Organized around NASAA's strategic plan, this document highlights key accomplishments from NASAA's 2020 membership year (October 1, 2019 – September 30, 2020). Activities addressing top priorities from our FY2020 Action Plan are noted throughout:

- Advocacy
- State Arts Agency Innovation [and COVID-19]
- Diversity, Equity and Inclusion
- State Arts Agency Leadership Transitions

**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 House and Senate committees overseeing the National Endowment for the Arts (Arts Endowment) budget, many of which saw their composition change with the 116th Congress. NASAA's outreach—especially our outreach to new staff members—emphasized the impact of the Arts Endowment and the crucial role played by the 40% of Arts Endowment grant funds set aside for states and regions.

Strong state relationships helped Congress approve legislation appropriating $162.5 million to the Arts Endowment for fiscal year 2020. This figure was an increase of $7.25 million, the largest one-year bump in funding for the agency in a decade.

Despite a White House recommendation (for the fourth consecutive time) for elimination of federal arts funding next year, NASAA made positive inroads toward another increase in support for the Arts Endowment for FY2021. Working in harmony with Cultural Advocacy Group partners, we secured approval of a $170 million appropriation from the House. Senate action remains pending as of this writing. NASAA President and CEO Pam Breaux testified to the House Appropriations Subcommittee on Interior, Environment and Related Agencies, underscoring the relevance of the Arts Endowment and state arts agencies to residents of every state and jurisdiction.

To help the nation address the dire economic consequences of the COVID-19 pandemic, Congress enacted the Coronavirus Aid, Relief and Economic Security (CARES) Act. NASAA worked with a coalition of cultural advocates, key appropriators and members of the Congressional Arts Caucus to ensure that the needs of the arts field were included in the formulation of this landmark legislation. The CARES Act included $75 million for the Arts Endowment, 40% of which was designated for state and regional arts agencies. NASAA served as a resource for many state arts agencies as they designed new grant programs to swiftly disburse these relief funds to the field.
NASAA meets often with senior Arts Endowment leadership. We consult on agency policy, the state-federal partnership, and ways that we can collaborate to address the needs of the arts across all 56 states and jurisdictions. NASAA also collaborated with the Arts Endowment chairman on the Creativity and Persistence project honoring the centennial of the passage of the 19th Amendment.

NASAA consults regularly with Americans for the Arts (AFTA) to exchange information, discuss advocacy and coordinate collaborative activities.

NASAA initiated work on a new advocacy messaging project with support from the Ford Foundation. Building on preliminary polling and a think tank conducted in 2018, NASAA is examining how other causes and sectors have garnered positive gains in federal funding and grown support across the political spectrum in Congress. Using what is learned from this research, a guide to values-driven messaging and communications guidance will be released in early FY2021.

**2020 PRIORITY: ADVOCACY**

NASAA is helping state arts agencies to navigate an increasingly complex policy environment, marked by political friction, upcoming elections, and the effects of COVID-19 on state and federal policy. Recent activity highlights include:

- collaborating with advocates and Congress to get a significant increase in funding for the National Endowment for the Arts
- securing dedicated resources for state arts agencies and regional arts organizations in the CARES Act
- initiating cross-sector research on advocacy message framing
- issuing balanced and timely alerts on federal policy developments

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

NASAA helped state arts agencies harness CARES Act resources from various federal agencies. We helped numerous members to craft successful rationales to designate arts relief funds within state COVID-19 allocations. NASAA also coached state arts agencies on how to help their constituents tap into U.S. Small Business Administration loans, Employee Retention Credits, deferral of payroll taxes and the Pandemic Unemployment Assistance program.

NASAA joined the Arts Endowment, the U.S. Department of Education and the White House Initiative for Historically Black Colleges and Universities (HBCUs) at the 2020 HBCU Week Virtual Conference. NASAA presented data on the creative economy and workforce trends.

Thanks to our partnership with ArtPlace America, NASAA is investigating federal resources for community development and creative placemaking. A new guide will help the arts field access funds from multiple federal agencies including the U.S. departments of Agriculture and Housing and Urban Development, the Economic Development Administration and others.

**C. Strengthen state level advocacy practices.**

A new edition of The Practical Advocate helps cultural advocates transcend distances to stay in contact with their state, federal and local officials. Virtual Advocacy offers models of online town halls, virtual advocacy days and other outreach methods useful not only for pandemics but also for rural areas.

NASAA communicated frequently with state arts advocacy organizations. We distributed funding data, policy alerts and advocacy tools to the State Arts Action Network.
NASAA's **state legislative tracking system** pinpoints bills affecting state arts agencies, their resources and their constituents. We monitored legislation emerging over the spring and summer and will synthesize the trends in the next edition of NASAA's [State Legislative Roundup](#).

