Ahead *(continued)*

51. How successfully do you feel that your organization has integrated the arts and culture into the daily life of the community (based on the recognition of its importance by local government, the general public, businesses, private funders, etc.)? *(Choose only one)*

- Extremely successfully
- Somewhat successfully
- Neither successfully nor unsuccessfully
- Not very successfully
- Not successfully at all

YOU MADE IT !!

Thank you for completing our comprehensive survey of local arts agencies. If you return your completed survey to us by Friday, July 2 your organization will be eligible to win a free \$1,000 Select Membership with Americans for the Arts for 2005. Call us with any questions.

Fax or mail your completed survey to:

Elizabeth Olson
Research Coordinator
Americans for the Arts
1000 Vermont Avenue NW
6th Floor
Washington, DC 20005
Phone: 202-371-2830
Fax: 202-371-0424
E-mail: laasurvey@artsusa.org

**APPENDIX D:
2003 LAA SURVEY INSTRUMENT
(SHORT VERSION)**



3-Minute Survey of Local Arts Agencies

Please Confirm and/or Provide Your Organization's Contact Information:

Organization Name: _____ ID _____

Phone Number: _____ Fax Number: _____ Website _____

Name of Chief Staff Executive: _____ Title/Position: _____

E-mail Address: _____

Please Answer The Following Questions Completely:

1. Which of the following **best** describes the nature of your organization?
 Private, nonprofit organization (*continue below*) Public, government agency (*continue below*) Other

↓ ↓

Which best characterizes its service area?	With which level of government is it affiliated?
<input type="checkbox"/> Neighborhood or community	<input type="checkbox"/> City government
<input type="checkbox"/> City or town	<input type="checkbox"/> County government
<input type="checkbox"/> County	<input type="checkbox"/> Unified city/county government (<i>e.g., Nashville/Davidson County, TN</i>)
<input type="checkbox"/> Multi-county region	<input type="checkbox"/> State government
<input type="checkbox"/> State	<input type="checkbox"/> Federal government
<input type="checkbox"/> Other (specify): _____	<input type="checkbox"/> Other (specify): _____

2. Which of the following categories includes the population of your organization's service area? Visit the U.S. Census Bureau's website to locate estimates based on Census 2000 (www.census.gov/main/www/cen2000.html).

<input type="checkbox"/> Less than 30,000	<input type="checkbox"/> 100,000 to 249,999	<input type="checkbox"/> 500,000 to 999,999
<input type="checkbox"/> 30,000 to 99,999	<input type="checkbox"/> 250,000 to 499,999	<input type="checkbox"/> 1,000,000 or More

3. During what year was your organization founded/established? (*e.g., 1993*) _____

4. Is your organization involved in presenting cultural programming (*e.g. festivals, performances*) to the public?
 Yes, through our own programming Yes, through a grantee Both No

5. Is your organization involved in arts education programming and advocacy?
 Yes, through our own programming Yes, through a grantee Both No

6. Does your organization use the arts to address community development issues such as illiteracy and at-risk youth?
 Yes, through our own programming Yes, through a grantee Both No

7. Does your organization provide services to artists and/or arts organizations?
 Yes, through our own programming Yes, through a grantee Both No

8. Does your organization award grants? Yes, to organizations Yes, to artists Both No

9. Does your organization have at least one full-time, paid employee? Yes No

10. Does your organization manage at least one cultural facility? Yes No

11. Has your organization completed a community cultural plan? Yes No

12. Does your organization conduct an annual united arts fund (UAF) campaign? Yes No
 (A UAF campaign is a combined or federated appeal for arts funding to raise unrestricted money on behalf of three or more arts, culture, and/or science organizations. Workplace giving campaigns are a common example of UAF revenues.)

13. Please provide the following **very important** financial information for fiscal year 2003. For the purposes of this survey, fiscal year 2003 is your organization's fiscal year that ended between January 1, 2003 and December 31, 2003.

Total 2003 Revenues (include all monies that passed through your budget, including pass-through grants): \$ _____

Total 2003 Local Gov't. Support (include all monies from city and/or county government sources only): \$ _____

Total 2003 Expenditures (include all organizational expenditures, including pass-through grants): \$ _____

ACKNOWLEDGEMENTS

ACKNOWLEDGMENTS

We are grateful to the 886 local arts agencies that provided budget and/or programming information for the purposes of completing this report:

ALABAMA

Metropolitan Arts Council
The Arts Council, Inc.
Sumter County Fine Arts Council*
Mobile Arts Council, Inc.
McCraney-Cottle Arts Council
Arts & Humanities Council of Tuscaloosa
Tennessee Valley Art Association

Birmingham
Huntsville
Livingston
Mobile
Tallassee
Tuscaloosa
Tuscumbia

ALASKA

Homer Council on the Arts
Juneau Arts & Humanities Council
Kake Arts, Inc.*
Denali Arts Council

Homer
Juneau
Kake
Talkeetna

ARIZONA

City of Casa Grande Arts & Humanities Commission
Flagstaff Cultural Partners
Town of Gilbert Arts Advisory
City of Glendale Library and Arts Department
West Valley Fine Arts Council
Marana Arts Council
City of Mesa Arts & Cultural Division
Bullion Plaza Cultural Center & Museum
Pueblo Grande Museum Auxilliary
Phoenix Office of Arts & Culture
Sky Harbor Art Program
Gila Valley Arts Council
Scottsdale Cultural Council
ASU Office of Public Art
Tucson-Pima Arts Council
Association of American Cultures
City of Yuma's Arts & Culture Division
Cross County Arts Council

Casa Grande
Flagstaff
Gilbert
Glendale
Litchfield Park
Marana
Mesa
Miami
Phoenix
Phoenix
Phoenix
Safford
Scottsdale
Tempe
Tucson
Yuma
Yuma
Wynne

