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LOCAL ARTS AGENCY FACTS 1994

by Randy Cohen, Director of Research and Information
National Assembly of Local Arts Agencies

Each year the National Assembly of Local Arts Agencies (NALAA) receives more than 3,000 information requests about local arts agencies. To provide the best answers to these inquiries, NALAA conducts an extensive biennial survey to measure the status and condition of the local arts agency field. We are pleased to present these findings from our *1993 Survey of Local Arts Agencies*.

What is a local arts agency?

▼ What is a Local Arts Agency?

NALAA defines a local arts agency (LAA) as a community organization or an agency of local government that supports cultural organizations, provides services to artists and arts organizations, and presents arts programming to the public. LAAs promote the arts at the local level, endeavoring to make them part of the daily fabric of community living. Each LAA in America is as unique as the community that it serves, and each changes as fast as its community changes: **no two are exactly alike**. However, all share the goals of serving the diverse art forms in their community and making them accessible to each member of that community.

What do they do and how do they do it?

How do public vs. private and large vs. small local arts agencies compare?

▼ Services Provided by Local Arts Agencies

LAA activities can be divided into five general areas. All LAAs are involved in one or more of these:

- 1) **Cultural Programming:** 86 percent of LAAs present music, dance, drama, visual arts, arts in education, art in public places, festivals, and "gap programming." 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.
- 2) **Grantmaking:** 61 percent of LAAs provide public and private financial support to arts organizations and artists. LAA funds are provided to both emerging and established organizations for operational support or to produce a special project. The dollars are usually required to be matched by another funding source.

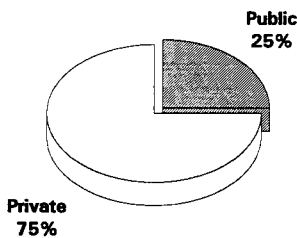


MONOGRAPHS is one of the benefits of membership in the National Assembly of Local Arts Agencies, mailed monthly to all members. To discuss ideas for submission, contact Deborah Wolfer Bissen, Publications Coordinator, NALAA, 927 15th Street N.W., 12th Floor, Washington, DC 20005-2304, Phone 202.371.2830. Editing and Design: Deborah Wolfer Bissen.

- 3) **Facility Management:** 42 percent of LAAs manage one or more cultural facilities such as rehearsal and performance spaces, gallery space, museums, or arts organization incubators.
- 4) **Services to Artists and Arts Organizations:** 87 percent of LAAs provide a myriad of services including technical assistance, fundraising, block booking, central accounting and marketing, group health insurance, and advocacy.
- 5) **Community Cultural Planning:** 39 percent of LAAs lead the community-inclusive process of assessing the cultural needs of the community and mapping a plan of implementation.

Local Arts Agency Field Profile

3,800 Local Arts Agencies



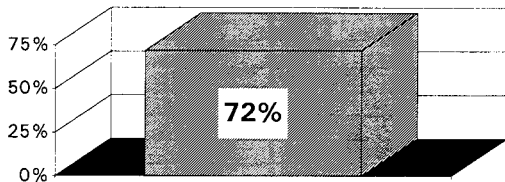
■ Number of LAAs in the United States	3,800
■ Private, nonprofit agencies	75%
■ public, agencies of city or county government	25%
■ LAAs with professional paid staff	1,050
■ Annual budget range	\$0 to \$89 million

LAAs in larger communities tend to be part of city or county government; their largest source of revenue is from local government and largest expenditure is for grantmaking to local cultural institutions. In smaller communities the LAA is likely to be private, receive most of its revenue from earned income, and expend most of its money for producing cultural events.

▼ **Highlights of Survey Findings**

LAAs projected an 8.6 percent increase in their 1993 budgets. Two-thirds of LAAs have received an annual increase in budget each year since 1989. More LAAs than ever before are using the arts in their communities as a tool to impact economic development and revitalization, social issues, education and cultural equity

**LAAs Projecting
1993 Budget Increase**



Budgets

The average LAA budget grew 16 percent from 1989 to 1993, and 7 percent annually since 1991. Two-thirds of LAAs have received an annual increase in budget each year since 1989. While pockets of the country continue to feel the recession's pinch in the form of budget freezes or reductions, regions that experienced difficulties early in the recession are receiving budget increases. Diversity, however, remains the rule in the LAA field: some LAAs in depressed regions regularly receive budget increases, while some in prosperous regions are facing budget cuts.

- LAAs projecting a budget increase in 1993 72%
- Average change in 1993 budget 8.6% increase
- Largest source of LAA revenue Local government (35.3%)

Arts and Community Development

LAAs use the arts to address their community's social issues such as crime prevention, youth at risk, racism, and homelessness. Local leaders are discovering that supporting an arts program that impacts youth at risk is more productive and less costly than adding officers to the police force.

- LAAs using the arts to address social issues 61%
- LAAs in the 50 largest cities using the arts 88%
to address social issues

Collaborations

LAAs collaborate with other offices of local government to develop programs and initiatives that increase community livability: economic development departments to develop cultural districts; chambers of commerce to attract new businesses; parks and recreation departments to develop afterschool programs; convention and tourism bureaus to increase cultural tourism; and police departments to prevent crime.

■ Convention and Visitor's Bureau	71%
■ Parks and Recreation	61%
■ Neighborhood and Community Organizations	60%
■ Economic Development Department	39%
■ Social Services	33%
■ Law Enforcement	10%

Arts in Education (AIE)

LAAAs increase the quality of education by supporting artists in the schools and designing AIE curricula. AIE programs result in higher standardized test scores, increases in attendance, and fewer student discipline problems. Arts participation while young results in greater arts participation as an adult.

■ LAAAs with an active AIE program	84%
■ LAAAs with AIE staff	33%

Grantmaking

LAAAs provide grants to support arts programs and general operating support to cultural organizations. These grants provide stability to the arts community and make its diverse art forms accessible to the public.

■ LAAAs that award grants to arts organizations	61%
■ LAAAs that award grants to individuals	32%
■ Grantmaking LAAAs that award grants to non-501(c)(3) organizations	35%
■ Percentage of grants awarded for project support	62%
■ Percentage of grants awarded for operating support	32%

Services

LAAAs provide services and information to both the arts community (technical assistance, marketing, group insurance) and the general public (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.

- Services to artists and arts organizations 87%
- Community information services 93%
- Manage facilities 42%
- International programs 39%
- LAAs with a community cultural plan 39%
- Volunteer recruitment 31%

▼ **About This Report**

During Summer 1993, surveys were mailed to 1,650 LAAs (both members and non-members of NALAA). We asked detailed questions about their programs, revenues and expenditures, and requested a five year budget history. Responses were received from 292 LAAs (17.7% response rate). These results best represent the approximately 1,050 LAAs with professional, paid staff.

The 292 respondents are stratified into five groups based on the population of their service area. This helps to contrast the variation in LAAs from different-sized communities. In several cases, differences between public and private LAAs are highlighted. Averages of all respondents are provided under the heading of "Average LAA."

Survey Respondents

28 percent of the respondents are public LAAs; 72 percent are private LAAs (Table 1). There is a broad geographic representation of respondents (Table 2). 60 percent are members of NALAA; 40 percent are non-members. 81 percent of the responding LAAs provided five year budget histories. The annual budgets of respondents ranged from \$0 to \$89 million.

Table 1. Responding Local Arts Agencies

Population	Number	Percent	Private LAA	Public LAA
Less than 30,000	59	20.3%	50	9
30,000 to 99,999	80	27.5%	64	16
100,000 to 499,999	91	31.3%	69	22
500,000 to 999,999	33	11.3%	14	19
1,000,000 or more	29	9.6%	12	16
Total	292	100%	209	83

Table 2. Geographic Representation of Respondents

West		75		Northeast		43	
Pacific		47		Middle Atlantic		23	
Mountain		28		New England		20	
Midwest		67		South		107	
West North Central		35		West South Central		22	
East North Central		32		East South Central		18	
				South Atlantic		67	

How this 1994 Report Compares to *Local Arts Facts 1992*

This report is based on 292 survey responses; the 1992 report was based on 208 survey responses. With a 40 percent increase in respondents, we were prepared for some variation in the findings. Results of the two reports, however, are remarkably consistent and reflect many of our empirical observations of the LAA field. While the percentages of LAAs receiving budget increases are consistent in the two reports, the actual dollar amounts are higher in this report. This probably occurred because several large-budgeted LAAs responded to the second survey only.

