

# Cultivating Creativity: 2021–2025

## Appendix

Delaware Division of the  Arts

Initial draft prepared by the Delaware Alliance for Nonprofit Advancement  
[www.delawarenonprofit.org](http://www.delawarenonprofit.org)

Edited by Kaitlin Ammon, Delaware Division of the Arts

## Table of Contents

Executive Summary .....	3
Plan Development .....	5
Delaware Division of the Arts Grantmaking .....	6
The Pandemic Impact on the Arts Ecosystem .....	7
Community Input.....	9
Efforts to Improve Diversity, Equity, and Inclusion in the Arts .....	12
Strengths, Opportunities, Challenges for the Division and the Creative Sector .....	13
Delaware Division of the Arts Strategic Plan Framework.....	15
Division of the Arts Theory of Change and Key Strategies .....	16
Public Comments submitted March 1 to March 14, 2021 .....	21
Planning Group .....	27
Acknowledgements .....	27

## Delaware Division of the Arts

### Strategic Plan FY2021-FY2025 Appendix

#### Executive Summary

The work on the Delaware Division of the Arts 2021–2025 Strategic Plan began in September 2020, six months after the onset of the COVID-19 pandemic. Arts organizations and artists were greatly impacted by mandated health and safety guidelines; and in Delaware (as elsewhere) there were heightened concerns centered on racial equity and social justice. Recognizing the significance of the moment, the Division chose to incorporate broad and diverse input on our work, seeking to understand the state of the state’s arts organizations, artists, arts educators, and the art economy. An in-depth process consisting of 30 individual interviews, ten focus groups, three virtual town halls, four online surveys, and myriad email comments allowed over 400 individuals to provide the insights that created this plan. All work was conducted using social distancing measures, and input included both those who had received Division grants and those who engage with the arts but had no prior experience with the Division.

Participants shared how they value the arts, recognizing it as a vital component of a thriving economy, with awareness that the arts provide job skills; bring people together; and create physical, spiritual, and emotional wellness. Results indicated satisfaction with the Division’s grantmaking and programs, and the staff received high marks for responsiveness and communication skills. However, there was a perception that the Division concentrates its grantmaking in more traditional art forms, and many individuals called for an expanded funding strategy embracing non-traditional art forms that engage with more racially and culturally diverse artists.

COVID-19 has had a dramatic and adverse effect on the creative sector. According to Brookings Institution estimates, over one-third of Delaware’s creative jobs were lost in the first three months of the pandemic. Arts organizations participating in the survey estimated a 57% drop in 2020 audiences. The arts are a critical component of the state’s economic strength, and surveys reflected how the state’s businesses, arts organizations, government, schools, and artists rely on one another. School-age youth were of great concern. Access to arts programming outside of school is sparse in certain areas of the state, and inconsistent internet access means that youth engagement in school-based arts has been curtailed. However, many Delaware arts organizations found creative ways to engage youth in their homes, ranging from the creation of community arts projects to home delivery of art supplies.

During the course of planning outreach, the Division consistently received feedback on opportunities that would improve access to the arts and to arts funding for both artists of color and art forms reflecting differing cultural heritage. Arts organizations are interested in receiving support that would enable them to diversify leadership and explore ways to improve accessibility and arts engagement with diverse audiences. In addition to funding more diverse art forms, artists would like the Division to provide support for skill-building in business practices, as well as outreach that would connect them to artist peers. There is recognition that some parts of Delaware do not have ready access to local arts

venues, and respondents indicated a desire for the Division to explore state-wide opportunities to benefit these regions. Finally, there is a desire to see an increase in funding through possible government and private sector partnerships that would boost investment in the arts.

Based on these findings, staff and a designated working group revised the Division's Mission, Vision, and Values, identifying desired outcomes and strategies for 2021-2025. In partnership with other government agencies and the Delaware Arts Alliance, over the next four years the Division will seek to achieve the following outcomes:

- Quality arts experiences for all
- A healthy arts ecosystem where artists are supported and connected, and arts organizations are financially sustainable
- Artists, arts organization staff, and arts programming reflect the diversity of our communities
- Division grants and services are recognized statewide by all, particularly by artists, organizations, and community leaders

This strategic plan presents outcomes and strategies that will guide the Division in its grants, programs, and services over a four-year period. The Division intentionally developed a streamlined framework that can endure economic and political fluctuations, with the intent of constructing annual goal-oriented operational plans and performance indicators that align with the strategic plan and respond to current conditions. Those operational plans will be available on the Division's website at <https://arts.delaware.gov/strategic-plan>.

## Plan Development

The Delaware Alliance for Nonprofit Advancement (DANA) was contracted to conduct research and facilitate plan development. The Delaware State Arts Council (DSAC) provided guidance on the Division's revised Mission, Vision, and Value statements and reviewed the final plan (March 2021) after public comments were gathered. Throughout the process, a working group of Division staff and representatives from the Council was led by facilitator Sheila Bravo from DANA and Deidra Montgomery, an independent arts consultant specialist in diversity, equity, and inclusion.

Community input was gathered via multiple channels, with intentional outreach to communities and artists that have not previously engaged with the Division. Over 400 individuals provided feedback to the Division in a process that consisted of:

- **September & October 2020:** Thirty 45-minute interviews engaging representatives of business; government; philanthropy; nonprofit and for-profit arts and social organizations; patrons; donors; artists; and arts educators across the state.
- **October 2020:** Ten virtual focus groups via Zoom, each representing a different constituency across all three Delaware counties. They included practicing artists; both volunteer and professionally staffed nonprofit arts organizations; non-arts community-based organizations that provide arts programming; school-based educators; and patrons and donors.
- **November 2020:** Three 90-minute virtual town halls—open public forums—to elicit feedback from a wide range of Delaware citizens.
- **December 2020:** Four online surveys seeking input from artists, arts educators, business leaders, and leaders from nonprofit institutions (arts and others).
- **January 2021:** Two-week public comment period soliciting general input on a draft plan for final reviewing and editing.

