As part of its annual strategic planning process, the Arizona Commission on the Arts prepares workplans for all programmatic areas and agency operations. Agency workplans establish ambitious but achievable goals, anticipated outcomes, and clear metrics for evaluation. Further, staff consider potential for cross-sector partnerships and intra-agency connections. Finally, goals are bound to the agency's values (as presented in the document, *NextAZ Plan: FY18 to FY2021*.

While goals, outcomes, evaluation methods, intra-agency connections, and value tie-ins are established from the outset, results and partnerships are reported upon completion of the fiscal year. For this reason, these columns are currently empty in the following area workplans.

For more information on the Arts Commission's strategic planning process, please visit https://azarts.gov/about-us/what-we-do/.

NEXTAZ

PROGRAMS, SERVICES, AND GRANTS

Artist Programs

Goal	Strategies	Outcomes	Evaluation Methods	Results	Partnerships	Related programs, grants, services	Values Tie-In
GOAL 1: Prioritization of creative workers included in all aspects of agency work & grantmaking	• Collaborate with Organizational Programs Manager to include artist/creative worker investment in general operating support evaluation • Investigate artists and creative workers data in DataArts and related Funder Reports	• Concrete organizational guidelines with a criterion regarding artist treatment and financial compensation • Understanding of how to utilize DataArts in service of Arizona artists & their work	• Level of difficulty to engage with data entry • Previous application response analysis • Artist Payment survey matching to results			• DataArts, Organization GOS	• Artists as Vital Contributors, Integrity as Necessity, Transparency & Open Processes
GOAL 2: Increased resource allocation to those who do not have immediate access	• Engage previous applicants who did not receive funding in assessment and cohort work • Create a guaranteed grant component that embeds learning with full process of applying to final reporting • Create cohort representing communities underrepresented in	• Cohort of 10-15 artists from across Arizona who have participated in our programming, but have a 33% or less success rate in grants • $2000 grant for each participant • $3000 stipend for time spent in working in cohort for each participant • 5 artists minimum from rural areas, spanning all four "corners" of the state	• Journaling • Demographic data collection • Exit survey • Asset map progress (before & after) • Intake calls • Engagement levels			• Artist Investment Program	• Artists as Vital Contributors, Power-sharing, Communities as Experts in Themselves, Active Listening, Collaboration, Iteration & experimentation, Flexibility, Reciprocity & Dialogue, Asset-Based, Relationship Building, Plurality of Perspectives, First Voice

	agency applicant & awardee pool	• 10 artists minimum being BIPOC and distribution at least matching census breakdown of state				
GOAL 3: **Increased engagement with Black & Native artists**	• Provide professional development training geared specifically towards the needs of Native artists • Provide professional development training geared specifically towards the needs of Black artists • Provide specific program for professional development for Black women creatives without institutional influence	• 4 artists from Artist Cohort who identify as Native from different Tribal Nations • 4 artists from Artist Cohort who identify as Black • 30 participants in Creative Flowers Arizona for month long sessions focused on Black women creatives from a holistic approach • Removal of funders from spaces in service of safety and transparent conversations	• Demographic data collective • Intake survey/calls • Exit survey • Debrief session with Unlock & AFTSA • Attendance numbers		• Creative Flowers Arizona, Artist Investment Program	• Communities as Experts in Themselves, Relationship Building, First Voice, Artists as Vital Contributors, Practices Advancing Equity, Responsiveness
GOAL 4: **Utilize data as a tool for responsive cross-program efforts**	• Collect information from constituents regarding their experience of the COVID-19 pandemic • Create data analysis system regarding constituent progress	• Synthesis based in formal and informal discussions with artist grant applicants and artist cohort participants • Airtable as home to the information collection & container to hold information	• Data visualizations • Quantitative reports • Levels of Engagement with the System • Qualitative analysis • Demographic data collection		• Research and Development, Artist Investment Program	• Artists as Vital Contributors, Communities as Experts in Themselves, Responsiveness, Flexibility, First Voice, Active Listening, Plurality of Perspectives

