Organized around NASAA’s strategic plan, this document highlights key accomplishments during NASAA’s 2021 membership year (October 1, 2020 – September 30, 2021). Activities addressing top priorities from our Fiscal Year 2021 Action Plan are noted throughout.

GOAL 1: ADVOCATE FOR STATE ARTS AGENCIES.

A. Advocate for a robust and well-funded National Endowment for the Arts.

NASAA worked in collaboration with key U.S. House and Senate committees overseeing the National Endowment for the Arts (NEA) budget. We emphasized the impact of NEA funding and the crucial role played by the 40% of NEA grant funds administered by states and regions. Strong state relationships and coalition advocacy efforts made it possible for Congress to appropriate $167.5 million for the NEA for FY2021, an increase of $5 million over FY2020 funding levels. This appropriation marks the fifth consecutive year of enacted increases for the agency, signaling a strong vote of bipartisan confidence. NASAA is encouraging Congress to substantially expand the agency’s future resources through a $201 million appropriation for FY2022.

Following the November 2020 elections, NASAA consulted with the Biden-Harris administration’s transition team. NASAA advised the team on the important leadership role played by the NEA, the unique advantages of the federal-state partnership and opportunities to align the arts with new White House policy priorities.

Immediately after the new administration took office, NASAA met with the NEA’s White House appointees. NASAA oriented them to the role of NASAA and state arts agencies and facilitated dialogues among the NEA, states, jurisdictions and regional arts organizations. These sessions focused on the deployment of $135 million...
million in new pandemic relief funding enacted as part of the American Rescue Plan.

NASAA works with numerous federal advocacy allies to grow resources for the NEA and participate in coalition efforts. We were active in the Cultural Advocacy Group, met regularly with Americans for the Arts, and served as a resource for Arts Workers United, Be an Arts Hero, the Performing Arts Alliance and others.

NASAA participated in feedback loops designed to inform the next NEA strategic plan. We provided input on positioning the federal-state partnership and urged the agency to strengthen its equity leadership role and interagency partnerships. NASAA also encouraged the agency to broaden its definitions of excellence to become more inclusive and reflect greater diversity.

B. Develop other federal resources and relationships beneficial to state arts agencies.

To facilitate economic recovery across all sectors, NASAA advocated for increased aid to states. The March 2021 American Rescue Plan legislative package successfully enacted $195.3 billion in federal assistance to state governments, $4.5 billion to U.S. jurisdictions and $20 billion to tribal governments, providing important relief for budgets under duress due to the pandemic.

During the past year, states completed the deployment of their 2020 Coronavirus Aid, Relief and Economic Security (CARES) Act funds and also began making plans to distribute American Rescue Plan dollars. NASAA helped members seize these opportunities to dedicate relief resources to the arts. NASAA tracked these funds, helped members craft rationales for use with legislatures and governors, shared sample guidelines, and served as a clearinghouse for implementation questions.

NASAA advised members on how to help their constituents tap into other federal COVID-19 pandemic relief resources such as Small Business Administration grants and loans (including Shuttered Venue Operators Grants and Paycheck Protection Program loans) and Pandemic Unemployment Assistance.

NASAA collaborated with U.S. Department of Agriculture Rural Development (USDA-RD), the NEA and DAISA Enterprises to present a briefing on the relevance of the arts to rural development. This event oriented USDA-RD field offices in all 50 states to the arts and creative placemaking and facilitated introductions between USDA-RD officers and their state arts agency counterparts.

NASAA is in dialogue with the Department of Housing and Urban Development (HUD) to build awareness of possible arts and placemaking resource opportunities available through HUD programs. Plans are underway to host a joint webinar on this topic for later in 2021.

Guiding all of NASAA's work with the White House and Congress was a fresh policy plank: Strengthening America through Arts and Creativity: A 2021 Federal Policy Agenda. It urged elected officials to revive America's economy through the arts, incorporate the arts into policy initiatives across the federal government, and tap the nation's creative assets to achieve greater equity and facilitate community healing.

C. Strengthen state level advocacy practices.
NASAA increased our communications with **state arts advocacy organizations**. We met regularly with the **Creative States Coalition**, an emerging network of advocates working to bolster cultural advocacy at the state level. NASAA responded to numerous requests from advocacy groups seeking information or advocacy consultations. We also distributed funding data, policy alerts and advocacy tools to state arts advocacy groups and invited them to participate in NASAA’s policy related briefing sessions and online events.

