

Division of the Arts Operational Plan - FY2017

GOAL 1: Strengthen the capacity of Delaware's artists, arts organizations and arts providers

Objectives	Activities	Resources needed	Output/Outcomes
A: Support artists, organizations, and schools through grant funding	<ul style="list-style-type: none"> * Processed 362 applications for grant funding. 5 panel review meetings (GOS, PS, EDR, ASF, STU) to review 64 FY2018 grant applications; 172 applications were reviewed in-house (interim GOS, small PS, Arts Access, OAR, Artist Residency, TranspARTation, Partnership, Special Project); 126 IAF applications were reviewed by jurors coordinated through MAAF. * Revised/implemented rolling deadline small grant program for arts and non-arts organizations - Arts Access. * Revised and update all guidelines and applications as needed. * Supported additional arts programming by partnering with Delaware agencies and organizations. 	<ul style="list-style-type: none"> * Partnerships: \$ -10,000 Penwomen; 10,000 Parks; 10,000 Libraries * eGrant, MAAF, outside jurors for IAF Staff (Artist Services) * \$3.0m * eGrant * PEARL * Panelists, On-site evaluators * Staff (Grants, Deputy Director) * \$2,000 DE Day 	<ol style="list-style-type: none"> 1. Awarded 223 DDOA grants totaling \$3,374,455 supporting robust statewide arts programming: GOS - 61 grants; PS- 26 grants; EDR - 13 grants; ASF – 7 grants; ACC - 17 grants; IAF - 18 grants; OAR - 17 grants; Artist Residency - 11 grants; TranspARTation - 41 grants; Partnership - 8 grants; Special Projects - 7 grants. 2. New Arts Access program provides more flexibility for smallest arts organizations and reduces quantity of applications in major grant review panels. 3. Partnership with MAAF generated 8 Special Presenter Initiative grants to Delaware presenters, 2 Mid Atlantic Tours grants, 1 Southern Exposure grant, 2 Jazz Touring Network host sites (including grants and professional development), and 1 On Screen/In Person host site (including subsidized film/filmmaker touring engagements). 4. More than 180 onsite evaluations of funded arts projects in action (average 2 for each GOS and PS grantee and 0-2 for each EDR grantee). 5. Revised Artist Fellowship guidelines clarify process to establish that applicants are Delaware residents who file income taxes as full-year Delaware residents and that they submit anonymous applications. 6. Four statewide arts partnerships provided increased public access to the arts at 33 libraries, 10 state parks, and participation by 241 secondary school students.
B: Cultivate awareness about arts funding trends and sources	<ul style="list-style-type: none"> * Promoted funding availability; research/share funding opportunities. * Partnered with "Meet the Funder" events where constituents can learn about funding priorities and opportunities of interest in the business and foundation sector. 	<ul style="list-style-type: none"> * Social media * Arts eNews * Website * Email * Staff (Communications, Grants) 	<ol style="list-style-type: none"> 1. Presentation at Artist Live series at Chris White Gallery in February expanded awareness of opportunities for individual artists and organizations. 2. Presentation at Delaware Community Foundation's Next Gen grant making group in May 2017 increased awareness of grant opportunities . 3. Webinar platform using Skype for Business with first-ever Division webinar – an overview of grants available at the March 1 deadline. More accessible training. 4. "Arts Opportunities" section on the website expanded dedicated information on Delaware (and other local, regional and national) arts funding.
C: Sponsor professional development and networking opportunities in the state, such as the Arts Summit and convenings in all three Delaware counties	<ul style="list-style-type: none"> * Sponsored DE Seashore Writers Retreat * Co-sponsor Creative Aging Seminar * Sponsoring 2017 Arts Summit * Scan training opportunities and promote when feasible. * Convened Presenters Network twice per year and maintain/update Presenters Facebook Group. 	<ul style="list-style-type: none"> * Approx \$3,000 for Creative Aging * Approx \$65,000 for Arts Summit; Deputy Director, staff * Writers Retreat budget; Staff (Artist Services) * Staff (Deputy Director, Grants, Artist Services) * Minimal budget for presenter convenings 	<ol style="list-style-type: none"> 1. Two meetings of the Delaware Performing Arts Presenters Network – one at University of Delaware in October 2016 and one at the Milton Theater in April 2017 provided regular opportunities for presenters to come together. 2. Delaware Performing Arts Presenters Facebook group and email list for communications keeps presenters connected. 3. Four-day Delaware Seashore Writers Retreat held November 2016. Twenty-two participants (11 first-time attendees) received professional input on their works. 4. NCCA-led training for teaching artists, adult caregivers, senior center staff, etc. to advance field of creative aging and expand programs and participation throughout state (DE Creative Aging Workshop held on 12/7/16 with over 85 in attendance). FY17 Arts Access grant to Ingleside Homes to serve 25 seniors with 8-week visual arts program. 5. Preliminary planning for 2017 Arts Summit: lined up speakers, workshop leaders, performances.
D: Partner with other service organizations to jointly deliver training programs that enhance the capacity of nonprofit arts organizations and community groups that present arts programming	<ul style="list-style-type: none"> * Promote DANA/AFP workshops * Contract with DANA for StartUp training and ArtsTrust board development. * Work with VSA and Accessibility Advisory Committee to update Accessibility Worksheet 	<ul style="list-style-type: none"> * Deputy Director, staff * Leadership DE representatives * Trustees of Color * DANA (funding for StartUp training and possible subsidized workshops) * VSA Delaware * DHSS (Division of Services for Aging and Adults with Physical Disabilities) * Staff (Deputy Director, Grants, Artist Services, ADA) * Staff (Deputy, Communications) 	<ol style="list-style-type: none"> 1. Three organizations supported with StartUp training through the Delaware Alliance for Nonprofit Advancement. 2. Fifteen arts organizations (Arts Trust orgs) participated in customized board assessment and development work as part of their requirement for receiving Arts Trust Fund monies. 3. Updated NEA 504 self-assessment and drafted recommendations.

