

Arizona Commission on the Arts ▪ Fiscal Year 2010 Agency Workplan

LEADERSHIP				Goals		
Strategies	Indicators for Success	Evidence of Success	Outcomes/Measures	Arizonans live and work in healthy, vibrant communities through the arts	Arizonans implement public policy that recognizes and supports the pivotal role of the arts in society	Arizonans experience lifelong opportunities to participate, create and learn through the arts
What are we going to do?	How are we going to do it?	Evidence that we've accomplished our goal:	If we succeed, the ACA staff and board will...			
<p>National Arts Organizations</p> <ul style="list-style-type: none"> • Maintain memberships in national and regional networks such as National Assembly of Arts Agencies (NASAA), Western States Arts Federation (WESTAF), Americans for the Arts (AFTA), Arts Education Partnership (AEP), The Association of American Cultures (TAAC), National Art Education Association (NAEA), Western Arts Alliance, WAA • Participate in national service organizations and national learning communities 	<ul style="list-style-type: none"> • At least one staff member will attend each of the national conferences sponsored by NASAA, WESTAF, GIA, AFTA, AEP, and TAAC • ACA staff will be invited or will solicit opportunities to publish articles/research in national newsletters/magazines; participate as review panelists/jurors, program designers/evaluators, guest instructors/facilitators 	<ul style="list-style-type: none"> • Positive interaction with NASAA/WESTAF/GIA/AFTA/AEP/TAAC: 	<ul style="list-style-type: none"> • Broaden and deepen agency's expertise • Gain knowledge, resources, and experience to inform agency policy, programs, and access to resources • Increase agency visibility and national standing • Serve as national arts leaders • Continue to build the Arizona Arts brand of quality, service, innovation, and access 	✓	✓	✓

Arizona Commission on the Arts - Fiscal Year 2010 Agency Workplan

<p>National Service</p> <ul style="list-style-type: none"> ACA staff participate in activities outside of the state that pertain to other state arts agencies, national panels, and professional opportunities 	<ul style="list-style-type: none"> ACA Staff will speak as the leadership keynote for the New Mexico Museum Association Conference Robert Booker will attend the WESTAF Aspen Institute. Robert Booker will serve as a trustee of WESTAF and as a member of the Cultural Diversity Committee Jaime Dempsey will serve as chair to the NASAA Deputy Directors Peer Group 	<ul style="list-style-type: none"> Interaction with other state and national entities Participation as an Arizona voice in important national settings Participation as review panelists/jurors, program designers/evaluators, guest instructors/facilitators: 	<ul style="list-style-type: none"> Increase agency visibility and national standing Serve as national arts leaders Continue to build the Arizona Arts brand of quality, service, innovation, and access Bring back to Arizona new knowledge and working models 		✓	
<p>Artist Career Initiatives Program</p> <ul style="list-style-type: none"> Further the careers of Arizona artists through workshops, technology, and resources Engage individual artists in online competitions-viral videos and focused flash mob scenarios Build a foundation for understanding and supporting the growth potential of the creative arts sector through research affecting programming and public policy 	<ul style="list-style-type: none"> Program Directors will develop a plan to implement programs and services to support this constituency Partner with Phoenix Airport Museum to explore exhibition and documentary opportunities for APG artists Partner with Inside Creative Minds to explore documentary opportunities for APG artists ACA will conduct skills building workshops in rural communities ACA will engage 2007 and 2008 Creative Capital participants in program delivery 	<ul style="list-style-type: none"> Number of participation in programs and services: Programs and services implemented: Number of engaged partners: 	<ul style="list-style-type: none"> Build and enhance a professional network of support and educational systems as they relate to individuals in the creative field Recognize innovative AZ artists Serve as active participants in state/national learning community Facilitate greater appeal for and retention of creative workers, statewide Build skills of artists in order that they might become better entrepreneurs Build partnerships with funders, creators and presenters/ producers 	✓		✓

Arizona Commission on the Arts - Fiscal Year 2010 Agency Workplan

<p>State Arts Agencies</p> <ul style="list-style-type: none"> Participate as a partner with other State and Regional Arts Agencies/Councils as members of review panels, guest lecturers/facilitators, or program designers/evaluators 	<ul style="list-style-type: none"> ACA staff will be invited or will solicit opportunities to publish articles/research in SAA newsletters/ magazines; participate as review panelists/jurors, program designers/evaluators, guest instructors/facilitators 	<ul style="list-style-type: none"> Publications: Participation as review panelists/jurors, program designers/evaluators, guest instructors/facilitators: 	<ul style="list-style-type: none"> Broaden and deepen agency's expertise Gain knowledge, resources, and experience to inform agency policy, programs, and access to resources Increase agency visibility and national standing Serve as national arts leaders 		✓	✓
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Arizona Commission on the Arts - Fiscal Year 2010 Agency Workplan

<p>Local Associations</p> <ul style="list-style-type: none"> Invest in strategic memberships and partnerships with local associations related to the arts, funding, and the nonprofit sector such as: Arizona Alliance of Nonprofits, Arizona Museum Association, and Maricopa Partnership for Arts and Culture, Arizona Presenters Alliance, Central Arizona Museum Association 	<ul style="list-style-type: none"> Staff will attend local conferences and convenings ACA staff will be invited or will solicit opportunities to publish articles/research in newsletters/ magazines; participate as review panelists/jurors, program designers/evaluators, guest instructors/facilitators ACA Staff will serve as a liaison to other state and state-wide agencies such as the Tourism, Commerce, Parks, Library, Humanities, and will serve as President-Elect of the Museum Association of Arizona Robert Booker will participate as a member of the Arizona Council of Nonprofits Leadership Committee and as a member of the Arizona Grantmakers Forum ACA will support the statewide initiative to increase funding for the arts; staff will participate in MPAC meetings and serve on the MCAC citizen steering committee 	<ul style="list-style-type: none"> Participation in local conferences and convenings: Publications: Participation as review panelists/jurors, program designers/evaluators, guest instructors/facilitators: 	<ul style="list-style-type: none"> Broaden and deepen agency's expertise Gain knowledge, resources, and experience to inform agency policy, programs, and access to resources Increase agency visibility and statewide standing Serve as statewide arts leaders 	✓	✓	✓
<p><u>STAFF PERSONAL DEVELOPMENT</u> ACA Staff participate in roles and activities outside of their official positions. It helps develop skills that can lead to their development that can assist the Arts Commission's work plan</p>	<ul style="list-style-type: none"> Mandy Buscas is a board member of the Mesa Historical Museum and the Mesa Arts and Cultural Advisory Board. 	<ul style="list-style-type: none"> Allows staff to use skills gained in their job and share those skills with the field 	<ul style="list-style-type: none"> Organizations have the benefit of added knowledge by commission staff participation 	✓		✓

Arizona Commission on the Arts - Fiscal Year 2010 Agency Workplan

<p>Arizona Arts Education Research Institute</p> <ul style="list-style-type: none"> Continue practical study in partnership with the Arizona Arts Education Research Institute (AAERI) and the Morrison Institute for Public Policy to identify/explain issues, challenges, and options currently affecting formal/informal arts education in Arizona (AAERI is a funding partnership of ACA, the Arizona Department of Education, Arizona State University, Northern Arizona University, and the University of Arizona) 	<ul style="list-style-type: none"> Partners will convene and discuss appropriate next steps and forums/methods of distribution of statewide survey results ACA in partnership with AZDOE will follow up with select districts to ensure a 50% response rate Contract with Quadrant Arts Education Research to conduct a first analysis of the access, equity, and quantity of arts education in Arizona public schools 	<ul style="list-style-type: none"> Completion of survey Good participation results Valuable usable information resulting from the survey instrument Distribution of the information to appropriate stakeholders and communities 	<ul style="list-style-type: none"> Lead vital research in the field Gain practical data to inform future arts education policy and programming, statewide Improve service to arts learning community Cultivate a practical working relationship with statewide educational institutions, policymakers, and arts educators 	✓	✓	✓
<p>Library and News Pages of Website</p> <ul style="list-style-type: none"> Expand, update, increase content to create comprehensive web-based archives and provide technical assistance tools for arts organizations (examples may include instructions for photographing artwork, instructions for developing administrative resumes, tips for building a board of directors, information on how to become nonprofit) and increase usage 	<ul style="list-style-type: none"> Staff will review content; schedule updates to the site ACA will apply tracking software to the pages to monitor number of users, frequency of visits and average time spent on page ACA will send email marketing to inform potential users of the site's existence; will include regular 'advertisements' in e-bulletin 	<ul style="list-style-type: none"> Status of schedule to review and update site content: Increase in frequency of use/hits on the site: Status of site promotion: 	<ul style="list-style-type: none"> Provide useful knowledge to best serve constituents Offer arts organizations and individual artists round-the-clock access to most recent tools and information to improve their programs, their work and their decision making 			