Increases were noted in the percentage of LAAs involved in arts in education (81% to 84%), social issues (56% to 61%), and services to arts organizations (73% to 87%). Decreases were noted in LAAs that have done community cultural planning (48% to 39%), make grants (67% to 61%), and manage facilities (59% to 42%).

Based on statistical analyses of the two samples sizes, this 1994 report is more accurate by 18 percent.

▼ Five Year Budget History (1989 to 1993)

81 percent of the responding LAAs complied with our request for a five year budget history. We used three methods to examine these budgets: (1) the average amount of LAA budgets, (2) the average percentage of change in LAA budgets, and (3) the percentage of LAAs that received budget increases each year. Each method reveals a slightly different picture.

The average dollar amount of LAA budgets has increased an average of 4 percent annually since 1989, with an 8.6 percent increase projected for 1993 (Table 3). The

A 10 year historical note: the last half of the 1980s were a period of rapid growth for LAAs, with budget increases averaging up to 20 percent annually. This and past reports revealed an ebb in that rate of growth in 1990 and 1991, coinciding with the onset of the recession. Since 1991, however, LAA dollars have increased nearly seven percent annually.

only decrease was the 1991 "Average LAA" budget. The City of New York Department of Cultural Affairs is separated from the dollar averages in Table 3 because its large size skews the averages; included in its budget are funds for zoos, botanical gardens, and science museums.

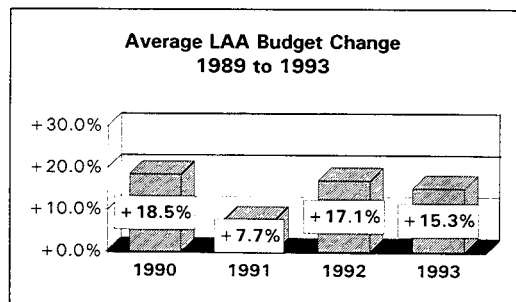
Table 3. Local Arts Agency Budgets: 1989 to 1993*

Population	1989	1990	1991	1992	1993
Less than 30,000	\$46,852	\$54,603	\$54,992	\$55,903	\$64,773
30,000 to 99,999	\$96,968	\$126,633	\$138,316	\$153,077	\$163,502
100,000 to 499,999	\$400,991	\$409,564	\$418,927	\$449,517	\$483,181
500,000 to 999,999	\$1,730,644	\$1,847,557	\$1,847,836	\$1,951,993	\$2,022,062
1,000,000 or more	\$3,325,768	\$3,428,614	\$3,490,790	\$3,795,638	\$4,035,309
Average LAA	\$801,367	\$817,611	\$815,190	\$857,649	\$931,191
Change from previous year		2.03%	-0.30%	5.21%	8.57%

City of New York DCA	\$91,243,394	\$88,112,176	\$71,833,926	\$83,301,941	\$89,171,412
Change from previous year		-3.43%	-18.47%	15.96%	7.05%

*Excludes City of New York Department of Cultural Affairs

While Table 3 best represents the number of dollars in the LAA field, dollar values alone do not represent the entire picture. We also examined the percentage of change in each LAA budget and the percentage of LAAs receiving budget increases (Tables 4 and 5). These analyses are done because million dollar budget changes that occur regularly in LAAs with large budgets skew the financial activity of LAAs with smaller budgets. When examining percentages, each LAA's budget change receives equal weight regardless of its budget size.



Since 1989, the percentage of change in each LAA's budget averaged an increase of 15 percent annually (Table 4). The only budget decrease is in the largest population category in 1991 (reflecting the slower rate of growth noted in Table 3 during the same time period). These data are somewhat conservative because, in our analysis we capped the maximum percentage of each respondent's budget increase at 100 percent (since that is also the maximum decrease possible). Thus, even though there were LAAs in all population groups that experienced increases over 1,000 percent, they were only counted as 100 percent.

Table 4. Change in LAA Budgets: 1989 to 1993

Population	1990	1991	1992	1993
Less than 30,000	16.4%	9.0%	17.1%	15.2%
30,000 to 99,999	37.8%	9.1%	27.2%	29.9%
100,000 to 499,999	18.2%	8.5%	14.1%	11.3%
500,000 to 999,999	5.5%	11.9%	13.0%	7.0%
1,000,000 or more	4.8%	-4.9%	11.6%	10.0%
Average LAA	18.5%	7.7%	17.1%	15.3%

From 1989 to 1993, two-thirds of LAAs received an increase in budget; only one-third received a flat or reduced budget (Table 5).

Table 5. Percentage of LAAs with Budget Increases: 1989 to 1993

Population	1990	1991	1992	1993
Less than 30,000	57.1%	60.0%	68.6%	61.5%
30,000 to 99,999	76.9%	63.0%	71.2%	73.6%
100,000 to 499,999	75.0%	64.7%	58.3%	81.2%
500,000 to 999,999	58.6%	45.2%	62.5%	62.5%
1,000,000 or more	72.7%	54.5%	79.2%	70.8%
Average LAA	69.8%	59.4%	66.0%	71.9%

▼ 1992-93 Revenues

The majority of LAA funding (35.3%) comes from local government (Table 6). An examination of LAA revenues begins to reveal differences between LAAs serving different sized communities. Large and small communities are polar in their percentages of both earned income and government revenues. 94 percent of LAAs in communities under 100,000 present cultural programming, resulting in the greatest percentage of their revenue emanating from earned income. 87 percent of LAAs in communities larger than 500,000 regrant funds from local government, which results in the greatest percentage of their revenue coming from local government.

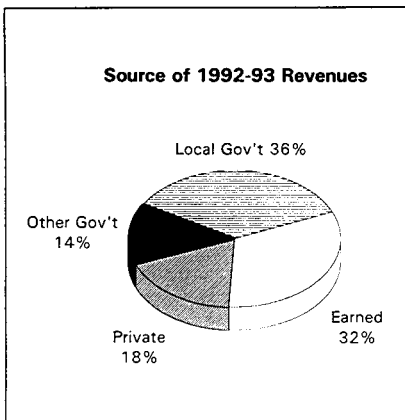


Table 6. 1992-93 LAA Revenues

Population	Local Gov't	Earned	Private	Other Gov't
Less than 30,000	18.4%	45.7%	16.7%	19.2%
30,000 to 99,999	27.4%	40.4%	17.5%	14.7%
100,000 to 499,999	34.9%	28.9%	22.5%	13.6%
500,000 to 999,999	64.6%	12.6%	12.7%	10.1%
1,000,000 or more	62.0%	14.9%	12.1%	11.0%
Average LAA	35.3%	32.4%	17.9%	14.4%

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Tables 7, 8, and 9 separate the sources of earned income, private income, and government income.