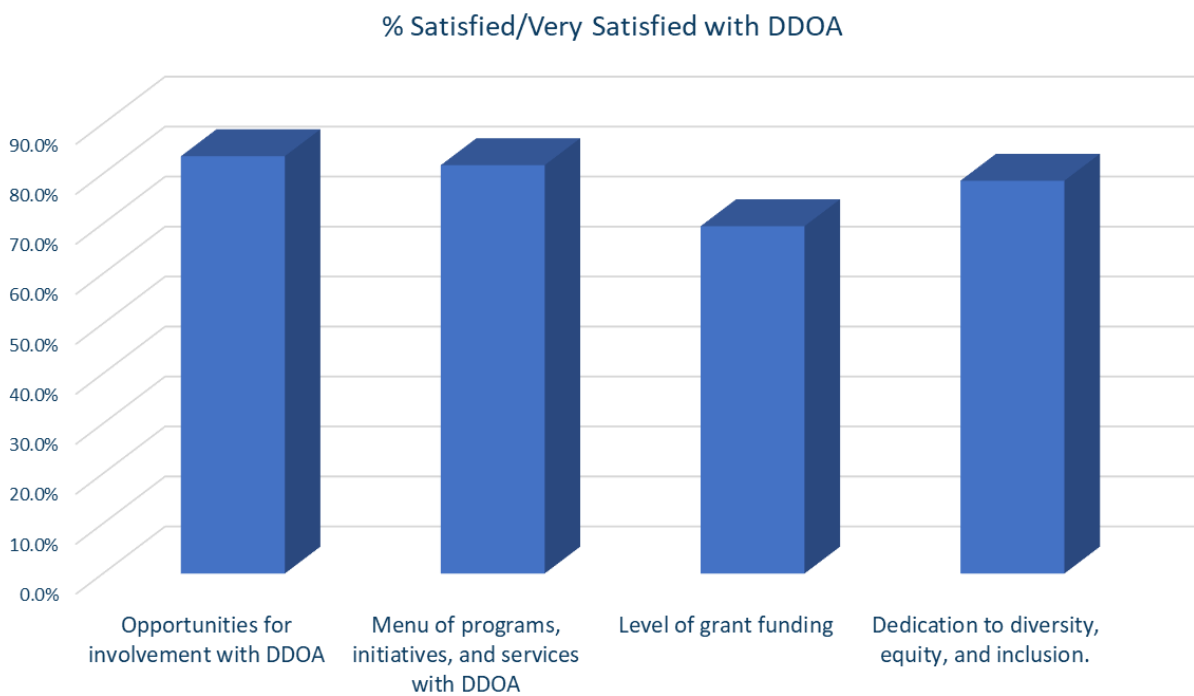
Each of these investigations were summarized into reports for the Division to help inform the plan development. This report provides some highlights of the insights gained from the community input and which shaped the Division's 2021–2025 strategic plan.

## Delaware Division of the Arts Grantmaking

The Division receives its funding primarily from two sources: The National Endowment for the Arts and state appropriations by the legislature. In FY 2020 the Division received \$4.57 million, a 9% increase over the prior fiscal year. On average, the Division spends more than 80% of its budget on grantmaking and special programs.

According to the National Assembly of State Art Agencies (2020), the Division applied 84% of its grants to arts organizations in FY19, with the balance to artists, community organizations, and arts education. Its peer state agencies across the country allocate 76% to arts organizations. The Division also grants a greater percentage of its awards towards performing and visual arts (60%) than its peers (49%). It grants 34% to multi-disciplinary art, which is comparable to its peers, but the Division grants considerably less allocation to other art forms at 7% vs its peer agency allocation at 17%. Feedback from artists, particularly those who identify as non-white, expressed concerns with the Division's historical allocation to more traditional art forms. Representatives from culturally diverse communities indicate they do not receive Division funding.

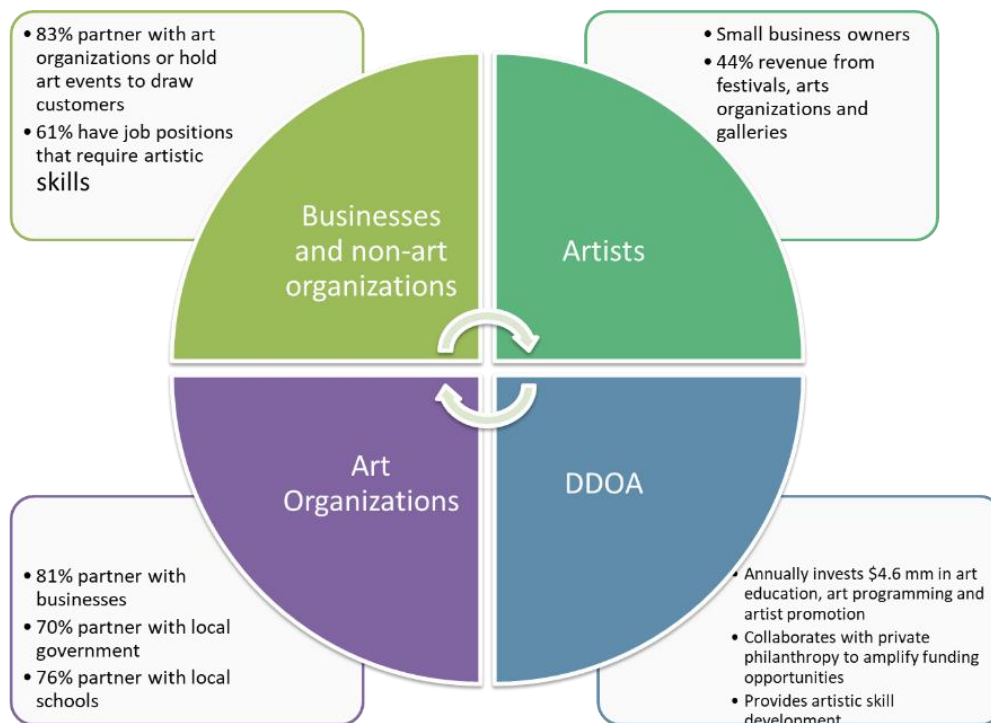
Overall, artists, arts educators, and arts organizations express high satisfaction with ways to engage with the Division. The staff receive high marks for their helpfulness and responsiveness. There is great appreciation for the Division's communication – particularly in the early months of the pandemic. Some are not as satisfied with the Division's grantmaking levels. Individuals who identified as non-white provided lower ratings for the Division on all measures. Nationally, the Division is recognized for its investment to promote and advance the arts through vehicles such as the DelawareScene newsletter and the podcast.



## The Pandemic Impact on the Arts Ecosystem

The U.S. Bureau of Economic Analysis reports that arts and cultural production accounts for \$1,029,174,693 and 1.5% of the Delaware economy, contributing 8,824 jobs (NASAA, *Creative Economy State Profiles*, 2017). A 2017 study conducted by the American for the Arts show Delaware arts patrons spend an additional \$46 million in food, lodging, transport, and shopping when engaging with the arts. And their spending, along with the arts organizations' own expenditures generate \$10.4 million in local and state tax revenue.

This ecosystem of government, businesses, artists, and arts organizations relies on each investing with the other. The surveys conducted by the Division in 2020 revealed the linkages and how much these different entities rely on each other for mutual benefit.