Arizona Commission on the Arts - Fiscal Year 2010 Agency Workplan

<p>Participation Building</p> <ul style="list-style-type: none"> Continue institutionalizing participation-building in ACA programming, policy, and grantmaking 	<ul style="list-style-type: none"> ACA will include participation language in all publications: ACA will maintain connections with other "Wallace Start" states 	<ul style="list-style-type: none"> Increased art participation opportunities for all citizens: Participation-building institutionalized within grant and service programs: Participation language used in ACA publications: Participation language used in ACA email marketing campaigns: 	<ul style="list-style-type: none"> Foster public participation in the arts Develop new strategies to embed Understanding Participation principles in agency programs, policy, email campaigns and grantmaking 			✓
<p>Arts Visibility Initiative</p> <ul style="list-style-type: none"> Use arts programming as an opportunity to build public value for the arts and increase exposure for AZ artists 	<ul style="list-style-type: none"> Focus on the use of wood artists for the FY10 Governor's Arts Awards ACA will begin conversations with the Governor's office to use the work of Arizona individual artists as gifts for visiting dignitaries and for use on trade missions Use a digital art presentation/showcase at statewide gatherings ACA will invite AZ artists to participate in annual Southwest Arts Conference (SWAC) Partner with Phoenix Airport Museum to explore possibilities to exhibition and documentary opportunities for Arizona artists Investigate the opportunities to expose the work of Arizona individual artists through media, online activities, and virtual galleries and concert halls 	<ul style="list-style-type: none"> Growth in exposure of Arizona individual artists both within and outside of the state of Arizona Increased resources and dollars in the hands of Arizona working artists 	<ul style="list-style-type: none"> Recognize gifted AZ artists Forge and strengthen relationships between local artists, arts organizations, community, government, and businesses Build a relationship between the Governor's office and working artists Grow respect and appreciation for original work by AZ artists among authorizing environment 	✓	✓	

Arizona Commission on the Arts - Fiscal Year 2010 Agency Workplan

<p><u>AGENCY TRAVEL</u> Staff Professional Development</p> <ul style="list-style-type: none"> Continue to offer learning, networking, and training opportunities for ACA staff in order to enhance/promote productivity, knowledge of arts and arts funding, understanding of state initiatives, trends, regulations Comply with performance Incentive Program mandated by Legislature 3/11/2006 <p>Out of State Travel: Site Visits, Public Speaking, Outreach, Professional Development</p> <ul style="list-style-type: none"> Continue to offer learning, networking, and training opportunities for ACA staff in order to enhance/promote productivity, knowledge of arts and arts funding, understanding of field Serve as facilitators, ambassadors, catalysts for issues/initiatives on national level 	<ul style="list-style-type: none"> ACA Executive Director and Deputy Director will engage staff in arts/administrative experiences that can benefit the staff member's personal and professional growth; will encourage staff members to participate in arts/culture leadership roles, statewide and nationally 	<ul style="list-style-type: none"> Appropriate staff travel to further the work of the Commission and the Arizona arts industry Staff participation in leadership roles: Staff demonstrates additional skills and knowledge: 	<p>Staff Professional Development, In State Travel, Out of State Travel</p> <ul style="list-style-type: none"> Gain knowledge, resources, and experience to inform agency policy, programs, and access to resources Obtain critical knowledge about the shifting needs of the field, changes in state policy Offer staff opportunities that are personally and professionally rewarding, resulting in increased staff retention Build knowledge and increase use of ACA programs, technical assistance, and grants Gain practical data to inform future policy and programming, statewide Increase agency awareness of AZ arts practitioners and how to better serve them Educate students, board members, volunteers, teachers, artists, arts administrators Cultivate statewide arts and culture interest Directly observe the use of State funds Provide staff with tools/experiences to support innovative, efficient, informed service to constituency and the field Promote innovation Broaden agency's expertise Maintain ACA's position at the forefront of the field 	✓	✓	✓
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Arizona Commission on the Arts - Fiscal Year 2010 Agency Workplan

<p>In State Travel: Site Visits, Public Speaking, Outreach, Professional Development</p> <ul style="list-style-type: none"> • Increase visibility and grow understanding of ACA programs, resources, initiatives across AZ • Interact directly with our diverse constituencies to better understand needs • Serve as facilitators, ambassadors, catalysts for issues/initiatives in AZ communities • Continue to offer learning, networking, and training opportunities for ACA staff in order to enhance/promote productivity, knowledge of arts and arts funding, understanding of field 	<ul style="list-style-type: none"> • stART - ACA staff will travel to five different sites, combining AZ DOE partner workshops with teaching artist professional development and site visits • Artist in a Box - ACA staff will travel to the intended communities to prepare for, observe or conduct ACA workshops • ACA will conduct skills building workshops in rural communities • ACA will engage 2007 and 2008 Creative Capital participants in program delivery • ACA staff will participate as presenters, facilitators, or participate in state-wide conferences 	<ul style="list-style-type: none"> • stART – Use of multi-site, mutli-purpose events; Increase in roster artists/service organizations/local educators/presenters participation • Artist-in-a-Box - Number of community members impacted: • Impact of ACA workshops • Participation in skills building workshops: • Number of artists served: • Programs and services implemented 	<ul style="list-style-type: none"> • stART - Increase use of ACA programs and resources; Strengthen relationships and existing local partnerships • Artist-in-a-Box-Build public value for the arts • Build knowledge and increase use of ACA programs, technical assistance, and grants <p>Introduce or re-enforce to schools and communities about the rich learning and impact of the arts.</p> <ul style="list-style-type: none"> • Build and enhance a professional network of support and educational systems as they relate to individuals in the creative field • Recognize innovative AZ artists • Serve as active participants in state/national learning community • Facilitate greater appeal for and retention of creative workers, statewide <p>Build partnerships with funders, creators and presenters/ producers</p>	✓	✓	✓
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Arizona Commission on the Arts - Fiscal Year 2010 Agency Workplan

PARTNERSHIPS				Goals		
Strategies	Indicators for Success	Evidence of Success	Outcomes/Measures	Arizonans live and work in healthy, vibrant communities through the arts	Arizonans implement public policy that recognizes and supports the pivotal role of the arts in society	Arizonans experience lifelong opportunities to participate, create and learn through the arts
What are we going to do?	How are we going to do it?	Evidence that we've accomplished our goal:	If we succeed, the ACA staff and board will...			
<p>Strategic Partnerships Identify new partnerships to enhance agency's reach into the community, with Tourism, Humanities, Arts & Business Council, local arts agencies, ALAC, Arizona State University, Northern Arizona University, and University of Arizona</p> <p>Build new partnerships through an series of interagency meetings</p> <p>Maintain longstanding partnerships with Arizona Department of Education in supporting arts education in pre-k-12 settings</p>	<ul style="list-style-type: none"> • Staff will attend local conferences and convenings • ACA staff will be invited or will solicit opportunities to publish articles/research in newsletters/ magazines; participate as review panelists/jurors, program designers/evaluators, guest instructors/facilitators • ACA staff will liaise with Advocates for Latino Arts and Culture (ALAC) in the development of a Latino Cultural Center • ACA staff will develop partnerships with arts organizations to host workshops and convenings and better serve program disciplines • ACA staff will continue to develop partnership with AZDOE • Adriana Gallego will serve on the Flagstaff Cultural Partners Arts Advisory Council • ACA Staff will convene a statewide community development taskforce • 	<ul style="list-style-type: none"> • Participation in local conferences and convenings: • Publications: • Participation as review panelists/jurors, program designers/evaluators, guest instructors/facilitators: • Status of arts education in pre-k-12 settings 	<ul style="list-style-type: none"> • Broaden and deepen agency's expertise • Gain knowledge, resources, and experience to inform agency policy, programs, and access to resources • Increase agency visibility and statewide standing • Serve as statewide arts leaders • Serve as statewide leaders in arts education 		✓	

