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ENHANCEMENT OF MAINE'S CULTURAL ASSETS

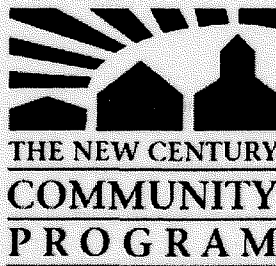
REPORT OF THE MAINE STATE CULTURAL AFFAIRS COUNCIL

Prepared in response to RESOLVE Chapter 182,
123rd Maine State Legislature

Submitted to the Joint Standing Committee on
Education and Cultural Affairs
124th Maine State Legislature

January 31, 2009

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INTRODUCTION

History and Purpose

The Maine State Cultural Affairs Council (CAC) was established in 1991 to ensure a coordinated, integrated system of cultural resource programming and projects, and to ensure the support of the cultural heritage institutions and activities of the State.

The CAC membership includes the chair and vice-chair of the governing body of the following agencies and organizations: the Maine Arts Commission, the Maine Historic Preservation Commission, the Maine State Library, the Maine State Museum, the Maine Humanities Council, the Maine Historical Society, and the Maine State Archives. The chair of the Council is appointed by the Governor from among the members of the governing body of the member agencies. Ex-officio members include the agency directors and a liaison representative from the Office of the Governor.

The CAC administers the New Century Community Program. Funded by the Legislature since 1999, the New Century program has supported a wide range of cultural projects, from building restorations and library development to family literacy programming. This program has also funded direct technical assistance to community-based organizations and the innovative Maine Memory Network.

Executive Summary

The CAC is a unique public-private partnership of seven statewide cultural agencies working together to provide arts and cultural development programs and assistance to Maine communities.

Each agency represented by the Cultural Affairs Council has a special mission, program, and public constituency. While some agencies do acquire historical materials and educational resources, others do not. While some are primarily grant-making entities, others are not. Taken together, however, the work of these agencies -- coordinated and promoted by the Cultural Affairs Council -- constitutes a broad, integrated program of state-supported cultural activity in service to the people of Maine. The CAC promotes the statewide development of Maine's cultural assets, advances the economic and social development of local cultural entities, helps assure a comprehensive response to cultural needs, and avoids duplication of effort and expenditures of scarce resources. Through the

New Century Community Program, the CAC matches state resources with local funds to achieve the greatest return for every dollar invested. This collaborative grant program began in 1999 and has awarded to date over \$9.5 million in matching grants and direct services, reaching nearly every Maine community. In 2002 the Pew Charitable Trusts listed Maine among the top ten states that led the way in statewide cultural development through its CAC, and in 2003 the CAC was recognized by the Institute for Government Innovation, John F. Kennedy School of Government at Harvard University for its innovative achievement and success.

The CAC is dedicated to the preservation and enhancement of Maine's rich cultural assets for the benefit of all citizens. Maine – the very word brings to mind a different way of life: more independent, more considered, one in which creative spirit and tradition maintain a kind of harmony. It is this difference that brings to mind a “sense of place”. It is this difference that the CAC dedicates itself to preserve and nourish.

The CAC has welcomed the opportunity to review its functions in accordance with the Legislative Resolve of the 123rd Legislature and to engage citizens throughout Maine in a broad discussion of the State's cultural needs.

A series of public forums were held in Portland, Bangor and Augusta with interactive TV connection to Machias and Presque Isle. In addition, a citizen survey was conducted with over 433 responses. (A complete report of on the meetings and survey can be found in appendices A through D.)

This report will first address the more general request to review the CAC's legislative charge and then each specified task (1-6) as listed in the Resolve, along with specific recommendations for each.

MAINE STATE CULTURAL AFFAIRS COUNCIL STATUTORY CHARGE

27 MRSA, Chapter 18

Legislative Resolve 182 directs the Maine State Cultural Affairs Council (CAC) to review its legislative charge. As presently set forth in 27 MRSA, Chapter 18, §555, the duties and functions of the CAC are limited to the following:

- To receive budget requests from each of the cultural agencies and to coordinate the budget plans for submission to the Bureau of the Budget;
- To provide a forum for interagency cooperation and planning;
- To serve as the principal liaison for distribution of agency-wide notices and instructions from other governmental administrative agencies;
- To coordinate the preparation of an annual report and other joint planning documents of the seven cultural agencies;
- To meet jointly and at least annually with the directors of the Maine State Film Commission and the State Law Library and others as considered appropriate for the purpose of exchanging information and coordinating statewide cultural planning; and
- To administer the New Century Community Program Fund.

The CAC has reviewed these functions, and after nearly two decades of operational and programmatic success, finds the specific duties appropriate and makes the following comments:

Coordination of Budget Requests

The CAC has interpreted this function as a request for a coordinated presentation to the Legislature of cultural agency budgets and review of budget requests -- outside of the routine "personnel" and "all other" budgeting process.

The CAC has an established process for, and is the authority to expend funds for the New Century Community Program Fund. Development of this program is the principal example of how the CAC has coordinated budget requests before the Executive and Legislature. Six of the cultural agencies appear before the Appropriations and Financial Affairs Committee as a group (the State Archives appears in the budget within the Office of the Secretary of State). Further in this report the CAC makes recommendations for strengthening the budget presentation.

Forum for Interagency Cooperation and Planning

The CAC is the "poster child" of interagency cooperation. These seven public and private cultural agencies demonstrate a rare and nationally recognized model of

interagency cooperation, creativity and collaboration. Examples of successful collaborations are the New Century Community Program and the Government Evaluation Report (review of efficiency and performance, 3 MRSA, 951), which were well received by the Education and Cultural Affairs Committee in the last legislative session. Meetings among the CAC members and agency directors are regularly scheduled and supplemented by a working group to carry forward specific tasks. These meetings frequently include agenda items relating to budget planning as well as special program requests, opportunities for collaboration, and agency legislative initiatives.

Liaison for Distribution of Agency-Wide Notices and Instructions

The original purpose of this function was to assure that cultural agencies were receiving Executive Orders and budget instructions. Member agencies now receive agency-wide notices and budget instruction in a timely and efficient process through the Department of Administration and Financial Services. The current purpose of this function involves special instructions on the administration of bond funds.

Annual Reports and Other Joint Planning Documents

In addition to the annual report required under 27 MRSA, Chapter 18, §557, section 558.4.G. states that the CAC shall “submit an annual report to the Legislature on the program” (New Century Community Program). While the CAC has submitted such reports, its record is inconsistent. The CAC recognizes this shortfall and will meet this requirement in a more timely and consistent way.

Statewide Cultural Planning With the Maine State Film Commission and State Law Library

The Maine Film Commission has been invited to attend regular meetings of both the CAC and the working group. For a time, a representative was in attendance, and the CAC will renew efforts to have participation from the Film Commission. There has been little coordination with the Law Library in recent years. The CAC will invite the Law Library representative to all meetings.

New Century Community Program

Since 1999, member agencies of the CAC have awarded grants totaling more than \$9 million in bond and general fund revenues reaching nearly every Maine community. As cited earlier, the New Century Community Program has been recognized nationally for its innovative and collaborative approach to support a broad spectrum of locally based cultural entities. Recognition for outstanding achievement by the Pew Charitable Trusts and Harvard University in no small way demonstrates the success of this program. Addressed later in the report, but important to note here, is the dire need for consistent sustained funding for this highly successful and significant statewide cultural program.

RESPONSE TO ITEMS 1-6 OF RESOLVE 182

The Resolve directs the Maine State Cultural Affairs Council (CAC) to examine specific topics related to operational functions and potential opportunities in and outside of State Government. The following response to the six items in the Resolve were developed after an internal review of CAC procedures, policies and goals; public meetings, and an on-line survey; and a discussion with the Chairs of the Education and Cultural Affairs Committee.

1. Identify ways to increase the council's visibility in State Government.

- A. The Maine State Cultural Affairs Council (CAC) should review and revise its website and explore an appropriate way – within its limited financial capacity - to link individual state and private cultural sites, thereby creating a centralized directory of state and local cultural institutions and programs.
- B. The Chair of the CAC should meet with the Governor at least twice each year to inform the Governor about CAC programs and current statewide cultural issues.
- C. The CAC will recommend to the Legislature an enhanced role for the Chair of the CAC in presenting to the Legislature both agency budgets and broad cultural initiatives.
- D. The CAC will more aggressively identify and pursue opportunities to cooperate with other state agencies for the broader enhancement of cultural interests in Maine.
- E. The CAC will recommend that present and future Governors assign a senior staff member to act as a liaison between the Governor's office, the CAC and its member agencies, and provide sufficient time for this liaison to perform those important duties.
- F. The CAC should recommend to the Governor and the Legislature a Maine State Cultural Policy that fosters consistent and coordinated cultural development, policy, and programs that enrich the economic and educational opportunities for Maine citizens.

2. Solicit broad-based public input to identify the needs and aspirations of Maine's cultural community including through a series of statewide forums.

The CAC conducted both a series of statewide forums and an on-line survey to solicit public comment on the needs of the cultural community. Pamela Plumb & Associates was engaged to assist with and report on the public

meetings, and the CAC worked with Dr. Bruce Clary of the Muskie School of Public Service to design and administer an on-line survey to cultural stakeholders around Maine. Summaries of each activity are included here. Additional information relating to the public meetings is included in Appendices B and C, and Dr. Clary's report is included in Appendix D.

A. Report on Public Meetings to Identify the Needs of Maine's Cultural Community

Process for the Public Meetings

In response to LD# 1993, Resolve chapter 182: Resolve, Regarding Enhancement of Maine's Cultural Assets, the Maine State Cultural Affairs Council (CAC) held a series of public meetings.

- Portland, 10/29/08 from 7-9 PM in the Maine Historical Society,
- Bangor, 11/6/08 from 6-8 PM at the Bangor Public Library and
- Augusta, 11/13/08 from 7-9 PM at the Maine State Library with interactive TV connection to Machias and Presque Isle.

Announcements of the meetings were circulated to the cultural community via email, listservs and press releases. A cross section of people participated, including representatives of the various CAC agencies.

The meeting agenda included: an introduction to the CAC followed by two small group discussion sessions based on the questions asked in the legislation. After each small group session, the full group gathered to hear the key ideas from each small group. The full agenda and copies of the handouts are attached in Appendix C. The discussions were lively and often focused on similar themes. The full notes from each meeting are attached in Appendix B.

Summary of general themes heard at all three meetings:

1. There is a need for more intercommunication including:
 - a. Horizontally among the different organizations;
 - b. Vertically from CAC to/from the member agencies, to/from the organizations, and to/from the public; and
 - c. Better linkage among websites.
2. There is a desire to use technology to search for and find data and technical assistance, to coordinate activities and calendars, to spread information and awareness, and to put a value on the economic impact of cultural activities.
3. Advocacy with the Legislature is important. The New Century Community Program Fund has been successful and helpful, but more is needed. There is a circle of information and influence through the organizations to the public and

then from the public to local legislators and back to the legislature. Bringing local people forward to speak is important, and banding together as cultural organizations will build more strength and influence.

4. The local groups value the funding that comes from the New Century Community Program Fund and think it is important for the CAC to keep state funds flowing through that Fund.
5. Participants do not want the CAC to compete with local organizations for funds from local, private sources. However, it would be helpful if the CAC found private funding from out-of-state foundations to distribute via the agencies to local cultural organizations.
6. All organizations expressed a need for more funding (for both capital needs and staff), for more technical assistance and for more visibility for their projects and activities. There was enthusiasm for federal “New Deal” type stimulus funds for the infrastructure of cultural organizations. Small, all-volunteer organizations have special needs for technical assistance and communication with other organizations.
7. The CAC needs to increase its visibility among the organizations served by its agencies and to facilitate communication communicate by having a consistent address, phone number, and a web presence. It does not necessarily need a large public presence of its own.
8. It is important to see and understand cultural activities as a valuable part of the economy – the tourist economy, the creative economy and the general economy.
9. In two of the sessions, questions were raised about the definition of “culture”. Does culture refer to activities such as performing and visual arts, literature / libraries, history / historical societies, and architecture / preservation as seen in the focus of the agency members of the CAC, with various ethnic cultures represented within each area? Or, does culture mean the different ethnic cultures found in Maine such as Native American, French, Irish, Vietnamese, Sudanese and so on? How would that different interpretation impact decisions made by the agencies or organizations represented by the CAC?

Detailed notes from the sessions, including comments from the small group discussions, are included in the Appendix.

B. Report on Statewide Citizen Survey to Identify the Needs of Maine's Cultural Community

The survey was sent to 554 participants and yielded a surprisingly high response rate of 80 percent, indicating significant levels of public interest in the work of Maine's cultural agencies. Survey data indicated that about 90% of the respondents were either program participants, grantees, volunteers, commissioners or audience members; 7% were staff members, and 3% were unclassifiable. In other words, 9 out of every 10 participants had some sort of external citizen involvement with the agencies.

