

Division of the Arts Operational Plan - FY2016

GOAL 1: Strengthen the capacity of Delaware's artists, arts organizations and arts providers			
Objectives	Activities	Resources needed	Output/Outcomes
A: Support arts providers with grant funding	GOS, STU, PS, ASF, OPP, IAF, MAAF (DPI and MidAtlantic Tours)	\$3.0m eGrant PEARL Panelists, On-site evaluators Staff (Grants)	<ol style="list-style-type: none"> 1. Received 345 applications for grant funding. With the assistance of citizen panelists, we conducted 5 panel review meetings (GOS, PS, EDR, ASF, STU) to review 73 FY2017 grant applications; 152 applications were reviewed in-house (small and interim GOS, small PS, OCO, OAR, Artist Residency, TranspARTation, Partnership, Special Project); 120 IAF applications were reviewed by jurors coordinated through MAAF. 2. Awarded 203 DDOA grants totalling \$3.19m supporting robust statewide arts programming: GOS - 61 grants; PS- 27 grants; STU - 7 grants; EDR - 15 grants; ASF - 5 grants; OCO - 8 grants; IAF - 16 grants; OAR - 13 grants; Artist Residency - 12 grants; TranspARTation - 31 grants (new program); Partnership - 6 grants; Special Projects - 2 grants. 3. Partnership with MAAF generated 7 Special Presenter Initiative grants to Delaware presenters, 3 Mid Atlantic Tours grants, 1 Jazz Touring Network host site (including grants and professional development), and 1 On Screen/In Person host site (including subsidized film/filmmaker touring engagements). 4. Facilitated 183 onsite evaluations of funded arts projects in action (average 2 for each GOS and PS grantee) - evaluations were undertaken by staff, council members, panelists (current and former), and other Delaware residents. 5. Inserted Accessibility compliance language into grantee contract (Fall 2015). 6. Active programs managed by partners (Parks & Rec, Libraries, Pen Women) allowing for increased participation in the arts.
B: Provide info on arts funding trends and sources	Promote funding availability; researching/sharing funding opportunities	Social media Arts eNews Website Email Staff (Communications, Grants)	<ol style="list-style-type: none"> 1. Increased access to multiple non-state funding sources by creating a section of Arts E-News to feature opportunities. 2. Promoted funding opportunities through Division website, social media, and other outlets. 3. Participated in Grants Workshop and Fair at Delaware State University hosted by Senators Carper and Coons, and Representative Carney.
C: Sponsor professional development & networking opportunities	Sponsor summit workshops Promote DANA/AFP workshops Plan Fall 2016 writers retreat Scan training opportunities	Summit budget DANA (\$10,000) Writers retreat budget Staff (Deputy Director, Grants, Artist Services)	<ol style="list-style-type: none"> 1. Supported statewide participation in a subsidized NFF Workshop (21 organizations received subsidy), with the goal of stronger financial management practices. 2. Funded six organizations for StartUp training with the Delaware Alliance for Nonprofit Advancement. 3. Required fifteen arts organizations (Arts Trust orgs) to participate in board strengthening and development work as part of their requirement for receiving Arts Trust Fund monies. 4. Developed plans for Creative Aging training for Fall 2016. 5. Planned the biennial Writers Retreat for 22 Delaware writers for Nov. 2016. 6. Secured two prominent writers to lead the Writers Retreat workshops. 7. Organized initial meeting with DE playwrights who convene monthly as a working group. 8. Organized and hosted two meetings of the Delaware Performing Arts Presenters Network – one at the 2015 Arts Summit in October 2015 and one in Milford in April 2016. 9. Created a Facebook group and email list for communications with and among Delaware Performing Arts Presenters. 10. Hosted successful Arts Summit with attendance at capacity with sessions on Community Engagement, Building Audiences, Creative Aging, Partnering, Social Media, Advocacy, Artist Sustainability.