Arizona Commission on the Arts - Fiscal Year 2010 Agency Workplan

<p>Governors Arts Awards Dinner</p> <ul style="list-style-type: none"> • Increase attendance and press coverage of annual celebration of the arts in Arizona • Continue to serve as co-host and co-sponsor in partnership with Arizona Citizens for the Arts 	<ul style="list-style-type: none"> • ACA will work in partnership with AZ Citizens for the Arts to draft and implement a plan to increase attendance at the event (focus on corporate/organization table purchases) • ACA will work in partnership with AZ Citizens for the Arts to grow press coverage of the event; to include newspapers, websites, company/organizational newsletters, television • ACA will aid in the registration process • ACA will showcase digital art presentation at the GAAD • 	<ul style="list-style-type: none"> • Increase in attendance: • Increase in press coverage: • Increase in event revenue: • Reduce costs 	<ul style="list-style-type: none"> • Celebrate and honor artists and arts administrators from across the state • Recognize and honor volunteers, promote citizen service • Recognize value of financial contributions from corporate sector • Build and enhance statewide support for the arts • Grow partnerships that recognize the scope and breadth of Arizona professional and avocational arts community 		✓	
<p>Arizona Social Service Organizations</p> <ul style="list-style-type: none"> • Identify and partner with leaders in the social service field to support programs and needs in developing arts programming in and out of the school day. • Enhance agency's reach into the social service community 	<ul style="list-style-type: none"> • ACA staff will present and attend the Arizona Center for Afterschool Excellence conference • ACA staff will present at the conference and showcase cultural residency activities with roster artists. • ACA staff will be invited or will solicit opportunities to publish articles/research in newsletters/magazines; participate as review panelists/jurors, program collaborators/evaluators, guest instructors/facilitators • ACA staff will attend/lead workshops, conferences and meetings • ACA staff will promote ACA resources and programs 	<ul style="list-style-type: none"> • Participation as review panelists/jurors, program collaborators/evaluators, guest instructors/facilitators, conference speakers • Publications • Participation in workshops, conferences and meetings • Status of promotion via ACA website, e-cards, mailings, flyers, and bulletin: 	<ul style="list-style-type: none"> • Provide the social service field information, resources, and support so that they can best utilize the services of the AZ arts community • Gain practical data to inform future ACA policy and programming • Broaden and deepen ACA staffs knowledge in the field. • Increase agency visibility and use of ACA programs, technical assistance, and grants • Recognized as statewide arts leaders 	✓		✓

Arizona Commission on the Arts - Fiscal Year 2010 Agency Workplan

<p>Local Arts Agencies (Councils and Commissions)</p> <ul style="list-style-type: none"> • Explore the possibility of convening statewide assembly of representatives from local arts councils and commissions • Participate in Americans for the Arts (AFTA) conference to obtain resources and information to best facilitate community participation, cultural dialogue 	<ul style="list-style-type: none"> • ACA Staff will meet with local arts agencies in their geographical regions and conduct a listening session of their wants and needs • ACA Staff will convene the local arts agencies and create a symposium, based off of the listening sessions • ACA staff will actively promote best practices among local arts agencies • At least one ACA staff member will participate on the national AFTA conference annually 	<ul style="list-style-type: none"> • Status of assembly of representatives from local arts councils and commissions: • ACA staff participation in AFTA conference 	<ul style="list-style-type: none"> • Provide opportunities for arts administrators across AZ to network and share resources • Support professional development for AZ arts administrators • Build knowledge and increase use of ACA programs, technical assistance, and grants • Gain practical data to inform future ACA policy and programming • Improve service to the statewide arts community • Increase agency, local agencies' visibility and national standing 	✓	✓	✓
<p>Regional Touring</p> <ul style="list-style-type: none"> • Maintain support of intrastate, interstate, international movement of artistic products • Increase professional development opportunities in the field • Sustain Regional Touring program, which sponsors artists and prepares them for national booking conferences • Develop program through which AZ presenting organizations can partner with ACA to bring Regional Touring Artists to participate in a part of a main event 	<ul style="list-style-type: none"> • ACA will maintain an active participatory relationship with Arizona Presenters Alliance • ACA will encourage artists, ensembles, presenters to participate in regional/national touring through assistance offered via WESTAF and through booking conferences • ACA will serve as a broker in getting Regional Touring Artists into AZ venues • ACA will promote artist exchange between other state arts agencies, regional organizations or other entities with regard to touring artists 	<ul style="list-style-type: none"> • Arizona Presenters Alliance: growth/participation: • AZ presenting/producing organizations represented at state/regional/national booking conferences: • AZ performing arts groups touring regionally and/or nationally: • Partners in presenting within AZ: • Partners in presenting outside of AZ: 	<ul style="list-style-type: none"> • Increased public access to quality artistic work and experiences, statewide • Promote cost-sharing opportunities and information to AZ presenting/producing organizations • Prepare AZ artists for regional and national touring • Support the professional development of AZ presenters and producers • Build upon strong relationship between ACA and Arizona Presenters Alliance 			✓

Arizona Commission on the Arts ▪ Fiscal Year 2010 Agency Workplan

<p>Rural Presenters Consortium</p> <ul style="list-style-type: none"> • ACA will work with small and community based presenters to grow their skills and knowledge of the field • ACA will provide direct training, group learning sessions, and workshops • ACA will work with the Arizona Presenters Network to grow participation of all presenters in n the statewide organization 	<ul style="list-style-type: none"> • ACA will encourage artists, ensembles, presenters to participate in regional/national touring through assistance offered via WESTAF and through booking conferences 	<ul style="list-style-type: none"> • Participants in Rural Presenters Consortium: • Participation in professional development or convening opportunities: 	<ul style="list-style-type: none"> • Increased arts activities in rural communities • Build upon strong relationship between ACA and regional arts organizations • Increase public access to quality artistic work and experiences, statewide 			
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Arizona Commission on the Arts - Fiscal Year 2010 Agency Workplan

<p>Cultural Tourism/Arizona Office of Tourism/Governor's Conference on Tourism –</p> <ul style="list-style-type: none"> • Work with communities across Arizona to develop cultural tourism plans/initiatives in order to increase tourism revenues 	<ul style="list-style-type: none"> • ACA will encourage communities to apply for ALTE grants (Arts Link to Tourism and the Economy) and will work with said communities to improve quality of proposals • Cultural tourism initiatives will be incorporated into community workshops and manage a display booth focused on "cultural tourism" • Cultural tourism will be promoted via ACA website and bulletin • ACA will develop a plan to evaluate needs beyond funding, to determine if/what type of additional technical assistance could assist communities as they develop cultural tourism initiatives; including working with the Office of Tourism on a statewide cultural calendar. • Robert Booker and ACA Staff will participate in the Governor's Conference on Tourism 	<ul style="list-style-type: none"> • Number of proposals submitted and funded: • Staff participation in Governor's Conference on Tourism: • Status of cultural tourism promotion via ACA website and bulletin: • Status of plan to evaluate additional needs: • Increased arts imagery displayed in AZ tourism materials: 	<ul style="list-style-type: none"> • Strengthen partnership between ACA and Arizona Office of Tourism • Promote understanding that artists and arts organizations are critical to economic success and quality of life • Support economic development initiatives in rural AZ communities 	✓	✓	✓
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Arizona Commission on the Arts - Fiscal Year 2010 Agency Workplan

<p>Economic Development/Department of Commerce/Governor's Conference on Rural Economic Development</p> <ul style="list-style-type: none"> Support rural economic development in Arizona 	<ul style="list-style-type: none"> Robert Booker will participate in Governor's Conference on Rural Economic Development; will create and lead arts/cultural tourism session(s) for conference and/or participate in conference panels to represent the arts/culture community's interests and manage display booth on ACA Rural Activity ACA Staff will serve on the steering committee for conference 	<ul style="list-style-type: none"> Staff participation in Governor's Conference on Rural Economic Development: ACA staff-directed sessions at the conference: 	<ul style="list-style-type: none"> Build and strengthen relationships between the ACA and the Department of Commerce, the Governor's Office, government officials Promote understanding that ACA, artists, and arts organizations are critical to economic success and quality of life Support economic development initiatives in rural AZ communities Build knowledge and increase use of ACA programs, technical assistance, and grants 	✓	✓	✓
<p>Main Street Program</p> <ul style="list-style-type: none"> Support federal program that fosters economic development within the context of historic preservation by working as a partner with local and state agencies, property owners and business people to revitalize downtown areas in rural Arizona communities 	<ul style="list-style-type: none"> ACA Staff will participate in program as representative of the arts/culture community, will provide aesthetic direction; will serve on grant review panel for program ACA Staff will present at the Historic Preservation Conference in 2010 on cultural assessment 	<ul style="list-style-type: none"> Staff participation in Main Street Program and State Parks: Successful realization of projects (name of artist/designer, location): New grantees to Commission programs 	<ul style="list-style-type: none"> Support cultural enhancement and livability, boost the economic vitality of rural AZ communities Advance the design and aesthetic of rural downtown areas Strengthen relationships between ACA and local government Promote understanding that ACA and AZ artists, designers are critical to economic success and quality of life 	✓	✓	✓

Arizona Commission on the Arts ▪ Fiscal Year 2010 Agency Workplan

<p>Federal Freeway Enhancement Review Committee/T-21</p> <ul style="list-style-type: none"> • Advocate for inclusion of creative art/design elements in AZ freeway enhancements 	<ul style="list-style-type: none"> • Robert Booker a designated member will serve on the advisory committee, will assist with policy discussions and will provide aesthetic direction • ACA staff members will provide technical assistance as projects are developed 	<ul style="list-style-type: none"> • Staff participation in Federal Freeway Enhancement Review Committee/T-21: • Successful realization of projects (name of artist, name/title/content of piece, location): 	<ul style="list-style-type: none"> • Link transportation professionals with arts/design community to support quality design in communities • Support thoughtful integration of creative art/design into public transportation infrastructure • Strengthen relationships between ACA and local government • Educate public officials that ACA provides valuable resources to aid in community development 	✓	✓	✓
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Arizona Commission on the Arts - Fiscal Year 2010 Agency Workplan