	• Integrate into current meeting practices regarding grants the sharing out of recent constituent responses	• Reports regarding target areas and written analysis of initial data to create narrative and understanding of next steps • Reports created from Airtable data that can be transferred quickly to compare with census data				
GOAL 5: Amplify and support Arizona artists beyond funding	• Education of programming and resources (both within and outside of agency) • Engagement of Research and Development Grant (RDG) recipients on different platforms • Engagement of artist constituents in discussion of current practices	• Convening online RDG grantees from different years • Interview past artist grant recipients to discuss how they work in the "New Normal" • Continue to feature opportunities that will work in benefit of the artist beyond exposure • Workshops around the components of grants (from writing to helping have samples that assist narrative)	• Number of attendees • Web tracking • Levels of engagement with live workshops • Formal & informal feedback		• Research and Development Grant, Arts Opportunity Newsletter, Listening Sessions	• Artists as Vital Contributors, Integrity as a Necessity, Transparency & Open Processes, Just & Equitable Resource Distribution

Arts Learning

Goal	Strategies	Outcomes	Evaluation Methods	Results	Partnerships	Related programs, grants, services	Values Tie-In
GOAL 1: **Engage youth leadership in Arts Learning grants and programming**	• Partner with young people and former participants as judges for Poetry Out Loud (POL) State Finals • Assemble second year AZ Youth Arts Council (AZ YAC) • Engage Youth Coordinator for AZ YAC	• POL judges panel more reflective of participants competing • 15 young people to serve on AZ YAC • 15 Youth Engagement Grants Distributed by AZ YAC • AZ YAC members will learn about policy to advocate for equal access to the arts for all young people in Arizona • AZ YAC members will advise the Arts Commission on grant programs and initiatives that directly affect young people • AZ YAC members will create arts and media projects highlighting the arts in their communities	• POL post-program survey • Conversation with youth partners • Informal discussion and conversation with AZ YAC members • Creation of Media Project highlighting arts learning in their community • Survey/Feedback on grants and programs • Youth Coordinator exit debrief			• POL • AZ Youth Arts Council	• Collaboration • Ongoing, multidirectional learning • Power-Sharing • Making space for joy • A plurality of perspectives

GOAL 2: Invest in *AZ Creative Aging* community	• Build the capacity of the creative aging sector through research and development efforts • Support creative aging practitioners as they transition to virtual learning spaces as a result of COVID-19	• Research and Evaluation Professional Development workshop series • Technology grants for AZ Creative Aging Network	• Participant engagement and feedback in PD sessions attendance/conversation • More/better quality programming for older adults in AZ – Questions specific to programming included in Final Report			*AZ Creative Aging Initiative*	• Artists as Vital Contributors • Communities as Experts • Ongoing, multidirectional learning • Asset-based approaches • Flexibility
GOAL 3: Support learning and growth of AZ Teaching Artists	• Provide learning opportunities for AZ teaching artists • Engage AZ teaching artists in virtual content creation • Provide learning and support for AZ teaching artists creation virtual content • Prioritize BIPOC and rural communities	• 8 Peer-to-Peer capacity building series • 42 Virtual Mini-Lesson (VML) Grants for AZ teaching artists • 100 videos available for use by parents, educators, young people, caregivers, etc. • Black, Indigenous, People of Color (BIPOC) affinity group professional development opportunity	• Participant engagement and feedback in PD sessions • Attendance in peer-to-peer webinars • Lessons created by grantees • Web traffic • Questions specific to programming included in Final Report • Number of BIPOC/rural participants			Peer-to-Peer Capacity Building Series VML Grant for K-12/Creative Aging	• Arts Learning in a variety of location, for all ages • Active Listening & Responsiveness • Artists as vital contributors • A plurality of perspectives • Asset-based approaches
GOAL 4: Invest in community-based and youth-led arts learning grant opportunities	• Provide training to young people and adult accomplices engaged in Creative Youth Development (CYD) work	• 10 young people and 10 adult accomplices being trained in CYD principles with the ability to take learning back to organization/school	• Journaling • Feedback and conversation • Final Report • Number of BIPOC/rural participants			CYD Cohort	• Just & Equitable Distribution of resources and opportunities • Appreciating challenges for their complexity, scope, and depth • Power-sharing