Table 7. 1992-93 Earned Income

Population	Admissions	Membership	Tuition	Sales	Contract	Interest	Fundraising	Other
Less than 30,000	26.0%	19.7%	4.4%	11.3%	6.7%	2.6%	24.8%	4.4%
30,000 to 99,999	23.0%	22.4%	7.1%	17.0%	6.0%	6.0%	16.9%	1.5%
100,000 to 499,999	18.5%	10.2%	3.3%	19.6%	14.1%	7.8%	23.0%	3.3%
500,000 to 999,999	18.1%	6.5%	2.5%	29.6%	10.9%	16.1%	12.8%	3.4%
1,000,000 or more	12.5%	6.7%	11.3%	21.4%	20.7%	13.5%	12.2%	1.7%
Average LAA	21.1%	15.4%	5.3%	17.8%	10.3%	7.2%	20.0%	2.9%

Table 8. 1992-93 Private Income

Population	Corporate	Foundation	Individual	Other
Less than 30,000	41.0%	15.1%	39.6%	4.4%
30,000 to 99,999	41.6%	26.7%	28.1%	3.6%
100,000 to 499,999	44.3%	28.3%	26.2%	1.3%
500,000 to 999,999	48.8%	30.0%	13.5%	7.7%
1,000,000 or more	25.7%	40.4%	13.5%	20.4%
Average LAA	41.7%	26.4%	27.0%	5.0%

Local government revenue accounts for 58 percent of government income; National Endowment for the Arts funding accounts for only 2.4 percent of government income.

Table 9. 1992-93 Government Income

Population	Local	SAA	Regional	NEA	Other
Less than 30,000	36.4%	57.7%	2.3%	2.0%	1.7%
30,000 to 99,999	52.5%	39.2%	1.4%	3.6%	3.3%
100,000 to 499,999	61.3%	31.3%	0.8%	2.2%	4.4%
500,000 to 999,999	83.8%	13.6%	0.1%	1.5%	1.0%
1,000,000 or more	78.5%	15.1%	0.3%	1.8%	4.2%
Average LAA	58.1%	35.2%	1.1%	2.4%	3.1%

LAA's have developed innovative funding mechanisms to increase local government support for the arts: a video rental tax generates \$450,000 for the arts in Broward County, Fla.; one-tenth of one percent of the sales tax in Denver's metro area generates \$20 million for the arts; a gambling tax in Deadwood, S.D. generates \$5 million for the arts, culture, and historic preservation; the arts' share of San Francisco's hotel/motel tax is \$10 million.

For more information, see *NALAA ArtStart Series, Funding Innovations for Local Arts Agencies*, December 1992.

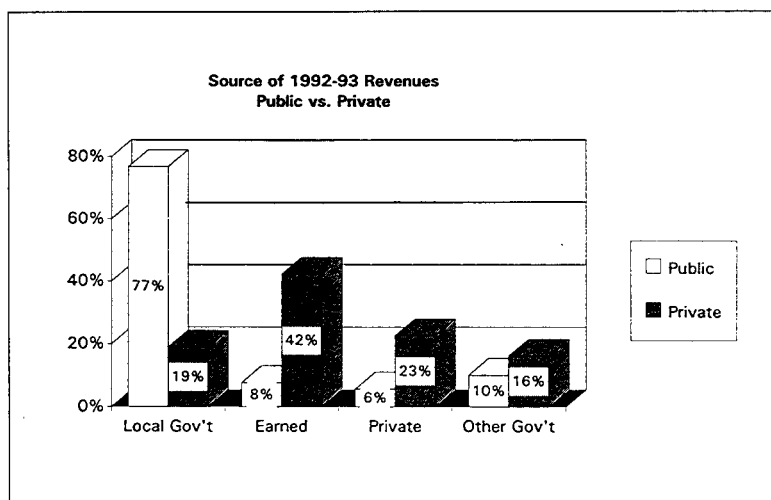
Differences exist between public and private LAAs (Tables 10 and 11). Private LAAs collect five times more earned income than public LAAs (42.2% vs. 7.6%), but collect only one-quarter of the level of local government support (76.8% vs. 18.9%). Support from private revenue sources is greater in private LAAs (22.7% vs. 5.7%), as public LAAs are usually not in the position to directly receive private funds.

Table 10. Public LAAs: 1992-93 Revenues

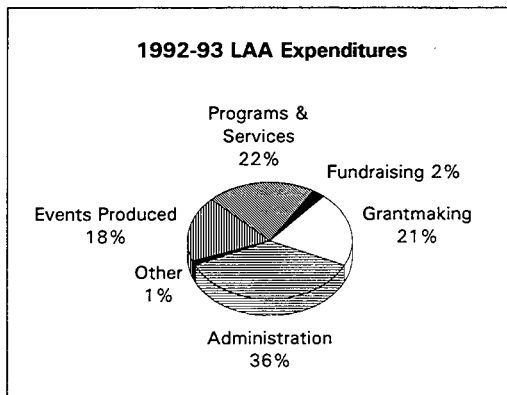
Population	Local Gov't	Earned	Private	Other Gov't
Less than 30,000	58.4%	14.7%	17.8%	9.1%
30,000 to 99,999	70.2%	12.1%	5.5%	12.1%
100,000 to 499,999	79.6%	3.8%	4.3%	12.3%
500,000 to 999,999	81.6%	5.5%	3.7%	9.2%
1,000,000 or more	84.7%	6.3%	3.0%	5.9%
Average Public LAA	76.8%	7.6%	5.7%	10.0%

Table 11. Private LAAs: 1992-93 Revenues

Population	Local Gov't	Earned	Private	Other Gov't
Less than 30,000	11.0%	51.4%	16.5%	21.1%
30,000 to 99,999	16.2%	47.8%	20.6%	15.4%
100,000 to 499,999	21.6%	36.4%	28.0%	14.0%
500,000 to 999,999	39.8%	22.9%	25.9%	11.4%
1,000,000 or more	27.9%	27.6%	25.7%	18.7%
Average Private LAA	18.9%	42.2%	22.7%	16.2%



▼ 1992-93 Expenditures



LAA's are increasing their expenditures on arts programs that address community development issues: arts and social problems, cultural tourism, cultural districts and downtown redevelopment, and arts in education for example. LAA expenditures continue to reveal differences between agencies serving large and small communities. As the population of the service areas increase, both public and private LAA's spend a greater percentage of their budget on grantmaking. Conversely, as communities decrease in population, a greater percentage of the budget is spent on events produced, programs, and services (Table 12).

Table 12. 1992-93 LAA Expenditures

Population	Events Produced	Programs & Services	Grantmaking	Admin.	Fundraising	Other
Less than 30,000	28.3%	25.1%	6.8%	36.6%	2.7%	0.5%
30,000 to 99,999	19.6%	24.0%	9.4%	43.7%	2.2%	1.1%
100,000 to 499,999	16.1%	18.4%	22.9%	36.8%	2.9%	2.9%
500,000 to 999,999	9.8%	19.2%	44.2%	25.1%	1.5%	0.2%
1,000,000 or more	7.6%	19.9%	45.1%	24.6%	2.4%	0.4%
Average LAA	18.1%	21.5%	20.6%	36.0%	2.4%	1.4%

Note: The percentage of expense on "administration" can be misleading for two reasons: (1) in smaller and single-staffed LAA's, expenses for programs and services are often included under administration; and (2) the 42 percent of LAA's that manage cultural facilities (performing or exhibition spaces, for example) frequently classify facility expenses under the administration category.

Public LAA's spend more than twice as much of their budget on grantmaking as do private LAA's (35.5% vs. 14.3%). Private LAA's spend 3.4 percent of their budget on fundraising as opposed to 0.2 percent by public LAA's (Tables 13 and 14).

Table 13. Public LAA's: 1992-93 Expenditures

Population	Events Produced	Programs & Services	Grantmaking	Admin.	Fundraising	Other
Less than 30,000	39.8%	25.0%	13.2%	22.0%	0.0%	0.0%
30,000 to 99,999	26.1%	20.3%	17.1%	34.9%	0.5%	1.1%
100,000 to 499,999	13.8%	18.2%	35.3%	32.2%	0.1%	0.3%
500,000 to 999,999	6.4%	16.6%	49.2%	27.5%	0.0%	0.2%
1,000,000 or more	6.9%	21.8%	51.7%	18.9%	0.2%	0.5%
Average Public LAA	16.2%	19.7%	35.5%	27.9%	0.2%	0.5%

The Dallas Arts Commission is mandated to spend a minimum of 25 percent of its funding budget on ethnic and minority cultural organizations and individual artists. This amounts to more than \$1 million annually.

