Goal 1

Adopt updated program emphasis to include:

- Place-making / quality of place
- Community engagement / attraction and retention
 - Educational opportunity and impact



MCACA will change its guidelines and review criteria so organizations can effectively showcase their place-making and quality of place strategies, programs and projects

MCACA staff produced amendments to the FY 2012 POPS guidelines they included the following language and review criteria:

Community Impact -- worth 30 points at the review

An organization's impact is, in part, reflected in the organization's ability to: Show community support, through financial or participatory contributions from other organizations or individuals Draw or serve a significant, wide-ranging audience in their area

Demonstrate an understanding of their role in their communities' economic impact

Implement place-making strategies to attract and retain youth and make the community a desirable place to live Provide employment or support opportunities for artists, creators and innovators, especially those from Michigan

FY 2013:

Successfully implemented the creation of a new program for Capital Improvement projects. Among the review criteria within the Capital Improvement Program we ask applicants to:

Describe the project's impact on accessibility, quality of life, job creation, economic growth, cultural tourism or other issues deemed relevant.

Describe the process to develop your proposal, including the planning process, leadership, process to effectively plan for the stability and longevity of this project, evidence of collaboration within community or inclusive planning of community leaders, cultural diversity of constituents and others

The Executive Director was asked to serve on Governor Snyder's Sense of Place Council

FY 2014:

With the FY 2014 increased appropriation MCACA increasing its investment by increasing award amounts and number of applications funded in this category (Capital) This should increase place-making impact statewide.

FY 2015:

In anticipation of another appropriation increase we are adjusting the Capital Program to continue increasing our investment



MCACA will seek out partnerships within MEDC and with other State government departments and agencies to align our programmatic efforts with their efforts, while identifying and expanding possible funding opportunities

Update 7-20-2012 New Logo was unveiled. Thus far with 100% positive feedback from the field

New for FY 2013:

We have met with MEDC Business to Business Connect team and the Michigan Energy Office. Both agreed, for the first time, to offer their services to our grantees. They have not worked with Not for Profit businesses in the past. We have included their program information in our Capital Improvement Program guidelines

FY 2014

August 2014: MEDC approved the addition of another employee. We have hired Adam Wheater formerly with MEDC finance section..... He is already a huge asset!

New for April 2012 Council meeting:

The Community Development team has agreed to assign a staff to stay in touch our NASAA's CDC Peer group so we can stay on top of national trends

The MEDC Communications/ Graphics team is helping develop a new MCACA logo.

The MEDC Travel Michigan and Communications team has agreed to loan Amanda Munson to us as needed

FY 2013: MEDC permanently assigned Ellen Graham to MCACA.

9-1-2012: MEDC as eliminated that position and has yet to assign anyone else. I will continue to pursue this.

11-2013: in Septmber 2013, the MEDC CAT team assigned another person as CDC representative, who was then taken off the project due to work load

July 2014
Ellen Graham retired.



Purple = Completed

Green = Good progress

Blue = Neutral progress / Red = Negative progress

MCACA will support arts education projects and redouble its efforts to partner with the Michigan Department of Education on providing meaningful arts education experiences

The "Arts Education in Michigan"
Survey has been released. The
survey results were presented to
the State Board of Education
December 11th 2012

Update 9-12-2012: We will be presenting to the Michigan Board of Education in October 2012.

New for April 2012 Council meeting:

I will accompany MYAA to a meeting with Superintendent Flannigan, to present our Education Survey.

FY 2013:

With the Departure of
Assistant Superintendent of
School Sally Vaughn, we have
lost our major contact at MDE.

New for FY 2014:

FY 2014 the Arts in Education in Michigan – Residencies program was implemented

New for FY 2015:

We are creating a new mini-grant program for teachers and schools to purchase or repair art equipment or supplies

FY 2014

MCACA has hired a full time program coordinator, Chad Badgero, as Arts Education Programs Manager

FY 2014:

We will once again present our work to the State Board of Education. We hope to gain their support to partner with us on the Bus grants and new FY 2015 supplies and equipment program



Green = Good progress

Blue = Neutral progress / Red = Negative progress

MCACA will seek out partnerships with non-traditional partners that have an interest in place-making, especially from the capital improvement side of the equation MCACA staff has met with Executive **Directors from the 8 other Midwest** states and Arts Midwest in Washington, DC where we had discussions with the United States Department of **Agriculture Under Secretary and** program staff to discuss a regional arts and cultural professional development in rural communities strategy. Subsequently MCACA staff has met with the Rural Development office of the USDA in Michigan and they have agreed to attend a meeting to discuss possible funding partnerships. Currently we are trying to set up a meeting with senior deputy Director for Veterans Affairs in Michigan to include a "returning veterans" component to this strategy

I met with Jason Allen on 1-10-2012 and a partnership appears very promising.