ARKANSAS

Arts Cooperative Team
Ozark Heritage Arts Center
City of Little Rock, Public Relations Office
Elberta Arts Council
Arkansas River Valley Arts Center
Arts Center of the Ozarks
Crittenden Arts Council
Cross County Arts Council*

National Park
Leslie
Little Rock
Nashville
Russellville
Springdale
West Memphis
Wynne

CALIFORNIA

Alameda City Arts Council
Modoc County Arts Council, Inc
City of Berkeley Civic Arts Program
Big Sur Arts Initiative, Inc.
North County Coalition for the Arts*
Cultural Council for Monterey County
City of Chico Arts Commission
City of Chula Vista Cultural Arts Commission
City of Costa Mesa Cultural Arts Committee
Del Norte Association for Cultural Awareness
City of Cupertino Fine Arts Commission
City of Davis Civic Arts Commission
Sierra County Arts Council, Inc.
Dublin Fine Arts Foundation
Emeryville Celebration of the Arts, Inc
City of Emeryville Art In Public Places Program
City of Encinitas Commission for the Arts

Alameda
Alturas
Berkeley
Big Sur
Brawley
Carmel
Chico
Chula Vista
Costa Mesa
Crescent City
Cupertino
Davis
Downieville
Dublin
Emeryville
Emeryville
Encinitas

CALIFORNIA (cont.)

City of Escondido Public Art Commission
Humboldt Arts Council
The Ink People Center for the Arts
Arts Council of Mendocino County
City of Fremont Recreation Services
City of Glendale CA Parks, Rec. & Community Svcs.
Nevada County CA Arts Council
Gualala Arts, Inc.*
Healdsburg Arts Council
City of Huntington Beach Cultural, Historic & Event Services Div.
La Quinta Arts Foundation
Community Art Project
City of Laguna Beach Arts Commission
Lake County Arts Council
Livermore Public Art Committee
Public Corporation for the Arts
Hollywood Arts Council
City of Los Angeles Cultural Affairs Department
Los Angeles County Arts Commission
City of Manhattan Beach Cultural Arts Program
Mariposa County Arts Council, Inc.
Arts & Culture Commission of Contra Costa County
Yuba-Sutter Regional Arts Council*
Merced County Arts Council, Inc.
City of Mission Viejo Cultural Arts Committee
City of Modesto Department of Cultural Services
Colton Hall Museum, City of Monterey*
Newport Beach City Arts and Cultural Services
NoHo Regional Arts Council
City of Oakland, Craft and Cultural Arts Department
State Theater*
City of Palm Desert Art in Public Places
City of Pasadena Cultural Affairs Division
Pico Rivera Centre for the Arts
Marble Valley Regional Center for the Arts*
Plumas County Arts Commission*
City of Rancho Palos Verdes Recreation & Parks Department
Shasta County Arts Council*
City of Richmond Arts & Culture Commission
Arts & Business Council of Sacramento
Calaveras County Arts Council
City of San Diego Commission for Arts and Culture
Port of San Diego Public Art Department
Artspace
Golden Gate National Parks Conservancy
Music in Schools Today
San Francisco Arts Commission
Arts Council Silicon Valley
Mexican Heritage Corporation of San José
City of San Jose Office of Cultural Affairs
San Luis Obispo Art Center*
ARTshare, San Mateo County
Marin Arts Council
City of San Ramon*
City of Santa Clara Cultural Advisory Commission
City of Santa Clarita Arts & Events Office
City of Santa Cruz Arts Commission & Public Art Committee
City of Santa Monica Cultural Affairs Division
Cultural Arts Council of Sonoma County
City of Saratoga Arts Commission
Arts For The Schools*
San Fernando Valley Arts Council

Escondido
Eureka
Eureka
Fort Bragg
Fremont
Glendale
Grass Valley
Gualala
Healdsburg
Huntington Beach
La Quinta
Laguna Beach
Laguna Beach
Lakeport
Livermore
Long Beach
Los Angeles
Los Angeles
Los Angeles
Manhattan Beach
Mariposa
Martinez
Marysville
Merced
Mission Viejo
Modesto
Monterey
Newport Beach
North Hollywood
Oakland
Oroville
Palm Desert
Pasadena
Pico Rivera
Placerville
Quincy
Rancho Palos Verdes
Redding
Richmond
Sacramento
San Andreas
San Diego
San Diego
San Francisco
San Francisco
San Francisco
San Jose
San Jose
San Jose
San Luis Obispo
San Mateo
San Rafael
San Ramon
Santa Clara
Santa Clarita
Santa Cruz
Santa Monica
Santa Rosa
Saratoga
Tahoe Vista
Tarzana

CALIFORNIA (cont.)

City of Turlock Arts Commission
 Inside Out Community Arts
 Ventura County Arts Council
 Visalia Cultural Programs*
 City of West Hollywood Arts and Cultural Affairs Commission*

Turlock
Venice
Ventura
Visalia

West Hollywood

COLORADO

City of Aurora Library, Recreation and Cultural Svcs.
 Aurora Arts & Humanities Council*
 Cultural Council of Park County
 Boulder County Arts Alliance
 Boulder Arts Commission
 City of Brighton Cultural Arts Commission
 Broomfield Arts Council
 Pikes Peak Arts Council
 Pinon Arts & Humanities Alliance
 Cortez Cultural Center*
 Crested Butte Society For The Arts*
 Denver Center for the Performing Arts
 ArtReach, Inc.*
 Denver Office of Art, Culture & Film
 Scientific and Cultural Facilities District
 Denver Urban Renewal Authority
 Durango Arts Center*
 Arts Alive Fort Collins
 Fort Lupton Arts Council
 City of Greeley Cultural Affairs Department
 Greenwood Village Arts & Humanities Council
 Curtis Arts & Humanities Center
 Gunnison Council for the Arts
 Phillips County Arts Council
 Arapahoe County Cultural Council*
 Longmont Council for the Arts
 Northglenn Arts & Humanities Foundation
 Pagosa Springs Arts Council
 Town of Parker Cultural Commission*
 Prairie Arts League
 Steamboat Springs Arts Council
 Telluride Council for the Arts and Humanities