While interest in and awareness of the CAC agencies was very high, confusion around the coordinating purpose of the CAC itself was a recurrent theme of the survey. With neither a budget nor any designated staffing, the CAC maintains a low profile. The confusion was not unexpected because the primary interaction between the CAC agencies and the public comes at the agency level. Members of the public visit the Maine State Museum or receive grants from the Arts Commission or the Humanities Council, get technical support from the Maine Historic Preservation Commission, or do research at the State Library, Historical Society, or Archives. They have never had any reason to have direct interaction with the CAC. It is important to note here that each agency has a distinct mission, and its constituency looks to each one for specialized needs. Although cross sector interests do exist, the field turns to the separate agencies for advice and counsel. Additionally, each agency works separately with its own federal partners in fundraising and specialized grants unique to their distinct missions.

The CAC has been more or less an invisible coordinating overlay for the agencies. This is not to imply that it might not have more of a public presence in the future, but for the present, it simply reflects its historical role as an interagency coordinating entity rather than an entity with a public "face".

Despite the confusion over the CAC and its roles the survey revealed several clear trends.

First and throughout, the respondents voiced strong support for cultural programming in schools and communities – this was a theme that was repeated in several contexts, and suggests the critical importance for a sustained level of government funding for culture, such as through the New Century Community Program.

As for new directions for the CAC, there were many specific ideas expressed, though the strongest support was for having the CAC serve as a leader in marketing Maine culture, and helping to serve in a communications role, perhaps in conjunction with the department of tourism.

Significantly, the survey respondents also expressed their strong sentiments that:

- Government should play a key role in supporting the arts and culture;
- Cultural programs significantly impact education and economic development;
- Cultural literacy in the education of our students in our schools is key to the support of the Arts;

- Cultural programming and development is key to the vitality of local communities; and
- CAC fiscal initiatives have a positive impact on arts and culture and should be continued.

3. Develop ways to broaden citizen participation in the council.

Community participation is important to the success of cultural development and programs. The citizen survey, with over 433 respondents, provided a path to facilitate public involvement. Priority recommendations were:

- A. 89% of respondents thought it was very effective or effective to develop partnerships with private and non-profit organizations to make cultural affairs a part of their mission.
- B. 85% of respondents urged promoting ways to involve residents in public art and cultural projects within communities.
- C. 61% of respondents recommend as effective or very effective more effort by the cultural agencies to communicate with the general public through increased use of the internet.

It is recommended that the CAC develop and implement specific strategies to accomplish these recommended priorities. Following the advice of several survey respondents, the CAC will explore “associate cultural memberships” (public and private) as a means to increase broader citizen participation and support.

4. Review the council’s internal procedures to improve the delivery of services to the citizens of Maine and strengthen the council’s image.

The CAC has established and published agendas and a schedule of meetings. Minutes for full CAC and Working Group meetings are recorded. The Chair of the CAC regularly participates in scheduled meetings of the Working Group, which consists of the Chair and directors of the member agencies.

- A. Full meetings of the CAC are now conducted on a published quarterly basis.
- B. Internal procedures have been reviewed with the advice and counsel of the Attorney General’s office, resulting in better understanding of advocacy issues and the legislative requirements of its enabling statute.
- C. CAC by-laws have been established.

- D. The CAC will develop a single logo for increased identity and image. Proposals will be solicited from Maine artists and designers for a unique image. A new logo will brand the CAC and promote a new image for the New Century Community Program.
- E. Results from the regional meetings and citizen survey indicate the need to improve communications, specifically web presence. The CAC will improve its web presence, including highlighting New Century Community Program projects and funding. Links will also be made to other cultural agency programs and projects.
- F. The CAC will develop a new mission statement, strategic plan and goals.
- G. The CAC will also explore issues around and process for receipt and proper expenditure of private funding.
- H. The CAC will expand efforts to work with the Governor and Legislature, involving interested cultural institutions as appropriate, to seek ways to sustain New Century Community Program funding through bonds and General Fund appropriations.

5. Identify ways to increase the ability of the council to attract private and public funding to benefit the citizens of Maine through enhanced cultural services.

Previous experience, strongly confirmed by the survey and public forums, indicates it would not be wise to compete with local cultural organizations for Maine's private sector funding. In contrast, comments support the efforts of the CAC to strengthen State support as well as Federal or national sources of funds having statewide objectives. Such funding can then be distributed among local cultural institutions.

While the CAC should not place itself in direct competition with local cultural organizations, there were several recommendations from the regional meetings and survey that addressed means to attract funding. Highest priorities were:

- A. To develop a coordinated approach for inclusion in new federal funding initiatives for stimulating the economy through investments in the cultural infrastructure.
- B. Seek ways to link CAC statewide projects, such as the New Century Community Program, with state tourism, creative economy, downtown revitalization, and quality of place initiatives.

- C. Strengthen citizen advocacy to help shape cultural programming and broader investment in culture as essential for the spirit, vitality, education and economic well-being of Maine.
- D. Provide more technical assistance to local organizations and a clearinghouse for information in pursuing grants.
- E. Create a program of awareness emphasizing cultural contributions and their value to the economy and education of all Maine citizens.
- F. Strengthen, through bonding and state general funding, the New Century Community Program to support “shovel ready” infrastructure projects that can create jobs and strengthen local communities.

The CAC has matured and is now poised to meet expectations and citizen demands for more progress in strengthening cultural programming in Maine. However, having relied on the personnel of its member agencies to provide administrative and support services, the CAC is severely limited in its ability to meet the cultural community’s expectations without a modest investment in staff. Therefore, it is recommended that at least one full time position be created to support the CAC in its effort to sustain and grow the cultural life of Maine.

6. Explore ways to improve the interaction of the council with the joint standing committee of the Legislature having jurisdiction over education and cultural affairs.

In the initial meeting with the Chairs of the Education and Cultural Affairs Committee the following suggestions were made:

- A. After submittal of the Report to the committee, the Chairs would like to invite the CAC Chair to present the Report to an informational meeting of the committee where they will allot a period of time to thoroughly review and discuss the recommendations and needs of the CAC and its member agencies.
- B. Based on the recent positive experience at the Museum, the Chairs recommended similar lunch tours at the Library and Archives.
- C. The committee Chairs were supportive of the recommendation to have the CAC Chair meet on a regular basis with the Governor and the committee to apprise them of issues and initiatives affecting the cultural community.
- D. In order to increase the visibility of the CAC in the Legislature, it was suggested that a monthly email report be made to the members on such things as number and place of residence of visitors to the Museum,

Library usage, cultural news, upcoming events, and monthly activities of the other cultural agencies.

- E. Likewise, revolving displays at a prominent place in the State House (i.e. 3rd floor) would raise the profile of the individual agencies and their respective activities and programs.

SUMMARY

After a thorough review of 27 MRSA, Chapter 18, the Maine State Cultural Affairs Council (CAC), does not have specific recommendations at this time for amendments to the statute. However, in the course of implementing suggestions made as the result of public comment, and to provide staff support, amendments may be proposed in the future.

In the year ahead the CAC will develop specific actions to address recommendations under the Resolve review items, 1-6.

The Resolve order has renewed a sense of the value and uniqueness of the collaborative citizen-based structure of the CAC. As a forum for interagency public/private planning, cooperation and program implementation, the CAC is unparalleled in state government and remains to this day a nationally recognized model for statewide cultural development.

Public forums and comments have affirmed that the structure has excelled, but have been most critical about the lack of sustained funding and staffing. These two areas were viewed as the most significant challenge for the future.

The general fund budget for the CAC has been significantly reduced over the years and is now \$41,649, which is divided among the seven members to support outreach programs. Yet, in 2005, a Cultural Facilities Survey identified over \$341 million in cultural infrastructure needs. As the economy has worsened, staffing levels in some of the agencies have been reduced. This had made it difficult to accomplish their own core responsibilities, let alone provide administrative help to the CAC to meet the broader expectations and demands of the public. Consistent funding, along with staff, were expressed priorities from the public in order to achieve the objectives of a successful cultural development program in Maine.

Encouraged by the overwhelming and positive response to the Resolve and the nearly two decades of CAC progress, we look forward to strengthen and preserve Maine's unique and rich cultural heritage.

APPENDIX A:

TEXT OF RESOLVE

123rd Legislature

Second Regular Session

Chapter 182

S.P. 787 - L.D. 1993

Resolve, Regarding Enhancement of Maine's Cultural Assets

Preamble. Whereas, the Maine State Cultural Affairs Council serves a vital role in coordinating a comprehensive approach to preserving and promoting the State's cultural heritage; and

Whereas, the Legislature seeks to strengthen its commitment to the preservation and enhancement of the State's cultural assets for the benefit of all its citizens; now, therefore, be it

Sec. 1 Maine State Cultural Affairs Council directed to identify needs of Maine's cultural community and increase visibility of council. Resolved: That the Maine State Cultural Affairs Council, consisting of the Maine State Museum, the Maine State Library, the Maine Arts Commission, the Maine Historic Preservation Commission, the Maine State Archives, the Maine Historical Society and the Maine Humanities Council and referred to in this resolve as "the council," shall review its charge under the Maine Revised Statutes, Title 27, chapter 18 and:

1. Identify ways to increase the council's visibility in State Government;
2. Solicit broad-based public input to identify the needs and aspirations of Maine's cultural community including through a series of statewide forums;
3. Develop ways to broaden citizen participation in the council;
4. Review the council's internal procedures to improve the delivery of services to the citizens of Maine and strengthen the council's image;
5. Identify ways to increase the ability of the council to attract private and public funding to benefit the citizens of Maine through enhanced cultural services; and
6. Explore ways to improve the interaction of the council with the joint standing committee of the Legislature having jurisdiction over education and cultural affairs; and be it further

Sec. 2 Reporting date. Resolved: That no later than January 31, 2009 the council shall submit a report of its findings and recommendations to the joint standing committee of the Legislature having jurisdiction over education and cultural affairs matters. The council shall include in a report a draft of any legislation necessary to implement its recommendations.

APPENDIX B:

NOTES FROM PUBLIC MEETINGS

Maine State Cultural Affairs Council Public Meetings

Wednesday, October 29, 2008, 7-9 PM,
Maine Historical Society, Portland

Purpose: to gather input from the public on the needs and aspirations of Maine's cultural community as well as ways of broadening citizen input to the Council, to improve delivery of services and to attract private funding

Desired outcomes:

- A list of the public's ideas for each of the questions
- A lively discussion that broadens everyone's thinking

Agenda:

7:00 PM	Welcoming and Meeting introduction: review purpose, outcomes, agenda and ground rules
7:05	Introduction to the purpose and activities of the Cultural Affairs Council.
7:20	Outline of the process for the evening
7:25	First small group session: What are your needs and aspirations around Maine's cultural activities and heritage? What suggestions do you have for improving the delivery of services of CAC and its member organizations/agencies?
8:00	Second small group session: What are your suggestions on ways to broaden citizen input to the CAC and to attract private funding for the CAC?
8:40	What themes stand out for you from tonight's comments and ideas? What have you learned?
8:50	Wrap Up: What will happen next with all this information?
9:00	Adjourn

Session #1 highlights from the whole group

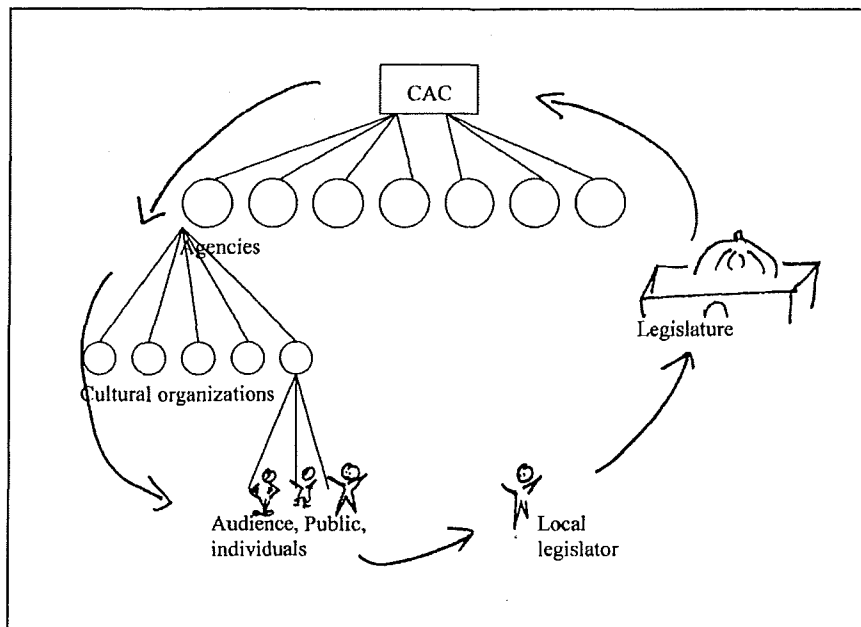
What are your needs and aspirations around Maine's cultural activities and heritage?
What suggestions do you have for improving the delivery of services of CAC and its member organizations/agencies?