New for FY 2013:

We have provided a small amount of funding to ArtServe to continue to explore this partnership. I will be setting up a meeting soon. I have also been discussing new partnership possibilities with the State of Wisconsin on this topic as well as an Arts Lab project. If we can pull this off we will focus on our shared border region... a difficult area for both State Arts Agencies.

Joint meeting with Wisconsin Scheduled for 1-14-13

New for FY 2013: Not much progress on this topic. I will be meeting with USDA again on my November trip to DC.

I recently (5-1-2014) met with the new "Jobs" coordinator for the new veterans agency in Michigan, Ingrid Tighe and we may yet pull this off!

FY 2013 - 2014

Discussion with Michigan Veterans Administration have halted with the creation of their new agency. Subsequently, discussions with Wisconsin have stopped.

ArtServe Michigan did next to nothing with their additional monies for this in FY 2013. It was removed from their FY 2014 grant award.



MCACA will increase the support and visibility of the New Leaders Arts Council of Michigan, Retention and Community Engagement program

Although the tax check off box funding this program has been eliminated, the NLACM is preparing guidelines and planning workshops to promote the program and the visibility of NLAMC.

New for FY 2013:

With the increase in funding Council has approved making up to \$40,000 in New Leaders grants this fiscal year. We have also added a "Mentor/internship" component to the guidelines. We have also added L3C companies (the first state arts agency in the nation to do so) and individuals to the list of eligible organizations in this program

New for FY 2014:

Chad Badgero is now the Council lead on this program. We have seen another increase in application numbers (up 20 to 63 applications) and an increase in participation of Council members, there are now Two Council Members (Vice Chair Omari Rush and Council member Susanna Goodman) who regularly attend New Leaders meetings. The membership of on the NLACM has increased to 16 participants. Available funding was also increased for FY 2014.





Goal 2

Shift our focus from one of survival to one that showcases the value of money reinvested in the arts and cultural sector and prepare for an increased role in the bigger State policy picture



Council members and staff will build direct relationships with traditional and non-traditional service organizations in order to broaden their understanding of the critical role arts and cultural organizations play statewide, in achieving the State's reinvention goals, such as:

- Michigan Municipal League
- Michigan Townships Association
- Small Business Association of Michigan
- Michigan Association of School Boards
- Michigan Assoc. School Administrators
- Michigan Economic Developer Association
- Michigan Licensed Beverage Association
- Michigan Grape and Wine Industries Council
- Michigan Beer and Wine Wholesalers
- Michigan Restaurants Association
- Michigan Manufacturers Association
- Chambers of Commerce
- Business Leaders for Michigan
- The Center for Michigan

The Council Members have not moved very far on this count.
MCACA continues to have a good relationship with:

- The Michigan Municipal League
- The Michigan Non Profit Association
- Michigan Licensed Beverage Association
- Michigan Beer and Wine Wholesalers
- The Center for Michigan

FY 2014

We have made some progress with the Michigan Restaurants Association and the Michigan Manufacturers Association as well as the new Mobile Technology Association of Michigan.

Council members will continue their direct contact with the Governor and legislative leaders

Council members were reminded of advocacy duties by Chairman Buchholz at the 9-14-2012 meeting

FY 2014

Chairman Buchholz has a lengthy meeting (2 Hours) with young professionals and Governor Snyder

MCACA will shift grantee reporting to showcasing the value of money invested in the project or program

FY 2013: We have secured funding from MEDC to upgrade the FY 2013 final Report to an on-line final report using the e-grant system. Work on this is nearly complete.

April 2012 Council meeting:

We are looking at fully incorporating the final reporting process into the egrant system to make final reports completely electronic as well

MCACA Staff has begun conversations about revamping the final reports for FY 2012 and will more fully incorporate CDP into final reporting requirements

New for FY 2013: Final report is being updated



The on-line final report system is up and working.