The connection of different sectors with the arts. Division survey 12/2020

Unfortunately, the arts industry was one of the hardest hit by the pandemic, with over 36% job loss nationally from February 2020 (John Hopkins Center for Civil Studies, February 16, 2021). The Brookings Institute (December 2020) estimates that 33% of jobs within the Delaware art industry were lost between April and July 2020, and an additional 29% of Delaware persons in creative occupations lost their jobs. The federal government provided additional grant funding for arts and cultural institutions, which the Division distributed. In 2020, the Division provided additional grants to artists and arts organizations to help sustain them through the pandemic.

Schools play an important role in exposing youth to arts organizations. They also provide community events. The variability in how schools provided arts education experiences has resulted in a year where

school-age children had inconsistent exposure to art experiences, if at all. Many arts organizations stepped in to provide school-age youth access to art supplies for their homes to provide some opportunity for creative expression. Most individuals who participated in the Division survey do not believe the schools are providing robust art experiences. The Division, in partnership with the Department of Education, is conducting a study to better understand student art experiences in each school district.

A silver lining during 2020 was that several artists and arts organization found creative ways to engage their audiences, through drive-in art events, online concerts, and even community art production, where art was created at home and presented in a central town location. The pandemic also revealed inequities in access to the arts for youth living in communities where internet connectivity was not possible. Artists who had previously only presented their work in physical locations found they were at a disadvantage from those who had previously embraced digital promotion. These artists were not set up to run their business from the internet, and thus experienced greater impact.

The arts are recognized as a means through which individuals can work through trauma, express themselves, decompress, and find healing. As the pandemic draws on, many who participated in this strategic planning process indicated that arts experiences will be a fundamental element in community and personal recovery from the stress and trauma of the pandemic and its related impacts. At the writing of this report, vaccine rollouts are commencing, bringing a sense of hope that communities may engage in a greater way in arts experiences in 2021.



## Community Input

In the interviews, focus groups, and town hall sessions, participants shared their support and value for the arts. The arts provide personal pleasure and physical and mental health. The arts connect us with each other, helping us to communicate complex and difficult subjects in different ways. The arts remove barriers, creating conversations and understanding among diverse individuals.

*“Art can challenge us, stretch us, bring us peace, irritate us.  
I love art from all of those perspectives.”*

The arts provide jobs: jobs for artists, art-related jobs such as lighting and marketing, and jobs in local businesses that benefit from the patrons that attend arts events and festivals. The arts are woven into people’s cultural history, and youth experience the arts as they learn about their culture. The survey further supported this; and it also identified opportunities to encourage business and schools to engage more in the arts.

### Artist Insights:

Artists have found the pandemic to be isolating, and it has reduced access to audiences greatly. However, for some it also has been an opportunity to explore their art in new ways. Artists expressed ways in which the Division could support their efforts:

- Provide more training and technical support and the many forms it can take from mentoring to how to run a business.
- Connect artists where they can collaborate, provide peer input and critiques, and have social interactions and peer sharing.
- Develop and promote spaces where artists can present and connect with other artists and audiences.
- Expand the Division’s grantmaking to diverse art forms, supporting artists of color, and supporting art in technology.
- Simplify or change the grant application process so it is more accessible.
- Advocate for arts in education and promote opportunities for arts education outside of school.

### Arts Organization Leader Insights:

Arts organizations have had significant audience and revenue loss in 2020 – those who responded to the survey indicated 43% reduction in audiences. In the patron survey, 65% of patrons said they attended more than six art events in 2019, while in 2020 85% said they attended six or less art events.

Opportunities for the Division to strengthen arts organizations include:

- Advocate for public/private partnerships and other investment tools to strengthen the arts in Delaware.
- Invest in resources to help nonprofits advance diversity, equity, and inclusion efforts in their audiences, programming, staffing, and boards.
- Advocate to improve arts education in schools.
- Consider evolving grantmaking allocations from being equal (i.e., formula based) to more equitable, supporting innovative art initiatives.

### Insights from Organizations/Groups that Engage with Arts but not with the Division:

The Division sought input from individuals and community leaders who had not previously engaged with it, but who are known to have vibrant and diverse artistic traditions. Their feedback included:

- Art is imbedded in many cultures and is frequently the basis for cultural heritage days and celebrations. Often, these cultural heritage days and celebrations are isolated from the general population, even though they are an opportunity for cross-cultural promotion, shared art programming, and recognition of culturally-based art forms.
- Multi-disciplinary art and contemporary art forms don't seem to "fit" into the Division's grantmaking model, yet nationally are top art forms (e.g., hip hop). Consider allocating more funding to non-traditional art.
- Art is considered a valued method for addressing mental and physical health – community-based organizations bring art into their health and social service programs and continue to expand their investment in it.

### Insights from Patrons and Donors:

Patrons and donors value the arts and invest in the arts for many reasons. For some, it is because they or a family member are engaged with the arts. For others, they see it as supporting their community as arts programs benefit the local economy. Most donors shared that they gave the same or more to the arts in 2020 over 2019. Considerations for the Division's plan that emerged:

- Creating a pipeline of the next generation of workers either in the creative industry or who have creative occupations. Companies have positions that require artistic skills, yet over a third surveyed did not think the K-12 or higher education schools prepare students for jobs with the necessary artistic/creative skills.
- When asked about a future vision, the majority desired to see greater investment across the state in the arts by both private and public interests, greater inclusion and diversity in the arts, and to see Delaware recognized as an arts destination for its rich cultural heritage.

## Efforts to Improve Diversity, Equity, and Inclusion in the Arts

The Division wished to understand how persons access and engage with the arts, the strategies arts organizations employ, and what barriers exist for minority populations to access the arts. There is consensus that racially and culturally diverse persons and art forms tend to be siloed from many of the arts organizations in Delaware.

The Division gathered artists representing relative diversity in age, gender, location, discipline, and relationship to the arts to share their perspective. They talked in terms of who and what is missing from Division support and arts supports in Delaware more broadly.

There were several reasons raised. One is the perception by these individuals that the organizations do not offer programming that appeals to them or that they are not welcome. Another reason mentioned is that they have not thought about engaging with the arts organizations. This could be because they did not experience this form of art in the past or culturally have not thought to engage. On the other hand, the arts organizations recognize their audiences are not diverse. Their boards and leadership are not diverse. Some do have outreach programs trying to offer programs where those audiences exist, but there is an awareness they could do more. Other barriers are structural, such as admission fees, and locations where art takes place. Arts organizations desire to reach out to communities, but it requires knowledge, resources and thus funding. Non-arts organizations and community leaders would like more youth access and engagement with the arts.

