

Division of the Arts Operational Plan - FY2018

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

Objectives	Activities	Output/Outcomes
<p>A: Support arts providers with grant funding</p>	<p>*Promote/Manage grant programs *Research alternatives to Pearl/eGrant, select an alternative and begin implementation *124 IAF & 6 artist opportunity applications processed</p>	<ol style="list-style-type: none"> 1. Awarded 203 DDOA grants totaling \$3,259,110 supporting robust statewide arts programming: GOS - 61 grants; PS- 26 grants; EDR - 13 grants; ASF – 7 grants; ACC - 20 grants; IAF - 17 grants; OAR - 9 grants; Artist Residency - 12 grants; TranspARTation - 26 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. Interagency arts partnerships provided increased public access to the arts at 33 libraries (3k attendees), 9 state parks (1.1k attendees) across the state. 7. Researched and selected SmartSimple as the vendor for new online grants management and CRM to replace eGrant and Pearl. Worked with SmartSimple to design and implement the program to be launched in early FY2019.
<p>B: Provide info on arts funding trends and sources</p>	<p>*Email communications *Arts E-news *Opportunities (website) *Webinar platform using Skype for Business (Fellowships) *Presentation at Lewes Creative Writers Conference (Aug 2017) *Delaware Writers Studio (Jan 2018)</p>	<ol style="list-style-type: none"> 1. 10% increase in number of FY19 Fellowship applications. 2. Nearly 20% increase in Writers Retreat applications from 2016; 138 views on YouTube IAF training. 3. Sent a total of 56 email campaigns Average Total Open Rate: 33.38% Average Total Click Through Rate: 12.60% 4. Specific Email Campaign Summaries: Arts E-News Average Total Open Rate: 29.11% Average Total Click Through Rate: 9.52%

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<p>C: Sponsor professional development & networking opportunities</p>	<p>*Arts Summit *Targeted workshops *Webinars *2017 Artist Fellowship receptions and programs at Biggs Museum, CAMP Rehoboth, Lewes Public Library *2018 Delaware Seashore Writers</p>	<p>1. 2017 Arts Summit provided workshops for 224 attendees 2. Two nationally recognized writers will be lead workshops for the 2018 Writers Retreat. 3. 2017 Artist Fellows participated in 3 group presentations.</p>
<p>D: Partner with service orgs to deliver training & build capacity</p>	<p>*Promote DANA/AFP offerings</p>	<p>1. Summit sessions: Using the Arts to Dismantle Ageism, NCCA; Sensitivity and Audience Engagement, DHSS 2. Accessibility workshop led by guest speakers Beth Bienvenu-NEA Accessibility Dir. and John Orr - ArtReach (Phila) held in Dec 2017 for public, staff and Council.</p>
<p>E: Cultivate greater awareness of value of the arts</p>	<p>*Arts E-news *Communications to legislators *Information & messaging to DAA/Grantees *All legislators invited to Fellowship Reception in August 2017 *IAF publication of accomplishments</p>	<p>1. Two legislators attended Fellows recognition events. (Trey Paradee at Biggs and Pete Schwartzkopf at CAMP). 2. Several legislators sent congratulatory letters to their constituents who received Fellowships. 3. Report on the accomplishments of 2017 Fellows was designed in-house and published electronically. 4. Staff person participated as panelist and exhibitor at the first-ever Millennial Summit.</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.

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GOAL 2: Enhance the promotion of Delaware's arts resources to residents and out-of-state visitors		
Objectives	Activities	Anticipated Output/Outcomes
A: Partner w/key state & regional orgs on marketing & communications strategies	<ul style="list-style-type: none"> *Increase frequency of communications with legislators *Develop community partnership with Dover Air Force Base *Share information with Division of Veterans Affairs to disseminate to their constituents *Meet with DTO and CVBs quarterly to discuss upcoming programs, events, and external communications *Invite state elected officials to all major Division events - Arts Summit, Artist Fellowship reception, Poetry Out Loud, and National Arts Program 	<ol style="list-style-type: none"> 1. Legislators and elected officials attended major Division events Established FY18 Partnership with Delaware Public Media which included 25 Arts Playlists features, 50 arts-related stories and digital display banner. 2. Completed XML Feed to Southern Delaware tourism office. Improved in Wilmington XML Feed. 3. Participated in Millennial Summit Arts Initiative which hosted half-a-dozen "ArtShot" events. 4. First Lady attended 2017 Arts Summit, National Arts Program and Poetry Out Loud. 5. Congresswoman and Lt. Governor attended and spoke at the 2017 Arts Summit.
B: Develop systems to analyze marketing data	<ul style="list-style-type: none"> *Implement use of infographics and other methods to communicate the impact and reach of current marketing strategies. *Utilize Google Analytic reports for main website and DelawareScene *Expand capacity to aggregate marketing/communications data *Work with CompassRed to create visual data tool to monitor and assess current communication strategies 	<ol style="list-style-type: none"> 1. Launched new Division website June 2017. 2. All statistics FY 2018 v FY 2017: Increased # Sessions on DelawareScene.com 31.5% ; Increased # of users on DelawareScene.com by 36.04% ; Increased Acquisition of Users on All Channels by DelawareScene.com by 31.5% 3. Added Google Analytic goals to track specific outcomes. 4. Implemented Podcast play/download tracking in GA. 5. Developed/implemented a custom visual dashboard based on aggregated data to demonstrate the economic and social impact of the arts in Delaware.