Aurora
Aurora
Bailey
Boulder
Boulder
Brighton
Broomfield
Colorado Springs
Cortez
Cortez
Crested Butte
Denver
Denver
Denver
Denver
Durango
Fort Collins
Fort Lupton
Greeley
Greenwood Village
Greenwood Village
Gunnison
Holyoke
Littleton
Longmont
Northglenn
Pagosa Springs
Parker
Simla
Steamboat Springs
Telluride

CONNECTICUT

Greenwich Arts Council
 Shoreline Arts Alliance
 Greater Hartford Arts Council
 City of Middletown Commission on the Arts
 Greater New Britain Arts Alliance
 Arts Council of Greater New Haven
 City of New Haven Bureau of Cultural Affairs
 Arts of Tolland
 Northwest Connecticut Arts Council

Greenwich
Guilford
Hartford
Middletown
New Britain
New Haven
New Haven
Tolland
Torrington

DISTRICT OF COLUMBIA

League of Washington Theatres
 Cultural Development Corporation
 D.C. Commission on the Arts and Humanities

Washington D.C.
Washington D.C.
Washington D.C.

DELAWARE

Dover Art League*
 Greater Dover Arts Council
 City of Wilmington Arts Commission

Dover
Dover
Wilmington

FLORIDA

Cultural Council of Volusia County*
 Artserve, Inc.
 Broward County Commission's Cultural Division
 St. Lucie County Cultural Affairs Council
 Pasco Arts Council
 Cultural Council of Greater Jacksonville
 Lake Wales Arts Council
 Polk Arts Alliance
 United Arts of Central Florida
 Cultural Development Group
 Miami-Dade County Department of Cultural Affairs
 Miami-Dade County Art in Public Places Program
 Arts Center/South Florida

Deland
Fort Lauderdale
Fort Lauderdale
Fort Pierce
Holiday
Jacksonville
Lake Wales
Lakeland
Maitland
Miami
Miami
Miami
Miami Beach

City of Miami Beach Tourism & Cultural Development Department
 Micanopy Community Council for the Arts
 Monticello Opera House, Inc.
 Mount Dora Center for the Arts
 City of Naples Public Art Advisory Committee

Miami Beach
Micanopy
Monticello
Mount Dora
Naples

Orange County Arts & Cultural Affairs
 City of Ormond Beach Sculpture Garden Cmte
 Arts Council of Northwest Florida
 Arts & Humanities Council of Charlotte County
 Gadsden Arts Inc.
 St. Johns County Cultural Council
 Arttarget, Inc.
 City of Sarasota Public Art Program
 Sarasota County Arts Council
 Tallahassee-Leon County Cultural Resources Commission
 Cultural Resources Commission
 City of Tampa Public Art Program
 Arts Council of Hillsborough County
 City of Tampa Arts & Cultural Affairs Dept.
 Lake County Cultural Affairs Council*
 Cultural Council of Indian River County
 Brevard Cultural Alliance, Inc.
 Palm Beach County Cultural Council

Orlando
Ormond Beach
Pensacola
Port Charlotte
Quincy
Saint Augustine
Sarasota
Sarasota
Sarasota
Tallahassee
Tallahassee
Tampa
Tampa
Tampa
Tavares
Vero Beach
Viera
West Palm Beach

GEORGIA

Albany Area Arts Council
 Woodruff Arts Center
 Metropolitan Public Art Coalition
 City of Atlanta, Bureau of Cultural Affairs
 Fulton County Arts Council
 Atlanta Civic Center*
 GSU Rialto Center for the Performing Arts
 Greater Augusta Arts Council
 Golden Isles Arts & Humanities Association, Inc.
 Colquitt/Miller Arts Council*
 Conyers/Rockdale Council for the Arts
 Creative Arts Guild
 The Cultural Arts Council of Douglasville/Douglas County
 Macon Arts Alliance
 Madison-Morgan Cultural Center
 Cobb County Parks, Recreation & Cultural Affairs
 Colquitt County Arts Council
 Rome Area Council for the Arts
 City of Roswell Parks & Recreation Dept.
 Roswell Cultural Arts Center
 Sautee Nacoochee Community Association
 City of Savannah Cultural Affairs
 Emanuel County Arts Council
 Georgia Heritage Association for the Arts
 ABAC Arts Connection

Albany
Atlanta
Atlanta
Atlanta
Atlanta
Atlanta
Atlanta
Augusta
Brunswick
Colquitt
Conyers
Dalton
Douglasville
Macon
Madison
Marietta
Moultrie
Rome
Roswell
Roswell
Sautee Nacoochee
Savannah
Swainsboro
Tallulah Falls
Tifton

HAWAII

Mayor's Office of Culture & the Arts, City & County of Honolulu
 Maui Arts & Cultural Center
 Windward Community Arts Council*

Honolulu
Kahului
Kailua

IDAHO

Lost River Community Arts Council
 Buhl Arts Council
 Teton Arts Council
 Idaho Falls Arts Council
 Kendrick/Juliaetta Arts Council
 Nez Perce Arts Council*
 Moscow Arts Commission
 Latah County Arts & Culture Committee*
 Sun Valley Center for the Arts
 College of Southern Idaho's Arts on Tour*

Arco
Buhl
Driggs
Idaho Falls
Kendrick
Lapwai
Moscow
Moscow
Sun Valley
Twin Falls

ILLINOIS

Addison Cultural Arts Commission*
 City of Aurora Public Art Commission*
 Barrington Area Arts Council
 McLean County Arts Center
 Carbondale Community Arts, Inc.
 Champaign County Arts, Culture & Entertainment Council
 Arts in Entertainment Management Project