Across all four surveys there were common perspectives about the value of the arts, who is missing in art experiences, and a desired emphasis for Division programs and services. There was an interest in seeing improvement in the following ways:

- Inclusion and welcoming of more persons of color.
- Access to the arts for those in socio-economically disadvantaged communities
- Arts outreach for people experiencing homelessness, those who have experienced domestic violence, LGBTQ+
- More engagement with young adults
- Recognition of diverse art forms, new art forms
- Engaging with and including cultural art forms (Hispanic, Native American, etc.)
- Accessibility of art performances spaces

## Strengths, Opportunities, Challenges for the Division and the Creative Sector

With this feedback, the Division staff and working group completed a SOAR<sup>1</sup> analysis to highlight the Division's strengths, to capitalize on opportunities, and to overcome challenges.

The working group used research and this SOAR analysis to refine the mission and vision and values by which the Division would operate for the next four years. The Delaware Arts Council reviewed the mission, vision and values and charged the working group with editing the text for the final draft.

---

<sup>1</sup> Strengths, Opportunities, Aspirations, and Results. Challenges were also mapped to help the Division better understand what may be required to achieve those results.

**Delaware Division of the Arts: SCOAR Analysis**

*The Division and the Creative Sector's strengths and challenges that can be leveraged to create opportunities. Desired aspirations and the results that the Division wishes.*

	Strengths/Opportunities	Challenges
<b>Division</b> (considerations about the Agency itself)	<p>The Division is a strong collaborator partnering with nonprofits and other state agencies such as Department of Education, Delaware State University, Delaware Arts Alliance, Delaware Alliance for Nonprofit Advancement, libraries, Newark Arts Alliance</p> <p>Division staff are valued, highly regarded, and offer high quality programs and services. They are able to adapt.</p> <p>High brand awareness and support from the State Legislature with Secretary of State a strong advocate for the arts.</p> <p>Delaware is ranked third per capita in government arts funding.</p> <p>The Division may expand the organization with new positions to meet the needs of our communities.</p>	<p>Division funding guidelines can create barriers for access to art experiences. And thus, some organizations and artists perceive division funding is not available to them.</p> <p>Unlike larger states with local arts agencies, the Division (a state agency) is also expected to be locally focused as well. The work needed challenges division capacity.</p> <p>The demand for funding exceeds what is available. Grant allocations may not always align with the diverse artistic interests and art experience opportunities within local communities.</p> <p>A greater need to reach people of color and other cultural groups (artists, audiences and programs).</p> <p>Grantees may not have the capacity to collect the data the Division is seeking.</p>
<b>Creative Sector Landscape</b> (Considerations about the State/community)	<p>Growth in human capital: a lot of people are moving to Delaware which is an opportunity for greater audiences, artists, volunteers, donors, and art students.</p> <p>Delaware can capitalize on its small size to advocate and create strategies to involve artists, organizations, legislators, state agency and community members.</p> <p>There is an awakening of the importance of diversity, equity, and inclusion among many arts organization and an interest to address racial inequities.</p> <p>The pandemic has resulted in creative solutions, new artistic expressions, and greater visibility on digital art forms.</p>	<p>Arts infrastructure doesn't align with where population growth is taking place, or is located in areas where some populations are not comfortable accessing.</p> <p>Youth experience. Depth and breadth of experience varies widely. Variability within schools based on who works there. Left to the capacity and passion of individuals in schools or local community groups.</p> <p>Perception that artists and art forms expressed by persons of color and other cultures not getting equitable access to resources.</p> <p>Covid-19 pandemic has negatively impacted the arts industry which could take years to recover.</p> <p>Getting everyone to VALUE the arts. How to change the perception. (Depends on the administration)</p>
	Aspirations (future state)	Results (how you will know)
<b>DDOA</b>	<p>The Division's work and impact are well regarded and known across state and at all levels (gov't, philanthropy, audiences).</p> <p>The Division continues to have highly regarded staff with succession plans in place</p> <p>The Division ensures that information and resources are available to all artists to advance the growth of their businesses.</p> <p>The Division expands and promotes greater access to arts experiences for ethnic/minority populations through expanded community partnerships and alliances.</p> <p>The Division has data collection system that allows responsible tracking in a less burdensome way.</p> <p>The Division recognizes and rewards respectable arts innovations with a systematic plan.</p> <p>The Division seeks a diverse pool of candidates for membership on the Arts Council.</p>	<p>In next strategic planning process, the research will find that fewer people say they have "no idea" about what the Division does.</p> <p>Institutional knowledge will continue.</p> <p>Feedback from artists will reflect their access to resources.</p> <p>More diverse applicants, more followers on social media, more funding being directed.</p> <p>The Division has other ways to collect data and conducts research on a more regular basis.</p> <p>Innovative art forms are recognized and rewarded on a regular basis.</p> <p>Arts Council is actively identifying a diversity of members that reflects our communities.</p>
<b>Creative Sector Landscape</b>	<p>Artist and arts organizations transform the state by promoting, inspiring, designing a plan to celebrate the arts in Delaware's communities.</p> <p>Arts organizations seek possible ways to maintain financial health and sustainability.</p> <p>Artists and arts organizations strengthen their involvement in the arts ecosystem.</p> <p>The Division is committed to nontraditional venues: by working with diverse groups of artist, innovative art forms, and exploring new locations.</p> <p>The Division supports programming that is relevant and keeps pace with the artists and communities needs and opportunities.</p> <p>The diversity (DEI) of arts organization staff and board has expanded.</p> <p>Arts educational programming is available in every school district and each school before or after school. Every student (K-12 and higher education) has arts exposure.</p> <p>People (funders, stakeholders...) understand the need to invest in the arts, through education, through business, through volunteerism. The public perceives the importance of the arts.</p> <p>The arts are at the table with economic development, education, tourism, health and wellness. Other parts of government and community recognize and includes the arts as part of their strategies.</p>	<p>Better press/ more press/ more national mentions. Arts transformed Delaware identity. Arts are "top of mind."</p> <p>Arts organizations have positive cash flow and diversified revenue (beyond Division funding). Growth rate in non-public funding meets/exceeds public funding.</p> <p>Follow-up surveys show if arts organizations are hiring and paying local artists.</p> <p>The Division can track funding allocations, DelawareScene.com programs, and locations reported by grantees.</p> <p>Audience demographics reflect more inclusiveness, assuming that programming that is relevant, responsive, and accessible will attract broader audiences.</p> <p>Data collected from arts organizations reflect improved diversity of board and staff.</p> <p>Department of Education's "dashboard" indicates positive trends in student art engagement/enrollment.</p> <p>Increased giving by non-governmental sources, increased patronage and volunteerism as reported by arts organizations.</p> <p>When the governor speaks about economic development, arts and culture are mentioned along with business.</p>

# Delaware Division of the Arts Strategic Plan Framework

## **Mission**

The Delaware Division of the Arts is a state agency committed to supporting the arts and cultivating creativity to enhance the quality of life in Delaware.