Objectives	Activities	Resources needed	Output/Outcomes
<p>E: Cultivate a greater awareness of the value of the arts in the state</p>	<p>* Sent grantees a sample letter to send to their legislators about grant impact * Continued work with Americans for the Arts on the Economic Impact Research and Report. * Advocacy reminders and the sample letter to legislators were added to the website. * Grantee crediting guidelines were expanded with more detail and a one-sheet was developed to send to all grantees. * Released AEP5 information by multiple channels - press release, website, Arts E-News, and social media. * Sent out 27 press releases over the course of FY17 on a wide range of programmatic topics. * Coordinated and executed the 2017 TEDx Wilmington talk "Two Poets, One Vision: The Art of the Spoken Word" with the Delaware Poets Laureate. The Poets Laureate performed a 10-minute series of spoken word poems.</p>	<p>Staff, DAA, DSAC</p>	<p>1. Increased recognition from legislators of the work of the Division and the arts organizations supported with public funding. 2. Arts advocates now have updated economic impact information for dissemination to legislators and decision-makers. 3. Division presence at public events is expanded, raising visibility of the agency.</p>

Goal 1 Evaluation Indicators

- Grantees reporting stable or improving financial positions
- 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
- Increase in service to special needs populations
- 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	Output/Outcomes
A: Partner with key state and regional organizations on marketing and communications strategies to expand visibility, reach, and impact of the arts in Delaware	<ul style="list-style-type: none"> * Met with DTO and CVBs quarterly to discuss upcoming programs, events, and external communications * Participated in DAA workgroup – Statewide arts marketing initiative * Explored community partnership with Dover Air Force Base 	Staff (Director, Grants, Communications)	<ol style="list-style-type: none"> 1. Improved communications with Division of Tourism through quarterly CVB meetings and monthly DTO-sponsored marketing/PR working group meetings featuring marketing leaders from State of Delaware divisions and departments, as well as external partners. 2. Participation in InWilmington Advisory Board meetings throughout the year provide coordination and oversight on Wilmington arts marketing. 3. Improved communications with state agencies through monthly state PIO Meetings with Governor's staff. 4. Contacts identified and distribution channels utilized to provide DE arts information to Military families on DAFB for increased awareness, engagement, and participation in arts activities. Partnership finalized with DAFB Force Support Squadron, Airman & Family Services section. 5. Strengthened communication and coordination of marketing efforts statewide.
B: Develop systems to routinely analyze marketing data to assess impact of current strategies, and to inform constituents about the impact of the Division of the Arts' communication strategies	<ul style="list-style-type: none"> * Implemented use of infographics and other methods to communicate the impact and reach of current marketing strategies. * Utilized Google Analytic reports for main website and DelawareScene * Added pixels to both websites to track user behavior and referral traffic. * Re-launched agency website in partnership with GIC, using WordPress as a CMS. 	Staff (Director, Communications)	<ol style="list-style-type: none"> 1. Expanded use of technology for marketing: Canva, a free design software to create infographics, designed pieces for specific programs and events. 2. Improved marketing data reporting with updated Google Analytics and integrated its Search Console feature on both new website (arts.delaware.gov) and DelawareScene.com. 3. Updated and revised DelawareScene.com look and feel; new features such as the Conflict Checker, podcast feed, and more-image heavy posts, improve user experience. 4. Established media monitoring service for arts-related coverage - online, print and social media improve tracking and reporting capabilities.