For more information, see NALAA ArtStart Series, Equity, December 1992.

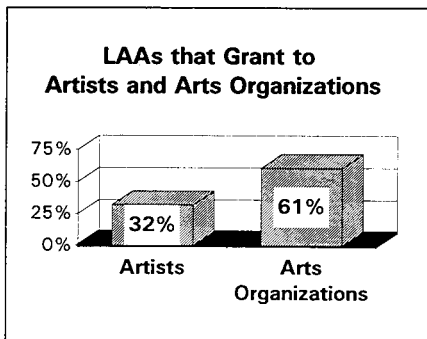
The Tucson/Pima Arts Council (Tucson, Ariz.) collaborated with its Downtown Development Corporation to create the city council-approved Tucson Arts District. Three years after its inception, a Tucson Economic Development Office survey of 112 businesses revealed the significant economic growth: 26 businesses were new, 54 percent increased their sales volume, and 53 percent made renovations with an average cost of \$105,272 each. Within four years, the retail vacancy rate declined by 50 percent and city sales tax revenues in the Arts District increased 11.7 percent, compared to city-wide increase of only 7.4 percent.

For more information, see NALAA Monographs, Arts Programs That Revitalized A Downtown: Tucson, A Case Study, March 1993.

Table 14. Private LAAs: 1992-93 Expenditures

Population	Events Produced	Programs & Services	Grantmaking	Admin.	Fundraising	Other
Less than 30,000	26.2%	25.1%	5.6%	39.2%	3.2%	0.6%
30,000 to 99,999	17.8%	25.0%	7.3%	46.2%	2.6%	1.1%
100,000 to 499,999	16.8%	18.4%	19.1%	38.2%	3.8%	3.7%
500,000 to 999,999	14.7%	23.0%	36.8%	21.7%	3.5%	0.2%
1,000,000 or more	8.7%	17.0%	35.3%	33.1%	5.7%	0.2%
Average Private LAA	18.9%	22.3%	14.3%	39.5%	3.4%	1.8%

▾ Grantmaking



61 percent of LAAs make grants to arts organizations; 32 percent make grants to individual artists. In communities with more than 500,000 people, 87 percent of LAAs are grantmakers (Tables 15 and 16).

Table 15. LAAs that Make Grants

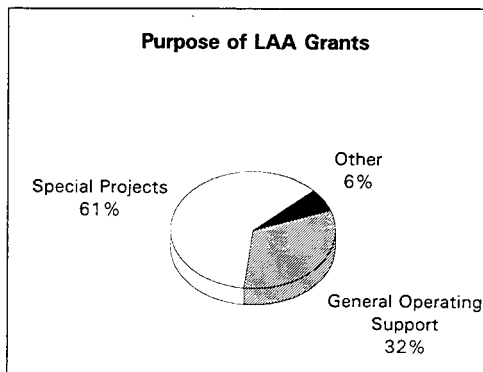
Population	Percent
Less than 30,000	36%
30,000 to 99,999	53%
100,000 to 499,999	68%
500,000 to 999,999	88%
1,000,000 or more	86%

Average LAA 61%

Table 16. LAAs that Make Grants to Individuals

Population	Percent
Less than 30,000	24%
30,000 to 99,999	21%
100,000 to 499,999	39%
500,000 to 999,999	39%
1,000,000 or more	50%

Average LAA 32%



32 percent of grants from LAAs are awarded for general operating support; 62 percent are awarded for special projects. Larger communities are more likely to grant funds for operating support; smaller communities are more likely to fund special projects (Table 17).

In 1993, the **Arts Council of Santa Clara County** (San Jose, Calif.) awarded \$16,000 to 15 arts organizations without a 501(c)(3). Since these organizations are not tax-exempt, each is mailed tax forms at the end of the year so taxes can be paid on the grant.

Table 17. Purpose of Grants from LAAs

Population	Operating Support	Projects	Other
Less than 30,000	27.2%	61.4%	11.4%
30,000 to 99,999	10.1%	77.0%	13.0%
100,000 to 499,999	31.6%	64.9%	3.4%
500,000 to 999,999	51.9%	47.1%	1.0%
1,000,000 or more	50.2%	42.2%	7.6%
Avg. Grantmaking LAA	32.3%	61.5%	6.2%

35 percent of grantmaking LAAs respond to the needs of new and emerging arts organizations by making grants to non-501(c)(3) arts organizations (Table 18).

Table 18. Grantmaking LAAs that Make Grants to Non-501(c)(3) Organizations

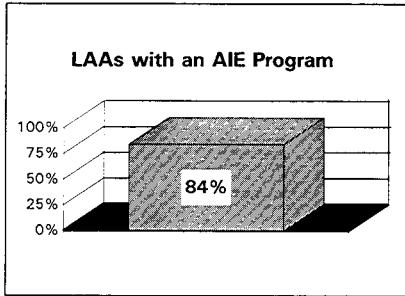
Population	Percent
Less than 30,000	43%
30,000 to 99,999	45%
100,000 to 499,999	27%
500,000 to 999,999	35%
1,000,000 or more	29%
Avg. Grantmaking LAA	35%

What LAAs Fund

Not surprisingly, what is funded by LAAs differs from community to community. The federal government has separate agencies for arts, humanities, museums, public broadcasting, monuments, and sciences. At the local level, however, all may fall under the umbrella of one LAA. This broad cultural responsibility is evident in the various names used by LAAs: Ketchikan Area Arts and Humanities Council, Arts and Science Council of Charlotte, Denver Scientific and Cultural Facilities District, Cultural Council of Lancaster County, Middlesex County Cultural & Heritage Commission, Arts Council of Winston-Salem.

Categories Funded by Grantmaking Local Arts Agencies

Arts in education	76%	Multi-disciplinary	62%
Arts service organizations	45%	Museum	53%
Crafts	46%	Music	85%
Dance	69%	Opera	46%
Design arts	24%	Radio	21%
Festivals	62%	Science centers	12%
Film	41%	Television	19%
Folk arts	52%	Theatre	81%
Humanities	26%	Visual arts	80%
Literature	54%	Other	5%
Living collections	7%		



▼ Arts in Education (AIE)

84 percent of LAAs have an active AIE program, which includes involvement in at least one of three areas: (1) producing artists in the schools, (2) curriculum design, or (3) AIE advocacy. 61 percent of LAAs have an AIE plan; one-third have at least a 0.5 full-time-equivalent (FTE) AIE staff (Tables 19 and 20).

Table 19. AIE Plans and Programs

Population	AIE Plan	Artists in Schools	Curriculum Design	AIE Advocacy	Any AIE Program
Less than 30,000	61.0%	55.9%	42.4%	66.1%	78.0%
30,000 to 99,999	57.5%	55.0%	33.8%	58.8%	76.3%
100,000 to 499,999	62.6%	57.1%	38.5%	76.9%	86.8%
500,000 to 999,999	75.8%	69.7%	60.6%	81.8%	97.0%
1,000,000 or more	50.0%	50.0%	50.0%	78.6%	89.3%
Average LAA	61.2%	57.0%	41.6%	70.5%	83.5%

Table 20. LAAs with AIE Staff (0.5 FTE or more)

Population	Percent
Less than 30,000	23.7%
30,000 to 99,999	22.5%
100,000 to 499,999	30.8%
500,000 to 999,999	63.6%
1,000,000 or more	53.6%
Average LAA	33.0%

Helena Presents (Helena, Mont.) received an NEA Arts Plus grant to make theatre and dance a basic part of education for Helena's 10,400 students. The program is designed by members of the community (teachers, school administrators, parents, business and community leaders, and artists) who serve on five committees: advocacy, curriculum development, teacher training, visiting artists, and future funding. The program sponsors artist residencies; includes teacher training workshops; and infuses the arts into the curriculum, based on the National Standards for Arts Education.