## **Vision**

We envision a future when every person and community in Delaware has access to, and appreciation for, the diversity, richness, and transformative power of the arts.

## **Core Values**

- **Artistic Merit:** demonstrate quality and impact of the arts.
  - *Synthesizing aesthetics, technical skill, and ability for effective delivery of artistic product, process, and/or service*
  - *Exhibiting a positive impact on community, education, health, and wellbeing*
  - *Supporting educational excellence in and through the arts*
- **Diversity:** recognize and include the many dimensions of human identity and difference
  - *Acknowledging and serving traditional, emerging, and evolving art forms*
  - *Valuing and serving all individuals and communities in celebration of the cultural and demographic diversity of the state*
- **Equity:** identify and eliminate barriers to participation in the arts through policy and practice
  - *Facilitating equitable access to participation in the arts*
  - *Ensuring that all people realize fair and just engagement, treatment, benefits, and opportunities for participation in the arts*
- **Inclusion:** engage a diversity of individuals, communities, and perspectives to ensure equal access, representation, and belonging
  - *Assuring that all Delawareans can participate in, and benefit from, the arts*
  - *Responding to individual and community needs in a changing environment*
  - *Connecting individuals, communities, and resources through the arts*
- **Innovation:** support new methods, ideas, and practices in artistic creation, programming, governance, and management
  - *Ensuring fulfillment of unmet needs in the community through the arts*
  - *Celebrating unique and emerging forms of artistic expression*
  - *Fostering and supporting sustainable fiscal and operational models and practices as responsible stewards of available resources*

# Division of the Arts Theory of Change and Key Strategies

The working group and the Division staff identified four outcomes for the next four years.

## Delaware Division of the Arts Theory of Change

Mission	The Delaware Division of the Arts is a state agency committed to supporting the arts and cultivating creativity to enhance the quality of life in Delaware.			
Vision	We envision a future when every person and community in Delaware has access to, and appreciation for, the diversity, richness, and transformative power of the arts.			
Desired Outcomes	<i>Quality arts education experiences for all</i>	<i>A healthy arts ecosystem exists where artists are supported and connected and arts organizations are financially sustainable</i>	<i>Artists, art staff, and art programming reflect the diversity of the communities in which they live and present</i>	<i>The Division's grants and services are recognized statewide by all, particularly artists, organizations, and community leaders</i>



If we employ these strategies	We achieve these outcomes	Towards our Vision
<ol style="list-style-type: none"> <li>1. Engage higher ED to enhance professional development opportunities for teaching artists and arts educators</li> <li>2. Increase number of schools to apply and receive Artist Residencies and ED resource grants</li> <li>3. Improve access to arts education experiences through focused funding initiatives</li> <li>4. Encourage exposure to diversified art experiences (in and out of school)</li> <li>5. Collect data to confirm arts education resources are aligning with art experience needs</li> </ol>	<p><b><i>Quality arts education experiences for all</i></b></p>	<p>We envision a future when every person and community in Delaware has access to, and appreciation for, the diversity, richness, and transformative power of the arts.</p>
<ol style="list-style-type: none"> <li>1. Partner with Delaware Arts Alliance and other community groups to encourage greater participation in and investment of the arts in Delaware by government, business, foundations, and individuals</li> <li>2. Expand partnerships with local municipalities to increase creative placemaking activities</li> <li>3. Enhance artists' career-building skills by facilitating artist connections and providing training opportunities</li> <li>4. Encourage greater collaboration among arts organizations and artists from across the State</li> <li>5. Evaluate and revise Division grantmaking process to create equitable opportunities for funding across the spectrum of arts organizations and presenters</li> </ol>	<p><b><i>A healthy arts ecosystem exists where artists are supported and connected and arts organizations are financially sustainable</i></b></p>	
<ol style="list-style-type: none"> <li>1. Identify new grant opportunities to encourage artistic expression and access to art forms that celebrate diverse cultures including folk and traditional arts</li> <li>2. Provide funding and training for arts organizations to improve accessibility for individuals with disabilities</li> <li>3. Support art experiences for life-long learners, older adults, and veterans</li> <li>4. Invest in practices to build capacity, diversity, and inclusion in arts organizations</li> </ol>	<p><b><i>Artists, art staff, and art programming reflect the diversity of the communities in which they live and present</i></b></p>	
<ol style="list-style-type: none"> <li>1. Expand outreach to encourage BIPOC artists and arts organization leaders to engage with the Division's programs and grant opportunities</li> <li>2. Build awareness of, and support for, new and diverse modes of creative expression through the arts</li> <li>3. Regular Division participation in local community events</li> <li>4. Launch a Division awareness campaign to general public</li> </ol>	<p><b><i>The Division's grants and services are recognized statewide by all, particularly artists, organizations, and community leaders</i></b></p>	

Indicators of Success and Key Strategies for Achieving each outcome

***Quality arts education experiences for all***

*As evidenced by:*

Data shows increased availability of arts education experiences for school age youth, higher ed students and life long learners
Greater out-of-school collaboration with schools and nonprofits providing art programming
Schools report ample supply of arts educators from DE higher education institutions
Employers have access to workforce which have the necessary creative and artistic skills to fill open positions
Opportunities for creative aging/life-long learning are expanded

*Strategies to Achieve*

1. Engage higher ED to enhance professional development opportunities for teaching artists and arts educators
2. Increase number of schools to apply and receive Artist Residencies and ED resource grants
3. Improve access to arts education experiences through focused funding initiatives
4. Encourage exposure to diversified art experiences (in and out of school)
5. Collect data to confirm arts education resources are aligning with art experience needs

*Target Strategic Objective:*

15% annual increase in number of schools applying for arts education grants
Increase number of audiences and diversity of school age audiences (age and demographics)
Number of those supported by arts instruction increases
The number of art experience contact hours in the schools increases

*Required Enablers to Achieve*

Sustained/Expanded partnership with DOE and local school district leaders
Enhanced data collection
Partnerships with community service organizations

***A healthy arts ecosystem exists in which artists are supported and connected and arts organizations are financially sustainable***

*As evidenced by:*

Delaware is recognized as an arts destination
Artists are connected with each other and have access to resources, training, and opportunities to help them enhance their work
Arts organizations have diversified funding streams and increased financial stability
There is an increase in arts endowment funding
Government and business recognize art and culture as a catalyst for thriving communities and economies
Art representatives are "at the table" when considering community investment
Greater business engagement with the arts through volunteerism and financial support
<i>Strategies to Achieve</i>
1. Partner with Delaware Arts Alliance and other community groups to encourage greater participation in and investment of the arts in Delaware by government, business, foundations, and individuals
2. Expand partnerships with local municipalities to increase creative placemaking activities
3. Enhance artists' career-building skills by facilitating artist connections and providing training opportunities
4. Encourage greater collaboration among arts organizations and artists from across the State
5. Evaluate and revise Division grantmaking process to create equitable opportunities for funding across the spectrum of arts organizations and presenters