<p>Arizona Memorial Projects</p> <ul style="list-style-type: none"> Participate as requested in memorial projects (i.e. USS Arizona Visitors Center) 	<ul style="list-style-type: none"> Members of staff will participate in project committees as representatives of the arts/culture community, will provide aesthetic direction Adriana Gallego will work with artists/designers to provide guidance throughout their process; will facilitate dialogue between community stakeholders, artists/designers 	<ul style="list-style-type: none"> Staff participation in project committees: Successful realization of projects 	<ul style="list-style-type: none"> Strengthen relationships between ACA, artists, and local government Educate public officials that ACA provides valuable resources to community Provide leadership, aesthetic direction, policy guidance to projects with numerous community stakeholders 	✓	✓	
<p>US Capitol Christmas tree Juried Exhibition</p> <ul style="list-style-type: none"> Collaboration with Apache Sitgreave National Forests and Arizona Art Alliance to develop and host Juried Art Exhibition 	<ul style="list-style-type: none"> ACA will work with Apache Sitgreave National Forests and Arizona Art Alliance to develop and host a Statewide Juried Art Exhibition ACA will design and distribute call for artists ACA will promote related events 	<ul style="list-style-type: none"> Number of submissions: Number of votes: Successful realization of exhibition 	<ul style="list-style-type: none"> Strengthen relationships between ACA, artists, local and national governments Recognize AZ artists Create public value for the arts Increase exposure for AZ artists statewide and nationally 			

Arizona Commission on the Arts - Fiscal Year 2010 Agency Workplan

<p>Centennial Projects</p> <ul style="list-style-type: none"> • Scottsdale Gallery project with Scottsdale Gallery Association featuring Arizona artists • Identify and promote Individual Artists on the teaching and community artist roster to communities across the state • Work with local community festivals to engage artists and promote local arts activities. • The Arts Commission will create a hands-on visual art project that will engage participants from every corner of our state. Crafted after the popular Chicago Cow's on Parade project and the very popular and simple Puzzle Palooza project in Vermont. • Develop an online directory of mural artists 	<ul style="list-style-type: none"> • Work with Scottsdale Gallery Association to promote a month of exhibitions featuring Arizona Artists • Engage working roster artists from across the state • Arizona citizens will participate in the arts through a statewide project aimed at both professional, avocational, and first time art projects 	<ul style="list-style-type: none"> • Solid promotion of the Scottsdale gallery district and Arizona artists • Mural artists will work in communities across the state to create community based murals reflecting the centennial 	<ul style="list-style-type: none"> • Arizonans will become more aware of the wealth and breath of professional artists in our state • Increased visitors to the Scottsdale gallery district which will result in additional exposure and sales • Murals in communities large and small will celebrate the people and centennial of Arizona • Artists will be given work • Communities will have lasting public art projects that are relevant to their history and population 			
<p>Emerging Leaders</p> <ul style="list-style-type: none"> • Promote the professional development of emerging leaders across Arizona 	<ul style="list-style-type: none"> • Sponsor creative conversations across Arizona through a site grant program • Hold a session at the Southwest Arts Conference for emerging leaders 	<ul style="list-style-type: none"> • Increased participation of young leaders in visible projects and initiatives throughout the state • Increased participation on boards by young leaders. 	<ul style="list-style-type: none"> • This program will bring a indirect succession plan for the state's non-profit community by advancing the next generation of arts leaders in the state 	✓		

Arizona Commission on the Arts - Fiscal Year 2010 Agency Workplan

SERVICES				Goals		
Strategies	Indicators for Success	Evidence of Success	Outcomes/Measures	Arizonans live and work in healthy, vibrant communities through the arts	Arizonans implement public policy that recognizes and supports the pivotal role of the arts in society	Arizonans experience lifelong opportunities to participate, create and learn through the arts
What are we going to do?	How are we going to do it?	Evidence that we've accomplished our goal:	If we succeed, the ACA staff and board will...			
<p>Review Panels (Organizations and Schools; Artist Projects)</p> <ul style="list-style-type: none"> • Maintain the integrity of the grants review and artist selection processes by constructing knowledgeable peer panels that represent the diversity of the state of Arizona • Continue to educate artists, arts organizations, and schools about the panels process by inviting the public to attend review panels • Continue open Panelist Nomination process in addition to standard internal Panelist Selection Process • Continue Panelist Conflict of Interest Policy 	<ul style="list-style-type: none"> • ACA will seek out panelists that possess a range of arts knowledge and represent the ethnic and geographic diversity of AZ • ACA Board and staff will make certain panels maintain strict adherence to Conflict of Interest policy • ACA staff will collect and compile detailed constructive feedback notes for applicants • ACA will create and mail a postcard to inform artists, arts organizations, and schools that they are welcome at review panels; will include regular 'advertisements' in bulletin and on website • ACA will promote and direct constituents to updated Panelist Nomination form on ACA website; will implement updated process 	<ul style="list-style-type: none"> • Panelists serving in FY09 (names, panel, discipline, home city): • Number of challenges to panel actions: • Increase in public attendance at review panels: • Status of promotion regarding public access to panel meetings: • Status of updated Panelist Nomination process: 	<ul style="list-style-type: none"> • Guarantee authentic peer review by assembling diverse, knowledgeable panels with panelists from across the state • Offer panelists and applicants a positive, educational grantmaking/writing experience regardless of application status • Ensure agency transparency and accountability • Guarantee that ACA resources are allocated in accordance with established criteria • Grow the pool of statewide panelists • Build knowledge and increase use of ACA programs, technical assistance, and grants 	✓	✓	✓

Arizona Commission on the Arts - Fiscal Year 2010 Agency Workplan

<p>Southwest Arts Conference (SWAC)</p> <ul style="list-style-type: none"> • Maintain quality programming and streamline planning for annual gathering of the Arizona arts community • Continue to offer diverse points of entry for AZ artists, administrators, educators • Imagine a different timeframe and location for the annual conference • Focus on direct learning opportunities with professionals rather than panels of speakers • Refine the focus of the conference to service defined constituents 	<ul style="list-style-type: none"> • ACA will utilize participation research to increase SWAC attendance • ACA will create and mail a postcard and an e-card to inform artists, arts organizations, and schools; will explore use of 'advertisements' in bulletin and on website • ACA staff will solicit 100% participation in the annual SWAC survey via printed conference materials, announcements, online survey • ACA will increase the visibility of AZ artists and service organizations via SWAC programming • ACA staff will ensure emerging leaders participate as presenters and attendees • ACA will recognize the need to program sessions that reach all levels of experience, from emerging to seasoned leaders 	<ul style="list-style-type: none"> • Status of SWAC planning and scheduling: • Status of SWAC marketing: • Status of SWAC programming: • Core related tasks accomplished in FY09: 	<ul style="list-style-type: none"> • Broaden, deepen, and diversify public engagement • Offer arts organizations and artists the opportunity to gain new skills to enhance their work in the areas of quality, participation, management, governance • Offer arts organizations and artists the opportunity to network with colleagues, share in the latest thinking about arts policy and practice, access resources and information • Make a difference in the work of AZ artists and arts administrators 		✓	✓
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Arizona Commission on the Arts - Fiscal Year 2010 Agency Workplan

<p>stART (Sharing Teaching Artist Resources Tour)</p> <ul style="list-style-type: none"> • Increase effectiveness, reach, and usefulness to artists, providing visibility to the ACA Teaching Artist Roster program, roster artists, service organizations • Create opportunities for connection and networking between teaching artists and local educators, District Arts Coordinators, social service organizations, local arts organizations and presenters • Identify strategic partners and tour calendar that brings multi-purpose opportunities to various communities throughout the state 	<ul style="list-style-type: none"> • ACA staff will solicit greater participation in stART via printed conference materials and announcements, advertisements in bulletin and on website • ACA staff will increase the scope and duration of stART to include networking, professional development, resource sharing, webinars, workshops • ACA will engage the communities of Phoenix Metro, Northern AZ and Southern AZ with local partners 	<ul style="list-style-type: none"> • Changes in stART logistics to include multi-site, multi-purpose events • Increase in roster artist/service organization participation • Increase in local educator and presenter participation • Increase in exposure and networking opportunities for Roster Artists • Status of partnership 	<ul style="list-style-type: none"> • Build knowledge and increase use of ACA programs and resources • Strengthen relationships and increase in-person interaction between roster artists, schools, service organizations, arts organizations • Strengthen work of roster artists through increased access to professional development/resources • Provide AZ artists with opportunities to market themselves to schools/communities • Build and strengthen existing local partnerships 	✓	✓	✓
<p>Teaching Artists</p> <ul style="list-style-type: none"> • Develop and support professional development workshops for teaching artists • Implementation of Teaching Artist Symposium 	<ul style="list-style-type: none"> • ACA Arts Learning Team will design workshops and a Teaching Artist Symposium that provide teaching artists with creative tools and resources to implement learning in, through and about the arts • ACA will garner feedback from teaching artists to identify issues, challenges, and opportunities in the field • ACA staff will promote workshops via ACA website, e-cards, mailings, flyers, and bulletin • ACA staff will execute a full day Teaching Artist Symposium on Programming for Success in conjunction with SWAC 	<ul style="list-style-type: none"> • Number of workshops, dates, locations: • Status of promotion via ACA website, e-cards, mailings, flyers, and bulletin: • Increase in workshop attendance • Increase in attendance of teaching artists at SWAC • Collection of feedback in self-assessment forms: • Collection of feedback in pre/post evaluation forms for Teaching Artist Symposium 	<ul style="list-style-type: none"> • Support teaching artists by providing information, resources, and support so that they can best serve AZ schools and communities • Provide opportunities for teaching artists across AZ to network and share resources • Support professional development for AZ teaching artists • Gain practical data to inform future ACA policy and programming • Build knowledge and increase use of ACA programs, technical assistance, and grants • Build a network of colleagues with the teaching artist community 	✓	✓	