▼ Arts and Community Development

61 percent of LAAs have arts programs that address social issues within their community (Table 21), an increase from 56 percent in 1992. LAAs are taking a leadership role in using the arts to address the key issues facing America's cities and counties. LAAs help their local elected leaders better understand that by funding the arts, they are supporting more than just culture and quality of life, they are supporting an industry that creates local jobs, generates government revenue, increases tourism, spurs downtown redevelopment, improves education and the labor force, and promotes understanding between different cultures.

Table 21. LAAs Addressing Social Issues

Population	Percent
Less than 30,000	35.6%
30,000 to 99,999	50.0%
100,000 to 499,999	71.4%
500,000 to 999,999	81.8%
1,000,000 or more	89.3%
Average LAA	61.2%

For more information, see NALAA Monographs, *Arts in Education: From National Policy to Local Community Action*, April 1994.

The Middlesex County Cultural & Heritage Commission (New Brunswick, N.J.) supports Chill Arts, a playwright-in-residence program in a public housing development. The program reaches at-risk black and hispanic youth. Participants write and produce plays, developing communication and literacy skills. The Tenants Association, Drug Awareness Network, and police department are partners in this program.

For more information, see NALAA Monographs, Summer Youth Employment Programs, Four LAA Models, November 1993.

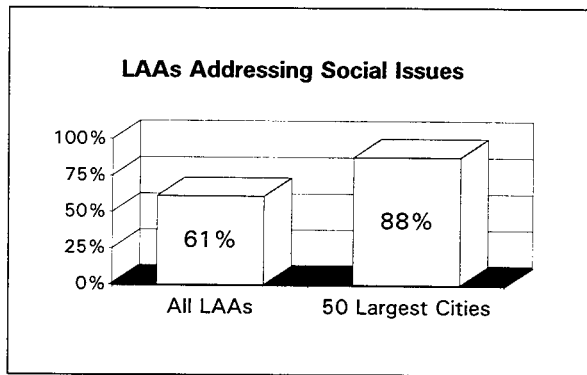
Chicago's Department of Cultural Affairs developed Gallery 37, an award-winning program that transformed an undeveloped three acre lot into a lively outdoor arts workshop for Chicago high school students. The Gallery 37 advisory committee is a partnership composed of commissioners from other city agencies: Board of Education, Park District, Streets and Sanitation, Planning and Economic Development, Office of Employment and Training, Transportation, General Services, Water Department, Office of Budget and Management, Graphics and Reproduction Center, and Department of Health.

For more information, see NALAA Monographs, Summer Youth Employment Programs, Four LAA Models, November 1993.

Youth at risk and racism are the two social issues most frequently addressed by LAAs (Table 22).

Table 22. Social Issues Addressed by LAAs

Population	Youth-at-Risk	Racism	Substance Abuse	AIDS	Illiteracy	Crime	Homelessness	Teen Pregnancy
Average LAA	48.5%	34.0%	21.6%	21.3%	19.6%	16.5%	12.4%	8.6%



▼ Collaborations and Partnerships

89 percent of LAAs collaborate with other government agencies. 21 percent of LAAs in the largest population group collaborate with their local law enforcement agency (Table 23).

Table 23. Collaborations & Partnerships

	0 to 29,999	30,000 to 99,999	100,000 to 499,999	500,000 to 999,999	1,000,000 or more	Average LAA
Economic Development	23.7%	37.5%	42.9%	48.5%	50.0%	38.8%
Convention & Tourism	62.7%	71.3%	75.8%	69.7%	75.0%	71.1%
Law enforcement	3.4%	8.8%	9.9%	15.2%	21.4%	10.0%
Library	47.5%	42.5%	46.2%	36.4%	42.9%	44.0%
Neighborhood Org's	55.9%	52.5%	54.9%	72.7%	85.7%	59.5%
Parks and Rec.	44.1%	58.8%	65.9%	72.7%	71.4%	60.8%
School districts	78.0%	71.3%	79.1%	78.8%	75.0%	76.3%
Social Services	23.7%	31.3%	33.0%	39.4%	53.6%	33.3%
Any Collaboration	86.4%	87.5%	89.0%	90.9%	92.9%	88.7%

The Arts Council of New Orleans is one of a growing number of LAAs using their facilities to house arts incubators. An arts incubator provides emerging arts organizations with office space, office equipment, technical assistance, and an exhibition or performing venue while they establishing themselves artistically and corporately. After a period of time, the new arts organization leaves the nest to fly on its own.

The Tacoma Arts Commission (Tacoma, Wa.) is involved in arts exchanges with its sister city, Vladivostok, Russia. Additionally, they are collaborating with World Trade Center Tacoma to produce a series of workshops to help artists expand into world markets, link American artists to international trade and culture, and help businesses understand the benefits of cultural alliances as a precursor to trade alliances.

For more information, see NALAA Monographs, *International Arts and Cultural Exchanges*, December 1993.

▼ Cultural Facilities

42 percent of LAAs manage one or more cultural facilities; 23 percent have a cultural facility masterplan for their community (Table 24).

Table 24. Cultural Facilities Management

Population	Manage Facility	Facility Masterplan
Less than 30,000	44.1%	28.8%
30,000 to 99,999	46.3%	21.3%
100,000 to 499,999	38.5%	24.2%
500,000 to 999,999	36.4%	15.2%
1,000,000 or more	39.3%	25.0%
Average LAA	41.6%	23.4%

▼ International

22 percent of LAAs present programs and services in multiple languages; 39 percent are involved with international cultural exchanges. International programs and exchanges are more likely to occur in communities serving a population larger than 500,000 (Table 25).

Table 25. International Programming

Population	Programs in multiple languages	International artist exchanges	Int'l arts administrator exchanges	Collaboration with int'l exchange organizations	Any international program
Less than 30,000	6.8%	11.9%	1.7%	11.9%	20.3%
30,000 to 99,999	23.8%	13.8%	1.3%	20.0%	38.8%
100,000 to 499,999	13.2%	13.2%	5.5%	27.5%	36.3%
500,000 to 999,999	45.5%	30.3%	0.0%	18.2%	60.6%
1,000,000 or more	46.4%	35.7%	7.1%	42.9%	64.3%
Average LAA	21.7%	17.2%	3.1%	22.7%	39.2%

Business, government, and arts leaders in Spartanburg, S.C., funded a community cultural plan to ensure that the community's quality of life would keep pace with its rapid economic development. In the first year following the plan's completion, the **Arts Partnership of Greater Spartanburg** was created, a united arts fund was developed which more than doubled private support for the arts, new cultural programs and services for underserved communities (rural and inner city) were instituted, and an AIE program for students in grades K-12 was created.

The **Boston Office of Cultural Affairs** led the development of an Arts in Education plan that received a \$2 million commitment from Mayor Thomas Menino for FY96. The plan calls for comprehensive arts education in five arts disciplines and infuses the arts across the K-12 curriculum. Professional development for teachers and involvement of the community's cultural resources are an integral part of this plan.

For more information, see *NALAA Monographs, Arts in Education: From National Policy to Local Community Action*, April 1994.

▼ **Community Cultural Planning**

39 percent of LAAs have a community cultural plan. From 1989 to 1993, LAAs with cultural plans averaged a 97 percent increase in budget, compared to a 35 percent increase for LAAs without a cultural plan (Tables 26 and 27).

Table 26. LAAs with a Cultural Plan

Population	Percent
Less than 30,000	22%
30,000 to 99,999	29%
100,000 to 499,999	51%
500,000 to 999,999	49%
1,000,000 or more	54%
Average LAA	39%

LAAs with a Cultural Plan

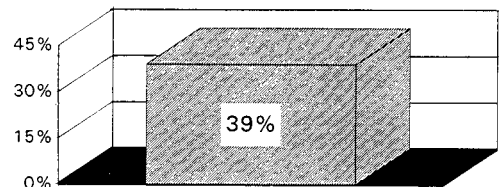


Table 27. LAA Budgets and Cultural Plans: Percentage of Change (1989 to 1993)

Population	Plan	No Plan
Less than 30,000	107%	27%
30,000 to 99,999	78%	69%
100,000 to 499,999	115%	29%
500,000 to 999,999	123%	3%
1,000,000 or more	23%	15%
Average LAA	97.1%	35.1%

89 percent of LAAs have completed some type of planning (Table 28).