Addison
Aurora
Barrington
Bloomington
Carbondale
Champaign
Chicago

A Triennial Report on the Nation's Local Arts Agencies

Art Resources in Teaching (A.R.T.)	<i>Chicago</i>	CityArts of Wichita	<i>Wichita</i>
City of Chicago, Department of Cultural Affairs	<i>Chicago</i>	Winfield Arts And Humanities Council*	<i>Winfield</i>
Chicago Park District Southeast Region	<i>Chicago</i>		
City of Chicago Mayor's Office of Special Events	<i>Chicago</i>		
City of Evanston Cultural Arts Division	<i>Evanston</i>	KENTUCKY	
Hinsdale Center for the Arts	<i>Hinsdale</i>	Capitol Arts Alliance, Inc.*	<i>Bowling Green</i>
Cultural Arts Council of The Joliet Area*	<i>Joliet</i>	The Carnegie Visual & Performing Arts Center*	<i>Covington</i>
Two Rivers Arts Council	<i>Macomb</i>	Arts Commission of Danville/Boyle Co.	<i>Danville</i>
Buchanan Center for the Arts	<i>Monmouth</i>	Scott County Arts Consortium	<i>Georgetown</i>
Northbrook Arts Commission	<i>Northbrook</i>	Cumberland Mountain Arts & Crafts Council	<i>Jenkins</i>
Oak Park Area Arts Council	<i>Oak Park</i>	UK Singletary Center for the Arts	<i>Lexington</i>
Quincy Society of Fine Arts	<i>Quincy</i>	Lexington Art League	<i>Lexington</i>
Crawford County Arts	<i>Robinson</i>	Lexington Arts & Cultural Council	<i>Lexington</i>
Springfield Area Arts Council	<i>Springfield</i>	Louisville Fund for the Arts	<i>Louisville</i>
Addison Cultural Arts Commission	<i>Addison</i>	Appalshop, Inc.	<i>Whitesburg</i>
City of Aurora Public Art Commission	<i>Aurora</i>	Capitol Arts Alliance, Inc.	<i>Bowling Green</i>
Barrington Area Arts Council	<i>Barrington</i>	The Carnegie Visual & Performing Arts Center	<i>Covington</i>
INDIANA		LOUISIANA	
Anderson Fine Arts Center	<i>Anderson</i>	Arts Council of Central Louisiana	<i>Alexandria</i>
Dearborn Highlands Arts Council	<i>Aurora</i>	Arts Council of Greater Baton Rouge	<i>Baton Rouge</i>
Bloomington Area Arts Council, Inc.	<i>Bloomington</i>	Bossier Arts Council	<i>Bossier City</i>
Creative Arts Council of Wells County	<i>Bluffton</i>	Houma-Terrebonne Arts & Humanities Council	<i>Houma</i>
Columbus Area Arts Council	<i>Columbus</i>	Arts & Humanities Council of Southwest Louisiana	<i>Lake Charles</i>
Arts Council of Southwestern Indiana	<i>Evansville</i>	Natchitoches Arts Council	<i>Natchitoches</i>
Arts United of Greater Fort Wayne	<i>Fort Wayne</i>	Arts Council of New Orleans	<i>New Orleans</i>
Arts Council of Indianapolis	<i>Indianapolis</i>	Shreveport Regional Arts Council	<i>Shreveport</i>
The International Violin Competition of Indianapolis	<i>Indianapolis</i>	Northeast Louisiana Arts Council	<i>West Monroe</i>
Indianapolis Art League*	<i>Indianapolis</i>	Arts Council of Central Louisiana	<i>Alexandria</i>
Indianapolis Art Center	<i>Indianapolis</i>	Arts Council of Greater Baton Rouge	<i>Baton Rouge</i>
Jasper Community Arts Commission	<i>Jasper</i>	Bossier Arts Council	<i>Bossier City</i>
Tippecanoe Arts Federation, Inc.	<i>Lafayette</i>		
Muncie Center for the Arts	<i>Muncie</i>	MAINE	
Northern Indiana Arts Association	<i>Munster</i>	Brunswick Area Arts & Cultural Alliance	<i>Brunswick</i>
Arts Place, Inc.	<i>Portland</i>	Foothills Arts Center	<i>Farmington</i>
		Johnson Hall, Inc.	<i>Gardiner</i>
		River Tree Arts*	<i>Kennebunk</i>
IOWA		MARYLAND	
Octagon Center for the Arts*	<i>Ames</i>	Baltimore Office of Promotion and the Arts	<i>Baltimore</i>
City of Ames Public Art Commission	<i>Ames</i>	Baltimore County Commission on Arts & Sciences	<i>Baltimore</i>
City of Cedar Rapids Visual Arts Commission	<i>Cedar Rapids</i>	Harford County Cultural Advisory Board*	<i>Bel Air</i>
Adams Community Tourism/Historic Preservation	<i>Corning</i>	Arts for the Aging	<i>Bethesda</i>
Crawford County Arts Council*	<i>Denison</i>	Greater Baltimore Cultural Alliance	<i>Brooklandville</i>
Donna Reed Foundation	<i>Denison</i>	Queen Anne's County Arts Council	<i>Centreville</i>
Greater Des Moines Public Art Foundation	<i>Des Moines</i>	Allegany Arts Council	<i>Cumberland</i>
Dubuque Arts Council	<i>Dubuque</i>	Cecil County Arts Council	<i>Elkton</i>
Wallace Country Life Center*	<i>Greenfield</i>	Howard County Arts Council, Inc.	<i>Ellicott City</i>
Grinnell Area Arts Council	<i>Grinnell</i>	Washington County MD Arts Council	<i>Hagerstown</i>
University of Iowa Fine Arts Council	<i>Iowa City</i>	Prince George's County Art in Public Places	<i>Largo</i>
Johnson County Cultural Alliance	<i>Iowa City</i>	World Arts Focus	<i>Mount Rainier</i>
Van Buren County Arts Council	<i>Keosauqua</i>	The Arts Council of Calvert County	<i>Prince Frederick</i>
Ottumwa Area Arts Council	<i>Ottumwa</i>	The Maryland-National Capital Park & Planning Comm.	<i>Riverdale</i>
Sac City Arts Council*	<i>Sac City</i>	Carroll County Arts Council	<i>Westminster</i>
Storm Lake Area Arts Council	<i>Storm Lake</i>	Charles County Arts Alliance	<i>White Plains</i>
KANSAS		MASSACHUSETTS	
Baldwin Community Arts Council	<i>Baldwin City</i>	Arlington Center for the Arts*	<i>Arlington</i>
Coffeyville Cultural Arts Center*	<i>Coffeyville</i>	City of Newton, Mayor's Office of Cultural Affairs	<i>Auburndale</i>
Courtland Arts Council	<i>Courtland</i>	Becket Cultural Council*	<i>Becket</i>
Downs Arts Council	<i>Downs</i>	UrbanArts Institute	<i>Boston</i>
Emporia Arts Council*	<i>Emporia</i>	City of Boston Office of Cultural Affairs	<i>Boston</i>
Southwest Arts & Humanities Council	<i>Garden City</i>	Arts New England	<i>Brighton</i>
Goodland Arts Council	<i>Goodland</i>	Peanut Butter & Jelly Dance Company	<i>Brookline</i>
Graham County Arts Council	<i>Hill City</i>	Council for the Arts at MIT	<i>Cambridge</i>
Bowlus Fine Arts Center	<i>Iola</i>	Erving Cultural Council*	<i>Erving</i>
Kaw Valley Arts & Humanities, Inc.*	<i>Kansas City</i>	Hudson Area Arts Alliance	<i>Hudson</i>
Lawrence Arts Center	<i>Lawrence</i>	The Revolving Museum	<i>Lowell</i>
Lawrence Arts Commission	<i>Lawrence</i>	Cultural Organization of Lowell	<i>Lowell</i>
Baker Arts Foundation & Center	<i>Liberal</i>	Boch Center For The Performing Arts	<i>Mashpee</i>
Manhattan Arts Center	<i>Manhattan</i>	North Andover Cultural Council	<i>North Andover</i>
Oberlin Arts & Humanities Commission	<i>Oberlin</i>	Orange MA Cultural Council*	<i>Orange</i>
Deines Cultural Center	<i>Russell</i>	Springfield Cultural Council*	<i>Springfield</i>
Senior Arts Council of Johnson County*	<i>Shawnee Mission</i>		
Arts Council of Topeka	<i>Topeka</i>		
Wichita/Sedgwick County Arts & Humanities Council*	<i>Wichita</i>		