Arizona Commission on the Arts - Fiscal Year 2010 Agency Workplan

<p>Tribal Museums and Native Artists</p> <ul style="list-style-type: none"> • Provide tribal museum personnel and native artists with professional development to support them in their efforts to preserve cultural heritage • Renew involvement with AZ Association of Tribal Museums 	<ul style="list-style-type: none"> • ACA Staff will offer grants, technical assistance, workshops and convenings to tribal museums and native artists to support their work • ACA Staff will connect Tribal Museums to the state museum association 	<ul style="list-style-type: none"> • Increase in number of applicants: • Number of grants made, \$ amount, organization, location: • ACA staff involvement with AZ Association of Tribal Museums: 	<ul style="list-style-type: none"> • Facilitate quality cultural programming in all areas of the state • Build knowledge and increase use of ACA programs, technical assistance, and grants • Support professional development for artists and administrators • Help preserve the cultural heritage and traditions of diverse AZ communities 	✓	✓	✓
<p>Community Meetings</p> <ul style="list-style-type: none"> • Support the needs of the field by conducting community meetings or listening sessions across the state 	<ul style="list-style-type: none"> • ACA Staff will offer grants and technical assistance workshops to the field • Develop an annual schedule that bundles meetings together and focuses on various regions of the state at different times of the year 	<ul style="list-style-type: none"> • Increase the involvement of the field in communicating the need of the Arts Commission's programs and services as grant become less of a delivery model • Reduce the costs of meetings through developing an annual plan 	<ul style="list-style-type: none"> • Build knowledge and increase use of ACA programs, technical assistance, and grants • Identify programs and activities throughout the state that should be recognized as leadership activities 	✓	✓	✓

Arizona Commission on the Arts - Fiscal Year 2010 Agency Workplan

<p>Strategic Planning</p> <ul style="list-style-type: none"> • Begin the development of a new 5 year plan for the Arts Commission • Engage the assistance of a professional planner to work with staff, board, and members of the statewide arts industry 	<ul style="list-style-type: none"> • Hold a series of 8 community meetings throughout the state • Engage the participation of local political, community and educational leaders along with members of the arts industry <ul style="list-style-type: none"> • Use face to face meetings, interactive technology, and media to gather information 	<ul style="list-style-type: none"> • A new 5 year plan would be developed for use in Fiscal Year 2011 • Agency application to the NEA State and Regional program in October of calendar year 2010 would include 5 year plan 	<ul style="list-style-type: none"> • The agency would have a new roadmap for the future, have identified goals as expressed by the commission members and the statewide arts industry, and have renewed its mission statement 	✓	✓	✓
<p>Artists and Public Art</p> <ul style="list-style-type: none"> • Support the many stakeholders invested in public art projects in order to achieve the successful completion of public art projects and increase public art activity, statewide • Focus on bringing new artists into the public art community <ul style="list-style-type: none"> • Develop a program of temporary public art installations • Investigate the opportunities to expose the work of Arizona individual artists through media, online activities, and virtual galleries and concert halls 	<ul style="list-style-type: none"> • ACA will maintain project grant and consultant service support for public art projects • ACA staff will maintain an active participatory relationship with state/regional/national public art administrators' groups • ACA will co-host workshops for artists and administrators working in public art to identify issues, challenges, and opportunities in the field • ACA staff will work with artists/designers to provide guidance throughout their process; will facilitate dialogue between community stakeholders, museums/galleries/art spaces, artists/designers • ACA staff will create online directory of Public Art and Percent for Art Programs and opportunities 	<ul style="list-style-type: none"> • ACA staff participation in state/regional/national public art administrators' groups: • Public art workshops offered/led by ACA: • Successful realization of projects (name of artist/designer, location): • Increase in number of new AZ artists engaged in public art projects: • Status of online directory of public art and percent for art opportunities: 	<ul style="list-style-type: none"> • Increase public art activity/programs statewide • Support the professional development of AZ artists and administrators working in public art • Provide leadership, aesthetic direction, policy guidance to public art projects with numerous community stakeholders • Educate community about the value of public art 	✓		✓

Arizona Commission on the Arts - Fiscal Year 2010 Agency Workplan

<p>Festival Development</p> <ul style="list-style-type: none"> • Determine the needs of current and prospective cultural festival coordinators in AZ • Build a statewide network of festival coordinators • Share agency knowledge in festival management 	<ul style="list-style-type: none"> • ACA Staff and Jaya Rao will host meeting of current and prospective festival coordinators outside of the Phoenix Metro area; lead group to create a “what’s happening now” overview, identifying/explaining issues, challenges, and options affecting AZ festivals; to serve as foundation for further research ACA staff will find resources to market Arizona festivals; including making them known at the Governor’s Conference on Tourism • Work with Showup.com to ensure that festivals information is included on the website 	<ul style="list-style-type: none"> • Participation in cultural festival convening: • Increase in number of festivals listed on ShowUp.com: 	<ul style="list-style-type: none"> • Provide opportunities for festival organizers across AZ to network and share resources • Gain practical data to inform future ACA policy and programming • Improve service to the statewide cultural arts community • Promote idea that festivals can serve as an entry point into arts participation 	✓		✓
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Arizona Commission on the Arts - Fiscal Year 2010 Agency Workplan

<p>Arizona Mexico Commission (Art and Culture Committee)</p> <ul style="list-style-type: none"> Participate on committee to promote and develop the exchange of arts and cultural activities/services between AZ and the Sonora Mexico region Help draft exchange policy to ensure cultural exchanges can occur on both sides of the US-Mexico border <ul style="list-style-type: none"> Investigate an exhibition exchange program with the Sonoran Institute 	<ul style="list-style-type: none"> Robert Booker will continue to serve as Governor appointed co-chair of Arts & Culture Committee and ACA Staff will serve as the appointed delegate Robert Booker and ACA Staff will participate on committee as representatives of the arts/culture community, will provide policy direction ACA staff will liaise with artists to provide guidance throughout their process; will facilitate dialogue between community stakeholders and artists Develop an exchange /learning program with up to 30 artists, administrators, educators from Arizona and Sonora Develop an artists residency activity around the issue of obesity 	<p>Staff participation on committee:</p> <ul style="list-style-type: none"> Successful realization of exchanges (name of artist, name/title/content of piece, location): Growth in membership of Arts and Culture Committee: 	<ul style="list-style-type: none"> Build and strengthen relationships between the ACA and the Governor's Office, government officials Support international economic development between Mexico/AZ Educate public officials that ACA can provide vital connections and resources to support creative/innovative commerce Provide opportunities for AZ and Sonoran artists to broaden the reach of their work and share information about cultural issues Provide leadership and policy guidance to projects with numerous international stakeholders 	✓	✓	✓
<p>International Arts Program</p> <ul style="list-style-type: none"> Provide AZ artists, arts organizations, and arts professionals with opportunities to participate in cultural and artistic international exchanges, ensuring representation of AZ arts from a variety of disciplines at major festivals, conferences, and exhibitions Expose AZ residents and communities to international artists visiting the state 	<ul style="list-style-type: none"> ACA will host workshops for artists and administrators interested in cultural and artistic international exchanges to identify issues, challenges, and opportunities ACA will offer small grants to Arizona artists and arts organizations to help with creating cultural exchanges 	<ul style="list-style-type: none"> Workshops offered/led by ACA: Successful realization of exchanges (name of artist, project, location): 	<ul style="list-style-type: none"> Ensure representation of AZ artists in cultural and artistic international exchanges Provide AZ artists with opportunities to present/exhibit internationally Expose AZ audiences to international arts experiences Provide leadership and policy guidance to projects with international stakeholders Promote international understanding about the breadth and talent of AZ artists 	✓	✓	✓