ARIZONA COMMISSION ON THE ARTS

	• Prioritize BIPOC and rural communities focused on providing creative, safe learning spaces for young people whose programs and facilities were restricted or shuttered due to pandemic safety measures	• Invited Cohort of 10 young people and 10 adult accomplices for CYD Cohort • 10 CYD Grants distributed					• A plurality of perspectives • Ongoing, multidirectional learning • Making space for joy
GOAL 5: **Utilize data as a tool for responsive cross-program efforts**	• Identify ways of streamlining agency data collection through cross-program collaboration • Identify automatic overlaps/discrepancies between internal/external informational sources • Integrate sharing out into ongoing grant/program meetings • Paid exit interviews with constituents across programs	• Increase cooperation alongside Digital Operations Manager • Increased cooperation alongside Evaluation Coordinator • Increase cross-program exposure/literacy of internal/external informational platforms, resources, and analysis • Increased cohesion of agency wide narrative-building in service of our programmatic goals • Airtable as home to the information collection & container to hold information	• Data visualizations and reports • Qualitative analysis			Final Reports and Evaluation Digital Operations GOS Narrative Building	• Ongoing, multidirectional learning • First voice

	• Shared synopsis/report (Airtable/salesforce) across programs	

Organizational Programs

Goal	Strategies	Outcomes	Evaluation Methods	Results	Partnerships	Related programs, grants, services	Values Tie-In
GOAL 1: **Further align organizational grantmaking processes and support with agency goals**	• Develop general operating support program shaped around values that emerged through the course of economic & health crises • Align corresponding processes with agency-wide learning that has (and continues to) evolve as a result of our emergency relief engagements • Underscore value of statewide creative workforce	• Grantee portfolio more reflective of our state's constituencies • Grantee portfolio exhibits increase of demographic and geographic inclusion • Grant program criteria located within agency priorities (i.e. interculturality, gender(s) equity, people-centered) • Increase statewide reach of general operating support funds	• Amount of grant applications • Demographic and geographic data represented by applicants • Programmatic and Articulation of Public Value in application responses • Application design • Direct communications with applicants and grantees			• Community Rebuilding Grant • Final Reports and Evaluation • Data Analysis • Narrative Building	• The Power of the Arts • Listening to understand • A plurality of perspectives

	• Develop initiatives and opportunities in response to burgeoning needs of arts and culture ecosystems (i.e. financial, demographic) • Collaborative project mapping and timeline development with other agency departments • Revisit "Grantee Requirements" in guideline documents to be more comprehensive/transparent		• Nature of support provided to applicants/grantees • Policies and procedures review(s) • Per capita investment amounts statewide			
GOAL 2: **Evolve agency engagement with Rural & BIPOC organizational networks**	• Strengthen our understanding, practice, and articulation of rurality in service of agency values, mission and goals • Strengthen our understanding, practice, and articulation of difference, including social and racioethnic difference, in service of agency values, mission and goals • Reassess/reimagine nature and role of Festival(s) support • Expand agency knowledge of rural/BIPOC organizations,	• Increase dialogue/interaction between agency and rural/BIPOC organizations • Increase inclusion of rural/BIPOC organizations within programs and services	• Amount of rural & BIPOC grant applicants • Direct/ongoing communications with individual rural & BIPOC applicants and organizations • Nature of challenges and support needs described by organizations • Narratives indicative of rural & BIPOC aesthetic, localized, and infrastructural experience • Application Design		• Rural Policy Forum • Festival Grants • Individual Artists • Arts Learning	• Place-keeping & Belonging • Asset-based approaches • Artists as vital contributors • Communities as experts • Asset-based approaches • Flexibility

	collectives, arts administrators statewide					
GOAL 3: **Cultivate institutional relationships with Sovereign Tribal Nations**	• Develop proposal for general operating support program to fund arts entities across Tribal Nations • Understand Tribal Nation, State Legislature, and Federal governance features/clauses that must inform functionality of program • Increase interaction with Tribal Nations we are already engaged with • Build relation with Tribal Nations we are not currently engaged with	• Lay groundwork to develop a comprehensive grants and investment plan for Tribal cultural organizations • Ongoing relationships with Tribal cultural organizations that is recognitional by way of first acknowledging sovereignty • Analyze and understand the experience of current Tribal/cultural organizational grantees in agency programs and services	• Acquired learning alongside Governor's Office on Tribal Relations • Direct/ongoing communications with Tribal Leadership, partners, and organizations • Land acknowledgement language • Language articulations on Tribal Nation sovereignty and individuation • Application design		• Institutional & Community Partnership Program • Individual Artists • Arts Learning	• First voice • Place-keeping & Belonging • Asset-based approaches • Artists as vital contributors • Communities as experts • Active listening & responsiveness • Collaboration • Experimentation • Power Sharing • Transparency • Institutional Innovation/Trailblazing