MICHIGAN

Arts Alliance for the Ann Arbor Area
 United Arts Council of Calhoun County
 City of Birmingham MI Public Arts Board
 Buchanan Area Fine Arts Council
 Tibbits Opera Foundation & Arts Council, Inc
 City of Detroit Cultural Affairs Department
 East Lansing Arts Commission*
 Farmington Community Arts Council
 City of Farmington Hills Cultural Arts Division
 Greater Flint Arts Council
 Arts Council of Greater Grand Rapids
 Clare County Arts Council
 Thornapple Arts Council of Barry County
 Huron Valley Council for the Arts
 Howell Area Arts Council
 Arts Council of Greater Kalamazoo
 Smartshop
 Orion Art Center
 Arts Council of Greater Lansing
 Lowell Area Arts Council
 Cass County Arts Council
 City of Marquette Arts & Culture Dept.
 The Art Center
 Art Reach of Mid Michigan
 Oakland County Office of Arts, Culture & Film
 Romulus Arts Council
 South Haven Center for the Arts
 Artservice Michigan
 Northern Michigan Arts Council*
 City of Sterling Heights Cultural Commission*
 Carnegie Center for the Arts
 Traverse Area Arts Council
 City of Troy Cultural Arts Services

*Ann Arbor
 Battle Creek
 Birmingham
 Buchanan
 Coldwater
 Detroit
 East Lansing
 Farmington Hills
 Farmington Hills
 Flint
 Grand Rapids
 Harrison
 Hastings
 Highland
 Howell
 Kalamazoo
 Kalamazoo
 Lake Orion
 Lansing
 Lowell
 Marcellus
 Marquette
 Mount Clemens
 Mount Pleasant
 Pontiac
 Romulus
 South Haven
 Southfield
 Standish
 Sterling Heights
 Three Rivers
 Traverse City
 Troy*

MINNESOTA

Duluth Art Institute
 Arrowhead Regional Arts Council
 Central Minnesota Arts Board
 A Center For The Arts
 Lake Region Arts Council*
 Hopkins Center for the Arts
 Cornucopia Art Center
 Southwest Minnesota Arts & Humanities Council
 East Central Arts Council
 New York Mills Regional Cultural Center
 Southeastern Minnesota Arts Council, Inc.
 St. Cloud Arts Commission
 COMPAS
 Metropolitan Regional Arts Council

*Duluth
 Duluth
 Elk River
 Fergus Falls
 Fergus Falls
 Hopkins
 Lanesboro
 Marshall
 Mora
 New York Mills
 Rochester
 Saint Cloud
 Saint Paul
 Saint Paul*

MISSISSIPPI

Red Hills Arts Foundation*
 Yoknapatawpha Arts Council
 Sycamore Arts Council*
 DeSoto County Arts Council*

*Louisville
 Oxford
 Senatobia
 Southaven*

MISSOURI

Historic Arrow Rock Council*
 Historic Bethel German Colony, Inc.*
 City of Blue Springs Public Art Commission
 Branson Arts Council
 Chesterfield Arts, Inc.
 Chillicothe Area Arts Council
 Raintree Arts Council
 Florissant Fine Arts Council
 The Arts Council of Metropolitan Kansas City
 Municipal Art Commission of Kansas City
 Kirksville Arts Association
 Mountain View Council of the Arts
 Mineral Area Council on the Arts
 Allied Arts Council of St. Joseph
 St. Louis Regional Arts Commission
 Arts and Education Council of Greater St. Louis
 Center of Creative Arts (COCA)
 Arts In Transit - Metro
 Liberty Center Association for the Arts, Inc.

