

Alliance of New York State Arts Organizations

*Providing essential leadership and services to empower
New York State arts and cultural organizations*

Annual Report 2003

INTRODUCTION

In 2003 we follow in the footsteps we so clearly defined in 2002 to do an *assessment* at the conclusion of each year, taking stock each year of what has been done, within the context the goals and objectives of our strategic plan and the influences and issues of the times. As we plan and strategize how best to lead, serve and empower the arts community statewide, our decisions are based on the challenges and opportunities facing our constituencies and stakeholders within our New York State social, economic and political environment.

This *assessment* process is accomplished through this annual report, reviews by the Board of Directors, annual surveys from the field, evaluations of specific programs, regional meetings, site visits, and an ongoing strategic planning process. We are again taking these *assessments* and conveying them in the form of this ANNUAL REPORT. We are doing this for the benefit of our members, our community, our supporters, our elected officials and our stakeholders.

The Alliance is proud of all that we've achieved throughout the year in the context of our mission and goals. We are pleased with our national leadership position in rural organization support, infrastructure development with leadership training and advocacy education and information. Of particular note is the accelerated public policy development we have spearheaded in both the public and private sectors with the development of the innovative CULTURE ZONE project, an economic development stimulator that will enrich communities and build partnerships with local government, business, the commercial and non-profit sectors.

The Alliance continues to lead the community arts industry nationally, working and partnering with national organizations: Americans for the Arts, National Community Arts Network, National Association of State Arts Agencies and Arts Presenters. We are playing a significant role in forging new alliances and partnerships and have assumed a pioneering role in developing innovative initiatives such as the E-Institute for Leadership which has been replicated in various guises in New York State, in Illinois and Michigan.

As we looked within, and considered the impact of the external pressures exerted by the uncertainties of reduced public support, the vicissitudes of a downturn in the economy, and the stress on our own members, it became an imperative to go back to the drawing board and re-visit our strategic plan. Hence, a Board Planning Retreat.

BOARD PLANNING RETREAT

In recognition of the need to update our strategic plan in light of the changing realities, the year began with a two day Board Retreat in January in New York City. Facilitated by The North Group, Inc., we updated our goals and strategies, and emerged with a re-charged and invigorated Board with new priorities and commitments. Priorities include:

- Financial Self-Reliance: Balance the budget for the next three years, create a cash reserve, develop new revenue and income opportunities, secure contractual, noncompetitive government funding, build organizational memberships, individual memberships, corporate and foundation donations, major donations from individuals, improve NYC gala, add fundraiser.
- Strengthen our services to member organizations: Clarify our roles and relationships with member organizations, listen, learn, and communicate well with our constituents, assess and develop a priority of needs and deliver them, survey to determine what they see as essential, make membership valuable/distinctive. Communicate the value of membership!
- Board : Get the board involved, working cohesively and focusing on policy issues, board development, and building a more diverse board; clarify our relationship with the field – skills, geographically, culturally, ethnically.
- Strengthen core organization: Strengthen staff (how we compensate, establish structures for succession planning), prioritize the Alliance efforts ruthlessly, use technology to deliver service, the Alliance as a model of excellence – structure, board, practices, operations.
- Culture zone leadership: Community development, make the arts more essential to communities.
- Advocacy: Secure better funding for the field. Develop local Alliance advocates in every community in NY State.
- Raise the Alliance's profile among cultural organizations, individuals, legislators, governmental officials, and communities.
- Explore accreditation and certification for community arts organizations: Establish standards to which boards, organizations, and leaders will aspire.

LEADERSHIP PROGRAMS

Rural Arts Program

- 33 Rural Partners serving 32 upstate counties
- Support provided to 2 Rurals for consultant fees
- 18 individual site visits
- TA and extended assistance provided to 6 Rural Partners
- 6 Rural Workshops for Boards in various locations with 118 people attending representing 66 different organizations.
- Rurals listserve

- Monthly Rurals column in Member Memo
- Regional Meetings
- Consulting Resources Directory updated and posted online with 29 listings
- Board Tune-Ups initiated: evaluation and performance sessions at Boards meetings
- “Simple Steps to Effective Planning”, a strategic planning monograph written and posted online

Statewide Arts Conference

- Annual event at different locations providing professional development, training, information and networking
- Utica 2003: A Living Learning Laboratory culture builds community
 - 12 Sessions
 - 32 speakers
 - 2 receptions
 - 4 interactive “behind the scenes” site visits
 - Munson-Williams Proctor Arts Institute & Central NY Community Arts Council are local hosts

One-on-One Intervention and Technical Assistance

- 20 site visits by Alliance staff
- 8 consultancies by Alliance staff
- 43 telephone consultancies by Alliance staff
- 95 referrals by Alliance staff

Regional Meetings and Networking

- 5 regional CULTURE ZONE Town meetings and forums across the state: Buffalo, Rochester, Albany, Poughkeepsie, Queens.
- 400 organizations were represented at these meetings.