Table 28. Plans and Reports

Annual plan	45.8%	37.5%	47.3%	39.4%	25.0%	41.2%
Annual report	54.2%	48.8%	57.1%	63.6%	53.6%	54.6%
Arts in education	61.0%	57.5%	62.6%	75.8%	50.0%	61.2%
Cultural plan	22.0%	28.8%	49.5%	48.5%	50.0%	38.1%
Cultural equity	10.2%	15.0%	23.1%	33.3%	28.6%	19.9%
Cultural tourism	23.7%	8.8%	16.5%	24.2%	32.1%	18.2%
Economic impact	8.5%	16.3%	34.1%	45.5%	67.9%	28.5%
Long-range plan	50.8%	51.3%	58.2%	57.6%	46.4%	53.6%
Any Plan & Report	84.7%	85.0%	90.1%	100%	92.9%	89.0%

The San Diego Commission for Arts and Culture and the Convention and Visitor's Bureau launched a joint three year cultural tourism program by distributing 100,000 copies of the *Ultimate Arts and Culture Guide to San Diego* — an effort to change San Diego's sand-and-surf image to one of culture.

The South Carolina Artisans Center (Waterboro, S.C.) is a retail outlet for juried South Carolina artists that provides cultural and educational resources for the state and is a major tourist attraction on Interstate 95. The Center was created with ISTEAs funds from the South Carolina Department of Transportation.

For more information, see NALAA Monographs, *ISTEA: An Arts and Transportation Partnership*, April 1994.

▼ Cultural Tourism

71 percent of LAAs work with their Convention and Tourism Bureau. 58 percent of LAAs list cultural tourism as one of their agency's mission or goals (Table 29).

Table 29. Cultural Tourism

Population	Relationship with Tourism Bureau	Tourism is part of mission	Cultural tourism plan	Printed cultural tourism materials
Less than 30,000	62.7%	59.3%	23.7%	40.7%
30,000 to 99,999	71.3%	48.8%	8.8%	47.5%
100,000 to 499,999	75.8%	62.6%	16.5%	54.9%
500,000 to 999,999	69.7%	60.6%	24.2%	51.5%
1,000,000 or more	75.0%	60.7%	32.1%	53.6%
Average LAA	71.1%	57.7%	18.2%	49.5%

▼ Programs, Information and Services

87 percent of LAAs provide services and information to artists and arts organizations to facilitate the operation and responsible growth of the local arts industry. Information services are also provided to the public by 93 percent of LAAs, promoting greater community participation in the arts.

Table 30. Services and Programs

	0 to 29,999	30,000 to 99,999	100,000 to 499,999	500,000 to 999,999	1,000,000 or more	Average LAA
Artist Services						
Employment referrals	16.9%	43.8%	50.5%	51.5%	46.4%	41.6%
Registry	18.6%	35.0%	48.4%	42.4%	42.9%	37.5%
Studio space	15.3%	21.3%	17.6%	18.2%	25.0%	18.9%
Subsidized living space	5.1%	2.5%	3.3%	3.0%	0.0%	3.1%
Technical assistance	30.5%	42.5%	70.3%	81.8%	71.4%	56.0%
Any Artist Service	47.5%	73.8%	81.3%	87.9%	85.7%	73.5%
Information Services						
Arts directories	35.6%	52.5%	71.4%	66.7%	78.6%	59.1%
Arts calendar	54.2%	71.3%	70.3%	63.6%	53.6%	64.9%
Cultural resource library	28.8%	32.5%	52.7%	45.5%	50.0%	41.2%
Newsletter/publications	78.0%	73.8%	76.9%	66.7%	64.3%	73.9%
Seminars/workshops	55.9%	68.8%	76.9%	84.8%	82.1%	71.8%
Any Info. Service	89.8%	90.0%	96.7%	97.0%	92.9%	93.1%

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Presenting Programs

Art exhibitions	76.3%	78.8%	69.2%	60.6%	50.0%	70.4%
Festivals	42.4%	52.5%	49.5%	36.4%	25.0%	44.7%
Film/video	32.2%	23.8%	13.2%	30.3%	28.6%	23.4%
Lectures	45.8%	42.5%	37.4%	27.3%	32.1%	38.8%
Literature readings	33.9%	27.5%	26.4%	18.2%	21.4%	26.8%
Performances	88.1%	82.5%	65.9%	60.6%	46.4%	72.5%
Any Presenting Program	96.6%	91.3%	84.6%	72.7%	64.3%	85.6%

Arts Organizations Services

Advocacy services	32.2%	35.0%	60.4%	54.5%	71.4%	48.1%
Management training	10.2%	13.8%	39.6%	39.4%	50.0%	27.5%
Block booking	25.4%	18.8%	9.9%	6.1%	10.7%	15.1%
Central accounting	3.4%	8.8%	9.9%	6.1%	10.7%	7.9%
Central box office	10.2%	18.8%	12.1%	12.1%	25.0%	14.8%
Central purchasing	8.5%	8.8%	6.6%	0.0%	10.7%	7.2%
Group insurance	0.0%	2.5%	7.7%	15.2%	17.9%	6.5%
Loan money to org's	10.2%	3.8%	7.7%	12.1%	10.7%	7.9%
Marketing services	16.9%	26.3%	39.6%	30.3%	39.3%	30.2%
Publicity/promotion	39.0%	45.0%	64.8%	63.6%	39.3%	51.5%
Technical assistance	32.2%	45.0%	68.1%	87.9%	85.7%	58.4%
Volunteer recruitment	35.6%	31.3%	28.6%	36.4%	25.0%	31.3%
Any Arts Org. Service	98.3%	75.0%	85.7%	93.9%	89.3%	86.6%

NALAA's *Arts in the Local Economy* study measured the economic impact of the nonprofit arts industry in 33 diverse communities from across the country. The following national extrapolations were derived:

Expenditures of nonprofit arts organizations:	\$36.8 billion
Total full-time-equivalent jobs supported:	1.3 million
Personal income paid locally:	\$25.2 billion
Local government revenue:	\$790 million
State government revenue:	\$1.2 billion
Federal income tax revenue:	\$3.4 billion

Jobs, the Arts, and the Economy, NALAA, 1994.

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▼ Summary

We examined the programs and budgets of 292 LAAs from across the country and discovered that, nationally, LAAs projected an average budget increase of 8.6 percent in 1993, with 72 percent of LAAs projecting an increase in their budget. Since 1989, two-thirds of the nation's LAAs have received an increase in budget each year; only one-third have received a flat or reduced budget.

While there are distinct differences between LAAs, all share the goals of serving the diverse art forms in their community and making them accessible to each member of that community. LAAs are increasingly involved in using the arts to revitalize downtowns, create jobs, prevent crime, and address social issues. 61 percent provides grants to the arts community, 84 percent have an active AIE program, 61 percent use the arts to address social issues, 39 percent collaborate with their economic development department, and 10 percent work with their local law enforcement agency.

Today's success of local arts agencies is a tribute to the dedication, creativity, and entrepreneurial nature of LAA staffs and their continuing ability to adjust to the unique needs of the communities that they serve. ▼

In Appreciation

Thank You to the local arts agencies listed below that responded to our somewhat lengthy survey. To the LAAs that use these data but did not return their survey, we hope you find these results valuable enough to complete future NALAA surveys.