*Arrow Rock
 Bethel
 Blue Springs
 Branson
 Chesterfield
 Chillicothe
 Clarksville
 Florissant
 Kansas City
 Kansas City
 Kirksville
 Mountain View
 Park Hills
 Saint Joseph
 Saint Louis
 Saint Louis
 Saint Louis
 Saint Louis
 Sedalia*

Shelbina Arts Council*
 City of Slater*
 Springfield Regional Arts Council
 Royal Arts Council
 Warren County Fine Arts Council

*Shelbina
 Slater
 Springfield
 Versailles
 Wright City*

MONTANA

Copper Village Museum & Arts Center*
 Emerson Center for the Arts & Culture
 Custer County Art & Heritage Center*
 Missoula Cultural Council*

*Anaconda
 Bozeman
 Miles City
 Missoula*

NEBRASKA

Albion Area Arts Council*
 Carnegie Arts Center
 Alliance Arts Council*
 Harlan County Arts Council*
 Columbus Area Arts Council
 Butler County Arts Council
 Fremont Area Art Association*
 Geneva Arts Council*
 Chase County Area Arts Council*
 Lexington Area Arts Council
 Lincoln Arts Council
 Ogallala Regional Arts Council*
 Plainview Arts Council*
 West Nebraska Arts Center

*Albion
 Alliance
 Alliance
 Alma
 Columbus
 David City
 Fremont
 Geneva
 Imperial
 Lexington
 Lincoln
 Ogallala
 Plainview
 Scottsbluff*

NEVADA

Reed Whipple Art Center*
 City of Las Vegas Dept. of Leisure Services
 Clark County Cultural Affairs*
 Winchester Cultural Center
 Moapa Valley Arts Council
 Sierra Arts Foundation
 City of Reno Arts and Culture Commission
 Wells Family Resource & Cultural Center*

*Las Vegas
 Las Vegas
 Las Vegas
 Las Vegas
 Logandale
 Reno
 Reno
 Wells*

NEW HAMPSHIRE

Capitol Center for the Arts
 North Country Center for the Arts
 Mt. Washington Valley Arts Association*

*Concord
 Lincoln
 North Conway*

NEW JERSEY

Cumberland County Cultural & Heritage Commission*
 Center for Community Arts
 Cape May County Division of Culture & Heritage
 Hunterdon Art Center*
 Burlington County Office of Cultural & Heritage Affairs*
 Union County Division of Cultural and Heritage Affairs*
 Hunterdon County Cultural & Heritage Commission
 Bergen County Cultural and Historic Affairs
 Camden County Cultural and Heritage Commission
 Hoboken Division of Cultural Affairs
 Hudson County Div. of Cultural and Heritage Affairs*
 Atlantic County Office of Cultural Affairs
 Arts Council of the Morris Area
 Institute for Arts & Humanities Education
 Arts & Education Center
 Aljira, A Center for Contemporary Art
 Sussex County Arts & Heritage Council
 Northfield Cultural Committee*
 Passaic County Cultural & Heritage Council
 Monmouth County Arts Council
 William Carlos Williams Center for the Arts
 Somerset County Cultural & Heritage Commission
 New Jersey Center for Visual Arts
 Ocean County Cultural & Heritage Commission
 Trenton Arts Connection
 Gloucester County Cultural and Heritage Commission

*Bridgeton
 Cape May
 Cape May
 Clinton
 Eastampton
 Elizabeth
 Flemington
 Hackensack
 Haddon Township
 Hoboken
 Jersey City
 Mays Landing
 Morristown
 New Brunswick
 New Brunswick
 Newark
 Newton
 Northfield
 Paterson
 Red Bank
 Rutherford
 Somerville
 Summit
 Toms River
 Trenton
 Woodbury*

NEW MEXICO

Arts Alliance, Inc.
 ¡Magnifico! Arts Incorporated
 City of Albuquerque, Public Art Program
 Bernalillo County - One Percent for Public Art Program
 Cibola Arts Council

*Albuquerque
 Albuquerque
 Albuquerque
 Albuquerque
 Grants*

OHIO (cont.)

Arts Council Lake Erie West
 Upper Arlington Cultural Arts Division
 Wassenberg Art Center
 Weston Arts Council
 Wayne County Performing Arts Council*
 Worthington Arts Council
 Arts Council of Youngstown & Mahoning County

Toledo
Upper Arlington
Van Wert
Weston
Wooster
Worthington
Youngstown

OKLAHOMA

Miami Arts & Humanities Council
 Norman Arts Council
 Arts Council of Oklahoma City
 Allied Arts
 Arts and Humanities Council of Tulsa
 Woodward Arts And Theatre Council*