Arizona Commission on the Arts - Fiscal Year 2010 Agency Workplan

<p>Accessibility for People with Disabilities</p> <ul style="list-style-type: none"> • Continue to provide services and resources to AZ arts organizations so that they are able to offer arts experiences to all persons; • Build a statewide network of accessibility coordinators of arts organizations; • Aggressively moving all GOS grantees towards having an ADA/Accessibility Plan by application deadline 2010, and be in compliance with ADA regulations by FY11; • Host an ADA session at SWAC; • Grow support for the activities of ARTability; • Build a statewide network of artists with disabilities. 	<ul style="list-style-type: none"> • ACA will provide resources and consultant support to arts organizations; • Work to train arts organization staff members in the creation of an ADA/Accessibility Plans; • ACA staff will program accessibility-focused statewide workshops; • ACA website will feature accessibility information and resources; • ACA will provide a portal links to the NEA, The Kennedy Center, National Arts and Disability Center websites. 	<ul style="list-style-type: none"> • Resources and support offered to AZ arts organizations to improve accessibility; • Creation of new Accessibility Coordinator Database and listserv; • Number of arts organizations with ADA/Accessibility Plans; • Status of organizations in ADA compliance; • Participation in AZ artists with disabilities survey; • Workshop information; • Website accessibility. 	<ul style="list-style-type: none"> • Foster the creation and implementation of ADA/Accessibility Plans by arts organizations, statewide • Increase access to the arts for Arizonans with disabilities, statewide • Increase the potential for Arizonans with disabilities to participate in leadership, administrative or creative roles within AZ arts organizations • Support the professional development of AZ artists with disabilities; • Provide opportunities for artists with disabilities to network and share resources • Gain practical data to inform future ACA policy and programming • Improve service to the statewide community of artist and arts organizations 		✓	✓
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Arizona Commission on the Arts - Fiscal Year 2010 Agency Workplan

<p>Cultural Diversity/Pluralism</p> <ul style="list-style-type: none"> • Participate as a member of the WESTAF Cultural Pluralism Committee • Participate as a member and co chair of the TAAC Conference • Develop an internal policy that defines cultural pluralism and diversity that can be used in the agency's grantmaking process • Move into a 21st century realization of cultural diversity in all agency programs and initiatives • Reevaluate agency review process for organizations' cultural diversity plans 	<ul style="list-style-type: none"> • ACA staff will participate in state/national dialogue regarding diversity issues via conferences and symposiums • ACA staff will monitor and update policy and language used in agency promotional and informational materials • ACA will review AZ arts organizations' diversity plans and encourage growth/progress • ACA staff will provide constituents with the most current information from research • ACA staff will convene a series of focus groups of both leaders in communities of color and young leaders in high school and college to discuss the arts in their communities • Partner with NASAA to create national toolkit for Cultural Competency and Pluralism 	<ul style="list-style-type: none"> • Staff participation in state/national dialogue regarding diversity issues: • Changes made to ACA policy and language regarding diversity: • Status of system to monitor organizations' diversity plans: • System to deliver most current diversity information to constituents: • Status of focus groups: • Status of NASAA partnership: 	<ul style="list-style-type: none"> • Provide AZ arts organizations with tools to create inclusive policies, take inclusive action in development of programs, board, and staff structures • Demonstrate national leadership in innovative philosophy regarding diversity issues 		✓	
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Arizona Commission on the Arts ▪ Fiscal Year 2010 Agency Workplan

<p>Mediation</p> <ul style="list-style-type: none"> Maintain program to mediate/problem-solve issues with current roster artists who receive negative feedback or are experiencing challenges in the field 	<ul style="list-style-type: none"> ACA staff will review final reports to determine which current roster artists need mediation assistance, select and support consultants to assist ACA staff will review/approve select number of applicants 	<ul style="list-style-type: none"> Number and result of mediations: 	<ul style="list-style-type: none"> Maintain agency rosters' exceptional quality and value to consumers Redirect focus of residencies/projects that have strayed from agency goals Support professional development for artists and consultants Offer artists the opportunity to learn with colleagues, share in the latest thinking about arts policy and practice, access resources and information 	✓		✓
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Arizona Commission on the Arts - Fiscal Year 2010 Agency Workplan

<p>Public Information</p> <ul style="list-style-type: none"> • Continue to serve artists, arts organizations, and educators throughout the state with information, resources, and opportunities to participate and learn, via ACA website, promotional and informational materials • Grow familiarity and recognition by further standardizing ACA brand • Develop a comprehensive communications plan for agency • Maintain a e-newsletters through Patron Mail web-based marketing technology • Launch redesigned website 	<ul style="list-style-type: none"> • Staff will review ACA website content and functionality, schedule updates to the site • Staff will lead effort with PR firm to execute a comprehensive website redesign • ACA will apply Google Analytics hit tracker software to the site to monitor monthly use • ACA staff will implement the branding plan to be used in all ACA materials, to include standard color palette, fonts, logo, and images • ACA staff will implement changes in marketing/promotion in which all materials will drive interested persons to the website as a resource • Launch new agency promotion campaigns for convenings, workshops, and services through e-mail marketing • Through newsletter, direct “subscribers” to opt-in to e-newsletter • Post Patron Mail opt-in link on website to develop more comprehensive database of users/clients 	<ul style="list-style-type: none"> • Status of schedule to review and update site content: • Increase in frequency of use/hits on the site: • Status of branding plan: • Increase in online promotion: • Status of website redesign: 	<ul style="list-style-type: none"> • Realize cost savings with reduction of printed materials with increased use of e-mail promotions • Measure effectiveness of promotional campaigns (such as “click throughs”) with Patron Mail tracking, assessing effectiveness of informational tools, marketing tools, advocacy tools, and resources for the community • Gain useful knowledge about how to best serve constituents • Offer arts organizations round-the-clock access to useful information and resources • Provide the agency with a recognizable aesthetic and a consistent brand, increasing the value of all ACA promotional materials 	✓	✓	✓
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Arizona Commission on the Arts - Fiscal Year 2010 Agency Workplan

<p>Press Relations</p> <ul style="list-style-type: none"> Continue to grow working relationships with arts/business reporters and editors, cultural presses (i.e. Navajo/Hopi Observer) across AZ, and Arts Colleges at the universities Grow the diversity of individuals' and organizations' projects highlighted by the agency for press coverage 	<ul style="list-style-type: none"> ACA Communications Director will establish and maintain contact with arts/business reporters and editors around the state ACA staff will be invited or will solicit opportunities to produce short arts articles for local independent papers ACA staff will profile artists and grantees for bulletin, circulate to AZ communities for inclusion in local papers 	<ul style="list-style-type: none"> Staff interaction with arts arts/business reporters and editors around the state: Status of communications plan: Increase in related column inches printed: ACA staff-written articles in local independent papers: Increased coverage in cultural and community presses: 	<ul style="list-style-type: none"> Educate press that ACA serves as the primary source for Arizona arts and culture issues Grow arts and culture knowledge among AZ arts/business reporters and editors Support local arts and culture by facilitating thoughtful press coverage of arts activities/initiatives, statewide 	✓	✓	✓
<p>Teaching Artist/Arts Learning Newsletter</p> <ul style="list-style-type: none"> Continue to provide free electronic newsletters that offer teaching artists and educators the most current updates on AZ programs, funding opportunities, and online resources; as well as information about the global field of Arts Learning Enhance the Arts Learning e newsletter through Patron Mail technologies Create resource through online archiving of past newsletter issues 	<ul style="list-style-type: none"> ACA staff will continue to partner with Department of Education to expand reach of publication ACA will encourage local teaching artists and educators to sign up to receive newsletter; via emails, flyers, announcements at workshops ACA staff will utilize new Patron Mail technology in the design of the newsletter ACA staff will archive past issues on the website 	<ul style="list-style-type: none"> Increase in readership: Status of changes and updates through Constant Contact Recognition of publication as a valuable informational tool by constituents, as a result of online agency survey: Increase in accessibility of newsletters: 	<ul style="list-style-type: none"> Provide constituents with increased access to information about ACA and Arizona programs, funding opportunities, resources Keep constituents current on Arts Learning practices and resources 	✓		✓