COMMUNICATION

Publications and Information Services

- Local Advocacy Handbook: written and distributed online
- 12 Member Memos emailed to 250 members and affiliates
- Financial/Salary Survey compiled. Summary results published online. Specific information about salaries and benefits distributed to Alliance members upon request.
- Consultant Directory posted online
- Strategic Planning Monograph published online

Technology Infrastructure Building and Web Site

- Beth Kanter, Technology Manager, on retainer for 2003
- Now have the capacity to accept online payments, do online surveys, online registrations, track open rate of all online communications, manage extensive online database (using list builder, acteva, survey monkey)

- Re-designed web site www.theallianceny.org to simplify navigational tools and more efficiently access information (anticipated launch November 2003)
- Developed new html templates for online communications

Speaking and Collaboration

- Upstate Funders Alliance in Cooperstown. Presentation on NYS Arts Funding and the Culture Zone Project
- Columbia University. Presentation on Advocacy for graduate students
- Lincoln Center Institute: Advocacy presentation
- British Consulate and General Secretary for Culture
- Tourism Panelist: Arts & Business Council

ADVOCACY

NYS: Arts Day in Albany

- March 18, 2003
- 500 arts supporters rallied from around the State
- 10 presenters selected from RFP response

Federal: Arts Advocacy Day in Washington

- March 25 and 26, 2003
- Alliance staff organized and led NYS contingent on visits to NYS Members of Congress
- New Markets Tax Credits, a federal program meeting in Syracuse

National Arts Advocacy Captain for NY

- Alliance ED is the NYS Captain for advocacy on the Federal level, coordinating and interfacing with American for the Arts
- Responsibilities include year round federal advocacy coordination

Updates and Electronic Communication

- Expanded email advocacy network from #500 to #2,000 organizations
- Sent approximately 65 email updates regarding state and national issues affecting the arts
- Sent out 30 timely news alerts/action items

Public Policy and Events Affecting the Arts

- Celebration of National Arts and Humanities Month
- Attendance at State Arts Council Committee and Council Meetings
- Local advocacy training
- 12 staff days in Albany
- Collaborate with ArtsAction for NY

ACCESS AND OUTREACH

Outreach & Collaboration with National, Statewide and Local Service Organizations

- Alliance Membership Benefits revamped
- Survey 2000 organizations to determine insurance needs and interests
- Streamlined member fee structure
- Explored membership in national organizations

Culture Zones

- Garnered Legislative support for Culture Zones in the Senate and the Assembly
- Facilitated first draft of legislative bill
- Convened 5 regional town meetings and forums with leadership of arts committees in Assembly and Senate
- Collaborated with arts leadership in Assembly and Senate to advance Culture Zone legislation
- Convened statewide Culture Zone Advisory Council

National Participation and Activities

- American for the Arts Conference, Portland in June 2003
Professional Training for Alliance staff, June 2003
- Grantmakers in the Arts Conference, October 2003
- National Community Arts Network (NCAN) 3 day professional development training for 2 Alliance staff, December 2003
- NASAA Conference in Charleston, December 2003
- ED is the Treasurer of NCAN, a national organization of statewide service agencies

THE FUTURE

As we contemplate the future of the arts community in NYS and in this country, having come through some of the most challenging budget sessions in recent memory, the immediate future will not change appreciably for public support of the arts. Following a decade of significant growth, the community arts industry faces declining government numbers, reduced programs and staffing. This is a disorienting turn-around. But it presents significant opportunities to re-invent the industry and individual organizations based on the very heart of community cultural development. It requires a collaborative approach. It requires an integrated approach. It requires a comprehensive vision of community and the role of the arts in community development.

The Alliance is working from this premise as we lead and empower the industry statewide. Developing new arts policies. Creating new legislation. Building new partnerships and collaborations. Garnering new avenues of support for arts and cultural organizations. Gaining more visibility for the arts industry in all sectors of community life.

Alliance of New York State Arts Organizations

2003 Board of Directors

<i>President</i>	Hal D. Payne, J.D. Vice President Student Affairs, Buffalo State College
<i>Vice President</i>	Betty Himmel Community Leader Linda Earle Director, Skowhegan School of Painting and Sculpture
<i>Treasurer</i>	Joseph A. Maffia, CPA Rosenzweig & Maffia, LLP
<i>Secretary</i>	Janet Newcomb Executive Director, ARTS of the Southern Finger Lakes Milton Bloch President, Munson-Williams-Proctor Arts Institute Ellen Butz Executive Director, Marilynn Donini Manager, Contributions Program Support, Altria Group, Inc Robert Harris Accountant Seymour H. Knox IV Consultant Janet Langsam Executive Director, Westchester Arts Council Celeste Lawson Executive Director, Arts Council in Buffalo & Erie County Raona Roy President, Arts Center of the Capital Region Kristin Swain President, Corning Incorporated Foundation John A. Thorne Partner, PriceWaterhouseCoopers (retired)

2003 Staff

<i>Executive Director</i>	Judith Kaufman Weiner
<i>Associate Director</i>	Patricia Berman
<i>Rural Arts Director</i>	Martha Strodel
<i>Office Manager</i>	Amy Wippert
<i>Consultants</i>	Beth Kanter , Technology Manager The North Group , Planning Consultants