NASAA provides **customized support to states facing advocacy crises—or 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.

NASAA conducted a **special briefing for regional arts organizations** on the results of our 2018 public opinion poll of conservative voters, pointing out messaging strategies that resonate most strongly with this constituent group.

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

NASAA's partnership with the **National Alliance of Community Economic Development Associations** (NACEDA) bore fruit in November with a [joint article in the Community Development Innovation Review](#), a journal published by the Federal Reserve Bank of San Francisco. [State Policy Innovations to Support Creative Placemaking](#) points to the potential to support more—and more equitable—placemaking activity across the nation. NASAA and NACEDA conducted a joint webinar featuring state arts agency partnerships with community development corporations. We also offered customized videoconferences together, introducing state arts agencies to state community development associations in seven states, with the goal of fostering more cross-sector collaborations.

NASAA combined forces with the **University of Florida Center for Arts in Medicine**, NACEDA and ArtPlace America to prepare [the COVID-19 Arts Advisory Brief for State Agencies and Leaders](#). This brief provides resources and recommendations for mobilizing arts and cultural assets to strengthen health communication, promote healing and empower state recovery efforts.

NASAA consults with **Grantmakers in the Arts** (GIA) on strategies to encourage advocacy engagement and equitable grant making among public agencies and private foundations. NASAA joined several state arts agencies and regional arts organizations (alongside community and family foundations) at one of GIA's Racial Equity in Grantmaking workshops. NASAA also participated in GIA's Arts at the Intersection dialogue, exploring how the arts can pursue racial equity goals in concert with other fields such as affordable housing, social justice, environmental justice and health care.

**Rural development** continues to be an important focus for NASAA's policy work. A "Rural Done Right" session at GIA's November conference considered principles to guide the use of arts and culture for community based change. NASAA President and CEO Pam Breaux [keynoted](#) the Rural Arts and Culture Summit, where hundreds of arts and rural leaders pooled ideas. These activities amplify our 2019 partnership with the [National Governors Association](#), which continues to resonate with policy, arts and business audiences. A December article in *Forbes*—[Sponsoring the](#)
Arts Builds Business—cited the NGA in its discussion of the arts as a proven asset for economic development.

The Arts Endowment, NASAA and Americans for the Arts opened dialogues with the U.S. Chamber of Commerce to explore the impact of COVID-19 on the arts and entertainment industry. We are collaborating toward the goal of conducting a virtual briefing on this topic for chamber members for late fall 2020.

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 joined Grantmakers for Effective Organizations (GEO), a cross-sector network of more than 6,000 philanthropic organizations working to address nonprofit needs and strengthen racial equity in grant making. President and CEO Pam Breaux attended GEO’s CEO Roundtable.

NASAA consulted regularly with the six regional arts organizations, informing complementary work on advocacy, policy, planning and services to support state arts agencies.

CEO Pam Breaux 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, statistical analyses and fact sheets showing the distribution and impact of more than 20,000 awards. Recent releases updated information on rural places, local arts agencies, general operational support, individual artists and arts education. The State Arts Agency Grant Making and Funding report provides a national perspective.

NASAA’s State Arts Agency Revenues, Fiscal Year 2020 report and the State Arts Agency Legislative Appropriations Preview, Fiscal Year 2021 provided analysis of 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.

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

The State Arts Agencies Advancing Equity series offers infographics dedicated to race equity, economic equity and rural equity. These visuals provide a national baseline for
gauging what populations state arts agencies are serving—and where greater progress toward equity is needed.

In cooperation with the Arts Endowment, NASAA developed new state level maps showing the areas 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.

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

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

State to State, a monthly column in the NASAA Notes newsletter, profiled 48 innovative state arts agency initiatives. COVID-19 responses and DEI programs were recurring features, as were activities such as Pennsylvania’s Creative Communities Program, the revival of Maritime Traditions in the Northern Marianas and New York’s Creative Aging Initiative. More than 400 state program summaries are available online in the State to State archive.