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<p>D: Partner with service orgs to deliver training, build capacity, and expand outreach</p>	<p>Inventory and explore how service orgs can connect to arts orgs</p>	<p>Leadership DE representatives Trustees of Color DANA VSA Delaware DHSS (Division of Services for Aging and Adults with Physical Disabilities) Staff (Deputy Director, Grants, Artist Services, ADA)</p>	<ol style="list-style-type: none"> 1. Expanded audience services; Trustees of Color exhibited/networked at Summit; Working with Modern Maturity Center (and VSA, DAN, Div. of Aging) on Kent County Creative Aging pilot program. 2. Facilitated program sponsored by the Child Review Placement Board (DHSS) for series of teen writing workshops with Twin Poets. 3. Initiated partnership discussions with Dover Air Force Base. 4. Attended DEDO Familiarization Tour on behalf of arts organizations: handed out packets of information about local presenters and arts organizations. 5. Participated in the 2016 Partners Open House organized by the Delaware Division of Libraries. 6. Partnered with VSA Delaware to provide web-based information on Division accessibility webpage regarding arts access for National Accessibility month in October (2015). 8. Assembled an arts accessibility advisory committee consisting of representatives from access organizations and persons with disabilities (2015-16; still in progress). 9. Presented Division programs and services for artists at the Lewes Writers Conference Aug 2015 and Brandywine Writers.
<p>E: Cultivate greater awareness of value of the arts</p>	<p>Disseminate template 'thank you' letter to grantees for legislators/governor Follow up with grantees to track this advocacy work</p>	<p>Advocacy contacts with grantees DAA Staff (Grants, Artist Services, Communications)</p>	<ol style="list-style-type: none"> 1. Grantees were encouraged to thank their legislators and government officials for grant awards, using a template thank you letter, aimed to heighten awareness among grantees and their representatives about the reach/impact of DDOA grants. 2. Repurposed the Arts Participation videos in partnership with Teleduction to cultivate greater awareness of value of the arts. 3. Participated in and promoted the first-ever Arts Advocacy Day coordinated by Delaware Arts Alliance. 4. Created Arts Legacy video to highlight the impact the Markell Administration has made on the arts community. 5. Worked with the National Endowment for the Arts to create a video about the arts in Delaware to celebrate the NEA's 50th Anniversary.

Goal 1 Evaluation Indicators

- Grantees reporting stable or improving financial positions
- Increase in service to special needs populations
- Onsite evaluations and panel reviews report sustained or improved quality in grantee management, programming, and outreach
- % of grantees producing communications to local legislators
- % of grantees participating in professional development opportunities
- Creation of reproducible white paper(s) (or talking points) for use by arts advocates, DSAC, etc.

GOAL 2: Enhance the promotion of Delaware's arts resources to residents and out-of-state visitors			
Objectives	Activities	Resources needed	Anticipated Output/Outcomes
A: Partner w/key state & regional orgs on marketing & communications strategies	Participate in TADD meetings/planning Serve on InWilmington Advisory Team Promote DE Scene feeds to other outlets Identify and cultivate partner agencies as info distribution sites	\$195K marketing (\$125k InWilmington) Division of Libraries/Parks & Rec Staff (Communications, Deputy Director)	1. New print advertising: Delaware State News – Giving Tuesday print ad. 2. 100% CVB participation in DelawareScene.com event feed.
B: Develop systems to analyze marketing data	Review social media stats- Google Analytics Review advertising data [Digital Media] Modify marketing efforts based on data results Survey audiences [e.g., what social media do you use - what are you looking for]	Marketing budget (\$70k) Staff (Communications)	1. Sent monthly social media stats to Director, staff, and DSAC. 2. Surveyed constituents on their communication preferences using ad banners, Arts E-News, social media: Sent three targeted emails to 4,000+ recipients and solicited opinions from social media and other websites; Received 579 responses.
C: Increase promotion of arts programming & activities to underserved audiences	Engage summit speakers/workshops to address diversity of programs and audience Identify and meet with specific underserved audiences service organizations (Hispanic, African-American, Disability) Promote DE Scene to targeted audiences for more inclusive arts calendar	Latin American Community Center (et. al.) Inner City Cultural League Metropolitan Wilmington Urban League Staff (Communications, ADA, Deputy Director)	1. Expanded promotion of Delaware's cultural diversity. 2. Increased engagement of, and outreach to, underserved populations. 3. Summit workshop with Donna Walker-Kuhn, national diversity expert. 4. Contact made with Dover Air Force Base for potential partnership/enhanced arts offerings. 5. Expanded the number of Poet Laureate programs for underserved audiences. 6. Utilized multiple social media linking strategies – “tagging” other organizations, sharing their self-created content, arts-related hashtags, etc. – to expand reach to a wider audience. 7. Added Tiempo Hispano, Hoy en Delaware, and Black Delaware to press distribution list.
D: Diversify use of media outlets	Explore & fund alternate marketing (billboards, geo-fencing) Explore public radio sponsorship possibilities Increase social media advertising and electronic communications	Marketing budget (\$70k) Technology awareness/expertise Staff (Communications)	1. Developed comprehensive marketing and advertising budget for FY16. 2. Researched billboard possibilities and determined they were cost prohibitive. 3. Established short-term underwriting sponsorship with Delaware Public Media (WDDE) featuring :30 ads and a medium rectangle digital ad. 4. Engaged in geo-fencing campaign with DBC Interactive: 310,000 impressions 1,256 clicks with a CTR .41%; Goal was to have users download What’s On App from Google Play and iTunes App Store. 4. Provided job and professional development opportunities to Art E-News recipients and through social media.