NASAA completed work on a new **advocacy messaging** toolkit. **Arts and Creativity Strengthen Our Nation: A Narrative and Message Guide** uses framing science to move the arts from a nicety to a necessity and garner support across the political spectrum. In addition to an extensively documented guide, NASAA released one-pagers on key concepts and propagated them through a **social media campaign**. State arts agency and state arts advocacy leaders participated in a **virtual training session** to help them implement the strategies, and NASAA also provided customized presentations for several state and regional advocacy groups.

NASAA was invited to speak at multiple **state level advocacy events**. NASAA provided a national context, shared relevant research, and helped advocates craft a compelling case for support. The transition of these events to virtual platforms allowed NASAA to reach more people than would have been possible through in-person travel.

To help state advocates make the case for increased federal funding, NASAA distributed **Arts Investment Fact Sheets**. **Customized for each state**, these fact sheets detail state and federal grant making, investment in rural areas and talking points about the return on investment.

Our **state legislation tracking system** pinpoints bills affecting state arts agencies, their resources and their constituents. NASAA monitored emerging legislation and synthesized the trends in the 2020 edition of our **State Legislative Roundup**. NASAA also tracked governors’ proposed budgets for state arts agencies for FY2022 to inform forecasting for the year ahead.

NASAA provides **customized support to states facing advocacy crises and opportunities**. We briefed agency leaders on issues, provided tactical advice, supplied return-on-investment data and helped prepare legislative talking points. NASAA is strictly guided by our members in this work, avoiding the imposition of a D.C. agenda on state politics.

**D. Foster cross-sector support and strategic partnerships to benefit state arts agencies.**

The NEA, NASAA and Americans for the Arts collaborated with the **U.S. Chamber of Commerce** on **Starring Role: Arts & Entertainment in the Pandemic Era**. This webcast, geared toward state and local business leaders, explored the impact of the COVID-19 pandemic on the creative sector.
NASAA collaborated with Governing to share information about the arts as an economic and civic recovery engine. Coauthored by Pam Breaux and Mitch Landrieu, To Accelerate Our Economic Recovery, Look to the Arts shares lessons learned from Hurricane Katrina that are applicable to today's economic shocks caused by the pandemic and new natural disasters.

NASAA also facilitated the placement of an article in the National League of Cities CitiesSpeak blog. Creativity Sparks Economic Renewal provides research and examples encouraging local leaders to include the arts in their postpandemic recovery plans. The article was authored by Montana Arts Council Chair and Bozeman, Montana, Mayor Cyndy Andrus. Both the Governing and National League of Cities communications help to elevate the arts as an important issue area within influential economic policy networks.

The National Conference of State Legislatures invited NASAA to present at its 2021 Fiscal Institute in Santa Fe, New Mexico. This event convened state senators and representatives who oversee appropriations committees as well as state legislative staff with budget and tax responsibilities. Kelly Barsdate led an hour-long session entitled, “Creative Recovery: Policy Strategies for Strengthening State Economies through the Arts.” She shared empirical evidence linking the creative industries to economic revitalization and showed examples of how states are dedicating federal recovery funds to the arts.

NASAA’s partnership with the National Alliance of Community Economic Development Associations continued in 2021 with Federal Resources for Creative Community Development, a webinar geared at placemaking practitioners in the community housing and arts sectors. Attracting a turnout of 1,138 attendees, this session focused on NASAA’s Creative Placemaking Public Resources Guide.

NASAA plays a leadership role in the Arts Education Partnership (AEP), operated by the Education Commission of the States. NASAA leads AEP’s Equity Working Group, facilitating its efforts to better understand arts education equity practices.

NASAA met with the staff and board of the Federation of State Humanities Councils. We exchanged strategies for federal advocacy, advancing equity, member relations and other topics of mutual interest.

NASAA staff participated in the American Academy of Arts and Sciences Commission on the Arts. The Academy is committed to interdisciplinary, nonpartisan research that engages experts in various professions to develop pragmatic solutions for complex societal challenges.
GOAL 2: HONE THE KNOWLEDGE AND SKILLS OF STATE ARTS AGENCIES.