Council finds new champions who understand and promotes the role of arts and culture in reinventing Michigan

April 2012

Council meeting:

Great progress on all fronts. The MEDC leadership is becoming more fully aware of our programs and processes and our value to the state's mission. The same can be said of the Governor's office and directly connected agencies as well as appropriations committees and chairs.

10-2012: Elizabeth's replacement is Leslie Hornung. She has a full plate but is working with us and even attended a panel meeting.

9-2012:

A change in MEDC leadership (Elizabeth Parkinson left for a new position with the Detroit Lions) has slowed this progress.

Although the Chief Operating Officer, Jennifer Nelson, is becoming more engaged and is helping to shepherd our request for two new employees

2012: I am reporting directly to Elizabeth's replacement. Leslie Hornung VP of Communications.

2013: I am now reporting directly to Jennifer Nelson, Senior VP for Community Development. Jen is very supportive

We have been approved for a new employee... we will post the position in January 2013

2014:

With Jen Nelson's assistance, MEDC has approved another corporate position for MCACA



Green = Good progress

Blue = Neutral progress / Red = Negative progress

Council finds new legislative champions to assist with arts and culture related legislation, including recapitalizing the arts and cultural sector

Council finds new champions to help in the effort to establish a creative environment, build a creative workforce and significantly enhance arts education programs a n u a

r

У

o f

2

0

1

3

J

New for FY 2013:

Our relationship with both legislators is progressing very well.

C F F April's 2012 Council meeting:

I think there are a couple of emerging arts and cultural champions, in particular Sen. Roger Kahn and Rep. Earl Poleski

12-2012:

No new Champions have stepped for- ward. However when the new legislative sessions convenes that could change.

Term limits make this more difficult.

FY 2014

Rep. Sam Singh, an old friend and former MCACA Council Member, is becoming a more active advocate.



Goal 3

Increase professional capacity of arts and cultural organizations through grant-making to:

- * Address staffing needs
- Create new business models (spin-offs, collaboration, revenue development)



What we will do to achieve this goal	Purple = Completed	Green = Good progress	Blue = Neutral progress / Red = Negative progress
MCACA will continue to offer operational support grants to arts and cultural organizations	ort grants to arts and increase and the POPS program was increased appropriately. We added a professional Development component to the Regional Regranting mini-grant program, Applicants can ask for up to \$1,500 to pay for documented professional development opportunities. For example, to attend	April 2012 Council meeting: Our planning is well underway to incorporate projects budget increases into the POPS guidelines New for FY 2013: We have made L3C organizations eligible in one of our programs. (New Leaders) we will evaluate	
		how it has gone before we establish FY	FY 2014 The POD Regranting Component was disappointing. We are looking at ways to tweak for FY 2015

MCACA will seek out partners, public and private, willing to support an organizational development program FY 2013-14:

Funding for CDP year four was provided by MEDC

MCACA will seek out partners in support of new business models or business incubators within the arts and cultural sector FY 2012-13

Although we are still working on the two Mott foundations to assist with a project, we are working with the arts Affinity group on Year four of CDP funding MCACA will seek out partnerships to expand professional development institutes, including those for arts educators

MCACA staff is in beginning discussions with the USDA and the Michigan Veterans Administration on professional development possibilities.

New for FY 2013: First step taken by including monies to support, study, design and piloting a veteran's specific program.

We are looking to a spring partnership with the State of Wisconsin to offer workshops along our mutual border.

New for FY 2013: First discussions with Wisconsin held September 15th. Very promising. The first face-to-face meeting is scheduled for 1-14-2013

2014:

With the creation of the new MI Veterans Affairs Agency, all talks with us on this issue have halted.

4-2014

I very recently made contact with their new "Employment Analyst" Ingrid Tighe. Hope springs eternal.

4-2014

We will be meeting with the Michigan Humanities Council concerning the possible addition of a "teacher's Institute" associated with Poetry Out Loud.



Goal 4
Increase arts education research/data collection



What we will do to achieve this goal

Purple = Completed

Green = Good progress

Blue = Neutral progress / Red = Negative progress

MCACA will continue to support arts education projects, to the best of its ability

In anticipation of another grant funding increase for FY 2014, MCACA has been approved to hire an additional coordinator, for Arts Education programs In FY 2012 we received and will fund 19 arts education based projects in the POPS program up three from FY 2011.