Goal 2 Evaluation Indicators

- Increased use of Division-sponsored promotional tools (web, social networking, DelawareScene.com, etc.)
- Increase in media coverage of the arts (in number and scope)
- Increase in arts participation and engagement
- Increase in number of grantees developing/implementing accessibility plans

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GOAL 3: Ensure access to quality arts education for PreK-12 youth in Delaware			
Objectives	Activities	Resources needed	Anticipated Output/Outcomes
A: Increase access to arts education through targeted funding	Implement TranspArtation grants Revise AIE guidelines to focus on arts integration open to Pre-K Support/promote EDR and AIR grants	\$165k School contacts/communication (DOE assistance) eGrant revisions Staff (AIE, Grants, Communications)	1. Inaugural implementation year for transpARTation grants (Sept 2015-June 2016): 31 applications statewide were awarded funding--serving approximately 3,300 students. 2. AIE guidelines updated in August 2015 to include pre-K - 12 funding language. 3. Twelve AIR grants were funded serving approx. 3,500 students. 2% increase in EDR grant applications received over FY15. 4. Community arts partners (arts organizations) and teaching artists presented programs and services at the 2015 Summer Arts Educators professional development convening to approximately 50 arts classroom educators statewide.
B: Provide professional development opps, convenings, research	Support Summer Arts Institute Survey teachers for professional development needs Get baseline education data from DOE	DOE VPA Ed Assoc. DOE data Staff (AIE)	1. DOE conducted inaugural summer arts education one-day institutes held in two locations: Bear and Milford. Approximately 60 teachers, administrators, teaching artists and arts organization education representatives attended for workshop information, networking, keynote speaker and idea exchange. 2. Summer arts education institute survey sent in July 2015 resulted in a 75% return with a 93% satisfaction rate.
C: Collaborate w/ state & local leaders to advocate for arts education support	Develop arts ed profile for Delaware Support adoption of national art standards Promote arts ed during March-for-the-Arts Solicit testimonials on impact of arts education	After School Alliance DAA DOE Advisory Group DMEA/DAEA Staff (AIE, Communications)	1. Communications push to announce new Delaware Arts Standards (March 2016). 2. Promotion of March for the Arts with proclamation and Governor Markell recognition of Poetry Out Loud State Champion, Hannah Sturgis. 3. Used informative posts and tweets around 2016 Poetry Out Loud State and National competitions using the hashtag #POL16 and #iampetryoutloud. 4. Coordinated and executed National Poetry Month cross-over promotion including poems provided by current IAF poetry fellows, 2016 Scholastic winner, and Hannah Sturgis. 5. Assisted Delaware Arts Alliance with communication efforts prior to and during Delaware Arts Advocacy Day at Legislative Hall. 6. Participated in After School alliance meetings and summit mini-conference. 7. Participated in DOE Advisory Group (Sept & Nov. 2015; March & May 2016). 8. Completed AFTA Arts Ed profile for Delaware in May of 2016. 9. Attended National Arts Advocacy Day in Washington, DC (March 2016) with the Delaware delegation.
D: Promote & facilitate youth performance and exhibition opps	Support programs that engage youth in the arts (POL, Scholastics, Delaware Day, NAP)	POL Budget (\$6,000) National League of Pen Women (\$10,000 Scholastic budget) HCA, Newark Arts Alliance (\$2,000 DE Day budget) Staff (AIE, Deputy Director, Artist Services, Communications)	1. Eighteen schools participated in POL state finals this year (17 in 2015). Student participation at the school level increased 50% over the 2015 POL program year. State winner advanced to the regional finals at POL nationals--first for a Delawarean since the program's inception. POL State winner performed at the Fall 2015 Arts Summit and for the State Senate at DAA Arts Advocacy Day in June 2016. 2. Strong Scholastics Writing Awards participation and continuing to involve new schools 3. Consistent national recognition of DE student work 4. DE Day Artistic Merit Award well-received and enhanced artistic quality of projects 5. Sponsored/Partnered for Listen Up!, a program for youth to create and present spoken word that explores Delaware history, with Division of Historical and Cultural Affairs