Miami
Norman
Oklahoma City
Oklahoma City
Tulsa
Woodward

OREGON

Arts Central
 Clatskanie Arts Commission
 Greater Condon Arts Association
 ArtCentric: Corvallis Arts Center & Linn-Benton Arts Council
 Lane Arts Council
 City of Hillsboro Cultural Arts Program
 The Manzanita Creative Arts Council*
 Arts Alliance of Yamhill County
 Arts Council of Southern Oregon
 Rogue Gallery & Art Center*
 Edgar H. Smith Fine Arts Series
 Oregon Coast Council for the Arts
 Arts Action Alliance of Clackamas County
 Regional Arts and Culture Council
 NW/BCA: Northwest Business for Culture & the Arts
 Art on Alberta*
 Umpqua Valley Arts Association
 Mid-Valley Arts Council
 Salem Art Association
 City of Tualatin Arts Advisory Committee

Bend
Clatskanie
Condon

Corvallis
Eugene
Hillsboro
Manzanita
McMinnville
Medford
Medford
Monmouth
Newport
Oregon City
Portland

Portland
Portland
Roseburg
Salem
Salem
Tualatin

PENNSYLVANIA

Lehigh Valley Arts Council
 Bedford County Arts Council*
 Chambersburg Area Council For The Arts
 Columbia-Montour Regional Arts Council
 Arts Council of Erie, Inc.
 Jump Street
 Allied Arts Fund
 Main Line Art Center
 Mon Yough Riverfront Ent. & Cultural Council*
 The Art Center School and Galleries

Allentown
Bedford
Chambersburg
Danville
Erie
Harrisburg
Harrisburg
Haverford
McKeesport
Mechanicsburg

Brodhead Cultural Center*
 Perry County Council of the Arts
 Montgomery County Cultural Center
 International House of Philadelphia
 Greater Philadelphia Cultural Alliance
 North Light Community Center
 Art-Reach
 COSACOSA Art at Large, Inc.
 Manchester Craftsmen's Guild
 Pittsburgh Center for the Arts
 Gateway to the Arts
 Pro Arts
 Calliope: The Pittsburgh Folk Music Society
 Greater Pittsburgh Arts Alliance
 City of Pittsburgh Dept of City Planning
 Monroe County Arts Council
 Titusville Council on the Arts
 Bradford County Regional Arts Council
 Chester County Art Association
 The Cultural Alliance of York County
 Cultural Alliance of York County

Monaca
Newport
Norristown
Philadelphia
Philadelphia
Philadelphia
Philadelphia
Pittsburgh
Pittsburgh
Pittsburgh
Pittsburgh
Pittsburgh
Pittsburgh
Stroudsburg
Titusville
Towanda
West Chester
York
York

RHODE ISLAND

Arts & Cultural Alliance of Newport County*

Newport

North Kingstown Arts Council

North Kingstown

SOUTH CAROLINA

Anderson County Arts Council
 Barnwell County Arts Council
 Cultural Council of Richland and Lexington Counties
 Metropolitan Arts Council
 Black Creek Arts Council, Inc.
 Orangeburg County Fine Arts Center
 Pickens County Cultural Commission
 Arts Council of Rock Hill and York County
 Calhoun County Museum
 Blue Ridge Arts Council
 Oconee County Arts/Historical Commission*
 The Arts Partnership of Greater Spartanburg
 Sumter County Cultural Commission*

Anderson
Barnwell
Columbia
Greenville
Hartsville
Orangeburg
Pickens
Rock Hill
Saint Matthews
Seneca
Seneca
Spartanburg
Sumter

SOUTH DAKOTA

Faulkton Area Arts Council
 Historic Deadwood/Leads Arts Council
 Madison Area Arts Council

 Short Grass Arts Council
 Allied Arts Fund Drive
 Rapid City Arts Council*
 Sioux Empire Arts Council
 Sisseton Area Arts Council*
 Springs Area Council of the Arts

Faulkton
Lead
Madison

Pierre
Rapid City
Rapid City
Sioux Falls
Sisseton
Wessington Springs

TENNESSEE

Bartlett Arts Council
 Association for Visual Artists
 Allied Arts of Greater Chattanooga
 Arts & Heritage Development Council/ Mayor's Arts and Culture Commission
 Greeneville Arts Council
 Hendersonville Arts Council*
 Jackson Arts Council
 Johnson City Area Arts Council
 Arts Council of Greater Kingsport
 The Arts & Culture Alliance of Greater Knoxville
 Monroe Area Council for the Arts
 Greater Memphis Arts Council
 Memphis Black Arts Alliance
 The UrbanArt Commission
 Metropolitan Nashville Airport Authority
 Arts Council of Oak Ridge
 South Jackson Civic Center

Bartlett
Chattanooga
Chattanooga

Clarksville
Greeneville
Hendersonville
Jackson
Johnson City
Kingsport
Knoxville
Madisonville
Memphis
Memphis
Memphis
Nashville
Oak Ridge
Tullahoma

TEXAS

Abilene Cultural Affairs Council
 La Pena Austin
 City of Austin Cultural Arts Division, Economic Growth and Redevelopment Services Office
 ARTSNET
 Brazosport Fine Arts Council*
 Arts Council of Brazos Valley
 Montgomery County Performing Arts Society*
 Navarro Council of the Arts
 Cuero Cultural & Heritage Foundation*
 Theatre Quorum
 City of Dallas Office of Cultural Affairs
 Greater Denton Arts Council*
 City of El Paso Arts and Culture Department
 Arts Council of Fort Worth and Tarrant County
 City of Frisco
 Grand Prairie Arts Council
 Cultural Arts Council of Houston/Harris County
 Houston Municipal Art Commission
 Irving Arts Center
 Texas Arts & Crafts Education Foundation, Inc
 Buddy Holly Center
 Mesquite Arts Council
 City of North Richland Hills Cultural Arts Program
 Odessa Council for the Arts and Humanities
 City of Plano Creative Arts Division
 Rockport Center for the Arts

Abilene
Austin

Austin
Bedford
Clute
College Station
Conroe
Coriscana
Cuero
Dallas
Dallas
Denton
El Paso
Fort Worth
Frisco
Grand Prairie
Houston
Houston
Irving
Kerrville
Lubbock
Mesquite
North Richland Hills
Odessa
Plano
Rockport

A Triennial Report on the Nation's Local Arts Agencies

TEXAS (cont.)