- Wanting to meet people from other organizations for advice and ideas (such as ideas on planned giving)
- Data base, clearing house of organizations and projects and collections; where to go for a resource
- Advocacy – making our cases re: influence and funding; break the reticence
- Marketing of events; tied into tourism; part of their promotion
- Legislature cares about education because the advocacy groups work together and are powerful
- Improved coordination and communication between CAC and field
- Better linkage between websites; centralized calendar; “culture count”
- Problem with Legislative term limits
- Value of having the local groups and individuals speak directly to legislators
- Has to be more powerful than the Alliance; needs to be a system for bringing local people forward [this comment refers to the now defunct Maine Community Cultural Alliance]
- People need to know about the CAC; they know the agencies but not CAC

Session #2 highlights from the whole group

What are your suggestions on ways to broaden citizen input to the CAC and to attract private funding for the CAC?

- Question around CAC’s identity; not well known, but does that matter?
- Relationship between CAC, the agencies, smaller cultural organizations, the public and the Legislature is seen as a circle of support and communication



- Enhance communication and networking in both directions up and down the chain from CAC to agencies to organizations and public and among organizations
- Funding: there is an unspoken non-compete agreement around CAC's fund raising; CAC won't compete with local organizations for support; CAC's role is to gather national sources of funds and federal public dollars to redistribute among organizations

Meeting evaluation

What worked well?	What would you change?
<ul style="list-style-type: none"> • Small groups • Having a Council member in each group • keeping the small groups the same for both sessions • having a moderator 	<ul style="list-style-type: none"> • add the resolve to the handouts and add the mission • explain how the questions came from the resolve • get invitations out to newly elected legislators • include history around the founding resolve

Notes for each group and from individuals by question

What are your needs and aspirations around Maine's cultural activities and heritage?

Richard's group:

- Visibility and money
- Technical assistance
- Preservation of buildings
- Advocacy on issues
- Quality of place: the importance of the cultural infrastructure
- The importance of partnering to build profile and audience

Steve's group:

- Missing center for cultural exchange; artistic expression of multicultural community
- Central listing of cultural events
- Space for dancing; venue for social dance; venues are expensive; need visibility
- Grants for teachers to visit Maine (tango)
- Accessibility
- Community confused by dichotomy between arts and culture
- Need to push cultural tourism; Maine museum trail; reinvigorate

Kirk's group:

- Maine Arts Alliance – educators who want to incorporate aspects of the local community in their teaching. How do cultural agencies come together to achieve

this? Get children into settings where they can learn from / about their community.

- Increase experience that kids have of the global context – think big; not a static history. Get resources to help.
- Jean Beyer Sampson Center for Diversity at UM – African American archives; Maine’s Visible Black History. Point of Maine’s culture heritage. Need to connect the dots. CAC needs to broaden sensitivity to diversity. (Gay, Lesbian, Trans-gender)
- Need to create a data base/ clearing house for cultural resources with agencies working on specific topics / goals

JR’s group:

- Want to meet people from other organizations and meet knowledgeable people who can serve as program speakers
- Support and answers regarding collection care issues
- Information about planned giving
- Information about grant writing
- Have 26 cemeteries in our town, and have had some grant money to help with historical research, need more
- Our building needs help
- We need money
- Most useful to us (historical society) has been technical education from CRIC (Cultural Resource Information Center)

Facilitator’s notes:

- We need more money
- We need visibility (just put on a great presentation and no one came)
- Hundreds of historic buildings owned by the state of non-profits that need upgrade
- Need technical assistance around preservation
- Creative economy and quality of place: we are part of that and need to talk about it
- Ways to partner with each other to increase our audience and leverage more resources
- Support and answers to our questions around raising resources, how to manage archives and other technical advice
- Figure out how to do programming

Individual participant work sheets:

- Visibility
- Money
- Technical assistance
- Creative economy
- Maine library web site – economic value calculator; economic impact study; community calendar coordination
- Partnerships: library list serve; cultural list serve

- Coordinate advocacy
- Maine cultural community alliance
- It is important to stress the quality of place that cultural agencies such as libraries offer communities and the state. They add tremendous value to the creative economy. Legislators should realize the economic value of libraries, museums, etc. Especially in bad economic times, libraries, museums, humanities and cultural agencies offer many free services to its citizens. Libraries, in particular, are particularly busy helping folks with online applications forms, free internet and free materials and programming.
- More visibility
- Money - preserve sources
- Technical assistance
- Streamlined outlet for information: need a way to find each other / better ways to communicate
- How do you sort through all the information to find what you want?
- Need money to fund programs and advertise activities
- Cultural newsletter
- Public service announcements
- Send information to legislature with CAC imprimatur
- Have periodic face-to-face contact with legislators
- Cultural activities list serve

What suggestions do you have for improving the delivery of services of CAC and its member organizations/agencies?

Richard's group

- Coordination of activities calendar
- Cultural newspaper / on line; an answer to too much information; cultural list serve; library list serve
- Access to legislature; coordinate advocacy
- Realization of the importance of raising money for advocacy for all kinds of reasons; fight the culture of non-profit diffidence
- Key points:
 - The importance of establishing collaborative partnerships among disparate organizations
 - The need for something like a cultural newspaper to get and spread the news and to winnow out overkill of information
 - Importance of advocacy and the way agencies relate to the legislature and the interests of the field

Steve's group:

- Method for collecting information and data to use to leverage support, who is participating
- New platforms of community communication; need to take advantage of new technologies, software, and networks
- Coordination

- Help communities do their own surveys
- Work with communities to help them develop their own cultural plans
- More of a centralized presence for CAC
- Aggregation of data and results of projects in cultural community; e.g. “culture count”; stronger centralized website for coordination of service and marketing
- Marketing Maine cultural events and institutions to tourists

Kirk’s group:

- Outreach to larger public about what CAC does
- Grant criteria, funded projects, examples of best practices; CAC promotes these and good ideas; publish top 5-10

JR’s group:

- Didn’t know about the CAC, so awareness is first problem
- Make clear the differences between CAC and New Century Community Program
- Make better use of the internet
- Legislature cares about education because the superintendents Association and Teacher Associations are so powerful. They work together.
- Properly fund, staff and market the CRIC office. [Not only one day each week.]

Individual participant work sheets:

- Groups not working together
- Better linkage through website
- Statewide centralized calendar
- Highlight what has been achieved by grants
- Collect best practices
- Staffing is stretched to bare bones for cultural agencies to get many things done, improved on, as funds get cut or flat-lined, nothing moves ahead.
- Cultural agencies should advocate more and work together. Advocacy is very important.
- Centralized calendar for agencies
- Work with Dep’t of Tourism

Facilitator’s notes:

- Need to know that CAC exists and what it does; didn’t know about the New Century Community Program
- A way to aggregate some of the smaller organizations via the web, collecting their information on their activities and use that information for advocacy
- A “Culture Count”; the program exists, but needs \$60,000 to adapt it for Maine

What are your suggestions on ways to broaden citizen input to the CAC?

Richard’s group:

- Working out the interactions of agencies / clients and CAC

- This is about developing audience; how do we serve our audience; finding the people who care and who are they

Steve's group: (*underlined for emphasis*)

- Presence in the community; visibly attending events; representing CAC, not just their own agencies
- Public has no idea of what CAC is
- Advocacy as primary role
- Stronger CAC identity needed to extent to make advocacy effective
- No mission statement
- Four levels: CAC, agencies, local organizations, citizens

Kirk's group:

- Better mission statement – Who are you? What do you do? What is purpose? What is product?
- About 1,000 small cultural entities trying to reach the public at large or the cultural organizations. Enhance the network of organizations!
- Develop associate memberships that receive notice of meetings and actions
- CAC to legislature and to cultural organizations and from cultural organizations to the public
- CAC needs to decide who its customers are
- Transparency on what grants are made/actions taken
- Can someone find what projects are funded by each organization and for what purpose?
- CAC do some marketing
- Public does not need to know about CAC

JR's group:

- Capture what local groups need by noting what grant applications are requesting
- Focus on serving the self-selected audience of people who are involved in local libraries or arts or whatever. [Need not go directly to library users or museum visitors.]
- Establish an address, active website, and a sense that there is a real Council
- Seek input through local legislators who can be informed by people in their towns

Facilitator's notes:

- Have an associate membership
- Have CAC be a repository, a place for people/groups to contact each other
- A transparency around what CAC does and does well
- CAC's important function doesn't need to be a big public one; its most powerful role is advocacy; needs to deliver a product; way to get more money overall
- Have each agency (especially libraries) be a "point of entry" for other cultural organizations
- Organizations come together for advocacy; the umbrella is a need of the institutions not of the communities

- But goal can be furthered by more visibility
- “Cultural affairs” is too vague a term to engage people

Individual participant worksheets:

- publishing the number of people attending cultural events; size of audience; role of CAC

What are your suggestions on ways to attract private funding for the CAC?

Richard’s group:

- Don’t want competition for funds
- Discussion focused on instances where the CAC tried to get foundations to cooperate in joint programs, in Washington County for instance. There are, in other words, models where CAC can work to bring in money in a non-competitive way. (Although the Washington County effort was only modestly successful.)

Steve’s group:

- Ability to demonstrate economic impact
- Political influence – important
- Pecha Kucha – e.g. about space, opportunity
- CAC needs to be more visible as an entity (e.g. at cultural events) / identity of CAC in its own right (as opposed to individual agencies); other creative partnerships
- Need to explore and support efforts for federal formula funds for states, through Institute of Museum and Library Services, like those that support libraries (federal funds that are awarded to a state entity that makes decisions about how to distribute those funds to the field)
- Problematic: can’t compete with the field, a message to the legislature re: private funds

Kirk’s group:

- Non-profits do not want CAC to compete with them; they want CAC to go to the legislature for state funding
- Give state funding to CAC then dispense to the field equitably; pyramid structure is good!
- CAC increase public advocacy efforts before legislature – use organizations that had been recipients of grants
- Encourage grant recipients to contact their legislators to discuss their project and grant award from New Century Community Program

JR’s group:

- Should not compete for private resources against the community groups that they are supposed to help.
- Better marketing! Make the CAC work seem interesting to people
- Only seek money from outside Maine to distribute inside Maine

Facilitator's notes:

- CAC should not go for monies for itself
- CAC should collect money to redistribute
- CAC worked with major foundations to get them to focus some funds in a particular geographic area. Is that a good use of CAC?
- CAC is competing for funding if it is going to the same sources that the local organizations are going to

Attendance List: (Note: a sign-in sheet was not circulated at this first meeting, but the following list of attendees was compiled after the meeting by the representatives of the CAC agencies, and to the best of their recollection.)

Mr. and Mrs. Douglas Sternberg

Susan Stowell

Susan Davis

Heather Tiffany

Rachel Wyand

Greg Paxton

Elizabeth Watson

Laura Faure

Wes LaFountain

Rachel des Grollier

Bill Murray, Maine State Museum Commission

Richard D'Abate, Maine Historical Society

Steve Bromage, Maine Historical Society

Donna McNeill, Maine Arts Commission

J.R. Phillips, Maine State Museum

Erik Jorgensen, Maine Humanities Council

Kirk Mohney, Maine Historic Preservation Commission

Pamela Plumb, Facilitator

Maine State Cultural Affairs Council Public Meetings

Thursday, November 6, 2008, 6-8 PM

Bangor Public Library

Purpose: to gather input from the public on the needs and aspirations of Maine's cultural community as well as ways of broadening citizen input to the Council, to improve delivery of services and to attract private funding

Desired outcomes:

- A list of the public's ideas for each of the questions
- A lively discussion that broadens everyone's thinking

Agenda:

6:00 PM	Welcoming and Meeting introduction: review purpose, outcomes, agenda and ground rules
6:05	Introduction to the purpose and activities of the Cultural Affairs Council.
6:20	Outline of the process for the evening
6:25	First small group session: What are your needs and aspirations around Maine's cultural activities and heritage? What suggestions do you have for improving the delivery of services of CAC and its member organizations/agencies?
7:00	Second small group session: What are your suggestions on ways to broaden citizen input to the CAC and to attract private funding for the CAC?
7:40	What themes stand out for you from tonight's comments and ideas? What have you learned?
7:50	Wrap Up: What will happen next with all this information?
8:00	Adjourn

Session #1 highlights from the whole group: What are your needs and aspirations around Maine's cultural activities and heritage? What suggestions do you have for improving the delivery of services of CAC and its member organizations/agencies?

- Awareness (or lack there of) of CAC
- Have a way to contact the Council; have a place; have consistency of location
- Need for infrastructure (capital, coordination of information, coordination among organizations) and promotion
- Statewide clearing house (web circles)
- Money! More stable basis; burn out at local level from fund raising
- Contact with other groups (volunteer organizations) or the same size
- Where to find technical assistance
- Strong voice for cultural activities

Session #2 highlights from the whole group: What are your suggestions on ways to broaden citizen input to the CAC and to attract private funding for the CAC?