C: Increase promotion of arts programming and activities to underserved populations	<ul style="list-style-type: none"> * Examined ways to communicate effectively with arts audiences at different life stages, such as retirees and younger adults. * Explored use of Google AdWords/SEO to serve a wider audience. * Implemented two digital advertising campaigns - DelawareScene.com and Mezzanine Gallery - with Delaware Today 	<ul style="list-style-type: none"> * Designer * Marketing budget * Staff (Director, Deputy, Grants, Artist, Communications) 	<ol style="list-style-type: none"> 1. Expanded outreach to underserved audiences through Poets Laureate appearances. Coordinated 56 public appearances for the Poets Laureate during the fiscal year. 2. Increased awareness of and attendance at Artist Fellow programs. 3. New website visitors to both main website and DelawareScene. 4. Increased awareness and better target arts audiences using a range of tactics such as site re-targeting, geo-fencing, targeted display and more. 5. Improved rapport with major publication editors - Out & About and Delaware Today.
D: Diversify use of media outlets	<ul style="list-style-type: none"> * Identified sponsorship opportunities with public radio stations serving Delaware. * Create a DelawareScene feature for Artist Fellow exhibits, readings, etc. 	Staff (Director, Communications)	<ol style="list-style-type: none"> 1. Expanded arts coverage through arts presence in public radio through media and outreach partnership with Delaware Public Media. 2. Expanded exposure of Individual Artist Fellowship through web section that highlights current and past fellows events.

Goal 2 Evaluation Indicators

Increased usage 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

Increased visibility and attendance/participation at Division-sponsored programs and events (Mezzanine Gallery openings, Arts Summit, Artist Roster

GOAL 3: Ensure access to quality arts education for PreK-12 youth in Delaware

Objectives	Activities	Resources needed	Output/Outcomes
A: Increase access to arts education in the state through targeted funding that removes barriers to participation	<ul style="list-style-type: none"> * Reviewed & revised Education Resource grants with focus on standards & collaboration * Reviewed & revised school-based artist residencies guidelines to allow for focus on social issues. * Enhanced promotion of TranspARTation grant program 	<ul style="list-style-type: none"> * DOE Arts Ed Associate * Education representatives from arts orgs * Regular and arts classroom educators * DDOA Communications officer * SAA arts education officers 	<ol style="list-style-type: none"> 1. Education Resource guidelines provide clearer focus for application, aligned directly to state standards and performance indicators. 2. EDR panel demonstrated more focused rigor in application review. 2. 10% increase in schools receiving transportation grants.
B: Provide professional development opportunities, convenings, and research that strengthen arts education in the state	<ul style="list-style-type: none"> * Convene arts educators and arts organizations for summer professional development institute * Provide Division representation and promote programs at the arts educator's fall conference 	DAA, DOE, Lynette Overby, SAA arts education officers	<ol style="list-style-type: none"> 1. Participation in the first-annual Delaware Arts Educators Conference held on September 13, 2016 provided educators with Division information about grants for schools and other opportunities.
C: Collaborate with state and local leaders to advocate for and support greater access to arts education in the state	<ul style="list-style-type: none"> * Worked with DAA to create 2nd DE Arts Advocacy Day * Worked with DAA and DOE to bring promote March for the Arts month and National Arts in Education week 	DAA, DOE, DDOA Communication officer	<ol style="list-style-type: none"> 1. Several legislators stopped by the Delaware Arts Advocacy Day at Legislative Hall
D: Promote and facilitate performance and exhibition opportunities for young people in the state	<ul style="list-style-type: none"> * Participated in Scholastics, NAP, DE Day * Implement Delaware's Poetry Out Loud program * Participated in ARCH program with HCA & Archives * Supported Listen Up! spoken word program 	<ul style="list-style-type: none"> * Deputy Director, DDOA staff * \$10,000 for Scholastics; approx \$2,500 for NAP contractor; approx \$1,800 for NAP reception; \$2,000 for DE Day partnership with Newark Arts Alliance * Listen Up! budget * Staff (Artist Services) * High school ELA and Arts educators * POL consultant, * DOE Arts and ELA associates * DDOA Admin staff and Communications officer 	<ol style="list-style-type: none"> 1. Scholastics Literary Awards saw participation by 249 7th-12th grade students. Out of these, six Delaware teen writers received a 2017 Scholastic Awards national medal in writing (more for Delaware than in any previous year) 2. Over 1100 fourth grade participants in DE Day presentations 3. NAP had 90 youth and teen participants. 4. Listen Up Finale included performances by five student participants as well as students from Wesley College's spoken word group, "Speak!"