State	Organization Name	City
Alaska	Fairbanks Arts Association	Fairbanks
	Homer Council on the Arts	Homer
	Juneau Arts & Humanities Council	Juneau
Alabama	Alexander City Arts	Alexander City
	The Arts Council	Huntsville
Arizona	Selma-Dallas County Arts Council	Selma
	Lake Havasu Allied Arts Council	Lake Havasu City
	Phoenix Arts Commission	Phoenix
California	Tucson/Pima Arts Council	Tucson
	Cultural Council of Santa Cruz County	Aptos
	Artcetera	Auburn
	Arts Council of San Mateo County	Belmont
	Civic Arts Program	Berkeley
	City of Brea - Community Services Department	Brea
	El Dorado Arts Council	Coloma
	Del Norte Association for Cultural Awareness	Crescent City
	Cultural Commission	Dana Point
	City of Davis Civic Arts Commission	Davis
	Humboldt Arts Council	Eureka
	City of Los Angeles Cultural Affairs Dept.	Los Angeles
	L.A. County Music & Perf Arts Commission	Los Angeles
	Town of Los Gatos	Los Gatos
	Mono County Arts Council	Mammoth Lakes
	Merced County Regional Arts Council	Merced
	Mill Valley Art Commission	Mill Valley
	Orinda Art Council	Orinda
	City of Pasadena Arts Division	Pasadena
	Pasadena Arts Council	Pasadena
	Shasta County Arts Council	Redding
	Redwood City P&R Dept, Cultural Commission	Redwood City
	San Diego Comm. for Arts & Culture	San Diego
San Francisco Arts Commission	San Francisco	
San Fransico Hotel Tax/Grants for the Arts Board	San Fransisco	
San Jose Office of Cultural Affairs	San Jose	
Arts Council of Santa Clara County	San Jose	
City of Santa Clarita	Santa Clarita	
Santa Cruz County Arts Commission	Santa Cruz	
Santa Monica Cultural Affairs Division	Santa Monica	
Sierra County Arts Council	Sierra City	
Central Sierra Arts Council	Sonora	
Amador County Arts Council	Sutter Creek	
City of Walnut Creek/Cultural Services	Walnut Creek	

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	Colorado	Aspen/Snowmass Council for the Arts Aurora Arts and Humanities Council Pikes Peak Arts Council Mayor's Office of Art, Culture and Film Durango Arts Council San Benito County Arts Commission Montrose Arts Council Sterling Arts Council	Aspen Aurora Colorado Springs Denver Durango Hollister Montrose Sterling
	Connecticut	Town of Colchester Arts Commission Danbury Cultural Commission Hamden Arts Commission Greater Hartford Arts Council Middletown Comm. on Arts & Cultural Activities Naugatuck Arts Commission Westport Arts Center Wilton Arts Council	Colchester Danbury Hamden Hartford Middletown Naugatuck Westport Wilton
	District of Columbia	DC Commission on the Arts and Humanities Cultural Alliance of Greater Washington	Washington Washington
	Delaware	Sussex County Arts Council	Georgetown
	Florida	Pinellas County Arts Council Cultural Affairs Division City of Gainesville Division of Cultural Affairs Brevard Cultural Alliance Metro-Dade Cultural Affairs Council Bay Arts Alliance Arts Council of Northwest Florida Sarasota County Arts Council Arts and Humanities Council of Charlotte Cty	Clearwater Fort Lauderdale Gainesville Melbourne Miami Panama City Pensacola Sarasota Port Charlotte
	Georgia	Albany Area Arts Council Athens-Clarke County, Arts Division Fulton County Dept of Arts and Culture Augusta Arts Council Golden Isles Arts & Humanities Association Cherokee County Arts Council	Albany Athens Atlanta Augusta Brunswick Canton
	Hawaii	Mayor's Office of Culture and the Arts Waimea Arts Council	Honolulu Kamuela
	Iowa	Amana Arts Guild Davis County Fine Arts Council Carroll Arts Council Metro Arts Alliance of Greater Des Moines Pilot Knob Arts Council Indianola Fine Arts Commission Le Mars Arts Council Muscatine County Arts Council Lakes Arts Center Sioux County Arts Council Arts on Grand	Amana Bloomfield Carroll Des Moines Forest City Indianola Le Mars Muscatine Okoboji Sioux Center Spencer
	Idaho	Woodbine Fine Arts Association Caldwell Fine Arts Series Council Grangeville Arts Inc Kamiah Arts Salmon Arts Council	Woodbine Caldwell Grangeville Kamiah Salmon

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	Magic Valley Arts Council	Twin Falls
	Intermountain Cultural Center and Museum	Weiser
Illinois	Aurora Public Art Commission	Aurora
	Southern Illinois Arts Council	Carterville
	Department of Cultural Affairs	Chicago
	Evanston Arts Council	Evanston
	Highland Park Cultural Arts Commission	Highland Park
	Quad City Arts	Rock Island
Indiana	Creative Arts Council of Wells County	Bluffton
	Fountain City Art Council	Covington
	Arts Council of Southwestern Indiana	Evansville
	Jasper Community Arts Commission	Jasper
	Plymouth Arts Commission	Plymouth
	Michiana Arts and Sciences Council	South Bend
Kansas	Southwest Arts and Humanities Council	Garden City
	Goodland Arts Council	Goodland
	Lawrence Arts Center	Lawrence
	Lindsborg Arts Council	Lindsborg
	Arts and Humanities Assoc. of Johnson County	Shawnee Mission
	Trego Arts Council	WaKeeney
	Winfield Arts and Humanities Council	Winfield
Kentucky	BG-WC Arts Commission/Arts Alliance	Bowling Green
	Lexington Arts Council	Lexington
	Lexington Art League	Lexington
	Kentucky Center for the Arts	Louisville
	City of Paducah Office of Arts Resources	Paducah
Louisiana	Jefferson Davis Arts Council	Jennings
	Acadiana Arts Council	Lafayette
	Arts Council of New Orleans	New Orleans
	North Central Louisiana Arts Council	Ruston
	Slidell Dept. of Cultural Affairs	Slidell
Massachusetts	Mayor's Office of the Arts and Humanities	Boston
	Urban Arts	Boston
	South Shore Art Center	Cohasset
	Arts Lexington	Lexington
	City of Pittsfield/Berkshire Artisans	Pittsfield
Maryland	Cultural Arts Foundation of Anne Arundel City	Annapolis
	Mayor's Advisory Comm. on Arts & Culture	Baltimore
	Queen Anne's County Arts Council	Centreville
	City of Gaithersburg Council for the Arts	Gaithersburg
	Calvert County Arts Council	Prince Frederick
	Arts Council of Montgomery County	Rockville
	Baltimore County Commission on Arts and Sciences	Towson
Maine	Portland Concert Association	Portland
Michigan	Michigan Guild of Artist and Artisans	Ann Arbor
	Newago County Council for the Arts	Freemont
	Arts Council of Greater Grand Rapids	Grand Rapids
	Downriver Council for the Arts	Wyandotte
Minnesota	Arrowhead Regional Arts Council	Duluth
	Community Arts Economic Development Agency	Minneapolis
	COMPAS	St Paul
Missouri	Branson Arts Council	Branson