Goal 3 Evaluation Indicators

- Increased public visibility of arts education activities
- Increased number of students benefiting from arts education activities
- Increased number of teachers and artists engaged in professional development for arts learning
- Increased awareness of, and attendance to, Poetry Out Loud program

GOAL 4: Advance community development and public engagement through the Arts			
Objectives	Activities	Resources needed	Anticipated Output/Outcomes
A: Promote and support arts as part of community & downtown development	Dialogue with Tourism reps [TADD, InWilm, WRC] to develop common talking points Inventory/promote Division-funded projects with community-development focus Identify placemaking	AFTA research ArtPlace Creative districts (Wilmington, Dover, Seaford, Milford, Milton) Staff (Artist Services, Communications, Deputy Director)	1. Expanded repertoire of stories to demonstrate arts impact on community. 2. Funded arts activities as part of "Laurel Ramble, Better Block" development project. 3. Working with Downtown Dover Partnership on visual art initiatives (banners, mural). 4. Nominated Dogfish Head Brewery for BCA 10 Award in 2016 (winner). 5. Funded InWilmington marketing campaign. 6. Supported creation of Veterans Mural Project, managed by WRC.
B: Encourage deeper, broader, and more diverse community relationships and engagement w/ artists and arts orgs	Sponsor topic-oriented Summit workshops Explore revising Project Support guidelines to incentivize stronger focus on community-development activities Explore revising Project Support guidelines to incentivize engaging diverse groups	Re-allocated grant funds Staff (Grants, Deputy Director)	1. Presented "Dynamic Community Engagement" at Summit. 2. Supported Poets Laureate workshops and readings statewide. 3. NAP now established and anticipated event with sustained/maximum participation and positive impact on state employees and family members by celebrating and encouraging creativity through the visual arts.
C: Support initiatives where artists & arts orgs focus on community & individual transformation	Document and promote existing initiatives (e.g., Art Cart @ Beebe Medical Center, Al duPont Children's Hospital) Research "creative aging" initiatives Promote Divisions Arts Participation videos and website participation resource list	Division of Aging and Adults with Physical Disabilities Division videos and website resources lists Staff (Deputy Director, Communications, Artist Services)	1. Expanded Creative Aging initiative with partners and National Center for Creative Aging. 2. Began surveying existing Arts and Health and Well-being activities in state. 3. Nominated Twin Poets for a TedX talk focusing on the transformative power of the arts in communities. 4. Participated in the 2016 Partners Open House organized by the Delaware Division of Libraries.

Goal 4 Evaluation Indicators

- Arts supporters engage in civic organizations and discourse
- Increased awareness of the arts in civic discussions
- Increased awareness of the arts and their impact on economy, education, and quality of life