- Presence of CAC: provide information and legislation alerts; clear, consolidated information on grants; coordination among organizations to identify issues and set policy
- Can only be a CAC if Maine tribes are involved
- Funding: have a policy of non-competing with sources of local funding
- Confusion on how to give CAC input: at their meetings? through other organizations? Input from public? Field? Staff?
- Maine has value for people in other countries; use that for cultural tourism: summer campers; English language learners
- CAC should have regular meetings around the state
- Have a postcard with information on CAC and response/comment that could be mailed into CAC

- Concept of communities that have a particular culture; Maine has many communities with a specific culture such as Native Americans, multiple French communities and so on; work with those communities
- Reach out where the people are; reach beyond the specific organizations, for example at grocery stores; promote there; generate citizen ownership
- How do citizens know that their input is desired? Need a reason to show up; set the stage for participation

Meeting evaluation

What worked well?	What would you change?
<ul style="list-style-type: none"> • Appreciated deepening my understanding of CAC • Ran on time 	<ul style="list-style-type: none"> • Groups too close together; hard to hear • A way to come in without assumption about what “culture community” means • Mix up the groups for every question • What does CAC use as a standard for what it is measuring as a reflection of the population of Maine. Are we presenting a true picture?

Detailed notes from each group and additional general comments from participants

What are your needs and aspirations around Maine’s cultural activities and heritage?

Darrell’s group:

- Website presence for all cultural groups throughout Maine
- Statewide clearing house: additional web resources (teaching); cultural web rings
- Need to be aware of CAC and what it does
- Support / resources/ help with publicity

Lizz’s group:

- Digital registry / list of what exists in various places ; what is where; especially archives/ finding archives
- Non-duplication of efforts
- Pool resources
- More focus on New Century (need funds) – collections are growing.
- Cultural Resources Information Center (CRIC) office funding
- Marvel database / delivery service for every public library in the state
- Creative economy (the CAC can help promote) PR / visibility / Granting sources are difficult; can CAC help?

- Broadband across the state / infrastructure
- Cultural community as important voice in legislature
- More communication between cultural agencies and existing list serves (ex: MELIBS) with emails of constituents
- Statewide content in digital form (co-ordinate / get word out/ format common and searchable / needs people, staff)

Steve's notes for Lizz's group:

- Communication: coordination of list of collections – people don't know what things are where, funding aids; need more collaborative statewide initiatives, like recent conversations among leading research collections re: EAD (making finding aids available online)
- Between organizations: coordination of services
- Statewide: more focus on New Century
- Content in digital form: need funds for new library building (Ellsworth)
- Last copy center; This point had to do with regional services for efficiency sake: Bangor PL has a program—called the “Last Copy Center” or some such—that preserves a single copy of certain newspapers so that other libraries who lack sufficient space and resources don't have to
- Publicity/ marketing: no state aid for library buildings for the state
- Professional: need to use CAC to promote creative economy
- Training & support for small historical societies: broad band information

JR's group:

- The New Century Community Program Grants
- Continuity of the programs we benefit from (a school librarian)
- Sharing cooperatively in ways that save money
- Volunteers who can coordinate complex programs
- Money
- Meeting of CAC and similar group from Quebec to take place in Greenville for collaborations
- Public attention to the value of the work they do
- CAC to reach out to help local communities exchange ideas
- A way to contact the CAC (an identity and location)
- More publicity for visible collaborative events by CAC agencies (two or more)
- Need to know how to write grants
- All-volunteer groups need to know what they do not yet know (list of topics and issues)
- Some method at the most basic level of beginning volunteers to learn basic skills
- Need more active recognition in Augusta of economic value of potential of French heritage in terms of links to France and Canada
- Culture is as powerful as other economic factors and should be receiving same level of funding and leadership as traditional economic development factors

Facilitator's notes:

- A list of what we have in various places – archives, collections
- More focus on New Century / need more funding for more space; there are new ways with digital archives which could help with the space problems of libraries and collections; a copy center with a digital copy of magazines/ papers and one print copy.
- Cultural Resources Information Center is important
- MARVEL data base; delivery service State funded
- Importance of the Creative Economy; CAC is a way to promote it
- Maine cultural “ring” pulling all the cultural agencies’ websites together
- Don’t know anything about CAC even though I’ve worked a lot with one of the agencies
- We are really small and need all kinds of help and a method to network
- Networking is important
- Too low a “ceiling” for cultural activities; people not seeing the value of cultural activities.

Individual participant comments:

- If the goal is to maintain / improve relationship to (and funding from) Maine Legislature, the CAC must consider increasing its visibility and communicate with the general public (so that when legislators are faced with the option of funding our organizations, they know what the organizations do and how this benefits Maine).

What suggestions do you have for improving the delivery of services of CAC and its member organizations/agencies?

Darrell's group:

- Simplification of grant process
- Help with publicity / cooperation
- Programs broadcast to public more (to make legislature members more aware)

Lizz's group:

- Broadband statewide
- All libraries on delivery system
- Communication to alert all about legislature etc.; to be a facilitator / source of information
- Information on cultural list serve and CRIC (<http://maine.gov/sos/arc/cric/index.htm>) (get word out on grant opportunities)
- New ways to energize constituents to contact legislature
- State level – assess what the real need is for cultural agencies (does state funding meet needs?)
- Richer sense of community / more dynamic / more community (for those whom the agencies / organizations serve) (richer communication) not have to fight so hard all the time for funds

- Knowledge of what CAC is and does; is that needed? Make sure its members know
- Marketing and promotion and PR help for smaller cultural organizations
- Regional workshops to help smaller cultural institutions with needs
- Utilize technology (ATM & other ways to deliver content all over the state
- Regional tourists promote communities; need more state tourism support for cultural field

Steve's notes for Lizz's group:

- Broadband: more investment by the state in technical infrastructure—existing broadband infrastructure is aging and will soon lack sufficient capacity
- Communication – list serve
- CAC needs to keep the field apprised of: What's coming down in the legislature, facilitation
- Maine Libraries: word about New Century gets out; information about New Century funding is scattered across the agencies who manage individual grant programs—there isn't a centralized place to see what all of the CAC/NC funding programs are
- Burn out on the grass roots level; new ways needed to energize; don't necessarily feel like local folks get anything out of it
- Need for assessment of needs at local level
- Mobilize constituent bases – local libraries mobilizing their patrons
- Identity

JR's group:

- People need to know about services that already exist
- Be more public, CAC should appear on websites of the seven agencies and state home page
- A volunteer database would be valuable. Start with students who need internships. Connect people with needs to people with energy
- Public awareness is first!
- Regional development groups could be helpful to humanities and cultural groups if lead to the idea
- Bring Native American leaders onto CAC agency commissions
- Note that there is power within separate cultural communities which, once they realize it, they can bring to the table to benefit everyone.
- A one-source website to find places where collections exist; documents, artifacts, rare books

Facilitator's notes:

- We've missed the connection between tourists and cultural activities
- Be public, reach out, have website
- Have "how to" links: how to write a grant, get technical information, condense and share knowledge
- Have a volunteer database

Individual participant comments:

- Communicate CAC accomplishments / programs to “industry” organizations to help strengthen broad understanding and support
- Become more public
- Include Native American Culture Council in CAC
- Website e.g. databases, links, etc.; volunteer database

What are your suggestions on ways to broaden citizen input to the CAC?

Darrell’s group:

- Travel the state to seek input
- A way to facilitate ownership by public
- A post card: here’s what we do; let us know if you have suggestions; could place them at cultural institutions
- Information provided back to public using existing lists

Lizz’s group:

- Mention and link CAC in web pages of individual agencies
- Getting the word out; maybe one central mailing list from all the partnering organizations; What is a meaningful way to have this dialogue?
- Should this be for cultural organizations or bigger to the general public? Maybe public meeting once a year or have it digitally?
- What should we be telling our public? What do they need? Polling constituents and sharing this information.
- Web presence: legislative alerts; grant resources; initiatives and interests; centralized place for information; calendar; maybe also paper resources with similar information for non-computer patrons
- Agenda and advertising of meetings (open to anyone, if in agency or not)
- Find common needs of users and collaborate when needs are common
- Each agency contributes to creating a web presence – not a to create another agency / organization or level of bureaucracy

Steve’s notes for Lizz’s group:

- Need for CAC website and/or other means of creating a centralized identity and presence for CAC; key functions would be: legislative alerts, grants, info about statewide cultural initiatives
- Can this be done digitally (the conservation)
- Web 2.0 – broader citizen participation; multiple printer and ways
- Does / should CAC mean anything to citizens?
- Problem of lack of presence or identity
- Need to be careful to not disenfranchise people (e.g. by relying on email / web)
- Should those be the forum for public / field input?

JR’s group:

- There can only be a “Maine” Cultural Affairs Council if tribal members are on the council

- “Cultural Affairs” sounds off-putting to most people, but it really includes wonderful local projects they would be interested in, if they were aware
- Reward collaborative efforts at all levels, find them and publicize the good results
- Real question is, “How do citizens know their input is wanted and important?”. The Governor should take the lead to tell people this

Facilitator’s notes:

- Is there a way to have the conversation digitally?
- How did word get out on these meetings? Web version of a telephone tree needed
- Try for a truly public meeting once a year or so
- Broaden base of citizen input via the web
- Each group has its own constituencies; but they may overlap
- CAC doesn’t mean anything to the public, so they won’t communicate with it
- Programs for kids will bring in the parents and build awareness
- Local organization volunteers don’t see themselves as part of a larger cultural umbrella
- The challenge is reducing overlap and overhead without losing the individual passion associated with each small group

Individual participant comments:

- Be present
- Set up a calendar with cultural activities in Maine
- Include brochures etc. in school libraries, museums
- Every organization within the CAC should promote activity of CAC
- Reach out to equivalent organizations beyond the borders of the State of Maine
- Establish CAC’s organizational culture: “top down” or “bottom up” process of input

What are your suggestions on ways to attract private funding for the CAC?

Darrell’s group:

- Increased awareness through cooperation through school system to grow funding base; funding through (grocery stores)
- Is that cannibalizing funds from friends?
 - Field [organizations?] are concerned at the prospect of competition
 - Formalize policy of non-competitiveness in private funding
- Percentage of some State fees to CAC
- Funding through lottery

Lizz’s group:

- When we have mutual areas of interest, those agencies can combine to write proposals
- Increase the profile of CAC, increase the credibility for funding
- Avoid agencies competition for funds, rely on legislature’s funding / bonds

- Use CAC as recipient of funds for distribution to individual agencies (formula grants / block grants / federal money)
- Cultural community / tourism (promotion of state and cultural community)

Steve's notes for Lizz's group:

- Special pools, partnership
- "2007 Juice conference": energizing; what's next? What happened?
- Better CAC presence in life of individual agencies: CAC links/logos on agency website
- Knowledge of how it works – openness of working and full meetings; Should the public attend?

JR's group:

- Language programs (people come here from other countries to learn English while having package of interesting activities).
- Tell state Chamber of Commerce the value of CAC programs and local activities

Facilitator's notes:

- Raised the question of competition for funds
- CAC should look primarily to the legislature for funds
- Reach outside of the state; tie in with tourism; connect with the Chambers of Commerce
- Is this question about the legislature trying to cut the funding from the State to CAC?
- We are generating economic development and community good, so the legislature should fund us.

Individual participant comments:

- Strengthen economic potential that comes with cultural development (e.g. exchange program, tourism)
- Be present at the State Chamber of Commerce; tap into professional associations: Management Association, MITC
- There is strength in building on differences (or specializations). Four libraries near each other can all thrive if each has a strength and they do not duplicate efforts.
- Cross-connect between types of organizations which offer programs or events, such as a library and museum teaming up.

Email comments:

Comment #1:

Hello, I wanted to add a few points to the report you will be submitting to the CAC.

I would like to say that there might be links added at the following museum site to include the Franco-American resources online. This could also be done at other strategic information points in the CAC's 7 organizations' sites online. I believe

this to be an important aspect particularly for teachers. I maintain a website, Franco-American Women's Institute, FAWI, <http://www.fawi.net/> with many pages of resources for teachers and the community at large. The most hits the website receives is from/for teachers. There are several other Franco-American websites online as well which could also be included. Given that there is plenty of information on the Franco-Americans already established online, the job is easily achieved by simply linking to these many fine sites. The FAWI site is used as a resource by many organizations, but ironically not by some Maine state organizations.

Links to be added here:

<http://www.maine.gov/museum/links/index.html>

The other point I would like to make is that the state's museum bookstore does not accept, and will not offer to the public my book, *Wednesday's Child*, nor an anthology, *Canuck and Other Stories*, of early Franco-American women writers from the state of Maine. I find this to be counter productive in the expression of cultural voices having a presence in state organizations such as the museum for which Franco-Americans pay taxes to support.