NASAA’s creative aging partnership with Aroha Philanthropies took stock of current creative aging efforts as well as gaps where additional resources might spark meaningful new efforts. Leveraging State

2020 PRIORITY: DIVERSITY, EQUITY AND INCLUSION

During this year of reckoning with long-standing racial inequities, NASAA provided a robust suite of member services and practical tools to help state arts agencies advance diversity, equity and inclusion (DEI) and to help NASAA lead by example. Highlights include:

- increasing the representation of people of color on NASAA’s staff and board
- foregrounding equity strategies in state arts agency COVID-19 responses
- developing an Inclusive Language Guide to help state arts agencies adopt conscious communications about race, age, gender, sexual orientation, ability and socioeconomic status
- issuing Equity Choice Points: A Grant-making Reflection Tool for State Arts Agencies to help members uproot bias in their grants policies, practices and procedures
- publishing the National DEI Consultant Sourcebook
- focusing on equity in an article published by the Community Development Innovation Review
- convening quarterly conference calls of our affinity group for people of color in the state arts agency field
- promoting our Visualizing Equity in Grant Making service suite as well as our Rural Equity, Economic Equity and Race Equity benchmarks
- participating in the Native Arts & Culture: Resilience, Reclamation & Relevance convening as well as two racial equity forums hosted by Grantmakers in the Arts and the 2020 HBCU Week Virtual Conference
- prioritizing DEI in planning NASAA’s 2020 professional development offerings through an intentionally diverse cadre of facilitators and speakers as well as sessions dedicated to equity, access and inclusion
- initiating a new awards program to recognize DEI leaders
- promoting DEI models and resources in every edition of our NASAA Notes newsletter
- updating NASAA’s Policy Statement on Diversity, Equity and Inclusion

NASAA Action Plan Highlights
Investments in Creative Aging summarizes a survey NASAA conducted to inform state arts agency programming as well as future collaboration opportunities with Aroha Philanthropies. This initiative is primed for major expansion early in 2021.

NASAA continued our collaboration with ArtPlace America. This multiyear initiative strengthened state arts agency capacities for community development and creative placemaking. Research activities included completing a community development coordinators’ needs assessment, a quantitative analysis of creative placemaking investments and a field scan of the varied placemaking roles of state arts agencies.

In 2020 NASAA significantly expanded the suite of resources available to members to advance DEI at the state level. An Inclusive Language Guide offers communications practices and principles that convey respect around race, age, gender, sexual orientation, ability and economic status. The National DEI Consultant Sourcebook serves as a community referral resource for state arts agencies conducting DEI training, program development or evaluation work. Equity Choice Points: A Grant-making Reflection Tool for State Arts Agencies helps state arts agencies to examine their funding systems and reduce bias embedded in grant-making policies and practices. All these—and more!—DEI resources have been compiled in a new web hub that elevates the importance of DEI as part of NASAA’s programmatic work.

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. NCAPER’s work this year expanded

2020 PRIORITY: STATE ARTS AGENCY INNOVATION

This year’s COVID-19 crisis required state arts agencies to pivot their operations and programs to address new realities. NASAA supported these rapid innovations by:

- sharing examples of state arts agency programmatic responses, such as research activities, grant programs and stabilization strategies
- helping states advocate for designated arts relief funds within state COVID-19 allocations
- providing models of state level reopening guidelines for the arts and arts education
- offering resources to help state arts agencies reduce xenophobia and address the needs of vulnerable populations
- recommending best practices for facilitating inclusive meetings online
- convening peer groups to exchange ideas and experiences
- answering scores of information requests from members, the Arts Endowment and other allies, most within 24 hours

Our COVID-19 Resources for State Arts Agencies web page offers handy tools and keeps you up to speed on new developments.
due to the pandemic and included the release of Recommended Principles for Arts Funding in the COVID-19 Crisis and in Other Crises.

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

NASAA fulfilled an estimated 400 information requests in FY2020. We answered a high volume of questions about COVID-19 as well as routine inquiries about state arts agency revenues, staffing, grants and planning. Most inquiries come from members. Nonmembers (including the Arts Endowment, advocacy groups, consultants and scholars) also requested information.

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 Arts Endowment, 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. NASAA also updated and maintained the Interactive Database of State Creative Economy Studies.

NASAA revised our Facts and Figures on the Creative Economy resource page, which provides evidence based arguments about the importance of the arts to economic development. We also developed a new infographic to summarize key highlights and reorganized our Creative Economy web page.

We conducted an analysis of five states’ general operating support grant programs, with a special emphasis on how to structure responsive programs that support equitable distribution of funds. Commissioned by one state arts agency (Pennsylvania) to support its own planning, this report has helped multiple states conducting their own operating support assessments.

NASAA provided in-depth technical assistance to 11 member agencies during FY2020. We facilitated council deliberations, led conference workshops and conducted custom research to inform planning and policy development.

In cooperation with the Arts Endowment, NASAA launched 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 will inform professional development planning and network building in the coming year.