*Target Strategic Objective:*

Artists report greater participation and benefit from training and networking opportunities
Arts organizations report increased contributed revenue from non-governmental sources
Increased creative placemaking activities involve arts organizations and artists in underserved areas

*Required Enablers to Achieve*

Greater partnership with private philanthropy and business groups
Enhance technology to improve networking and online/digital learning opportunities

**Artists, art staff, and art programming reflects the diverse community in which they live and present**

*As evidenced by:*

Greater diversity among arts organization board members, staff, and artists
Increased public awareness and access to culturally diverse art forms
Expanded funding of new and culturally diverse art forms
Funding allocations consider what's happening in the communities, beyond just the innovation
Expanded geographic reach of funded programming

*Strategies to Achieve*

1. Identify new grant opportunities to encourage artistic expression and access to art forms that celebrate diverse cultures including folk and traditional arts
2. Provide funding and training for arts organizations to improve accessibility for individuals with disabilities
3. Support art experiences for life-long learners, older adults, and veterans
4. Invest in practices to build capacity, diversity, and inclusion in arts organizations

*Target Strategic Objective:*

Improved and increased diversity of artists and arts organization leadership (staff and boards)
Art audiences reflect the diversity of the communities
Delaware Arts Council is more diverse

*Required Enablers to Achieve*

Enhanced data collection, analysis and reporting
Develop a mechanism for regular input from diverse populations

**The Division's grants and services are recognized statewide by all, particularly artists, organizations, and community leaders**

*As evidenced by:*

More requests for Division funding by new artists and organizations (arts and community-based)
Greater general public awareness of the Division's grantmaking, services, expertise, and DelawareScene.com
Equitable grantmaking allocations that recognize the diversity of artforms, artists, and art programs of the community

*Strategies to Achieve*

1. Expand outreach to encourage BIPOC artists and arts organization leaders to engage with the Division's programs and grant opportunities
2. Build awareness of, and support for, new and diverse modes of creative expression through the arts
3. Regular Division participation in local community events
4. Launch a Division awareness campaign to general public

*Target Strategic Objective:*

Greater percentage of Division grant recipients include BIPOC artists, organizations, and diverse cultural art forms
Research and feedback demonstrates a higher level of awareness of the Division among general public
Increased engagement on all digital media outlets
Increased number of applicants represented from all parts of the State

*Required Enablers to Achieve*

Disseminate information through personal contact and expanded communication vehicles
Diversify communications to reach a more diverse and broader audience
Work with community organizations and faith communities to disseminate information



I would like to be more involved in DD of the Arts. I have founded the acting group at CAMP Rehoboth in Rehoboth Beach and work closely with Leslie Sinclair. Will plan provide more funding for LGBTQ themed theatre performances?

---

**Kent** **65 years and over**

Asian (Chinese, Filipino, Asian Indian, Vietnamese, Korean, Japanese, etc.)

Arts & Community Based Organizations (Professionally Staffed and Volunteer)

The strategic plan is pretty thorough addressing the needs of different sectors in the community from artists to arts organizations and patrons and donors. I consider them one of the most difficult task for DDOA is in providing education and access to community members who are least able to afford the expense of exposure and education in the arts. There should be more support for arts-integrated programs in our educational system and communities.

What is the 'next' step?

---

**Kent** **65 years and over**

Black or African American (African America, Jamaican, Haitian, Nigerian, Ethiopian, Somalian, etc.)

Arts & Community Based Organizations (Professionally Staffed and Volunteer)

I just want something to be implemented for children

---

**New Castle** **45-64 years**

Black or African American (African America, Jamaican, Haitian, Nigerian, Ethiopian, Somalian, etc.)

Adult Artists (Professional, Lifelong Learners, Amateur, Emerging)

This strategic plan is on point with the current needs of our communities moving forward.

---

**New Castle** **21-44 years**

Asian (Chinese, Filipino, Asian Indian, Vietnamese, Korean, Japanese, etc.)

Community (Donors, Patrons & Arts Appreciators, non-arts Business & Organizations)

Comment: I hope that the final plan will be "designed" by a graphic designer. This plan is much more dense (text heavy) than I had envisioned and it would be better suited to something more visual given that it will be published by the Division of the Arts.

Comment: Some of the content can be distilled and put in an Appendix (plan development, some of the more complex data, etc.). Or made into graphs or charts with asterisks that then point to the Appendix where the accompanying text can reside.

Comment: There's no consistency in referencing data/statistics - were you planning to use AP Style, APA or MLA or something else?

Comment: I would recommend having an editor that has experience in APA or AP style go over this. The grammar and structure of this plan can be vastly improved by an editor. There are some poorly written sentences (see examples below) and others that could be more concisely written to be more clear to the reader.

e.g. "These ninety-minute sessions were scheduled at different times throughout the week to encourage participation, and they were promoted through the DDOA mailing list, newsletter, and website as well as."

e.g. "The federal government provided additional grant funding for arts and cultural institutions, which the Division of the Arts distributed. In 2020, the Division provided additional grants to artists and arts organizations to help sustain them through the pandemic."

Comment: Misspellings and grammatical errors on page 10 - "Arta" and "Percpetion" and "could take years for recovery [TO RECOVER]."

Remove capitalization for "Social Media" and finish sentence "more funding being directed..."

Also need to consistently use or not use a period after each bullet point.

What are "DE Art Scene" programs...Is this DelawareScene.com or something else?

Comment: Nice job on page 11! I really like the Core Values

---

**New Castle**                      **45-64 years**

White (German, Irish, Italian, Polish, French, etc.)

Adult Artists (Professional, Lifelong Learners, Amateur, Emerging)

The plan looks very thorough and comprehensive.

---

**New Castle**                      **65 years and over**

White (German, Irish, Italian, Polish, French, etc.)

Arts & Community Based Organizations (Professionally Staffed and Volunteer)

I would like to provide some ideas on how to get increased value from the allocation of resources by the Delaware Division of the Arts. I believe that when funding is strategically invested you can achieve greater diversity, equity, and outreach.

As the pandemic begins to subside many people have been asked, “what have you missed doing the most?”. The overwhelming answer is... listening to live music. I feel that as we “return to normal” the demand for live music will be overwhelming. Music represents a quality arts experience for people of all ages.