We received 24 arts education applications and will fund 19 projects in the POPS program for FY 2013. Up five applications, funding the same number as FY 2012

MCACA will seek out and support an arts education partnership to assist in education research in order to make the case for increased support and to assist with grant programming FY 2013
The Arts Education Survey (http://www.michiganyoutharts.org/
advocacy/survey) has been re-leased

For FY 2012 MCACA has established a Services to the Field partnership with Michigan Youth Arts Association and the education survey being reported out on today

April 2012 Council meeting: MYAA and Quadrant research is about to release their education survey findings that Kim Dabbs will discuss that



What we will do to achieve this goal

Purple = Completed

Green = Good progress

Blue = Neutral progress / Red = Negative progress

MCACA will work with State partners, such as the Michigan Department of Education, to support more pilot research projects to track the impact of arts and cultural education on the professional life of scientists, technology professionals, engineers and math-based careers

New for FY 2013:

The Council approved \$20,000 for Rex LaMoore, Michelle and Robert Root-Bernstein to do phase two of their ArtSmart research

1-2014:

The Phase two report has been completed and is available on their website... and our website... soon

We have committed to a research partnership with Rex LaMoore, Michelle and Robert-Root Bernstein and their team to do this research. We are also discussing this with the MEDC research team to try to add their cooperation and possibly funding to this research

MCACA will use gathered data to seek out partners to assist in funding arts and cultural education programs and projects We are speaking with researcher Eileen Roraback and photographer Bill Bamberger about a follow up to the Boys will be Men Residency. New for FY 2013: We met with Bill, MSU, CS Mott Foundation and the Mid Atlantic Arts Foundation in August to continue developing this idea.

12-2013 No progress has been made with this action step.



Goal 5
Increase marketing efforts

- For the field
- For MCACA



Progress

What we will do to achieve this goal

Purple = Completed

Green = Good progress

Blue = Neutral progress / Red = Negative progress

MCACA will continue to expand Travel Michigan "Pure Michigan" partnership New for FY 2013: Radio and television spots feature Pure Michigan Art have been running in select markets since June, 2012 at no cost to MCACA MCACA staff has been meeting with MEDC VP Elizabeth Parkinson on expanding this effort at no direct cost to MCACA. So far it looks promising for summer of 2012

New for FY 2013: It appears two new applications from Public Broad- casting organizations are going to be considered for FY 2013 funding.

2014:

We made a pilot award to Culture Source in support of the IXITY program Disappointed that only one Public Broadcasting group came to us for operating support for FY 2012. We will continue to work on this

MCACA will continue to expand Public Broadcasting grants in order to recognize the work of the arts and cultural field We received and funded three public broadcasting applications directly and two more indirectly for FY 2013 funding

FY 2014: We are beginning some talks concerning the possibility of a broader partnership with the PBS network. However they did not perform as well as I had hoped. We will continue to look at better ways to help support Public Broadcasting with Arts coverage



MCACA will expand current acknowledgment requirements to include not only letters to legislators if an organization receives an award, but to also require that legislators are informed when an organization makes application

What we will do to achieve this goal

Purple = Completed

Green = Good progress

Blue = Neutral progress / Red = Negative progress

to MCACA

Implemented for all 2013 grant programs.

Working with MEDC Graphics Department on a new logo.

April 2012 Council meeting: The Arts Midwest conference is being held in Grand Rapids September 12-15 2012.

Discussions about a new name is not likely to happen soon

April 2012 Council meeting:

MCACA will create new/expanded branding for MCACA in alignment with Governor Snyder's agenda, including a new logo and/or new name etc.

New for FY 2013: The new logo is in place

FY 2013: The Council approved \$50,000 (\$25,000 from MCACA and a special \$25,000 award from the NEA) in support of the international SpinxCon diversity, TEDX style conference

We have seen our first samples for a new logo

MCACA will pursue important national and/or regional arts and culture related conventions and conferences to encourage them to locate their events in Michigan

New for FY 2013: By all accounts the conference was a huge success. Arts Midwest staff will share evaluations once they are tallied.