Arizona Commission on the Arts - Fiscal Year 2010 Agency Workplan

<p>Information Technology</p> <ul style="list-style-type: none"> Develop a 21st century office that allows agency to use technology to work smarter and more effectively, better serve constituency, broaden the reach of our work <p>TECHNOLOGY</p> <ul style="list-style-type: none"> Maintain ERC online technology Maintain a web based quality listing of roster artists who work with organizations, schools, and community groups Continue to offer professional development opportunities for roster artists Increase the use and ease of the directory Increase the marketing and aesthetic look of roster 	<ul style="list-style-type: none"> Consultants will be hired to make critical upgrades ACA website Consultants will be hired to perform regular maintenance on ACA server ACA will continue to fund/maintain/refine/EGOR grants system ACA staff will replace 2 more agency laptops with DVD drives and wireless capabilities ACA staff will oversee upgrades to software Ginny Berryhill will receive training in Microsoft Exchange server 	<ul style="list-style-type: none"> Staff training in new technologies: Upgrades to ACA website, equipment, software: Status of staff training: 	<ul style="list-style-type: none"> Increase efficiency and effectiveness of ACA staff Increase staff comfort with new technologies in order to better serve diverse constituencies Use current equipment, hardware, software to its greatest capacity Provide staff with critical professional development by allowing staff the opportunity to stay current with movements in the world of new technologies Promote innovation Broaden agency's expertise Maintain ACA's position at the forefront of the field 	✓	✓	✓
<p>Consultant Services Roster</p> <ul style="list-style-type: none"> Maintain a roster of professional consultants who work with arts organizations to address challenges, organizational growth, planning, and stabilization Offer professional development opportunities for consultants Increase the use and ease of use of Directory 	<ul style="list-style-type: none"> ACA will include roster 'advertisements' in bulletin and website, to encourage applicants, inform schools and organizations of the roster as resource 	<ul style="list-style-type: none"> Status of new roster: Increase in number of Consultant Services Grants, utilizing consultants from the Consultant Services Roster 	<ul style="list-style-type: none"> Encourage arts organizations to build stabilizing infrastructure Promote innovation in the field Support implementation of participation research in organizational operations Gain useful knowledge about how to best serve constituents via roster use data Provide consultants with the opportunity to gain knowledge, resources, and experience to inform their work across the state; stay abreast of changes in the field, in arts policy 	✓	✓	✓

Arizona Commission on the Arts - Fiscal Year 2010 Agency Workplan

<p>Teaching Artist Roster</p> <ul style="list-style-type: none"> Maintain a web-based roster of professional and practicing teaching artists in Education who work with pre-K-12 students and educators and Community who work with arts organizations, social service organizations and the broader community, by engaging them in arts based learning programs. Solicit new panelists for the FY2011 Roster review ACA staff will review and launch application for the 2011-2012 Teaching Artist Roster 	<ul style="list-style-type: none"> ACA will include roster 'advertisements' in bulletin and website, to encourage use, inform schools and organizations of the roster as resource ACA will seek out panelists that possess a range of arts knowledge and represent the ethnic and geographic diversity of AZ ACA will promote and direct constituents to updated panelist nomination form on ACA website ACA will promote and recruit new applications to the roster. Members of staff will train staff in new technologies 	<ul style="list-style-type: none"> Status of roster through annual requirements Status of new panelist nomination forms Status of updated panelist nomination process: Result on new roster artist requirements: Changes to the panel/audition process: Increase the number of applicants: Increase the number of Teaching Artist Roster artists named in ACA school/organization grant applications: Increase in number of staff knowledgeable in ERC application system Number of artists who reapply to remain on the roster: 	<ul style="list-style-type: none"> Promote innovation in the field by maintaining high quality teaching artists on the roster Guarantee authentic peer review by assembling diverse, knowledgeable panels with panelists from across the state Ensure agency transparency and accountability Guarantee that ACA resources are allocated in accordance with established criteria Grow the pool of statewide panelists Build knowledge and increase use of ACA programs, technical assistance, and grants Build the number of ACA staff available for technical and program assistance in the roster Offer visibility and promotion Promote the Teaching Artist Roster as an invaluable tool/resource for AZ artists, administrators, and educators Gain useful knowledge about how to best serve constituents via roster using data collection 			
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Arizona Commission on the Arts - Fiscal Year 2010 Agency Workplan

<p>Educator Workshops</p> <ul style="list-style-type: none"> • Develop and support professional development workshops for educators 	<ul style="list-style-type: none"> • ACA Arts Learning staff will create opportunities that provide educators with creative tools and resources to implement learning in, through and about the arts • ACA will build on established partnerships to integrate educator workshops into other annual programs and workshop offerings • ACA will garner feedback from annual final reports and the field to identify relevant workshop topics around current issues and challenges • ACA staff will promote workshops via ACA website, e-cards, mailings, flyers, and bulletin 	<ul style="list-style-type: none"> • Increase in educator participation in ACA programs and services • Increase in Poetry Out Loud participating schools • Number of workshops, dates, locations: • Status of promotion via ACA website, e-cards, mailings, flyers, and bulletin: • Increase in workshop attendance 	<ul style="list-style-type: none"> • Satisfy NEA Arts Education granting requirement • Build knowledge and increase use of ACA programs, technical assistance, and grants • Grow interest and engagement in the Poetry Out Loud program • Support educators by providing information, resources, and support so that they can best serve AZ schools and communities • Support professional development for AZ educators in delivering arts based learning • Gain practical data to inform future ACA policy and programming • 	✓		✓
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Arizona Commission on the Arts - Fiscal Year 2010 Agency Workplan

STRATEGIC FUNDING				Goals		
Strategies	Indicators for Success	Evidence of Success	Outcomes/Measures	Arizonans live and work in healthy, vibrant communities through the arts	Arizonans implement public policy that recognizes and supports the pivotal role of the arts in society	Arizonans experience lifelong opportunities to participate, create and learn through the arts
What are we going to do?	How are we going to do it?	Evidence that we've accomplished our goal:	If we succeed, the ACA staff and board will...			
GRANTS Grant Programs Overhaul <ul style="list-style-type: none"> Focus on Project Grants 	<ul style="list-style-type: none"> ACA Staff will convene a series of subcommittees to make progress on evaluating the effectiveness of structure of all project related grants 	<ul style="list-style-type: none"> Status of grantmaking program overhaul: 	<ul style="list-style-type: none"> Simplify the grantmaking process for constituents Increase the amount of labor required; possibly increase the amount of support Support the growth and stabilization of the arts in Arizona Provide access to the arts for all Arizonans 	✓		
GRANTS Basic Aid Locals Aid <ul style="list-style-type: none"> Offer support to stabilize Arizona's largest arts organizations 	<ul style="list-style-type: none"> Deliver technical assistance and grant funds 	<ul style="list-style-type: none"> Number and \$ amount of grants delivered: 	<ul style="list-style-type: none"> Support the growth and stabilization of the arts in Arizona Provide access to the arts for all Arizonans 	✓		✓
GRANTS Arts Learning <ul style="list-style-type: none"> Continue to support Arts Learning Project opportunities for schools, students, teachers, and all Arizonans to learn in and through the arts Promote lifelong learning with and through the arts Continue to implement new Partners in Arts Learning Grants 	<ul style="list-style-type: none"> Deliver technical assistance and grant funds 	<ul style="list-style-type: none"> Number and \$ amount of grants delivered: 	<ul style="list-style-type: none"> Support the growth and stabilization of the arts in Arizona Provide access to the arts for all Arizonan youth and lifelong learners 	✓	✓	✓

Arizona Commission on the Arts - Fiscal Year 2010 Agency Workplan

<p>Teaching Artist Award</p> <ul style="list-style-type: none"> • Launch new grant award program to artists on the Arizona Teaching Artist Roster • Support innovative arts learning project design by AZ teaching artists in all disciplines and recognize the work of current artists on the Teaching Artist Roster 	<ul style="list-style-type: none"> • ACA will offer workshops and technical assistance to build understanding about the process of applying for Teaching Artist Award • ACA will offer a grant to teaching artists to support and recognize innovation in the field of teaching artistry and creative process 	<ul style="list-style-type: none"> • Status of workshops and technical assistance • Status on applications • Award of one grant to the field • Successful sharing of project findings by grantee with AZ community 	<ul style="list-style-type: none"> • An artist from the Teaching Artist Roster will be recognized for innovation in project design that impacted AZ citizens • Support professional development for all roster artists • Build knowledge and increase use of ACA programs, technical assistance, and grants • Increase access to community on quality teaching artist work 	✓	✓	✓
<p><u>GRANTS</u> General Operating Support Levels I, II, III</p> <ul style="list-style-type: none"> • Offer support to stabilize Arizona's mid-sized arts organizations • Create an Organizational Development Grant program for FY10 that will support small organizations with unrestricted funds 	<ul style="list-style-type: none"> • Deliver technical assistance and grant funds 	<ul style="list-style-type: none"> • Number and \$ amount of grants delivered: 	<ul style="list-style-type: none"> • Support the growth and stabilization of the arts in Arizona • Provide access to the arts for all Arizonans 	✓	✓	✓
<p><u>GRANTS</u> Organizational Development Grants</p> <ul style="list-style-type: none"> • Offer support to stabilize Arizona's small arts organizations 	<ul style="list-style-type: none"> • Deliver technical assistance and grant funds 	<ul style="list-style-type: none"> • The 22 funded organizations will participate in a stabilization workshop and each work with a consultant from the consultant services roster 	<ul style="list-style-type: none"> • Support the growth and stabilization of the arts in Arizona • Provide access to the arts for all Arizonans 	✓	✓	✓