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	Municipal Arts Commission	Kansas City
	The Community Council on the Performing Arts	Nevada
	Sikeston Arts and Education Council	Sikeston
	Regional Arts Commission	St. Louis
Mississippi	Warrensburg Arts Council	Warrensburg
	Chillicothe Arts Council	Chillicothe
	Corinth Area Arts Council	Corinth
	Meridian Council for the Arts	Meridian
	Jackson County Arts Council	Pascagoula
North Carolina	Mississippi Cultural Crossroads	Port Gibson
	Carteret Arts Council	Beaufort
	Watauga County Arts Council	Boone
	Cary/Jordan Hall Arts Center	Cary
	Arts & Science Council of Charlotte	Charlotte
	Spirit Square Center for the Arts	Charlotte
	Arts Council of Macon County	Franklin
	United Arts Council of Greensboro	Greensboro
	Hiddenite Center	Hiddenite
	High Point Area Arts Council	High Point
	Council for the Arts	Jacksonville
	Arts Council for Davidson County	Lexington
	McDowell Arts and Crafts Association	Marion
	Davie Arts Council	Mocksville
	Granville Arts Council	Oxford
	Washington County Arts Council	Plymouth
	City of Raleigh Arts Commission	Raleigh
	United Arts Council of Rowan	Salisbury
North Dakota	Arts Council of Winston-Salem/Forsyth County	Winston-Salem
	Lake Agassiz Arts Council	Fargo
	North Valley Arts Council	Grand Forks
	Jamestown Fine Arts Association	Jamestown
	Valley Coty Arts & Gallery Association	Valley City
Nebraska	Bassett Arts Council	Bassett
	Metropolitan Arts Council	Omaha
New Hampshire	Sharon Arts Center	Sharon
New Jersey	Cumberland Cty Cultural and Heritage Commission	Bridgeton
	Walt Whitman Cultural Arts Center	Camden
	Camden County Cultural and Heritage Commission	Haddon Twp
	Hudson County Cultural and Heritage Affairs	Jersey City
	Aljira	Newark
	Middlesex Cty Cultural and Heritage Commission	North Brunswick
	Somerset Cty Cultural and Heritage Commission	Somerville
New Mexico	City of Albuquerque Public Art Program	Albuquerque
	Albuquerque Arts Alliance	Albuquerque
	Artesia Arts Council	Artesia
	Dona Ana Arts Council	Las Cruces
	Santa Fe Arts Commission	Santa Fe
Nevada	Clark County P&R - Cultural Affairs Division	Las Vegas
	Sierra Arts Foundation	Reno
New York	Broome County Arts Council	Binghamton
	Bronx Council on the Arts	Bronx
	Islip Arts Council	East Islip

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	Huntington Arts Council	Huntington
	Arts Council for Chautauqua County	Jamestown
	New York City DCA	New York
	Arts for Greater Rochester	Rochester
	Babylon Citizens Council on Arts	West Babylon
	Westchester Arts Council	White Plains
	Chinese-American Arts Council	New York
Ohio	Centerville Arts Commission	Centerville
	Valley Arts Center	Chagrin Falls
	Cincinnati Arts Allocation Committee	Cincinnati
	Cleveland Bureau of Cultural Affairs	Cleveland
	Greater Columbus Arts Council	Columbus
	Miami Valley Cultural Alliance	Dayton
	Montgomery Cty Regional Arts and Cult District	Dayton
	Delaware County Cultural Arts Center	Delaware
	Beck Center for the Cultural Arts	Lakewood
	Arts in Middletown	Middletown
	Southern Ohio Museum and Cultural Center	Portsmouth
	Springfield Arts Council	Springfield
	Craig Community Arts Council	St. Martin
	Arts Commission of Greater Toledo	Toledo
Oklahoma	Allied Arts & Humanities Cncl of Bartlesville	Bartlesville
	Arts Council of Oklahoma City	Oklahoma City
Oregon	Oregon Coast Council for the Arts	Newport
	Metropolitan Arts Commission	Portland
	Umpqua Valley Arts Association	Roseburg
Pennsylvania	Chambersburg Area Council for the Arts	Chambersburg
	MetroArts of the Capital Region	Harrisburg
	Sawmill Center for the Arts	Leeper
	Elk County Council on the Arts	Ridgway
	Monroe County Arts Council	Stroudsburg
	Williamsport - Lycoming Arts Council	Williamsport
Rhode Island	Newport Cultural Commission	Newport
	Pawtucket Arts Council	Pawtucket
	Warwick Arts Consortium	Warwick
	Northern Rhode Island Council of the Arts	Woonsocket
South Carolina	Horry Cultural Arts Council	Conway
	Florence Area Arts Council	Florence
	Hampton County Arts Council	Hampton
	Laurens County Arts Council	Laurens
	McClellanville Arts Council	McClellanville
	McCormick Arts Council at the Keturah	McCormick
	The Arts Council of Orangeburg County	Orangeburg
	Blue Ridge Arts Association	Seneca
	Sumter County Cultural Commission	Sumter
South Dakota	Rapid City Arts Council	Rapid City
Tennessee	Allied Arts of Greater Chattanooga	Chattanooga
	Maury County Arts Guild	Columbia
	Memphis Arts Council	Memphis
	Metropolitan Nashville Arts Commission	Nashville
Texas	Cultural Affairs Division	Austin
	Navarro Council of the Arts	Corsicana

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	Dallas Office of Cultural Affairs	Dallas
	Del Rio Council for the Arts	Del Rio
	El Paso Arts Resources Department	El Paso
	Arts Council of Ft. Worth and Tarrant Cty	Ft. Worth
	Cultural Arts Council of Houston	Houston
	Brazosport Fine Arts Council	Lake Jackson
	Marshall Regional Arts Council	Marshall
	Arts Assembly of Midland	Midland
	Caprock Cultural Association	Post
	Rockport Art Association	Rockport
	San Antonio Dept of Arts and Cultural Affairs	San Antonio
	Cross Timbers Fine Arts Council	Stephenville
	Cultural Council of Victoria	Victoria
Utah	Park City Arts Council	Park City
	Pleasant Grove Arts Council	Pleasant Grove
	Salt Lake City Arts Council	Salt Lake City
Virginia	Alexandria Commission for the Arts	Alexandria
	Fairfax County Council of the Arts	Annandale
	Arlington County Cultural Affairs Division	Arlington
	Nottoway Regional Arts Council	Blackstone
	Piedmont Council for the Arts	Charlottesville
	Chesapeake Fine Arts Commission	Chesapeake
	Fluvanna County Arts Council	Fork Union
	Newport News Arts Commission	Newport News
	Arts Council of Richmond	Richmond
	The Arts Council of the Blue Ridge	Roanoke
	Yorktown Arts Foundation/Cultural Arts Center	Yorktown
Vermont	Bennington Area Arts Council	Bennington
Washington	Interurban Center for the Arts	Auburn
	Lewis Cty Center for Arts & Humanities	Chehalis
	Redmond Arts Commission	Redmond
	Seattle Arts Commission	Seattle
	Spokane Arts Commission	Spokane
	Tacoma Arts Commission	Tacoma
Wisconsin	Pump House Regional Center for the Arts	La Crosse
	Arts Council of South Wood County	Wisconsin Rapids
West Virginia	Morgan Arts Council	Berkeley Springs
	Carnegie Hall	Lewisburg
	Parkersburg Arts Center	Parkersburg
	Artsbridge	Parkersburg

ABOUT NALAA

The **National Assembly of Local Arts Agencies (NALAA)** was established as a nonprofit, independent agency in 1978. NALAA represents the nation's 3,800 local arts agencies in developing an essential place for the arts in America's communities. NALAA believes that the arts are fundamental to the continued growth of our diverse and multicultural communities. Local arts agencies are vested with the responsibility to further local cultural and artistic interests and ensure access to them. To that end, NALAA, in partnership with its field, takes leadership in strengthening and advancing local arts agencies through professional development, research and information, advocacy, formulation of national arts policy and resource development for local arts agencies.

NALAA services include:

- advocacy
- arts-in-education programs
- *Connections Monthly* newsletter
- economic impact study services
- educational publications, including ArtStart, Community Vision, and Fundamentals of Arts Management
- monthly *Monographs* on targeted topics
- national arts policy position development
- professional development, including an Annual Convention
- regional and topical workshops and conferences, including technical assistance.

NALAA is a membership organization for local arts agencies, organizations and individuals interested in community arts development. NALAA defines a local arts agency as "a community organization or an agency of city or county government which provides financial support, services, or other programs for a variety of arts organizations and/or individual artists and the community as a whole."

For further information, please contact NALAA at 927 15th Street, NW; 12th Floor, Washington, DC 20005; telephone 202.371.2830; fax 202.371.0424.

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12th Floor
Washington, DC 20005
tel 202.371-2830
fax 202.371.0424