Thoughtful curation of other research relevant to state arts agencies is one of NASAA’s trademark services. We shared useful research on diversity, equity and inclusion; the economics of gig workers; state budget vulnerabilities to recessions; and the role of the arts in fostering public health, to name a few topics of note. A new monthly newsletter column, The Research Digest, synthesizes both NASAA information and a selective mixture of material harvested from other organizations within and beyond the arts field.
D. Deliver educational programs that boost members' knowledge and leadership skills.

- In lieu of an in-person Assembly, NASAA launched a virtual professional development program for state arts agencies. Shifting Policy and Practice: Insights and Actions for States offered provocative perspectives and actionable ideas attuned to the current challenges of state arts agencies. Topics included how arts grant makers can make a difference in the new landscape, how state arts agencies can help build bridges within fractured communities, how to make grant making more equitable, empowering older adults, and new tools for values-driven advocacy. The series garnered broad enthusiasm from members, with average registrations exceeding 200 individuals per session.

- The 2019 Arts Education Managers Professional Development Institute (PDI) took place in Missoula, Montana. The agenda, supported through a cooperative agreement with the Arts Endowment, focused on diversity, equity, access and inclusion within rural, remote and tribal community contexts. Planning has taken place for the 2020 PDI, as well.

- NASAA is facilitating planning efforts for virtual gatherings of state arts agency folk and traditional arts managers (supported through an Arts Endowment cooperative agreement), the community development network (supported through ArtPlace America) and accessibility coordinators (led by Arts Endowment staff). Programs are tailored to each group's distinct needs.

- Web seminars offered in 2020 featured Michigan and Rhode Island initiatives designed to cultivate The Creative Workforce of the Future and recent Arts Endowment research on Living Traditions: A Portfolio Analysis of the National Endowment for the Arts Folk & Traditional Arts Program. NASAA also collaborated with Idaho, Washington and Oregon to promote a Creative Borrowing Webinar that promoted fully secured borrowing as a financing strategy.

- NASAA also served as the managing partner and host of the 2020 Mid-Atlantic Teaching Artists Virtual Retreat. Seven state arts agencies combined funding and brainpower to design this event, which engaged more than 500 teaching artists in sessions on business development, adapting lesson plans to COVID-19, youth empowerment, equity-centered strategies, reaching older adults and more. All sessions were recorded and published online.

GOAL 3: CONNECT STATE ARTS AGENCIES.

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

- America, the Arts and Racial Injustice asserted the importance of the arts and state arts agencies in helping our nation to address the long-standing effects of systemic racism in our nation.

- Regular COVID-19 updates helped members stay attuned to the numerous ways in which the pandemic affected state arts agency operations, policies and programmatic shifts.
NASAA issued Report to Councils in November, January, 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 practical 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 use both Facebook and Twitter to share advocacy alerts, research tidbits and programmatic highlights.

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

B. Facilitate peer-to-peer networking.

To help state arts agency staff learn from one another’s responses to COVID-19, NASAA coordinated conversations among state arts agency job-alike groups. We launched a centralized calendar of online events to help members access these opportunities. NASAA also offered a peer-to-peer file sharing platform to help state arts agencies share draft grant guidelines and other materials relating to COVID-19 grant program development.

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.

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. Our members use these listservs to share news and ask colleagues for advice. Listserv usage spiked by 155% in the first three weeks of the COVID-19 crisis.

To support state arts agencies, 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. All staff and council members are welcome to participate: contact Laura Smith.

C. Promote the understanding and use of NASAA services.

We conducted a virtual NASAA orientation for the South Dakota Arts Council. Convened via video conference, the session reviewed NASAA’s services, with a specific focus on information of interest to volunteer leadership. Any member state can request a virtual orientation by contacting NASAA Communications Manager Sue Struve.

Four new executive directors and one interim director joined our network. Each receives 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.

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2020 PRIORITY: STATE ARTS AGENCY LEADERSHIP TRANSITIONS

NASAA orients state arts agency leaders to public service and equips them to succeed in meeting the unique demands of our field. In 2020 NASAA:

- facilitated onboarding for new leadership in the District of Columbia, Guam, Iowa and New Mexico
- encouraged long-term thinking about the arts leadership pipeline in our The Creative Workforce of the Future web seminar
D. Engage members in the governance, planning and advocacy work of the Assembly.

- The Governance Committee reviewed and updated NASAA’s nominating procedures and revised NASAA’s Policy Statement on Diversity, Equity and Inclusion. The committee also recommended, and the board approved, at-large appointments to the NASAA board.