Arizona Commission on the Arts - Fiscal Year 2010 Agency Workplan

<p><u>GRANTS</u> Arts Link to Tourism and the Economy</p> <ul style="list-style-type: none"> Offer support for projects that promote a community's artistic resources through economic development and cultural tourism strategies, via the Arts Link to Tourism and the Economy Grants, accepted annually through our standard grantmaking process projects 	<ul style="list-style-type: none"> Deliver technical assistance and grant funds 	<ul style="list-style-type: none"> Number and \$ amount of grants delivered: 	<ul style="list-style-type: none"> Facilitate collaborative projects between rural economic development or tourism organizations, ethnic arts organizations, rural arts organizations and/or tribal communities Strengthen partnership between ACA and Arizona Office of Tourism Support economic development initiatives in rural AZ communities 	✓		✓
<p><u>GRANTS</u> Festivals</p> <ul style="list-style-type: none"> Support the development and stabilization of arts and culture festivals throughout the state 	<ul style="list-style-type: none"> Deliver technical assistance and grant funds 	<ul style="list-style-type: none"> Number and \$ amount of grants delivered: 	<ul style="list-style-type: none"> Support the growth and stabilization of the arts in Arizona Provide access to the arts for all Arizonans Support economic development initiatives in rural AZ communities 	✓		✓
<p><u>GRANTS</u> Artist Projects</p> <p>Support creative development program for AZ artists in all disciplines for project-related costs that allow the artist(s) increased time to research and develop ideas or new works Provide 15 grants at \$5,000 each</p>	<ul style="list-style-type: none"> ACA will offer workshops and convenings to build understanding about the process of applying for Artist Project Grants ACA will offer project grants and technical assistance to artists to support research and the creative process ACA will offer workshops to assist artists in developing high quality artistic work samples 	<ul style="list-style-type: none"> Increase in number of applicants: Number of grants made, \$ amount, organization, location: Successful realization of projects (name of artist, name/title/content of piece, location): 	<ul style="list-style-type: none"> Allow AZ artists from all disciplines to undertake research and development of projects, resulting in the creation of new work Support professional development for all AZ artists Build knowledge and increase use of ACA programs, technical assistance, and grants Increase public access to quality artistic work and experiences, statewide 	✓		✓

Arizona Commission on the Arts - Fiscal Year 2010 Agency Workplan

<p><u>GRANTS</u> Quick Turnaround Grants</p> <ul style="list-style-type: none"> • Provide Quick Turnaround Grants (QTG) year-round for individuals and organizations. This fiscal year, only Professional Development Grants (PDG) and Consultant Services Grants (CSG) will be publicly offered. 	<ul style="list-style-type: none"> • ACA will offer workshops to build understanding about the process of applying for Quick Turnaround Grants • Staff will provide technical assistance and resources to artists, art administrators, art educators, communities, organizations and schools. 	<ul style="list-style-type: none"> • Number and distribution of grants made statewide • Number of new applicants • Impact on applicant success/professional progress/stabilization (information from final reports) • Public value by sharing knowledge with others (information/quotes from final reports) 	<ul style="list-style-type: none"> • Build knowledge and increase use of ACA programs, technical assistance, and grants • Facilitate stabilizing professional and organizational development for AZ schools, and organizations, through access to professional consultants and resources • Contribute to increase in knowledge base in AZ • Allow Arizonans to receive local, national and international recognition through participation in events and activities as speakers and participants 	✓	✓	✓
<p><u>GRANTS</u> Defibrillation Grants</p> <ul style="list-style-type: none"> • Grants will be available to nonprofit arts organizations to install AED's and train their staff in the use of the equipment 	<ul style="list-style-type: none"> • Equipment grants from the Commission will be awarded to cover the purchase of Automatic External Defibrillator (AED) hardware, installation, training for employees, registration of the equipment with the state, and a maintenance contract. 	<ul style="list-style-type: none"> • Nonprofit arts organizations will gain a knowledge of the need for AED's in their facilities • Staff members of arts organizations will be trained in life saving methods 		✓		✓

Arizona Commission on the Arts - Fiscal Year 2010 Agency Workplan

<p><u>GRANTS</u> Artist-in-a-Box Grant</p> <ul style="list-style-type: none"> • Provide quality artistic programming opportunities to rural communities and schools. • Provide AZ artists and teaching artists with touring and residency opportunities 	<ul style="list-style-type: none"> • Provide rural communities a direct grant to bring AZ artists into their communities for public performances, exhibitions, readings or workshops in combination with a school artist residency. • ACA staff will travel to the intended communities to prepare for, observe or conduct ACA workshops • ACA will develop marketing campaign for the program and public value for the arts 	<ul style="list-style-type: none"> • Number of grants made, \$ amount, organization, location: • Number of teaching artists participating: • Number of community members impacted: • Impact of ACA workshops 	<ul style="list-style-type: none"> • Build public value for the arts • Build knowledge and increase use of ACA programs, technical assistance, and grants • Introduce or re-enforce to schools and communities about the rich learning and impact of the arts. 	✓		✓
<p><u>GRANTS and Services</u> Arizona Centennial Projects</p> <ul style="list-style-type: none"> • Commission three pieces of music for string ensemble, band, and chorus • 	<ul style="list-style-type: none"> • Work with American Composers Forum to facilitate a local selection panel and process. • Select two high quality composers 	<ul style="list-style-type: none"> • Bands, Choruses, and string ensembles will have music to use during the 2012 centennial celebration 	<ul style="list-style-type: none"> • Support the performance of contemporary music by Arizona composers • Support the statewide centennial with arts related projects 	✓		✓
<p><u>GRANTS and Services</u> Developing Arts Learning Initiatives (DALI)</p> <ul style="list-style-type: none"> • Support opportunities that provide professional development, curriculum development and tools in learning in and through the arts in Arizona for classroom teachers, art specialist and administrators • Promote lifelong learning in the arts 	<ul style="list-style-type: none"> • ACA will support peer consultant grants in the field wherein teachers and administrators gain experience, tools, and resources to integrate arts learning into the full curriculum • ACA staff will promote these peer consultant grant opportunities via ACA website, e-cards, mailing, flyers and bulletin • ACA will maintain a quality listing of peer consultants 	<ul style="list-style-type: none"> • Status of promotion via ACA website, e-cards, mailings, flyers, and bulletin • Increase in number of peer consultants engaged in art learning programs • Increase number of schools engaged in the development of arts learning curriculum 	<ul style="list-style-type: none"> • Provide AZ teachers and administrators with authentic arts learning experiences, linking curriculum, teaching practice, and the AZ Art Standards • Provide opportunities for teachers and peer consultants across AZ to network and share resources 	✓	✓	✓

Arizona Commission on the Arts - Fiscal Year 2010 Agency Workplan

<p><u>Programs and Services</u> Poetry Out Loud (POL)</p> <ul style="list-style-type: none"> • Build number of participating schools • Build number of partners to deliver program • Provide educator training • Build and maintain Poetry Out Loud website with several entry points for participants • Create a strong Poetry Out Loud community in Arizona • Partner with ASU's Young Writers Program to deliver the program 	<ul style="list-style-type: none"> • ACA will use a combination of print and electronic marketing to reach instructors and principals across AZ • ACA staff will present Poetry Out Loud program at various conferences/events including Arizona Forensics Teams, National Council for Teachers of English, AzDOE Mega and stART events • ACA staff will build on established partnerships with schools, organizations, and teaching artists • ACA staff will foster relationships with Local Arts Agencies, Universities, Colleges and Poetry Centers throughout the state • ACA staff will maintain website resources and information • Provide participant networking time at State Finals • Promote additional poetry opportunities throughout the state • Encourage participants to engage in online community • YWP will engage in recruitment of schools and delivery of introductory workshops 	<ul style="list-style-type: none"> • Increase in number of participating schools • Increase in number of residencies in schools • Increase in number of partnerships throughout the state • Increase in educator engagement • Increase in number of workshop participants • Increase in hits to POL webpage • Increase in number of 2+ years participating schools 	<ul style="list-style-type: none"> • Develop new partnerships with organizations and artists • Deepen existing partnerships with organizations and artists • Broaden reach into AZ high schools • Deepen engagement and interest of educators • Develop new and innovative ways teachers and students can engage in Poetry Out Loud • Arizona student wins the national competition 	✓		✓
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Arizona Commission on the Arts - Fiscal Year 2010 Agency Workplan

<p>ARRA NEA Stimulus Grants</p> <ul style="list-style-type: none"> • Deliver National Endowment for the Arts Stimulus grants to the field. 	<ul style="list-style-type: none"> • The stimulus dollars are exclusively focused on preserving existing jobs, employee fringe benefits, and contract positions that have been eliminated or are in jeopardy as a result of the economic downturn 	<ul style="list-style-type: none"> • Direct grants will be made to nonprofit arts organizations to preserve jobs 	<ul style="list-style-type: none"> • Jobs in the Arizona arts industry will be preserved for at least 21 arts organizations 	✓		
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