FY 2014 The Council supported a second year or SphinxCon



MCACA will increase collaboration and coordination with the MEDC on promoting quality of place to prospective Michigan businesses, investors, and talent

> FY 2013: We were able to have Governor Snyder include in his comments a mention of the Sum of Many Parts quilt exhibit, we are supporting with Arts Midwest, during his trip to China

FY 2014:

The Partnership with MEDC Energy unit and Business to Business Connect program are flourishing

FY 2013

We assisted MEDC with the Renegade Series at UMS and believe further partnerships on the horizon. With the change in leadership at MEDC these partnerships are not likely to happen in FY 2013

MCACA and the New Leaders group are scheduling a meeting with MEDC Talent Team on a retreat idea as well as a hosting opportunity at UMS---April2012 Council meeting: This didn't come to fruition.

2014

The MEDC Community Assistance team and Community Development team are becoming increasingly interested in our programs, especially the capital improvement program.

Goal 6

Support a "Signature Event" projects program



What we will do to achieve this goal

Purple = Completed

Green = Good progress

Blue = Neutral progress / Red = Negative progress

MCACA will collect information to see if a need for a Signature Event program exists

A <u>significant</u> funding increase will be necessary to pursue this action step.

MCACA will partner with the Michigan Festivals and Events Association to provide professional development to its client base and help publicize events currently in place The MFEA is being awarded a "Services to the Field" grant in FY 2012 to help accomplish this goal

FY 2013: the MFEA brochure (300,000) featured an arts component. The Council approved FY 2013 funding to MFEA to continue to expand this work

FY 2014 The MFEA printed 500,000 brochures and increased the "arts" presence at its statewide conference.



Goal 7
Increased funding for grants



What we will do to achieve this goal	Purple = Completed	Green = Good progress	Blue = Neutral progress /
			Red = Negative progress
Work with the Governor, the legislature and legislative leadership to increase the general fund appropriation for MCACA grant-making		12-2011: It appears that there will be a recommendation in Governor Snyder's budget for a slight increase in general fund for grant making the amount is yet to be determined.	
	FY 2013: Our budget was increased from \$2.1 million to grant to \$5.6 million to grant in FY 2013	April 2012 Council meeting:	
		Our FY 2013 budget is moving forward nicely with an increase that will more than double our funds available for grant-making	
	FY 2014 Budget was approved at \$8.1 million (\$7.6 in actual funds)	It appears that the Governor will recommend an increase in grant funding for MCACA in FY 2014 as well. Amount to be determined.	
	FY 2015 Budget was increased to \$10.1 million (\$9.7 in actual funds)	For FY 2015 the Governor has recommended an appropriation of\$10.1 million. An additional \$1.5 million may be added as a line item for the Yankee Air Museum	
Partner with other Statewide, regional	Data is pulled and the release of the next CDP report in scheduled for late January 2012	April 2012 Council meeting:	
and national groups to ensure continued advocacy for increased State and federal funding		Artserve has been advocating on behalf of the MCACA grant programs with legislative leadership with some success.	
		The first big CDP report is out and has been met with many positive responses	
		FY 2013: Artserve will be pulling data for the next version of the Creative	

State flyer



FY 2014:

Data is pulled and the release of the next CDP report in scheduled for late January 2013

The Third "Creative State" report is out as of 1-2014

What we will do to achieve this goal

Purple = Completed

Green = Good progress

Blue = Neutral progress /
Red = Negative progress

Work with other funding partners, local, State, regional and national, willing to enhance MCACA grant-making or take a direct role in providing funding opportunities for arts and culture, including arts education projects and programs

April 2012 Council Meeting: MCACA staff has had two meeting with USDA officials in Washington and East Lansing to discuss two specific funding opportunities through the USDA. Arts Midwest is also looking at a much broader regional strategy using the new relation-

No real progress was made on the USDA partnership

This colloquium with Indiana and Ohio will take place in the spring of 2013

FY 2014-15 We are discussing a new colloquium with Indiana and Illinois April 2012 Council meeting: In partnership with Indiana, and Ohio, we have approached the Joyce Foundation to fund a rural "diversity" and professional development project... the prospects look good.

Artserve continues to utilize CDP data in their legislative meeting with positive feedback

The FY 2013 CDP data is being prepared for legislative release



What we will do to achieve this goal

Purple = Completed

Green = Good progress

Blue = Neutral progress /

Red = Negative progress

Find partners willing to provide opportunities to better enable arts and cultural organizations, and MCACA, to seek funding outside of the State general fund The Department of Military and Veterans Affairs, and the State of Wisconsin will offer a professional development opportunity along our mutual border geared toward veterans

These talks fell through with the creation of a new Veterans Affairs Agency in Michigan.