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<p>C: Increase promotion of arts programming & activities</p>	<p>* Expand communications with arts audiences at different life stages, such as retirees and younger adults. *28 public appearances for the Poets Laureate during the fiscal year *Sustain effective digital advertising campaigns - DelawareScene.com and Mezzanine Gallery - with Delaware Today</p>	<ol style="list-style-type: none"> 1. Signed year-long agreement with Delaware Today for digital advertising for DelawareScene.com, Mezzanine Gallery and the Division. 2. Poetry Month collaboration with Artist Services officer. Created promotional schedule on Facebook to promote 5 weeks, 5 Poems, 6 Poets. https://arts.delaware.gov/national-poetry-month/ 3. Added "Delaware State of the Arts" Podcast section on DelawareScene.com to improve visibility. 4. Connected podcast XML to Facebook and Twitter so it auto-populates any time a podcast is added to website. 5. Increased # of sessions on DelawareScene.com by 26% (2017 v 2016); Increased # of users on DelawareScene.com by 29% (2017 v 2016); Increased Avg. Time on Page on DelawareScene.com by 19% (2017 v 2016); Increased Acquisition of Users on All Channels by DelawareScene.com by 26% (2017 v 2016) 6. Grew Facebook followers 16% (2017 v 2016); Grew Twitter followers 7. Worked with web developer to improve SEO for DelawareScene.com
<p>D: Diversify use of media outlets</p>	<p>* Diversify marketing strategies for more targeted/measurable approach. * Work with VSA and Accessibility Committee * Educate staff, Arts Council, and arts constituents on the 504 ADA law and requirements</p>	<ol style="list-style-type: none"> 1. Signed FY2019 agreement with Delaware Hispano to produce a one-page ad highlighting events in DelawareScene.com. 2. Created communications plan to increase awareness of statewide presentation of "IAF Award Winners" 3. 16 out of 17 artists attended Biggs Museum reception. Half of the invited VIPs were able to attend.

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

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GOAL 3: Ensure access to quality arts education for PreK-12 youth in Delaware		
Objectives	Activities	Anticipated Output/Outcomes
A: Increase access to arts education through targeted funding	<ul style="list-style-type: none"> *Increase TranspARTation participation *Expand promotion of artist residency program to focus on social issues & Governor's priorities *Meet more frequently with Kent County Tourism to assist with transition to new destination marketing platform and to learn about new opportunities to partner *Promote core arts standards-based collaboration projects between arts organizations and schools 	<ol style="list-style-type: none"> 1. Education Resource guidelines were edited to provide clearer focus for application, aligned directly to state standards and performance indicators. 2. EDR panel demonstrated focused rigor in application review. 3. 25 schools, 3,162 students served through transpARTation grants. 4. 12 schools , 3,857 students served through AIR grants. 5. Provided grant information for schools and artists at annual DMEA Conference held at Dover High School.
B: Provide professional development opps, convenings, research	<ul style="list-style-type: none"> *Co-convene summer professional development for arts educators/teaching artists (with DOE) *Support research efforts (UD, DOE, DAA) *Co-sponsor mid-Atlantic Teaching Artist Conference 	<ol style="list-style-type: none"> 1. Division partnered w/ DOE for Year 3 of summer prof development for teachers, arts org education professionals, and teaching artists. 2. Convened two planning meetings for arts orgs interested in teaching artists' professional development. 3. Division participated in 2nd annual Arts Education Conference at Dover HS. 4. Division partnered w/NASAA, WV, MD, PA, NJ, VA to plan/sponsor 1st Mid-Atlantic Teaching Artist Retreat. 5. Added Teaching Artist and School Residency categories to Delaware Artist Roster.
C: Collaborate w/ state & local leaders to advocate for arts education support	<ul style="list-style-type: none"> *Collaborate with DAA/DOE on arts education messaging *Inform legislators of arts education initiatives 	<ol style="list-style-type: none"> 1. Division obtained proclamations from the Governor recognizing March for the Arts month and National Arts Education week. Proclamations were displayed on websites of DDOA, DOE and DAA. 2. Legislators received personalized invitations to attend Poetry Out Loud Finals and Scholastics Awards ceremonies celebrating students.