Music provides a simple and cost-effective method to reach a huge number of people. A grant from The Delaware Division of the Arts can be compounded by music organizations. I have attended music festivals where a grant serves as a value-added mechanism. Typically, music festivals provide a venue for many other forms of artistic creativity (such as arts and crafts that can be purchased). Artists, art staff, and art programming reflect the diversity of the communities in which they live and present.

I would like to propose that the Delaware Division of the Arts provide a generous number of resources for Musicians, Local Community Events, and Music Festivals. Increased funding for musical venues will have a positive impact on our community. I have attended Delaware music festivals and have found the funding impact is profound. The Division’s grants and services are recognized statewide by all, particularly artists, organizations, and community leaders. Music concerts such as Bluegrass, Irish Celtic, Acoustic Blues, Native American folk, Jazz, and the African drum band Sankofa present a great musical diversity. The youth experience is one that is remembered for a lifetime.

Musical events such as The Delmarva Folk Festival, The June Jam, the Clifford Brown Jazz Festival, The Central Delaware Blues Society’s’ blues jams, and the Wilmington Winter Bluegrass Festival, as well as many others provide a conduit for local artists. The shows held at the Old State House Delaware are supported by The Delaware Friends of Folk and are free to the public. The events also help aspiring musicians to improve their skills.

I urge the members of the Delaware Division of the Art to strongly consider taking advantage of this rare opportunity. Funding music is truly a win-win situation. A healthy art ecosystem exists where artists are supported and connected, and arts organizations are financially sustainable.

NOTE: Kim L. Zeller is a board member of the Delaware Friend of Folk Organization. However, the ideas and opinions presented in this letter represent my thoughts alone and not that of the organization.

---

**New Castle****45-64 years**

Middle Eastern or North African (Lebanese, Iranian, Egyptian, Syrian, Moroccan, Algerian, etc.)

Arts & Community Based Organizations (Professionally Staffed and Volunteer)

The criteria for 2021-2025 should also have a valuation placed on which organizations continued to and went beyond the benchmarks on inclusion, relevancy, and creativity. For instance, several groups in Wilmington went beyond what was even imaginable..the Delaware Art Museum, Delaware Shakespeare Theatre, and Wilmington Ballet. I would hope that for 2022 those groups and others like them, are rewarded with higher grants, while other groups did not make the extra effort during the pandemic and simply were waiting for the next DDOA grant cycle. The pandemic absolutely highlighted which



organizations have their priorities in the right place with diversity, access, and community involvement. Please consider having a criteria which will examine what organizations did or did not do during the pandemic cycle of 2020-2021.

If two organizations have received approximately equal grants in the past, but one organization continued to be creative, embrace diversity while the other similar organization didn't, how will that be judged regarding grant in 2022? Is this a consideration?

---

**Kent** **21-44 years**

Hispanic, Latino, or Spanish origin (Mexican, Mexican-American, Puerto Rican, Cuban, Salvadoran, Dominican, Colombian, etc.)

Arts & Community Based Organizations (Professionally Staffed and Volunteer)

Artwork that focuses on disabilities

---

**New Castle** **65 years and over**

White (German, Irish, Italian, Polish, French, etc.)

Youth (K-12, Higher Ed, Art Educators in- and out-of-school, Government & Administration)

The proposed strategic plan shows thoughtful consideration of the concerns uncovered by the broad survey process. It includes specific and actionable ways to address the concerns, using equity, inclusion and diversity as guides across the spectrum of the entire Delaware community. The plan allows for change, and looks to the future of the arts as integral to the quality of life in our state. I am excited, particularly, to see room for the inclusion of a wider interpretation of arts, artists, and media.

---

**New Castle** **21-44 years**

Black or African American (African America, Jamaican, Haitian, Nigerian, Ethiopian, Somalian, etc.)

Adult Artists (Professional, Lifelong Learners, Amateur, Emerging)

Thank you for making a concerted effort in these strange times to reach out to communities across the state and outside of your sphere of influence. The plan points towards and lays out corrections to ways communities not part of the "traditional arts" funding world have been marginalized. I applaud this. I challenge the Division to mention explicitly under "Artists, art staff, and art programming reflects the diverse community in which they live and present" and "The Division's grants and services are recognized statewide by all, particularly artists, organizations, and community leaders" to list the reimagining of the artist fellowship program into a more inclusive form as part of the "Strategies to achieve" these goals. The inclusion of actors, artist from the hip hop cultural ecosystem, and other multi-disciplinary artist into the fellowships language and cycle would be a step towards welcoming more diversity into the Divisions supported artist. This move could put the Division ahead of its peers in

reimagining what state fellowship programs look like and how they can inclusively support diverse communities across a state.

---

**New Castle**

**45-64 years**

White (German, Irish, Italian, Polish, French, etc.)

Arts & Community Based Organizations (Professionally Staffed and Volunteer)

I have two comments:

- 1) Diversify the pool of recipients is an admirable goal, but it should not be a zero sum game, so that new grantees and new grantees are added at the loss of existing effective organizations. Further, in making funding decisions, DDOA should consider the degree of impact of its grant allocations. Assisting small niche groups may reach new audiences, but established groups can have much broader reach in the community overall.
- 2) The strategy of encouraging greater investment from other sources is essential. The state cannot carry the weight alone; counties and municipalities must be persuaded to support their own cultural infrastructure. The same is true of corporations and small business. This will become an even greater challenge as other entities switch their funding to other priorities.

## Planning Group

### **Delaware Division of the Arts Staff**

Paul Weagraff, Director  
Kristin Pleasanton, Deputy Director  
Leeann Walleth, Marketing/Communications

### **Delaware State Arts Council**

Tina Betz, Director – Mayor’s Office of Cultural Affairs, City of Wilmington  
David Fleming – Community Leader  
Rosetta Roach – Visual Arts Educator (Retired), Capital School District

### **Delaware Alliance for Nonprofit Advancement Staff**

Sheila Bravo, President & CEO  
Stephanie Sullivan, Research Assistant

### **Strategic Consulting and Advising**

Diedra Montgomery

## Acknowledgements

Delaware Division of the Arts’ Director, Paul Weagraff, and Deputy Director, Kristin Pleasanton, in consultation with DANA, identified and invited participants to be interviewed. DANA and arts consultant Deidra Montgomery conducted the interviews and analyzed the results.