A. Supply authoritative facts about state arts agencies.

NASAA maintains comprehensive information on state arts agency grant making. Using the latest Final Descriptive Report data from states and jurisdictions, NASAA generated maps and statistical analyses showing the distribution and impact of more than 20,000 awards. We updated our fact sheet on state arts agency grants for local arts agencies, individual artists, rural grantees and operating support.

NASAA’s State Arts Agency Revenues, Fiscal Year 2021 and State Arts Agency Legislative Appropriations Preview, Fiscal Year 2022 reports summarized state arts agency budgets including appropriations, state rankings, line items and trends over time. The online Raise Your Ranking tool and the Legislative Appropriations Explorer, Total Agency Revenue Explorer and a Regional Appropriations and Revenue Explorer all provide comparative data in engaging formats.

A new policy brief, The Federal-State Partnership in the Arts, provides an overview of the funding relationship between the National Endowment for the Arts, state arts agencies and regional arts organizations. Designed for both agency leaders and policymakers, the brief explains the reach, impact and policy efficacy of the 40% of NEA grant funds allocated to states and regions each year.

In cooperation with the NEA, NASAA developed new maps showing geographies served by federal, state and foundation arts grants. These maps are being used to communicate the distinctive importance of the public sector in providing access to the arts.

2021 PRIORITY: DIVERSITY, EQUITY AND INCLUSION

NASAA provided a robust suite of member services and practical tools to help state arts agencies advance diversity, equity and inclusion (DEI). Activities of note include:

- Compiled examples of equity strategies used by state arts agencies in COVID-19 relief
- Convened quarterly conference calls of our affinity group for state arts agency people of color
- Researched and published a trio of reports on state arts agency equity strategies
- Expanded our National DEI Consultant Sourcebook
- Promoted our Visualizing Equity in Grant Making service suite as well as our Rural Equity, Economic Equity and Race Equity benchmarks
- Presented virtual learning sessions on equity strategies for artists and operating support
- Launched a comprehensive anti-bias training program for state arts agency staff and councils
- Addressed ageism and ableism through our Creative Aging Institute
- Offered peer group programs centering on racial equity for multiple peer groups
- Recognized outstanding leadership through our inaugural DEI awards
- Promoted DEI models and equity resources in every edition of our NASAA Notes newsletter
NASAA shared the latest trends in state arts agency funding and grant making with Grantmakers in the Arts (GIA) and the foundation community. We collaborated with GIA to publish Public Funding for the Arts, 2020 and with Candid (formerly the Foundation Center) to present a Research on Support for Arts and Culture webinar.

NASAA provided comprehensive information on state arts agency staffing and compensation to assist members with agency restructuring, professional advancement and leadership transitions.

We prepared our annual panel cover sheets—summarizing key demographic and budget metrics for each state and jurisdiction—for the NEA. This year's panel cover sheets were developed in conjunction with PolicyMap, which streamlined and automated portions of the process.

B. Catalyze state arts agency innovation, evaluation, improvement and change.

2021 marked a major expansion of our creative aging partnership with Aroha Philanthropies. Leveraging State Investments in Creative Aging is a multiyear initiative designed to help state arts agencies improve the well-being, lifelong learning and social engagements of older adults. NASAA awarded $1.46 million in grants to 36 state arts agencies. The initiative includes professional development through the Creative Aging Institute plus a variety of national partnership-building activities.

In collaboration with ArtsWA, NASAA researched and published a new three-part series of reports exploring strategies state arts agencies are using to promote equity and access to arts resources. In Pursuit of Equity: Four Case Studies of State Arts Agencies describes how state arts agencies have integrated equity principles across their planning, policies and programs. Deepening Relationships with Diverse Communities: State Arts Agency Strategies identifies ways that state arts agencies can develop authentic and meaningful relationships with communities that have experienced limited access to state arts agency support. Diversity, Equity and Inclusion in State Arts Agency Public Art Programs: A Roundtable Report addresses equity aspects of state public art and percent for art programs.

State to State, a monthly column in the NASAA Notes newsletter, profiled innovative initiatives from 32 state arts agencies. COVID-19 responses and diversity, equity and inclusion (DEI) programs were recurring features. We showcased unique programs such as Guam's activities with the Gef Pa'go Cultural Village, Colorado's new Community Revitalization Grants, the Massachusetts CultureRx Initiative, New Jersey's coastal flooding collaboration, Pennsylvania's Creative Business Loan Fund, South Carolina's arts education recovery partnership and Maryland's equitable...
operating support policies. More than 430 exciting state arts agency programs are now available in the searchable State to State Article Archive.