This is not simply a matter of my marketing my book, but one where I believe strongly in having a Franco-American presence in the bookstore beyond the one or two books that are now available. I have spoken to many people about this, and I feel I should not have to work this hard to get a Franco-American visible presence in these organizations.

Which brings me to the point I made at the end of the meeting at the Bangor Public Library. I wonder what the CAC organizations use as a criteria to measure their level of inclusion of the varied populations that exist in the state of Maine in their work. I speak for the Franco-Americans because I am of that heritage, but there are many, many populations--historical and recent--that should be reflected in these organizations. I question this policy because I think there can be more inclusion and interchanges.

A success story for me would be the Maine Historical Society and their marketing of books about the French, among others, in the state. They have done an excellent job in promoting these writers and their writings. Thank you for this opportunity.

Comment #2:

I was a participant in the CAC session held at the Bangor Public Library on Nov. 6, 2008. I am retired but one of my current activities is serving as President of the Old Town Museum Board of Directors. I believe I was the only person in attendance that was from a small, all-volunteer operated local historical museum which depends on private donations for ongoing funding.

You asked for some feedback if there were any comments that did not surface during the session so here is my shot.

As the discussions progressed during the evening, I came to the conclusion that those of us that attended because of email invitations from the Maine Historical Society or the newspaper article, did not fully understand both the intent of the meeting or the purpose

of Cultural Affairs Council. In the discussion group in which I participated, 2 of the participants were there to specifically assure that the CAC would include at least one member specifically representing the "Franco-American Culture". As the discussion continued, this was expand to include a need for specific representative of the "Native American Culture", The "Swedish-American Culture", the Italian-American-Culture" and to a lesser extent, the "German-American-Culture". We also spent some time discussing the values of these various cultures to Maine Tourism and what the Cultural Affairs Council should be doing to promote tourism or the economic impact on the state by promoting information about the diverse cultures that exist across the state. As we moved into the second set of questions, and some of the comments that summarized the results of the first set of questions, it became clear to me that we were working on a different set of issues than was the intent. We were not there to discussion the various "cultures" that exist and that are of value to the state, we were there to discuss services of a group of agencies and organizations that had the word "Culture" in their umbrella. Our discussions had been interesting but they may also have been "off the target".

As you look towards the next meeting on November 13th, if my observations are correct, I think more time needs to be devoted to explaining both the CAC and the purpose of the "feedback session". It might help if the questions that were the basis of the discussions came directly from the text of the Legislative Resolve and this was explained so the participants had a better sense of the meeting's purpose.

I enjoyed the opportunity to participate in the session but had the feeling that many of the comments were outside of the meeting's intent.

Dick Eustis

Comment #3

Dear Ms. Plumb.

I enjoyed attending the CAC meeting at the Bangor Public Library on Thursday, November 6. I do have a suggestion that might pertain to the input and fundraising from the general public question.

Since one of the CAC's jobs is working in Augusta to obtain funding, would it be possible to arrange for some grant funding for schools to implement apprenticeship programs in cultural institutions, such as historical societies, art museums, etc., for high school credit or as extra curricular activities?

This kind of program in a school could not only tie in with the "Learning Results", but also would offer a wonderful opportunity and experience for the students and chronically overworked museum staffs might get some help as well. I understand (I work with young people) that this would require supervision for the students, but this could be where the funding or some of it, could be of assistance. It might enable a teacher to receive a stipend for working in conjunction with the cultural institution to give the students some

direct contact with the cultural community. It would also provide an additional resource for the schools.

How this idea ties in with the two questions I mentioned is that it would contact the community from within the community. People whose children, grandchildren, and students are involved in these programs will be made more aware of the CAC and some of the work that it does. They might, in turn give input, or their business might give financial support to the CAC. This may help solve the problem of low visibility and awareness for the CAC.

Another question that I personally have is, as an artist. How can the CAC benefit me? What does it do for the individual artist?

One note on format: It might be nice to send the questions ahead of time, maybe with the notice of the meeting, so that participants can give the questions some thought.

Attendance list:

Bill Cook
Charlene Churcill
Barbara McDade
Joyce Rumery
Betsy Paradis
Dana Lippit
Ellen Dyer
Heather McCarthy
Rhea Cote Robbins
Deborah Lozito
Beth Davenport
Anne Ehringhaus
Tony Brinkley
Charlie Campo
Dick Eustis
Lizz Sinclair, Maine Humanities Council
Steve Bromage, Maine Historical Society
J.R. Phillips, Maine State Museum
Earle G. Shettleworth, Jr., Maine Historic Preservation Commission
Darrell Bulmer, Maine Arts Commission
Pamela Plumb, Facilitator

Maine State Cultural Affairs Council Public Meetings

Thursday, November 13, 2008, 7-9 PM

Maine State Library, Augusta,

With live video links to Presque Isle, Machias

Purpose: to gather input from the public on the needs and aspirations of Maine's cultural community as well as ways of broadening citizen input to the Council, to improve delivery of services and to attract private funding

Desired outcomes:

- A list of the public's ideas for each of the questions
- A lively discussion that broadens everyone's thinking

Agenda:

- 7:00 PM Welcoming and Meeting introduction: review purpose, outcomes, agenda and ground rules
- 7:05 Introduction to the purpose and activities of the Cultural Affairs Council.
- 7:20 Outline of the process for the evening
- 7:25 First small group session:
What are your needs and aspirations around Maine's cultural activities and heritage? What suggestions do you have for improving the delivery of services of CAC and its member organizations/agencies?
- 8:00 Second small group session:
What are your suggestions on ways to broaden citizen input to the CAC and to attract private funding for the CAC?
- 8:40 What themes stand out for you from tonight's comments and ideas? What have you learned?
- 8:50 Wrap Up: What will happen next with all this information?
- 9:00 Adjourn

Session #1 highlights from the whole group: What are your needs and aspirations around Maine's cultural activities and heritage? What suggestions do you have for improving the delivery of services of CAC and its member organizations/agencies?

- Communication: among cultural organizations and information out to the public
- Money:
 - Staffing
 - Facilities
 - Crisis as opportunity; "New Deal" investment beyond roads and bridges
 - Support for New Century program that lives outside the budget cycle
 - Online magazines, papers etc.; Marvel
- Broadening the view of history and how it is interpreted
- Have a Cultural Affairs Day or week, larger than just for the legislature, reach the public
- Reality of rural isolation; communication and other aspects; what is centralized and what is decentralized

- Maine’s rich literary heritage: how to use and get it out more (example: Maine Sunday Telegram supplement with the Maine Literary Map)

Session #2 highlights from the whole group: What are your suggestions on ways to broaden citizen input to the CAC and to attract private funding for the CAC?

- Link member agencies to each other and a CAC site to cross-connect from any one site
- Get input from different constituencies: students, seniors, etc.; bring together board members of all constituent organizations
- Annual event for all the constituent boards at one time for feed back and communication
- Decentralized way to work one theme locally and then bring it all back to CAC; example: a “state reads” program
- Use public funds to leverage private money to tide us over; an approach to use private and public dollars to stimulate each other
- Reach out to larger funding sources without competing with local organizations
- “Wish I could buy one big membership for everything; like a “culture pass” in the St. Johns Valley
- Arts Council has an internet calendar built already and others could add to it
- Involving town governments and chambers of commerce; cultural tourism
- Centralizing in order to decentralize

Meeting evaluation

What worked well	What would you change
<ul style="list-style-type: none"> • Everyone had a chance to speak and be heard • Evening went quickly and was lively 	<ul style="list-style-type: none"> • More public members • Larger name tags to be more visible in other sites • Notes on chart pad in the small groups so we could see them • Access to a smart board to share notes with other sites

Detailed notes from each group and additional general comments from participants

What are your needs and aspirations around Maine’s cultural activities and heritage?

JR’s group:

- Public libraries need money for facilities. Some are in historic buildings and some have artistic elements like stained glass windows. These are community assets.
- State Archives and other collecting institutions need secure climate controlled space expansion.
- Dollars for staffing cultural institutions.

- Aspires to find opportunities within the current, worldwide, economic crisis. There should be national level public works money beyond highways and bridges.
- Money to support the creative economy including artists of all kinds.

Erik's group:

- Cultural activities are rich but not known to the public; disappointment at lack of broad knowledge; publicity
- Would love to see Maine known as a cultural center
- How do we broaden the audience?
- Clear and timely information about this meeting, meetings like this; the content was not clear; Communication
- ODOMAGON living History Museum hopes to have schools with LD 291, every student can come and be in a full scale village; challenge funding native people for LD 291
- Take a broader view of history. How is native story brought out

Facilitator's notes:

- Space: housing permanent/ long term public records in appropriately controlled space; adequate facilities needed
- Financial, economic situation we're in and resulting manpower cuts will be damaging
- Use the possibility of investment in infrastructure to the benefit of cultural organizations; see crisis as opportunity; a broader approach than roads and bridges
- Dollars for facilities
- A new "New Deal" could fuel the creative economy
- Not well know; consider a marketing program around cultural activities; example is Tim Sample promotion of MARVEL
- What we want to do is preserve the heritage but it takes money
- But it also takes people and volunteers
- Need to get public to know about and value what cultural organizations do
- In a down turn people use libraries more: to get warm, to read, for entertainment, to research work opportunities, to use the internet
- Finding new ways to look at history
- How to include Native Americans
- How to get various cultural activities to a larger, geographically broader group
- "I think of native issues when I hear 'cultural affairs'."
- Not a lot of attention being paid to the Native American story
- A problem with geographic barriers
- How to communicate and connect with people
- Geographic isolation is an issue; we have to work harder to be part of it; the stories here aren't being told outside of the county; something special is being lost.
- ODAMOGAN Living History Museum needs more funding to get this museum up and running. The schools have little to no materials for the LD 291 mandate.

So it is our goal to get this going as soon as possible to get the teachers another major source for teaching materials. We need a very large earmark, \$10 Million.

What suggestions do you have for improving the delivery of services of CAC and its member organizations/agencies?

JR's group:

- The CAC needs to promote awareness of itself, its programs and its member agencies.
- The public will recognize the value of what is being done, once they are made aware of it.
- The CAC should consider improving web sites and cross-connect them.
- Perhaps have a cultural affairs day or week with events throughout the State.
- Need a graphic logo to create a memorable identity.
- Broadcast the great success the New Century Community Program has had in inspiring matching money to leverage the support to local communities.
- Let people know that facility improvements are very expensive and state money is needed.
- Set up (or strengthen an existing) volunteer clearing house to match people to valuable programs in their communities.

Erik's group:

- Challenges of driving distance? Communication
- Maine stories not being told Downeast; oral history Downeast not being saved.
- "Train-the-trainer" model to reach rural areas
- The challenge is to sort out which services can best be offered in a centralized way, which can be best served in a decentralized way
- "Use of technology – centralized model may be done"
- What would help me is one website for all cultural information
- Issue of many places where information might be found; might be a resource
- Given that CAC's role is to coordinate agencies, increase grant monies

Facilitator's notes:

- There is a need for a clearing house role; value of the list serves; we're not going to be driving around as much, but need to find other ways to decentralize.
- Have one web site with all this information
- Need to snag the retired people to be involved
- Have a living history trailer to take around to different schools

What are your suggestions on ways to broaden citizen input to the CAC?

JR's group:

- Member agencies' web sites should all have links to CAC site and other agencies. People who are aware of one group can be led to the others.
- Seven member agencies are distinct and do not duplicate services. More intense input at agency level.

- Perhaps citizen input should be into the seven agencies, and the agency staff brings it into the CAC.
- The boards and commissions need to bring their ideas together, not just the chairs and vice chairs
- Gather feed-back from people at Cultural Affairs Day activities around the state
- Maine Statehood Day would be a good day to rally around in March. Ask people at events what they need.
- Promote literary heritage; cultural tourism
- Logo for CAC
- Citizen input through individual agencies to boards/commissions whose members are liaisons out back into the general community

Erik's group:

- Forum like this to understand specific needs
- Reach out to students
- Senior colleges – find out their needs; gather input from them
- Community bicentennials; civic outreach

Facilitator's notes:

- Important for the CAC to know what the needs are of the organizations; two-way communication is very important
- Survey is out there, but hasn't gone to libraries yet
- Maine studies done at the middle school level; they are studying the Maine culture; ask them and their teachers
- Senior colleges have large groups of students
- Town governments sometimes are hooked into historical societies, town heritage days
- Key players are often historical societies, schools, town governments

What are your suggestions on ways to attract private funding for the CAC?

JR's group:

- Seek major national foundation support for broad collective projects. Do not compete with local groups.
- Look for new "New Deal" money at federal level for cultural projects.

Erik's group:

- Look at broad purpose of cultural community
- Within terrible economic situation, how will we find resources to bring more funds to cultural field?
- At proper time, create a large endowment, enough to ride out peaks and troughs.