We are very grateful to the 30 individuals who willingly gave their time and expertise by participating in interviews. Thanks to: *Kelly Barsdate, Chief Program and Planning Officer, National Association of State Arts Agencies; Jennifer Boland, Delaware Technical Community College; Natosha Carmine, Chief, The Nanticoke Indian Tribe; Nnamdi Chukwuocha, Poet Laureate/State Representative; Stuart Comstock-Gay, Delaware Community Foundation; Rosemary Connelly, visual artist, Mispillion Art League; Lauren Conrad, Department of Education; Mike DiPaolo, Delaware Community Foundation; Fostina Dixon, jazz musician; Sara Ganter, Executive Director, Rehoboth Art League; Rich Garrett, Children's Beach House; Patti Grimes, Freeman Foundation; Ryan Grover, Biggs Museum; Jennifer Gunther, Art Works for All; Chanda Jackson, National Council on Agricultural Life and Labor (NCALL), Restoring Central Dover; Raye Avery Jones, formerly with Christina Cultural Arts Center; Kristopher Knight, Department of State; Diane Laird, Downtown Dover; Lynette Overby, Delaware Dance Educators Association; Hal Real, World Café Live; Laura Semmelroth, Wilmington Alliance; Brian Shupe, State Representative; Kelli Steele, Delaware Public Media; Javier Torrijos, Delaware Hispanic Commission*

We are very grateful to the individuals who willingly gave their time and expertise by participating in focus groups. Thanks to: *Carlos Alejandro, commercial photographer; JoAnn Balingit, teaching artist, poet; Jennifer Barker, composer, pianist; Christopher Braddock, guitarist; Paul Cullen, performing artist; Joe del Tufo, photographer; Fostina Dixon, jazz musician; Joan Fabbri, water colorist; Don Foster, literary artist; Chris Fullman, audio production; James Gibson, musician; D. Marque Hall, visual artist; Arreon Harley-Emerson, Choir School of Delaware; Ginny Jewell, literary artist; Michael Kalmbach, Creative Vision Factory; Ebert Kari Ann, poet; Dennis Lawson, literary artist; Scott Mason, performing*

artist; Nina Mickelson, visual artist; Mike Miller, folk musician; Al Mills, Poet Laureate; Gail O'Donnell, critical writer; Richard Raw, hip-hop artist; Zoe Scruggs, painter, musician; Nick Serratore, visual artist; Mark Taneyhill, literary artist; Jonathan Whitney, jazz drummer; Christian Wills, teaching artist; Michele Xiques, dance instructor/choreographer; Jessica Ball, Delaware Arts Alliance; Dave Bart, Jerry's Artarama; Mary Kate Benson, Boys and Girls Club; Mary Liz Biddle, PNC Bank; April Birmingham, community relations, M&T Bank; Suzanne L. Burton, Associate Dean, College of Arts & Sciences, University of Delaware; Theresa Colvin, Mid Atlantic Arts Foundation; Brendan Cooke, Opera Delaware; Sharon Crossen, The Children's Theatre ; Christina Darby, Nanticoke River Arts Council; Mike DiPaolo, Delaware Community Foundation; Susan Early, Rehoboth Beach Film Society; Annalisa Ekblad, Autism Delaware; Terry Foreman, Newark Arts Alliance; Morgan Galloday, Mispillion Art League; Molly Giordano, Delaware Art Museum; Kristen Gramer, Lewes Public Library; Chris Grundner, Welfare Foundation; Debbie Hansen, Delaware Department of Education (retired); Kathleen Hawkins, CENDEL Foundation; Nanci Hersh, Delaware Institute for Arts in Education; Patty Hoffman, Laffey McHugh Foundation; Kathryn Jakabcin, Arts at Trinity; Janis Julian, The Historic Odessa Foundation; Liz Keller, Division of Small Business/Tourism; Katherine McFadden, Delaware Choral Society; Alex Older, Easter Seals Delaware; Ellen Priest, Eyeball It!® and Boys and Girls Clubs; James Ray Rhodes, Christina Cultural Arts Center; Kristen Rosenthal, Delaware Art Education Association; Laura Semmelroth, Wilmington Alliance; Stuart Sherman, Boys and Girls Club; Leslie Sinclair, Camp Rehoboth; David Stradley, Delaware Shakespeare; Kathrina Stroud, Inner City Cultural League; Ronaldo Tello, Del Hispano Magazine, Hispanic American Association of Delaware; Todd Veale, Laffey McHugh Foundation; Charlie Vincent, Spur Impact

We are very grateful to the individuals who willingly gave their time and expertise by participating in town halls. Thanks to: Denise Adkins, Southern Delaware Chorale; Sharon Baker, Serviam Media, Inc. / Hearts & Minds Film; Jessica Ball, Delaware Arts Alliance, Inc.; Lisa Bartoli, Art Therapy Express Program, Inc.; Kori Beaman, Beautiful Gate Outreach Center; Adrienne Brendlinger, Delaware Art Education Association; Suzanne Burton, University of Delaware; Warren Campbell, Chesapeake Silver Cornet Brass Band; Jean Cantrell, Signify; Natosha Carmine, The Nanticoke Indian Tribe; Lori Citro, 3QueensMusic; Sharon Crossen, The Children's Theatre; Mark Fields, The Grand Opera House; Dwight Fowler, Milford Community Band; Sonja Frey, Mispillion Art League; JuneRose Fatcher, Teaching Artists of the Mid-Atlantic; Maria Gonzalez, Drama Kids; Ryan Grover, Biggs Museum Of American Art; Jordyn Gum, Nantico; D. Marque Hall, Fineblackart.com; Arreon Harley-Emerson, The Choir School of Delaware; Pete Harrigan, Delaware Arts Alliance, Inc.; V Hayes, Retired; Robert James, Artist; Kristina Kambalov, First State Ballet Theatre, Inc.; Shelley Koon, 68 Huntley Multimedia; Michelle Kramer-Fitzgerald, Arts in Media LLC; Cassandra Lewis Slattery, Bastille Arts; Lianna Magerr, Wilmington Children's Chorus; Pamelyn Manocchio, The Grand Opera House; Amanda McGinty, Resident Ensemble Players; Michael Miller, Delaware Friends of Folk; Tyniece Norwood, Friends of Nanticoke Indian Tribe; Lorraine Poling, Delaware Art Education Association; Ellen Priest, Eyeball It!® and Boys and Girls Clubs; Adira Riben, Artist; Sanford Robbins, Resident Ensemble Players; Richard Scalenghe, Coastal Concerts; Nicole Sexton, New Castle County Art Studio; Greg Shelnutt, Department of Art & Design, University of Delaware; Vanesa Simon, Mariposa Arts; Tamara Smith, Delaware Dance Company; Samantha Tan, Delaware Arts Alliance, Inc.; Emily Tepe, IVA Voice and Music LLC; Mack Wathen, Delaware State Arts Council; Stephanie Whitcomb, Clear Space Theatre Company; Dana Wise, Delaware Division of the Arts; Ronney Wright, Nanticoke Indian Association