NASAA concluded our collaboration with ArtPlace America. In the first quarter of FY2021 we published a field scan of the varied placemaking roles of state arts agencies, a practitioner guide to state arts agency creative placemaking resources and the aforementioned Creative Placemaking Public Resources Guide.

NASAA participated in the National Coalition for Arts' Preparedness and Emergency Response (NCAPER) steering committee to support states and jurisdictions affected by disasters and to circulate best practices in readiness, recovery and resilience.

C. Facilitate members' use of information for planning, decision making and case making.

NASAA fulfilled 467 information requests in FY2021. We answered a high volume of questions about the COVID-19 pandemic as well as routine inquiries about state arts agency revenues, staffing, grants and planning. Most inquiries come from members. Nonmembers (including the NEA, advocacy groups, consultants and scholars) also requested information.

We promoted a robust suite of equity analysis tools: Visualizing Equity in Grant Making. These dashboards—delivered through customized demonstrations—help state arts agencies understand which demographic cohorts their funds are reaching.

To help agencies and advocates position the arts as a crucial part of postpandemic recovery policy, NASAA commissioned and promoted new research on the role of the arts in economic renewal. Douglas Noonan of Indiana University conducted an empirical analysis of The Arts and Culture Sector's Contributions to Economic Recovery and Resiliency in the United States. A companion suite of case studies, authored by the Western States Arts Federation, illustrated how the arts have catalyzed turnarounds in economically distressed communities across the nation. This material is informing advocacy platforms, legislative testimony and dialogue with state policy advisors.

The Creative Economy State Profiles put the latest data on the economic impact of the creative sector at members' fingertips. Produced in cooperation with the NEA, this online interactive dashboard draws on U.S. Bureau of Economic Analysis data to provide information on arts jobs, the economic footprint of the sector, location quotients and more. An online workshop helped members make the most of the data, while a retooled Interactive Database of State Creative Economy Studies provides additional information on individual states' creative industries.

The continuing COVID-19 crisis required state arts agencies to keep adjusting their operations and programs to address the needs of the arts field. NASAA supported these innovations by:

- circulating examples of and rationales for state level supplemental relief packages;
- counseling state arts agencies on grant guidelines changes, field stabilization strategies and other timely topics;
- logging more than 400 state arts agency COVID-19 programs and sharing selected examples of policy proposals, partnerships, grant programs, reopening strategies and funding impacts;
- advising states on data collection and documentation of their relief accomplishments;
- convening informal peer groups to exchange ideas and experiences; and
- answering scores of COVID-19 related information requests from members, most within 24 hours.
NASAA provided in-depth technical assistance to 19 member agencies and RAOs during through the course of FY2021. We facilitated council deliberations, led virtual conference workshops and conducted custom research to inform planning and policy development.

We released a new edition of our National DEI Consultant Sourcebook, which provides referrals for facilitators and trainers with DEI expertise. The sourcebook was expanded to include more consultants and topical tags.

In cooperation with the NEA, NASAA conducted a folk and traditional arts survey to assist our field in understanding the demographics of state and regional folk arts partnership staff and how state folk arts partnership programs are structured. The results were used to inform professional development planning and a series of equity training and guided reflection sessions for state arts agency folk and traditional arts managers.

NASAA advised state arts agencies on data collection and record keeping for 2020 CARES Act relief funding administered through the NEA. In cooperation with the NEA, NASAA also initiated an inquiry into NEA CARES Act investment outcomes, including administration of a survey designed to capture information about the impacts of state arts agency CARES Act grants on arts employment and cultural facilities.

Thoughtful curation of new research relevant to state arts agencies is one of NASAA’s trademark services. We shared useful research on diversity, equity and inclusion; the impact of the pandemic on arts organizations; creative placemaking; and accessibility practices, to name a few topics of note. A monthly newsletter column, The Research Digest, synthesizes both NASAA information and a select mixture of material harvested from other organizations within and beyond the arts field.