Facilitator's notes:

- "I don't want to raise money for the CAC, except to support the New Century Fund. It is the Council's job to get its funds."
- State will just cut your funding if you get foundation funds

- Governments don't like to fund art, unlike Europe
- The new "New Deal" including culture; people could make lemonade out of this situation
- CAC could search for funds outside of the sources that local organizations are applying to
- Annual meeting of all commissions and boards; sponsor a cultural affairs week state-wide; use date of Maine's becoming an independent state, March 15th (Maine Archeology Month has a full calendar of events)

Attendees:

John Erdman

Catherine Erdman

Steve Norman

Lynn Martin

Jonathan D. Yellowbear

Jay Adams

Gretchen Asam (Presque Isle)

Marianne Thibodeau (Machias)

Jody Rose (Machias)

Randall Kindleberger (Machias)

Linda Lord, Maine State Library

Richard Dabate, Maine Historical Society

Erik Jorgensen, Maine Humanities Council

Donna McNeil, Maine Arts Commission

Dean Corner, Maine State Library

Elaine Stanley, State Archives Advisory Board

J. R. Phillips, Maine State Museum

Barbara Harness, Maine State Library Commission

Earle G. Shettleworth, Jr., Maine Historic Preservation Commission

Pamela Plumb, Facilitator

APPENDIX C:

PUBLIC MEETING AGENDAS AND HANDOUTS

Maine State Cultural Affairs Council Public Meetings

Wednesday, October 29, 2008, 7-9 PM, Portland

Thursday, November 13, 2008, 7-9 PM, Augusta

(with video link to Machias and Presque Isle)

Purpose: to gather input from the public on the needs and aspirations of Maine's cultural community as well as ways of broadening citizen input to the Council, to improve delivery of services and to attract private funding

Desired outcomes:

- A list of the public's ideas for each of the questions
- A lively discussion that broadens everyone's thinking

Agenda:

- 7:00 PM Welcoming and Meeting introduction: review purpose, outcomes, agenda and ground rules
- 7:05 Introduction to the purpose and activities of the Cultural Affairs Council.
- 7:20 Outline of the process for the evening
- 7:25 First small group session:
What are your needs and aspirations around Maine's cultural activities and heritage? What suggestions do you have for improving the delivery of services of CAC and its member organizations/agencies?
- Meeting attendees will work in small groups to share their ideas, comments and suggestion on the two questions, followed by a time to report to the full group.*
- 8:00 Second small group session:
What are your suggestions on ways to broaden citizen input to the CAC and to attract private funding for the CAC?
- 8:40 What themes stand out for you from tonight's comments and ideas? What have you learned?

- 8:50 Wrap Up: What will happen next with all this information?
- 9:00 Adjourn

Maine State Cultural Affairs Council

HISTORY AND PURPOSE

The Maine State Cultural Affairs Council was established in 1991 to ensure a coordinated, integrated system of cultural resource programming and projects, and to ensure the support of cultural heritage institutions and activities of the State.

The Council membership includes the chair and vice-chair of the governing body of the following agencies and organizations: the Maine Arts Commission, the Maine Historic Preservation Commission, the Maine Library Commission, the Maine State Museum Commission, the Maine Humanities Council, the Maine Historical Society, and the Maine State Archives. The chair of the Council is appointed by the Governor from among the members of the governing body of the member agencies. Ex-officio members include the agency directors and a liaison representative from the Office of the Governor.

As set forth in statute, the functions of the Council are to:

- Coordinate budget requests
- Provide a forum for interagency planning
- Serve as the principal liaison for distribution of agency-wide notices and instructions from other governmental administrative agencies
- Prepare a joint annual report and planning documents for the agencies
- Meet with the Maine State Film Commission and the State Law Library and others as appropriate to exchange information and coordinate statewide cultural planning
- Administer the New Century Community Program fund

The Cultural Affairs Council administers the **New Century Community Program**. Funded by the Legislature since 1999, the New Century program has supported a wide range of cultural projects, from building restorations and library development to family literacy programming. This program has also funded direct technical assistance to community-based organizations and the innovative Maine Memory Network.

APPENDIX D:

**A SURVEY OF CITIZENS ON ARTS AND
CULTURAL RESOURCES IN MAINE**

By

**Dr. Bruce B. Clary
Muskie School of Public Service
University of Southern Maine**



**This survey was conducted by the Muskie School of Public Service, University
of Southern Maine for the Maine State Cultural Affairs Council**

January, 2009

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 - 7.0 Conclusion
 - 8.0 References

CHARTS

- 1- Organizational Affiliations of Respondents
- 2- Level of Respondent With CAC Agencies
- 3- Attitudes and Opinions about Maine's Cultural Environment
- 4- Community Participation Strategies
- 5- Arts and Cultural Funding Strategies

1.0 Introduction

This survey was designed to provide feedback regarding Maine's art and cultural assets and the ways in the State of Maine can best serve organizations active in these areas. It was conducted by the Muskie School of Public Service in conjunction with the Maine Cultural Affairs Council. The Council is authorized by the Legislature and consists of five State cultural agencies and two private organizations. They are the Maine Arts Commission, Maine Historical Society, Maine Historic Preservation Commission, Maine Humanities Council, Maine State Archives, Maine State Library, and the Maine State Museum. The results of the survey will be included in a report from the Council to the State Legislature.

Topics addressed in the survey include: state funding for technical assistance, current policy issues, ways to enhance citizen participation, and funding strategies. A variety of previous surveys and literature was reviewed to develop both the questions and their format (Office of Cultural Economic Development 2007; Pascual and Dragojevic 2007; Jackson, et. al 2003; Miami-Dade County Department of Cultural Affairs, 2004-05; New England Foundation for the Arts, 1997).

The questionnaire was emailed to 554 Maine citizens in November, 2008. Email addresses were provided from lists maintained by the 7 agencies that comprise the Cultural Affairs Council. Two waves of surveys were sent to maximize the number of citizens participating in the survey. The number of surveys returned was 433 for a response rate of 80 percent. This percentage is very high for an internet survey. The generally accepted return level is 50 percent (Coffman, 2004) so this survey exceeded that benchmark by 30 percent, an indication of the salience of the survey focus to the respondents.

A wide range of organizational affiliations are represented by the respondents. Nine categories were presented in a close-ended question. More than one affiliation could be checked. Percentages for the groups ranged from 3 to 61 percent. Additionally, 13 identified other organizational relationships as well. See Table 1.

More than one-half (61 percent) identified libraries as an organization for which they were affiliated. The next closest categories were historical societies/organizations (21 percent) and museums. A reason why these organizations may represent the highest number of relationships is that they are routinely visited by the general public. Email addresses are often collected through library cards, memberships and requests for information.

Despite the greater number of respondents in these groups, citizens also were frequently associated with arts, cultural, performance and historical organizations (40 percent) as well as individuals who are artists (10 percent) and have affiliations

with local archives (3 percent). Among the relationships provided by the respondents, the largest percentage was in the education field (40 percent of the listed affiliations).

1. Which of these terms best describe your present organizational affiliation(s)? (CHECK ALL BOXES THAT APPLY):			
		Response Percent	Response Total
Arts organization	██████	14%	59
Historical society or organization	██████████	21%	87
Cultural organization (non-arts, non-history)	██████	8%	32
Library	████████████████████	61%	252
Museum	██████████	20%	81
Performance venue/ auditorium	██████	8%	32
Historic property	██████████	12%	50
City or county archive	██	3%	14
Individual artists (e.g. craftspeople, architects, consultants)	██████	10%	42
<input type="checkbox"/> View Other (Please Specify)	██████████	13%	52
Question Responses			415
Skipped			18

2.0 Level of Involvement with the Maine Cultural Affairs Council

A substantial number of the respondents have been involved with the organizations represented on the Cultural Affairs Council. Almost one-third (28 percent), across the 7 agencies that make-up the Council, indicated a “significant” or “some level of involvement” suggesting state-wide visibility for the organizations and their activities represented on the Council. The range was from 17 to 43 percent. As with organizational affiliation, the highest percentage were with organizations that provide direct services, the Maine State Library (43 percent) and the Maine Humanities Council (39 percent), which funds and conducts many programs across the state. See Table 2.

Four organizations on the Council had a majority of respondents reporting “no involvement.” This finding should not be unexpected given the mission of some of the agencies (i.e. commissions) and/or their specialized function (e.g. archives). Despite this figure, the lack of involvement with Council organizations should not

be an impediment in respondents answering the questions. Only one of the 10 questions included in the survey focuses specifically on the Council, itself. Additionally, the response rate for the four close-ended questions that focus on policy and program dimensions of the arts and culture sector was very high. An average of 97 percent answered the questions, clearly indicating that they held opinions on the issues considered in the survey.

Participants were given an opportunity to specify in an open-ended question, their relationship with the cultural agencies. The goal of this question was to determine more clearly the identity of the survey audience. 260 of the respondents provided at least one example. Of these, 66% provided two examples and 38% provided three, suggesting that the respondents tended to have different types of relationships with the various CAC agencies. In total, there were 532 responses provided. In addition, 7% of respondents reported being staff members of CAC agencies. Conversely, this suggests that about 9 out of 10 respondents had some sort of external programmatic or governance involvement with the agencies.

36% of the responses indicated that the respondent had been some sort of a program user or customer of one or more agencies. Such responses were varied; a sampling includes:

- Audience for performance
- Contributor
- Patron
- MHPC approves any changes we propose to our lighthouse.
- Participating in "Let's Talk About It" grant from Maine Humanities Council
- Maine Memory Network participant

An additional 27% of the responses were from respondents who described themselves as grantees or grant applicants. Taken together these two categories came to 63% of the total, all of whom could be broadly described as “customers” of the agencies.

2. Please rate your level of involvement (e. g. a staff member, board member, volunteer, grantee) with the organizations which are represented on the Maine Cultural Affairs Council.					
	Significant involvement	Some involvement	Not much involvement	No involvement at all	Response Total
Maine State Museum	25 (7%)	40 (11%)	69 (20%)	216 (62%)	350
Maine State Library	81 (21%)	84 (22%)	74 (19%)	141 (37%)	380
Maine Arts Commission	24 (7%)	61 (17%)	78 (22%)	186 (53%)	349
Maine Historic Preservation Commission	16 (5%)	63 (18%)	71 (21%)	195 (57%)	345
Maine State Archives	9 (3%)	49 (14%)	76 (22%)	210 (61%)	344
Maine Historical Society	22 (6%)	85 (24%)	80 (23%)	166 (47%)	353
Maine Humanities Council	47 (13%)	94 (26%)	61 (17%)	153 (43%)	355
Question Responses					420
Skipped					13

In addition 6% of responses were identified as cultural organization staff (librarians, Minerva members, etc), and 18% of the responses were from board members, commissioners, or other individuals who serve as volunteers for the CAC agencies.

3.0 Maine’s Cultural Environment

An effort was made in the survey to assess attitudes toward the cultural environment of Maine. Specifically, 15 statements were provided that focused on the arts/cultural sector and other sectors, such as government; policy options, particularly financial and the status of existing programs and initiatives. All of the questions were measured on a five point Likert scale ranging from Strongly Agree to Strongly Disagree. Some questions (numbers 2, 9 and 11) were phrased in the negative to avoid response sets. This non-sampling error occurs when interviewees get into a pattern of response. This problem most frequently occurs when all questions are phrased in the same way; for example, they are all stated positively (e.g. government should do, the program is run well).

Some questions focused on the relationship between arts and cultural activities and other sectors in Maine society: economic development, education and government (questions 1, 5, 14, and 15). When asked whether the sector contributes to

development in these areas, over 90 percent answered either “strongly agree” or “agree.” Respondents saw a marked linkage between this sector and an educated citizenry, the vitality of government and economic development.

Another set of questions dealt with the programmatic role of government, and whether it should be active in the promotion of art and culture, informational technology and urban revitalization (questions 2,9 and 10). For informational technology, the first two questions, over 85 percent answered “strongly agree” or “agree.” Over 90 percent registered “strong disagreement” or “disagreement” with the statement that government should not be involved in the adaptive re-use of buildings as a downtown revitalization strategy. A similarly high number disagreed (92 percent) with the statement that government should not play a role in the arts and culture arena. As measured by these three items, strong support was evident for governmental action.

Five questions (4, 7, 8, 11, and 13) focused on fiscal initiatives designed to increase the capacity and infrastructure of the arts and culture sector. At least seventy percent support (“strongly agree” or “agree”) was evident for promotion of arts/culture initiatives (85 percent), library renovation/construction (71 percent), and public art/historic building support (75 percent). Ninety percent said they “strongly disagreed” or “disagreed” with the statement that public funding should not be used for cultural tourism. The weakest support was for rehabilitation of state-owned facilities; just 52 percent supported this initiative. In general, the respondents were very positive toward fiscal initiatives related to the arts and culture sector.

Two questions specifically evaluated programmatic initiatives in the areas of local cultural activity, preservation and historic documentation (numbers 3, 6 and 12). Almost two-thirds (61 percent) thought efforts had been effective in a community-level cultural initiative. The other areas receive much lower levels of support: preservation (30 percent) and documentation (42 percent).