Utilize the Michigan Cultural Data Project to demonstrate the case for increased support by illustrating the value for money aspect of this sector The "Creative States" document using CDP information has been somewhat useful in this regard. More useful has been the MCACA Director's involvement as a CDP Board member... this has helped to influence CDP 2.0



Goal 8

Address MCACA capacity and integration with MEDC resources and goals



What we will do to achieve this goal

Purple = Completed

Green = Good progress

Blue = Neutral progress / Red = Negative progress

MCACA will work with the legislature, legislative leaders and the governor to increase funding for MCACA administration and programs

MCACA will work with MEDC to provide more staff and other resources dedicated to leverage MCACA operations FY 2013: MCACA has been approved for one additional position, to be posted in January 2013. We hired an Arts Education coordinator who started 4-1-2013

FY 2013: Business to Business and Energy office teams have agreed to provide service to MCACA applicants/grantees

2014 MEDC as assigned one corporate employee and has agreed to add one more to the MCACA staff, bringing our total to 6 employees over all.

MEDC has been very generous in more fully including MCACA in their communication efforts, research and special projects April 2012 Council meeting: MEDC graphics and travel/communications have been very generous with their time.

FY 2013:

This continues to be the case

FY 2014

Various MEDC units are more interested in MCACA programs, although no significant partnership, beyond solid administrative support for MCAC overall, has come to fruition.

March 2012: Too early to tell if this will be accomplished, but there are some positive signs April 2012 Council meeting: Looks like we will have to keep working on this item

FY 2013: Our efforts were successful and FY 2013 has increased to \$5.6 million to grant.

FY 2013: Administration (monies for staff) continues to be an issue, but MEDC is stepping up and using corporate monies to assist us

FY 2014 this continues to be the case.



What we will do to achieve this goal

MCACA will use federal monies from

the National Endowment for the Arts

for grant administration

Blue = Neutral progress / Red = Negative progress

With federal cuts to the NEA, our grant award is smaller for FY 2012 than FY 2011. We have dedicated those monies completely to grant awards. We will reconsider this in FY 2013

April 2012 Council meeting: Our NEA grant has been cut even furthe

New for FY 2013: We will continue to use NEA funds for granting, not Admin.

New for FY 2014: It appears that the NEA is likely to be cut once again. The result will be a smaller grant from the **Endowment (8% -10% smaller)** than the current fiscal year grant. Therefore we will continue to use NEA funds for granting only, not Admin.

For FY 2015:

Our NEA grant will be slightly increased. With the success of our efforts to get new staff from MEDC there is no effort to use these monies for anything other than grants



Purple = Completed

Green = Good progress

What we will do to achieve this goal

Purple = Completed

Green = Good progress

Blue = Neutral progress / Red = Negative progress

MCACA will seek partners to take over the administration of some MCACA grant programs, such as the Bus Grant programs.

New for FY 2013: MYAA has leveraged our monies to be matched 1:1 by Comcast/Ovation which will now cover the entire fiscal year for Bus grants

MCACA has awarded a "Services to the Field" grant to the Michigan Youth Arts Association to implement this program. MYAA has made some progress in leveraging other monies for this program as well

Our increase in grant monies for FY 2013 programs also brought with it a significant increase in the number of grant applications and therefore grant awards. This has and will continue to put a strain on the institutional capacity of MCACA.

New for FY 2015: We will [partner again with MYAA to offer a new program in FY 2015. A program for teachers / schools to apply for art supplies and equipment, including repair.

2014: Continued increases in appropriation for grants only is still an issue. MEDC is recognizing our admin struggles, thanks mostly to the intervention of Jen Nelson, and is assisting where they can. For example assigning a corporate employee to MCACA as a staff assistant. And working with us to secure another corporate FTE to assist in financial functions of grant monitoring.

MCACA will consider other models to disseminate grant monies

FY 2013

Although our methods and model have remained constant, MCACA staff (Sue Carlson and Alison Loveday) has implemented efficiencies in payments structure and online application, review and final reporting process. This has saved significant staff time and resources as well as provide greatly improved customer service

No model beyond what we are currently doing, has become apparent. MCACA staff feel our model is still appropriate and relevant.