D. Deliver educational programs that boost members’ knowledge and leadership skills.

NASAA launched an ambitious suite of virtual professional development programs for state arts agencies in 2021. Tailored to the needs of state arts agency staff and council members, the NASAA 2021 Learning Series offered sessions on advocacy, reopening, recovery, equity, resilience and more. An intensive anti-bias training program is equipping state arts agency staff and council members with fundamental concepts they can apply toward more inclusive workplaces, interactions, programs and services. Dates for all upcoming sessions are posted to our comprehensive NASAA events calendar.

With support from ArtPlace America, NASAA presented a Creative Placemaking Convocation for state arts agency community development coordinators. This special two-week program centered on BIPOC (Black, Indigenous and/or people of color) voices and explored equity issues, recurring challenges and promising practices in creative placemaking. We also served as the convener and fiscal agent for the 2021 community development network retreat.
Both the 2020 and 2021 Arts Education Managers Professional Development Institutes took place virtually this fiscal year. Supported through a cooperative agreement with the NEA, the agendas focused on the roles state arts agencies can play to foster responsive arts education systems that advance diversity, equity, access and inclusion.

NASAA facilitated extensive virtual professional development programs for state arts agency folk and traditional arts managers (supported through an NEA cooperative agreement) and accessibility coordinators.

In October NASAA presented the Distinguished Public Service and Gary Young awards to recognize outstanding leadership in the state arts agency field. NASAA also inaugurated our new Diversity, Equity and Inclusion Awards, honoring two individuals (Carla Du Pree and Deonté Griffin-Quick) and one state arts agency (Colorado Creative Industries) for exemplifying a high level of commitment to DEI values.

GOAL 3: CONNECT STATE ARTS AGENCIES.

A. Keep state arts agencies informed through timely, relevant and accessible communications.

Monthly issues of the NASAA Notes newsletter shared updates and resource alerts useful to state arts agencies, state arts advocacy organizations and allies.

NASAA issued Report to Councils in December, March, June and September. This publication highlights recent NASAA activities and serves as a handy insert in council meeting materials. The For Council Members web page gives appointed state arts agency leaders streamlined access to NASAA resources.

NASAA’s social media channels promote the good work of our members and share news within—and beyond—the state arts agency community. We increased our use of Facebook and Twitter by more than 50% over FY2020 to share timely alerts, research tools and program highlights.

B. Facilitate peer-to-peer networking.

To help state arts agency staff share information, inspiration and moral support, we expanded the scope of our virtual gatherings for job-alike peer groups this year. Most groups meet quarterly, and some with greater frequency, to respond to emerging issues. Learn about upcoming gatherings on NASAA’s events calendar.

NASAA sustained our People of Color Affinity Group to provide a supportive and empowering forum for people of color in the state arts agency staff and council network. The affinity group previewed NASAA’s plans for a second mentorship program for people of color working for state...
arts agencies and regional arts organizations. We also added a guest speaker component to the affinity group service.

We facilitated peer group conversations dedicated to DEI among executive directors, deputy directors, arts education managers, community development coordinators, grants officers and folk/traditional arts managers.

We facilitated strategic communications between island jurisdictions and regional arts organizations (RAOs) to build regional support and partnership opportunities for those jurisdictions not formally affiliated with an RAO.

NASAA maintained listservs for state arts agency executive directors, deputies, accessibility coordinators, public information officers, grants officers, arts education managers, community development managers, folk and traditional arts managers, and the People of Color Affinity Group. We also developed online resource hubs to support the People of Color Affinity Group and the folk arts network.

NASAA offers mindfulness meditation sessions via conference call several times a week. These sessions help members develop a practice that supports their goals and well-being.

C. Promote the understanding and use of NASAA services.

Six new executive directors joined our network in 2021. Each new appointee received a one-on-one onboarding consultation with NASAA, customized follow-up support on priority issues, a welcome packet and an introduction to the field in NASAA Notes.

NASAA produced member benefit summaries for all state arts agencies undergoing leadership transitions. Each sheet is tailored to describe the knowledge, representation and community benefits the state arts agency receives through its NASAA membership.

D. Engage members in the governance, planning and advocacy work of the Assembly.

The Governance Committee reviewed board roles and responsibilities and took stock of the skills and attributes sought for new NASAA board nominees. It also reviewed NASAA's DEI portfolio and made recommendations for DEI activities for FY2022.