The positive response of the respondents to governmental action and the importance of fiscal initiatives and a view of the significance of the sector to other ones in Maine should not be surprising. The sample of 433 individuals was drawn from email lists maintained by the seven agencies that comprise the Cultural Affairs Council. These individuals are involved, to varying degrees across a wide variety of activities, in Maine’s art and culture community. It would be a reasonable supposition that they would be committed to the importance and improvement of the sector.

4. There are many attitudes and opinions about Maine's cultural environment and its significance for the state. Please indicate your level of agreement with the position expressed in these statements.						
	Strongly Agree	Agree	No Opinion	Disagree	Strongly Disagree	Response Total
Maine's cultural environment is a major factor in the State's economic development.	239 (57%)	143 (34%)	24 (6%)	13 (3%)	1 (0%)	420
Government should not play a significant role in the promotion and preservation of the arts and the cultural environment.	12 (3%)	22 (5%)	16 (4%)	146 (35%)	221 (53%)	417
The "New Century Community Program" has been an important resource for supporting local cultural activity.	157 (39%)	88 (22%)	148 (37%)	7 (2%)	1 (0%)	401
The State should sponsor a bond measure to rehabilitate the State Cultural Building in Augusta which houses library, museum and archive services.	125 (30%)	177 (42%)	92 (22%)	22 (5%)	3 (1%)	419
Education in arts and culture is vital to ensuring well-rounded students and adults.	355 (84%)	66 (16%)	2 (0%)	1 (0%)	1 (0%)	425
Maine towns and cities have been effective in the adopting ordinances focusing on community preservation.	15 (4%)	109 (26%)	168 (40%)	108 (26%)	16 (4%)	416
More emphasis should be given in the state budget to the funding of art and cultural activities.	186 (44%)	171 (41%)	43 (10%)	18 (4%)	2 (0%)	420
The State should sponsor a bond issue for public library renovation and construction.	148 (35%)	149 (36%)	84 (20%)	34 (8%)	3 (1%)	418
Government should not be in the business of the adaptive re-use of old buildings as a way to revitalize downtowns.	9 (2%)	28 (7%)	53 (13%)	164 (39%)	164 (39%)	418
The State should provide assistance to public libraries in meeting the need for upgraded computer technology and information access.	184 (44%)	189 (43%)	31 (7%)	22 (5%)	2 (0%)	422
Public fiscal support should not be used in the promotion of cultural tourism.	12 (3%)	28 (7%)	44 (11%)	195 (47%)	137 (33%)	416
Maine has performed well in the protection and preservation of historic documents and archival records.	26 (6%)	145 (36%)	188 (46%)	40 (10%)	8 (2%)	407
Support for public art and historic building should be expanded through additional government funding.	112 (27%)	198 (48%)	70 (17%)	31 (7%)	4 (1%)	415
The health of the creative economy influences Maine's economic development.	222 (53%)	171 (41%)	19 (5%)	8 (2%)	0 (0%)	420
Access to information through public libraries is essential in a democratic society.	359 (85%)	54 (13%)	7 (2%)	0 (0%)	1 (0%)	421
Question Responses						426
Skipped						7

4.0 Community Participation in Arts and Culture

Local participation in arts and cultural activities is important to the continued vitality of communities. Part of the mission of an organization like the Cultural Affairs Council is to encourage and stimulate such activities. In the survey, a question was asked which was designed to ascertain the opinions on what might be the best approaches to community involvement.

Five specific types of citizen participation were addressed in the survey questions: surveys, public meetings, communication strategies on the Internet, public involvement in actual projects, and partnerships between arts/culture organizations and those in the private sector. A number of studies were reviewed to develop these questions (Pascual and Dragojevic 2007; Creighton, 2005).

The data appears in Table 6. Alternatives were assessed through a modified 4 point Likert scale ranging from “very effective” to “not effective at all.” Two scale points will be collapsed in discussing the results. The term, “effective” will be used to describe the percentage of respondents listing an option as “very effective” or “effective.”

Two alternatives are judged as effective by more than 80 percent of the respondents: involvement of citizens in actual local projects (85 percent) and development of private and public partnerships (89 percent). These options should be priorities for the State in thinking about ways to involve the public in its artistic and cultural life. Also, almost two-thirds of respondents (61 percent) rate communication through the Internet as a potentially effective way to communicate with the public.

Respondents were also asked their own opinion about how to involve the public. A large number of alternatives were suggested.

166 respondents provided at least one answer to this question, and those responses were divided among eight categories:

- 29% Specific Program Ideas and Advice to CAC
- 20% Better Publicity, Promotion and Communication
- 17% Involve the Schools / Children /School Programming
- 11% Build Connections Locally between Culture and Community
- 9% Providing Volunteer Opportunities
- 6% Get Citizens Involved in Advocacy
- 4% Provide Low Cost or Free Programs
- 1% Work to Attract Retirees
- 1% Focus or Clarify CAC Mission and Strategy
- 1% Unclassifiable / Erroneous

99% (Not 100% due to rounding)

The largest of these (29%) was a wide ranging series of suggestions that could not easily be classified, many of which related to individual cultural organizations, projects, or participants. They ranged from changes to the agencies' governance structure ("at-large appointments to boards", "less exclusivity in board appointments", "keep board members local" and "more genuine public board members") to providing particular funding for "local arts shows", more "start-up grants" and "funding of speakers at libraries and historic buildings",

6. Community participation is important to the success of art and cultural programs. Please provide an assessment of the potential of these approaches to facilitate public involvement.						
	Very effective	Effective	Somewhat effective	Not effective at all	Don't know	Response Total
Public opinion surveys on cultural resources.	21 (5%)	100 (24%)	208 (51%)	48 (12%)	33 (8%)	410
Regular "town hall" meetings throughout the state focusing on cultural needs and priorities.	29 (7%)	149 (36%)	172 (42%)	36 (9%)	26 (6%)	412
More effort by State cultural agencies to communicate with the general public through the increased use of the Internet.	80 (19%)	175 (42%)	123 (30%)	10 (2%)	28 (7%)	416
Promoting ways to involve residents in public art and cultural projects within communities.	156 (38%)	194 (47%)	53 (13%)	1 (0%)	12 (3%)	416
Development of partnerships with private and nonprofit organizations to make cultural affairs a part of their mission.	190 (46%)	178 (43%)	35 (8%)	2 (0%)	12 (3%)	417
Question Responses						419
Skipped						14

to sponsorship of “traveling cultural events” and “activities recognizing and involving Maine’s ethnic minorities.” Many of these comments reflect programs that are currently in operation by the cultural agencies, suggesting a need for increased publicity.

Several writers expressed a need for increased funding: for the New Century program, for local grants that are distributed more widely across the state. One writer thought that support should be “less rigid”, and that some citizens are not funded because their projects are “not arty enough”. Others suggested the creation and funding of county-based or other types of regional funding structures. There did appear to be a number of comments rooted in a sense that the agencies can use jargon and appear elitist, possibly a result of the specific and sometimes rigidly technical mandates of each agency. Differences, such as exist between the arts and the humanities are nuanced and often are defined by the Federal agencies that provide support to some of the state cultural agencies.

Other samples of these general ideas included:

- Connect cultural preservation to agricultural sustainability
- Develop young supporters through web, Youtube, Second Life etc
- Educate Maine Tourism in the development of Cultural Tourism so that we're on the same page. Tourism is our number 1 source of revenue and Maine Tourism is stuck in a repetitive rut.
- Promote economic benefits of historic structure rehabilitation.
- Make the "creative economy" a continuing theme of the state's economic development strategy.
- Identify strategies for rural and economically challenged communities, which are apt to be quite different than those that are successful in more urban and affluent communities
- Make traveling exhibits or make exhibits available on the Web

A full twenty percent of all responses to this question focused on the need for increased publicity for both the cultural sector and the Cultural Affairs Council. Many of the respondents simply advised advertising. Among the 74 suggestions in this area there were a wide range of ideas, including:

- [provide] Awards for excellence
- Use public television to acquaint Mainers with art and cultural affairs. *Maine Experience* is an example;
- Hire professional marketers to analyze and better understand the needs of your target audience to help you connect.
- Provide printed material as opposed to online, for those without a computer or knowledge
- Systematic promotion of cultural tourism.

The next largest group of responses suggested that the cultural agencies should find ways to extend their reach deeper into the schools. This group indicated that education and education activities were the most effective ways to build support and citizen involvement, presumably on the theory that this would generate audience and appreciation for culture for the future. The responses in this area seemed to skew in the direction of the arts. Several respondents lamented the decline in public funding for arts in the schools. Some suggested that the CAC should support field trips. Other responses relating to the CAC's potential involvement with the schools included:

- Need larger buy in from citizens. It starts in school - all the way through to higher learning.
- Stress arts in schools and parents (and grandparents) will support the higher taxes to make it continue.
- Present something in the schools to catch our next generation.
- Expand programs to include children & teenagers in meaningful ways & give them a say in what's going on
- Do not allow the K-12 and other educational institutions to cut or limit the arts in the curriculum - through school boards, etc.

The rest of the responses were more varied – 11% of those replying thought the CAC should develop closer ties to communities, customizing events to reflect regional needs, providing “fairs festivals and fiestas”; “involving libraries in every aspect of town affairs”, encouraging people to “get involved locally” and providing small projects in every town. In many cases these needs might be met by existing CAC agency programs, and the fact that the audience does not know about them again suggests a publicity problem around the availability of these resources. It may also be a symptom of the overall small size of the grant programs offered by the agencies, which have been subjected to numerous cutbacks over the years.

9% of the respondents thought that the CAC should develop more volunteer opportunities, though most of these respondents appeared to be looking for volunteer opportunities not with the CAC itself, but in organizations around the state. There was some support for the CAC taking on some role as a supporter of voluntarism, and should “promote volunteer training” or coordinate a special promotional event such as a cultural day when “everyone is encouraged to visit or volunteer at cultural and arts sites”. Another person thought that the CAC should find ways to “Lessen fundraising pressure on volunteers and they won't find service so burdensome. Definitely government support is crucial to the arts;” And still another wanted to see “Volunteer opportunities with cultural organizations that don't conflict with regular work schedules”.

The remaining responses were more scattered. They included making clarifications to the CAC mission and strategy; increasing citizen advocacy; providing more low-cost cultural programs, and working to capitalize on Maine's growing population of retirees.

5.0 Funding Strategies for Arts and Culture Programs

A key issue facing the arts and culture in future years is funding. To address this dimension, a question focused on 10 alternative strategies. They included cross-sector collaboration, advocacy, fostering individual contributions, taxation, bonding and related revenue generation options, linking community development and tourism to art, increased use of program evaluation to demonstrate results, and increased use of the Internet.

One item emerged as the top priority, 13 percentage points higher than the next ranked item. Seventy-one percent saw education in school in terms of cultural literacy as a key to developing support. Efforts should be made to work with both foundations and nonprofit organizations. The importance of this concept should not be surprising. For over a decade, the topic of “cultural literacy” has received attention by scholars and educators (see Hirsch Jr., et. al. 2003). Given the priority of this alternative, the Cultural Affairs Council might consider sponsoring a statewide conference where, for example, the concept could be explored, examples in Maine highlighted and action plan outlined.

Two other strategies receive support from more than a majority of the respondents. Both represent collaborative strategies, like the approach to cultural literacy. These alternatives are: linking arts and culture to activities in other sectors, economic development being an example (58 percent) and partnering with the business sector to make arts and culture a part of workforce development (50 percent). See Table 8.