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<p>D: Promote & facilitate performance and exhibition opps</p>	<p>*Sponsor NAP exhibition *Sponsor arts component of DE Day *Sponsor Scholastic Literary program *Sponsor and execute POL program *Sponsor Poets Laureate appearances *Bring IAF Award Winners exhibition to Cab Calloway School of the Arts in September 2018 *Develop framework for Poetry for Life program</p>	<ol style="list-style-type: none"> 1. Student Participation: NAP - 224; DE DAY - 22 schools, 1,090 4th gr. students; SCHOLASTICS - 524 7-12 grade. 2. Exhibiting NAP artists expand awareness of and engagement in Division of Arts programs including Mezzanine Gallery and fellowships. 3. Through NAP, DE DAY, and Scholastics participation is supported and excellence is rewarded for ages preK through adult. 4. Collaborated with Freeman Stage to provide Sussex county HS students with exposure to poetry and the Poetry Out Loud (POL) program. 30 schools, 1,950 students served through the POL Program in the classrooms 5. 20 schools, 20 students participated in state finals of POL competition. 6. Students experience Poets Laureate: 10 schools. 7. Cab Calloway School of the Arts hosts IAF Fellowship Exhibition in September 2018.
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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

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GOAL 4: Advance community development and public engagement through the Arts		
Objectives	Activities	Anticipated Output/Outcomes
A: Promote and support arts as part of community & downtown development	<ul style="list-style-type: none"> *Grants for programs with community/downtown development focus *Participate in community meetings focused on Downtown development *Craft messaging around arts & downtown development (Arts E-News, etc.) *Creativity Connects convening *Downtown Dover murals 	<ol style="list-style-type: none"> 1. Visioning for Vitality creative placemaking workshop for Dover with over 35 attendees (artists, arts orgs., and community leaders) 2. Funding secured for "Paint the Town" initiative in Downtown Dover with NBBF \$10,000: grant and City of Dover Funding for murals and utility boxes. 3. Staff member sits on inWilmington Executive Board 4. DDOA attends preliminary meeting of the City of Wilmington's new branding campaign "It's Time."
B: Encourage deeper, broader, and more diverse community relationships and engagement	<ul style="list-style-type: none"> *Explore ways to facilitate partnerships/collaborations *Identify and promote grantees that represent collaborative work *Planning for Award Winners exhibition to travel to 3 counties (Biggs Museum, CAMP Rehoboth, Cab Calloway School of the Arts) "Art in the Archives" collaboration with Delaware Public Archives *Arts, Culture, and Heritage Preservation Field Days (ArCH) 	<ol style="list-style-type: none"> 1. ArCH attendance: 1,357 4th grade students, teachers and chaperones 2. Albert Mills, Delaware Poet Laureate, participates in Day of Remembrance commemorating occupation of Wilmington at University of Delaware. 3. Work of Artist Fellows is experienced by more Delawareans in Delaware's 3 counties 4. Buena Vista's Buck Library and Delaware Public Archives features display of working Delaware artists recommended by Division staff 5. DDOA works with Wilmington 1968 committee to provide DelawareScene.com as an event portal for the year-long commemoration of the Wilmington riots. 6. Partnered with Out & About for March 2018 artist opening reception.

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<p>C: Support initiatives where artists & arts orgs focus on community & individual transformation</p>	<p>*Target funding initiatives on arts programming with intentional outcomes related to community or individual improvement *Support/promote initiatives with community/individual focus. * Support Poets Laureate workshops to promote self expression through writing/poetry. *Art in the Libraries Partnership expanded to include Autism Delaware</p>	<p>1. Inclusion of autism awareness, autism resources, and social stories as part of Arts in Libraries Summer Reading Challenge Kickoff Performances by Turtle Dance Music with outreach to autism community across state. 2. 28 Poets Laureate workshops and appearances in all 3 counties reaching 4,000 people. 11 school visits and 1 self awareness writing program at Sussex Correctional Institute.</p>
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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