- The Nominating Committee conducted field interviews with 89 state arts agency leaders in summer 2020. These in-depth conversations explored member satisfaction and needs for the year ahead. They also recruited nominees for board service in 2021 and beyond, resulting in a diverse slate that will be presented to the membership for a vote in October 2020.

- The Planning and Budget Committee mined the Nominating Committee interview results as well as other data sources to develop a draft budget and action plan for FY2021.

- The Development Committee repositioned NASAA fundraising and donor communications in light of the COVID-19 health emergency and related economic recession.

- The Awards Task Force adjudicated nominations for the Distinguished Public Service and Gary Young awards that recognize outstanding leadership in the state arts agency field. Awardees will be announced and celebrated at the Business Bash ceremonies in October. NASAA will inaugurate a new Diversity, Equity and Inclusion awards program at that event, honoring an individual and an agency for demonstrating commitment to the values of diversity, equity and inclusion.

GOAL 4: BUILD NASAA’S CAPACITY.

A. Develop and diversify NASAA’s revenues.

- NASAA strategically used CARES Act funds to help stabilize our finances and mitigate budget disruptions caused by COVID-19. This included funds from the Arts Endowment as well as a forgivable loan secured through the Small Business Administration Payroll Protection Program.

- NASAA’s foundation partnerships remain strong. In 2020 this included advocacy and operating support from the Ford Foundation and our collaboration with ArtPlace America to support creative placemaking. A major expansion of our collaboration with Aroha Philanthropies, which will encompass grant funds for state arts agencies, was announced September 30.

- In 2019 (January 1 – December 31), NASAA raised $120,511 from individual donors, surpassing our $100,000 goal by more than 20%. Gifts ranged from $25 to $25,000 and were contributed via the Annual Fund. The new NASAA Signature Society recognizes and encourages $1,000+ gifts.

- The Arts Endowment increased its cooperative agreement to NASAA to support the 2020 PDI as well as expanded information services activities.

- Dues receipts remained stable for FY2020. As recommended by the Planning and Budget Committee (and pending a membership vote in October), NASAA expects to offer members a temporary waiver of annual dues escalations beginning next year, in recognition of the financial distress many state arts agencies are beginning to experience.

B. Develop NASAA’s human resources.

- To mitigate the effects of stress around COVID-19 on NASAA staff, our management team worked strategically to reinforce NASAA’s stability and team cohesion. We were proactive in closing the
office to help staff stay healthy, we increased the frequency of communications, and we instituted additional flexibility to help staff balance professional and personal obligations during trying times.

- NASAA conducted our annual **employee satisfaction survey** and we're using the results to inform our management strategies. We also conducted a staff survey of **remote working conditions**. Those findings will help NASAA support staff well-being and inform the future evolution of NASAA's teleworking policies.

- NASA Strengthened its **hiring process** by continuing its commitment to diversity, equity and inclusion in 2020 recruitment efforts.

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

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

- NASAA adapted to **COVID-19 restrictions** for the safety of our office as well as to comply with closure orders from the District of Columbia and surrounding states. Our recently expanded telework program meant that we already had technology and procedures in place to ensure continuity of operations. Laptops, remote access to our server, instant messaging and video conferencing are serving us well as 100% of staff will continue to work from their homes until at least January 2021.

- We converted all NASAA board meetings to virtual platforms and have suspended nonessential travel in light of public health concerns and related mobility restrictions.

- We completed round two of **technology upgrades**, which included replacement of some staff workstations/monitors and company laptops as well as software upgrades.

- We executed a major transition to a new **membership database**. The Salesforce platform will improve NASAA's data management for member tracking, events oversight, donations, information requests, communications and other functions.

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

- NASAA conducted an **evaluation** of the 2019 Leadership Institute in Providence, Rhode Island. The member satisfaction **ratings** surpassed any prior Leadership Institute that NASAA has convened. Detailed participant comments are being used to design our future conferences and other learning programs.

- We prepared NASAA's annual **Performance Metrics Report** for review by management and the Planning and Budget Committee. These metrics offer quantitative touchstones for tracking our operational strength and align with standard measures of best practices for professional associations. We elected to temporarily suspend the annual State Arts Agency Vital Statistics survey to reduce survey fatigue for members.

- NASA transitioned to Hootsuite to streamline management of our social media content, scheduling and engagement measures. We analyze these **communications metrics** as well as those relating to our websites and bulk e-mail messaging. We draw on these resources to inform content delivery and make real-time adjustments to our communications tactics.

- The Audit Committee provided oversight for conducting an **independent audit** of NASAA's FY2019 finances and internal controls, as well as preparation of our annual Form 990 for the IRS.