San Angelo Cultural Affairs Council
 Carver Community Cultural Center
 City of San Antonio Office of Cultural Affairs
 Cultural Activities Center
 Cultural Council of Victoria
 Arts Council of Wichita Falls/ Kemp Center for the Arts*

San Angelo
San Antonio
San Antonio
Temple
Victoria

Centrum Center for Creative Educ. & the Arts
 City of Redmond Arts Commission
 4Culture
 ArtsFund
 ArtsWest
 City of Seattle Office of Arts and Cultural Affairs

Port Townsend
Redmond
Seattle
Seattle
Seattle
Seattle

UTAH

Midvale City Arts Council
 Blue Mountain Entertainment*
 Ogden City Arts & Special Events
 Park City Summit County Arts Council
 Salt Lake City Arts Council

Midvale
Monticello
Ogden
Park City
Salt Lake City

Shoreline-Lake Forest Park Arts Council
 City of Spokane Arts Commission
 Sultan Arts Council
 Cultural Council of Greater Tacoma
 City of Tukwila Arts Commission
 Allied Arts Council of Yakima Valley

Shoreline
Spokane
Sultan
Tacoma
Tukwila
Yakima

VERMONT

River Arts Morrisville, Inc.
 Catamount Film & Arts Center
 Pentangle Council on the Arts

Morrisville
Saint Johnsbury
Woodstock

WISCONSIN

Northern Lakes Center for the Arts
 St. Croix River Valley Arts Council*
 Sauk Co. Arts, Humanities & Historic Pres. Cmte
 Eau Claire Regional Arts Council
 Peninsula Arts Association
 Northeastern Wisconsin Arts Council
 Hammond Arts Alliance
 Council for the Performing Arts
 Kaukauna Creative Arts Group*
 United Fund for the Arts and Humanities
 Pump House Regional Arts Center
 Flambeau Valley Arts Association
 Avec: Arts Vitrally Enrich Communities
 Capitol Civic Center*
 City of Manitowoc Office of the Mayor/Rahr West Art Museum*
 United Performing Arts Fund
 City of Milwaukee Arts Board
 Oneida Nation Arts Program
 Platteville Arts Board*

Amery
Balsam Lake
Baraboo
Eau Claire
Ephraim
Green Bay
Hammond
Jefferson
Kaukauna
La Crosse
La Crosse
Ladysmith
Lakewood
Manitowoc
Manitowoc
Milwaukee
Milwaukee
Oneida
Platteville

VIRGINIA

Depot Artists Association
 Friends of the Torpedo Factory Art Center
 The Art League, Inc.*
 Arts Council of Fairfax County, Inc.
 Arlington County Cultural Affairs Division
 Piedmont Council of the Arts
 Danville Area Association F/T Arts & Humanities
 City of Fairfax Commission on the Arts*
 United Arts Organization of Greater Washington
 Blue Ridge Arts Council
 The Cultural Arts Center at Glen Allen
 Arts Council of the Valley
 Center for the Arts of Greater Manassas/Prince William County
 Piedmont Arts Association
 Bay School Cultural Arts Center
 Business Consortium For Arts Support
 Norfolk Commission on the Arts and Humanities
 Fine Arts Center For The New River Valley
 Greater Reston Arts Center
 Arts Council of the Blue Ridge
 Wintergreen Performing Arts, Inc.
 Contemporary Art Center of Virginia
 Virginia Beach Arts and Humanities Commission
 Garth Newal Music Center

Abingdon
Alexandria
Alexandria
Annandale
Arlington
Charlottesville
Danville
Fairfax
Falls Church
Front Royal
Glen Allen
Harrisonburg

Plymouth Arts Foundation, Inc.
 Portage Center for the Arts
 Racine United Arts Fund, Inc.
 Lucille Tack Center for the Arts
 Arts Alliance of Waukesha County
 Wausau Area Performing Arts Foundation
 West Allis Arts Alliance*

Plymouth
Portage
Racine
Spencer
Waukesha
Wausau
West Allis

WEST VIRGINIA

Morgan Arts Council
 Clay Center for the Arts & Sciences
 Fairmont Arts & Humanities Commission*
 Pocahontas County Dramas, Fairs & Festivals
 Arts Monongahela
 Appalachian South Folklife Center
 Ivy & Stone Council for the Arts*

Berkeley Springs
Charleston
Fairmont
Marlinton
Morgantown
Pipestem
Summersville

WASHINGTON

Interurban Center for the Arts
 Bainbridge Performing Arts
 Bainbridge Island Arts & Humanities Council
 Eastside Arts Coalition
 City of Bellevue Arts Commission
 Allied Arts of Whatcom County
 Coupeville Arts Center
 City of Edmonds Arts Commission
 City of Ellensburg Arts Commission
 City of Enumclaw Cultural Programs Div.
 City of Everett Cultural Arts Division
 City of Kent Arts Commission
 City of Lynnwood Arts Commission
 City of Marysville Parks Dept.*
 City of Olympia Arts Commission, Parks, Arts & Recreation

Auburn
Bainbridge Island
Bainbridge Island
Bellevue
Bellevue
Bellingham
Coupeville
Edmonds
Ellensburg
Enumclaw
Everett
Kent
Lynnwood
Marysville
Olympia

WYOMING

Wyoming Travel & Tourism
 Pinedale Fine Arts Council
 Platte Valley Arts Council

Cheyenne
Pinedale
Saratoga

* "Three-Minute Survey" Respondent

This report was compiled and written by Elizabeth H. Olson, research coordinator, Americans for the Arts. Special thanks to all local arts agency administrators for responding to our comprehensive survey.