8. These are strategies to attract funding for arts and cultural programs. Based on your personal and/or professional experience, which of these approaches should be given highest priority in attracting public and private financial support. (CHECK UP TO 5 BOXES):		Response Percent	Response Total
Partnering with businesses to examine the role that arts and cultural activities can play in workforce development.	<input checked="" type="checkbox"/>	50%	204
Working with foundations and nonprofit agencies in advocating for cultural literacy as a key educational goal in schools and communities for the 21st century.	<input checked="" type="checkbox"/>	71%	290
Exploring mechanisms to encourage individual contributions to art and cultural activities such as workplace giving programs.	<input checked="" type="checkbox"/>	27%	109
Support tax legislation, fees and surcharges designed to support art and cultural initiatives.	<input checked="" type="checkbox"/>	27%	111
Finding ways to better link private development projects to community art and cultural needs through land use and related ordinances.	<input checked="" type="checkbox"/>	41%	167
Developing program evaluation strategies to better document the impact of art and cultural projects on communities and their residents.	<input checked="" type="checkbox"/>	29%	121
Promoting the concept to foundations, governments and other potential funders that art and cultural activities are important to the realization of social, economic and community-building goals.	<input checked="" type="checkbox"/>	58%	240
Developing strategies to enhance the importance of cultural tourism.	<input checked="" type="checkbox"/>	48%	198
Promote Maine arts and culture through the Internet.	<input checked="" type="checkbox"/>	38%	155
Expanded state funding through bonding measures to support arts and cultural organizations.	<input checked="" type="checkbox"/>	38%	157
Other (Please Specify)	<input type="checkbox"/>	2%	7
		Question Responses	411
		Skipped	22

6.0 Recommendations for Funding Arts and Cultural Activities.

With the intent of soliciting specific ideas, respondents were asked whether they had “recommendations that could help the State of Maine in its efforts to stimulate funding for art and cultural activities”. This question had the lowest number of responses – 92, which were spread among several general areas:

26%	46	Marketing and Advertising for Culture and Institutions
13%	24	New Projects or Directions for CAC / Policy Development
12%	21	Increase Private or Federal Funding
10%	18	Comments and Philosophical positions
8%	15	Promote and fund Culture in the Schools
8%	15	Connecting Culture to Communities / Building Audience
8%	14	A Tax or Fee License Plate, Lottery or Tax Return Check-Off CAC Newsletter, Website other Communications for Advocacy of legislators and others
5%	9	
4%	8	New or Expanded Grants Programs
3%	6	Cultural Tourism
2%	4	Unclassified / Erroneous
100%	92	TOTAL

As with the previous open-ended question, the largest percentage of responses (26%) related to promotion of arts and culture as an avenue to stimulate additional funding for the CAC agencies. Representative answers included the following:

- A slogan? “Maine: Where the Arts Are Alive” (or something in that vein)
- free advertising
- Have one Cultural Holiday (like a bank holiday) where all the cultural agencies would be closed. All staff could attend workshops that day, but the idea would be to show people what would be missed if there was no "culture". Media releases would be sent out before and after the event.
- Highway signs pointing to cultural organizations (libraries, museums, etc.)
- Make art and cultural activities a part of every promotion of the state.
- Make people more aware of what you do. I am clueless myself, actually -- just seeing this survey makes me want to better understand what you all are up to.
- The agencies associated with cultural activities are poorly funded. It is as if the funding sends the message--you are not important in the scheme of things. Something needs to be done about that.
- The Maine Humanities Council seems prominent in the Portland area. Its impact is less strongly felt in Maine's many small towns. Outreach is needed.

The Next largest category, at 13%, was a series of suggested new directions or policies for the CAC to pursue. This was a diverse set of proposals, and is difficult to categorize. Several respondents wanted the CAC to research what analogous cultural policy structures are in other states and countries. In many of the other proposals there was an apparent misunderstanding that the funding for the various agencies comes from different (often Federal) sources, and that the funding is not fungible from agency to agency. Many responses were rooted in the need for additional funding for the cultural agencies, and they focused on ways to save money or advocate for additional funds.

A sampling of these various responses includes the following:

- Culturally-related job-creation, a la WPA of 1930s
- Hire a director for the [Cultural Affairs] Council who will have the legal authority to lobby the legislature
- Increase efforts to teach people how to write and manage grants, similar to what Maine State Archives has done.
- Make Archives under the Library, that is a waste of money separating the two out

12% of respondents advocated for increased private or Federal funding for culture, though they were not specific about how such funding would or could be obtained – some suggested lobbying of the Federal congressional delegation, others advocated for fund-raising from individuals and special fundraising events, still others suggested obtaining corporate sponsorships for cultural events. An additional 8% made suggestions about how the state could raise additional funds, specifying mechanisms such as a cultural license plate, special taxes, lottery revenues or tax form check-offs. And another 8% advocated for new or expanded grants programs from the agencies, including restoring funding for the CAC's flagship New Century Program, which has lost most of its funding in the past several years. These comments included:

- Public libraries in Maine receive no state funding, yet we dump so much money into education. There appears to be a disconnect between the role we see that public libraries play as information centers of lifelong learning. In so many towns the public library supports the schools yet the state offers no funding. What does that say?
- Fund new century program enabling huge leveraging of private funds in direct program delivery (see the stats).

10% offered comments and philosophical positions relating to government, some of which went well beyond the CAC:

- Stop spending money on unnecessary fountains and walkways
- Stop spending money on the Legislature parking

- There's too much in-fighting and mistrust in the cultural life of Maine. The agencies should demonstrate leadership through unity and collaboration more often than they do and then brag about that. The only time we hear from the CAC is when we need to write letters to get them more money.

The final open-ended question in the survey solicited suggestions for strategies help the CAC better meet its mission of “coordinating a comprehensive approach to preserving and promoting the state’s cultural heritage”. This question generated 266 responses, grouped among the following categories:

5%	12	Unclassified / Erroneous
26%	70	Focus on Communications / Promotion / Visibility
45%	119	Suggestions Regarding CAC Structure / New ideas
3%	8	Involve the Schools
8%	21	Promote Collaboration / Grassroots
8%	20	Provide Funding
3%	9	Provide Advocacy or Lobbying
3%	7	Provide Technical Support

100% 266

Responses to this question in many ways mirrored the themes and topics outlined in the earlier sections. As in question 7, respondents offered a large number of general ideas about strategies that might be adopted by the CAC. 45% of the total responses came in the form of these widely varied suggestions, a small sample of which included adding the department of Tourism and Maine Public Broadcasting to the CAC; increasing transparency of operations, involvement in the state’s ethnic groups, and promotion of interagency cooperation beyond “simply soliciting and dividing state funding”. Some of the comments offered a vision for bold action: “Be more creative yourselves - why not take on a vision to address the disparity between north and south Maine through culture.... do something that no other profession seems to be able to pull off.” Other respondents had more specific ideas for particular programs.

In several cases, respondents seemed confused about what was within the CAC’s purview. “Ensure that existing programs either function efficiently or are scrapped. Example, the MAM web page has been non-functioning for over a year and organizations cannot post there. This is one example of inefficiency and lack of attention (probably lack of money too, but it gives a very bad impression)!” While this is a worthwhile remark, it is important to note that the Maine Association of Museums (MAM) is not an CAC entity.

The need to maintain state funding for nonprofit cultural organizations was an important theme, as well. 20 Respondents urged the legislature to fully fund the New Century program or provide other support to nonprofits. Others urged CAC to adequately fund and staff its member agencies. Still others noticed that the CAC itself has no staff and wondered how it can provide many services in its absence.

The theme of paying special attention to rural areas of the state was also reiterated.

26% of the total responses to this question were around the topic of improved communications and visibility, which is another theme runs through the entire survey, indicating that the CAC does not have a great deal of statewide visibility. A few examples of those suggestions include:

- For coordination and comprehensiveness: Increase communication to and among cultural heritage professionals, and develop relationships with information professionals and IT professionals.
- Find ways to share the importance of preserving Maine's cultural heritage with the whole population. Most citizens probably have very little awareness of what needs to be done or what has been done to date.
- Centralize communications efforts on behalf of cultural institutions and activities
- Make citizens more aware of what the CAC's mission and role is, who the members are and what they each do.
- I don't know what the council has done to this point.

7.0 References

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APPENDIX E:

MAINE STATE CULTURAL AFFAIRS COUNCIL MEMBER AGENCY PROFILES

Maine Arts Commission

The Maine Arts Commission strives to give people of all ages the opportunity to come in contact with the arts; build a support base for the arts; use partnerships to expand audiences and develop new funding sources; and further the cultural, educational, and economic goals of the State of Maine.

Maine Historic Preservation Commission

The Maine Historic Preservation Commission is an independent agency within the Executive branch of state government that functions as the State Historic Preservation Office. Its Director is the State Historic Preservation Officer (SHPO). The Commission is responsible for the identification, evaluation, and protection of Maine's significant cultural resources as directed by the National Historic Preservation Act of 1966. It nominates buildings, sites and districts to the National Register of Historic Places; provides assistance to property owners seeking federal and state rehabilitation tax credits; and reviews federally funded, licensed and permitted activities to assess impacts on historic properties. With funding provided by the New Century Community Program, the Commission operates a grant program for the preservation and restoration of historic properties.

Maine Historical Society

Maine Historical Society is a private, non-profit organization founded in 1822, the third oldest state historical institution in the U.S. MHS collects, preserves and interprets the history of Maine; facilitates research into family, local, state and national history; presents programs that make history meaningful and enjoyable; and works to empower and encourage other historical organizations throughout the state. Located on a one acre campus in downtown Portland, MHS is composed of 1) The Research Library; 2) The Museum of Maine History; 3) The 1786 Wadsworth-Longfellow House, a National Historic Landmark; 4) The Maine Memory Network, a statewide collaborative online museum and archive; 5) School and community educational services; and 5) Publication services, including the journal, *Maine History*, produced in cooperation with the University of Maine.

Maine Humanities Council

The Maine Humanities Council is an independent statewide educational nonprofit committed to helping Maine people of all ages and educational levels deepen their understanding of themselves, their communities, and the world. The Council serves a wide variety of audiences including teachers, early childhood educators, low-literacy

adults, health care providers and the general public with book-based programs in the humanities. Through the New Century Community Program it also offers grants supporting local projects in community history, humanities infrastructure, and community educational programming. The Council is Maine's affiliate of the National Endowment for the Humanities.

Maine State Library

The Maine State Library's purpose is to lead in efforts that will provide, broaden, and improve access to information and library services for all Maine residents. To accomplish this effort, the Maine State Library is divided into two divisions: Library Development and Reader and Information Services.

1. The Library Development Division provides for the development of all types of libraries throughout the state. Specific programs include: the Maine Regional Library System; consultant services; direct free walk-in service at Area Reference and Resource Centers – Portland Public Library, Bangor Public Library and the Maine State Library; interlibrary loan; outreach services (books-by-mail, video services, talking books and large print books); school library/ media services; assistance with the federal e-rate program that supports technology costs for libraries; and electronic database licensing.
2. The Reader and Information Services Division provides for the delivery of quality information, reference and loan services to state agency personnel and the general public. This includes supporting and complementing the collections of all types of libraries throughout the state. Specific programs include: reference, circulation, government documents, collection services, and interlibrary loan.

Maine State Museum

The mission of the Maine State Museum is to collect, preserve, and research objects of Maine's natural and cultural history for the purpose of educating and inspiring Maine's people and visitors, in order to promote an understanding of and respect for the past, which is essential for Maine's future.

Collections are exhibited in the Museum, State House, and Blaine House as well as loaned to other Maine museums for special displays.

Maine's artistic, scientific and historical collections are supported in two ways with funding from the New Century Community Program. Matching grants are awarded to institutions responsible for these collections, and the Cultural Resources Information Center provides them with direct technical advice and assistance.

Maine State Archives

The Maine State Archives establishes rules, standards and procedures governing the creation, use, maintenance, retention, preservation and disposal of State and local government records. It assists these governments in making their operations more efficient and economical through the application of modern records management techniques, including:

1. establishing disposition schedules under which agencies may systematically destroy records having no permanent value;
2. providing technical assistance in specialized fields such as files, forms, general paperwork procedures and office equipment management; and
3. providing centralized, secure, environmentally controlled storage and retrieval facilities.

NEW CENTURY COMMUNITY PROGRAM
 FUNDING AND AGENCY ALLOCATIONS
 2000-2009

3/4/200

APPENDIX F

State funds	FY02	FY03	FY04	FY05	FY06	FY07	FY08	FY09
Maine State Library	\$201,935	\$214,050	\$0	\$14,286	\$13,574	\$99,000	\$13,574	\$0
Maine State Museum	\$21,677	\$23,313	\$0	\$14,286	\$13,571	\$49,500	\$13,571	\$93
Maine Historic Preservation Comm	\$65,208	\$66,941	\$0	\$14,286	\$13,571	\$74,250	\$13,571	\$530
Maine Arts Commission	\$63,511	\$67,826	\$0	\$14,286	\$13,571	\$74,250	\$13,571	\$7,705
Maine State Archives	\$13,750	\$14,570	\$0	\$14,286	\$13,571	\$49,500	\$13,571	\$12,438
Maine Humanities Council	\$72,661	\$75,501	\$0	\$14,285	\$13,571	\$74,250	\$13,571	\$10,289
Maine Historical Society	\$34,375	\$36,440	\$0	\$14,285	\$13,571	\$74,250	\$13,571	\$10,594
Totals:	\$473,117	\$498,641	\$0	\$100,000	\$95,000	\$495,000	\$95,000	\$41,649

Bond Funds	FY00	FY03	FY05	FY07
Maine State Library	\$1,320,000	\$1,000,000	\$210,000	\$400,000
Maine State Museum	\$149,600	\$50,000	\$120,000	\$200,000
Maine Historic Preservation Comm	\$506,000	\$100,000	\$175,000	\$300,000
Maine Arts Commission	\$440,000	\$100,000	\$175,000	\$300,000
Maine State Archives	\$88,000	\$50,000	\$120,000	\$200,000
Maine Humanities Council	\$484,000	\$100,000	\$100,000	\$300,000
Maine Historical Society	\$220,000	\$100,000	\$100,000	\$300,000
Total	\$3,207,600	\$1,500,000	\$1,000,000	\$2,000,000