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	<ul style="list-style-type: none"> * Participated in Tourism and Downtown Development (TADD) meetings. * Participate in Downtown Dover Partnership. * Investigate opportunities for the arts to be integrated and supported through existing downtown development and tourism initiatives. * Provide and/or leverage training and resources to artists and arts organizations who wish to engage in community development work. 	Deputy Director	<ol style="list-style-type: none"> 1. Ensuring the arts are included in downtown development activities by participating in DDP committee work and associated meetings with city and business personnel. 2. New collaboration developing with NCALL to connect the arts and local community to benefit Dover's revitalization efforts. 3. Supporting TADD efforts by encouraging participation by DE Mainstreet towns and tourism entities.
B: Encourage deeper, broader, and more diverse community relationships and engagement by arts organizations and artists	<ul style="list-style-type: none"> * Provided community engagement resources on the Division of the Arts' website and as part of networking and professional development activities. * Facilitated meetings that foster collaboration 		<ol style="list-style-type: none"> 1. Connections made with Dover Air Force Base, through the First State Community Partnership Program, to provide increased awareness and availability of arts programming both on and off Base for military personnel and family members. 2. Biggs Museum and CAMP Rehoboth (a community service organization) collaborated on presenting IAF recipients for Award Winners II to travel to Sussex County. 3. "Art in the Archives" collaboration with Delaware Public Archives showcases working Delaware artists.
C: Support initiatives where artists & arts orgs focus on community & individual	<ul style="list-style-type: none"> * Investigated opportunities for the arts to be integrated and supported through existing health care, social service, and education programs. * Provided and/or leveraged training and resources to support arts-based initiatives focused on social issues (such as substance abuse, violence homelessness etc.). * Supported creative aging initiatives that enhance adult learning opportunities for Delaware's changing population. * Completed internal ADA self-assessment and promote to arts organizations for completion. * Supported Poets Laureate workshops and appearances statewide to promote self expression through writing/poetry. 	<ul style="list-style-type: none"> * Deputy Director * Possible grant \$ for creative aging programming * VSA Delaware, Access Advisory Committee * DDOA Communications Officer * Division of Services for Aging and Adults with Physical Disabilities (DSAAPD) * Poets Laureate budget * Poets Laureate * Staff (Artist Services, ADA Coordinator) 	<ol style="list-style-type: none"> 1. Delaware Creative Aging Workshop in partnership with the DE Division of Aging and Adults with Physical Disabilities and the Modern Maturity Center gathered over 75 artists and members of arts and community organizations to engage in training and visioning for the creation of creative aging activities to benefit Delaware's aging population. 2. Arts Access Grant introduced and promoted as funding vehicle for Delaware creative aging activities. 3. 504/ADA document on file, arts organizations aware of their responsibility as it pertains to the 504 ADA law 4. Sponsored more than 30 poets laureate workshops and appearances with youth and at-risk populations in all three counties.

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