Nominating Committee members conducted 90 interviews with state arts agency executive directors and council chairs. This outreach informed the slate for NASAA's 2022 board of directors, gauged member satisfaction and provided guidance for our FY2022 action plan.
The Development Committee raised awareness of NASAA’s mission, programs and services. Committee members developed messages for annual fund campaigns, talked to their councils about NASAA, and cultivated board giving, individual contributions and new foundation relationships.

The Planning and Budget Committee formulated an action plan and budget for NASAA’s upcoming fiscal year as well as a dues proposal for FY2023.

The Audit Committee supervised NASAA’s annual audit process and preparation of our IRS Form 990 reporting.

GOAL 4: BUILD NASAA’S CAPACITY.

A. Develop and diversify NASAA’s revenues.

NASAA’s foundation partnerships remain strong. In 2021 this included operating support from the Ford Foundation and expansion of our creative aging collaboration with Aroha Philanthropies.

In 2020 (January 1 – December 31), NASAA raised $80,208 from individual donors, thanks in part to our successful year-end 25 for 50 Matching Gift Campaign. Gifts ranged from $25 to $25,000 and were contributed via the Annual Fund.

NASAA secured full forgiveness for our COVID-19 Paycheck Protection Program loan from the Small Business Administration.

NASAA secured a partnership grant from the National Endowment for the Arts and we used the second half of our CARES Act allocation to fund staff and facilities costs in FY2021. We further secured an American Rescue Plan grant and an increase in cooperative agreement funding for research services and for professional development services for folk and traditional artists.

Dues receipts remained stable for FY2021. NASAA offered a temporary waiver of annual dues escalations for state arts agencies experiencing financial distress caused by the pandemic.

B. Develop NASAA’s human resources.

The entire staff embarked on a four-part anti-bias training program with Team Dynamics. This training is building a shared DEI vocabulary for our team and raising our awareness of how identity affects workplace interactions. Small group work deepened our appreciation for one another’s distinct life experiences and perspectives. Staff self-organized to convene anti-racism study halls and lunch hours, to increase our fluency around DEI issues affecting our member services and our organizational culture.

Our management team worked proactively to reinforce NASAA’s stability and staff cohesion during the COVID-19 pandemic. Our physical office remained closed, and we instituted extra flexibility to help staff balance professional and personal obligations during difficult times.
of NASAA Action Plan Highlights, Fiscal Year 2021

NASAA conducted our annual **employee satisfaction survey** and used the results to inform our management strategies. Results indicate an increase in staff satisfaction levels compared to prior years.

We continue to encourage **professional development** opportunities, so that every staff member gets training specific to their job responsibilities at least every other year.

NASAA conducted our periodic **salary benchmark** analysis, comparing NASAA compensation levels to similar national organizations in the D.C. metropolitan area. Salary ranges were updated accordingly.

We proactively adopted equity practices in our **recruiting** for contractors and new staff.

### C. Improve NASAA's operations and technology.

- NASAA renegotiated our **office space** lease to substantially reduce our rental costs over the next two years.
- We **kept all NASAA board and membership meetings on virtual platforms** and continued to suspend nonessential travel. NASAA is planning to reintroduce in-person convenings in FY2022.
- NASA instituted a new system for **electronic invoice payments** to increase the efficiency of our accounts payable functions.
- We made preparations to phase in a **hybrid office** that maintains continuity of member services while allowing for a mixture of on-site and remote work. NASAA is complying with local health guidelines and taking extra precautions to ensure a safe and productive working environment for staff as the pandemic continues to affect our region.

### D. Evaluate our work and learn from the results.

- NASAA **evaluated all of our professional development offerings**: the 2020 virtual learning series, our Creative Placemaking Virtual Convocation, the Creative Aging Institute and our arts education Professional Development Institutes. Session ratings and participant comments are being used to design future conferences and other learning programs.
- We maintained high marks on our annual **Performance Metrics Report**, attaining or exceeding our targets for a majority of our **indicators** of operational success.
- NASAA analyzed **communications data** relating to our website usage, social media engagement and bulk e-mail messaging. We draw on these resources to inform content delivery and make adjustments to our communications tactics.
- We completed an **independent audit** of NASAA’s FY2020 financial statements and federal awards. NASAA's internal controls and key processes were deemed effective and no recommendations for change were offered. Annual audits allow NASAA to continually deepen our understanding of best practices in accountability and financial management.