GOAL 4: **Optimize cross-program data access, usage, analysis, and collaboration for purposes of cohesive narrative building**	• Identify ways of streamlining agency data collection through cross-program collaboration • Identify automatic overlaps/discrepancies between internal/external informational sources • Organize, analyze, and interpret organizational data pertaining to emergency relief support • Develop emerging narrative(s) in support of community rebuilding and statewide future-making • Incentivize increased data literacy and use among constituents to optimize their organizational practices • Develop entry-level DataArts 101 materials for public use	• Increase cooperation alongside Digital Operations Manager • Increase cooperation alongside Evaluation Coordinator • Increase cross-program exposure/literacy of internal/external informational platforms, resources, and analysis • Increase cohesion of agency wide narrative-building in service of our programmatic goals	• Legible and accessible cross-program data synopsis (i.e. Salesforce, Airtable) • Ongoing cross-program dialogue on data capturing and usage • Fluid cross-program engagement with informational sources, internal evaluative instruments, and data platforms			• Final Reports and Evaluation • Digital Operations • GOS • Narrative Building	• Ongoing, multidirectional learning • First voice • Collaboration • Transparency • Asset-based approach • Power Sharing

| GOAL 5:

People-centered investment and value assertion | • Create inter-organizational cohort of arts administrators from across state (10 participants)
• Create symposium geared toward the needs, challenges, and values of arts administrators
• Prioritize professional development opportunities for emerging leaders in the field
• Articulate quantified values for scopes of work relative to participation in agency programs | • Articulate the kind of asset resource art/artmaking is and how it is valued
• Articulate how organizations and institutions evolve around values made evident by periods of crisis
• Identify emergent skill sets of arts administrators and articulate their corresponding value
• Foster peer-to-peer learning, mentorship, and sponsorship among arts administrators
• Firmly locate arts administration within context of creative workforce
• Agency network building (formers making recommendations on future collaborators) | • Cohort listening
• Ongoing dialogue with participants beyond program
• Amount of rural & BIPOC participants
• Attendance
• Journaling
• Exit Survey
• Co-Authorship
• Possible Advisory Council
• Network activation/mapping among AAS symposium and org cohort teams
• Symposium planning committee (4-6 member) feedback/reporting (content derived from participant expertise)
• CDP participation
• Grant review panelist participation (qualitative, surveys or debriefs) | | | • Inter-Organizational Cohort, Arts Administrator Symposium
• Internships | • Collaboration
• Experimentation
• Power-sharing
• Active listening & responsiveness
• Plurality of perspectives |

Tribal Relations

Goal	Strategies	Outcomes	Evaluation Methods	Results	Partnerships	Related programs, grants, services	Values Tie-In
GOAL 1: **Establish policy regarding Tribal relations & consultation with Tribal Nations**	• Create policy for enactment of A.R.S 41-2051 section C • Meet with Governor's Office on Tribal Relations (GOTR) regarding compliance with statute	• Staff and board complete GOTR workshop • Approval of new policies at June Board Meeting • Comprehensive understanding of compliance measures with GOTR	• Compliance measures as laid out in A.R.S. 41-2051			• Policy Manual	• Just & Equitable Distribution; Public Policy & Practices Advancing Values; Ongoing Learning;
GOAL 2: **Recognition of Tribal Nations of state in agency materials**	• Creation of land acknowledgement language for office • Creation of spaces for specific learning to occur about 22 Tribal Nations who have sovereign powers within Arizona • Creation of guide for agency staff for cultural competency as related to all aspects of interaction with Tribal Nations	• Land Acknowledgement for lands of office in email signature & on website • Addition of Land Acknowledgement language to standardized introduction for events • Creation of Land Acknowledgement webpage on website • Integration of "Native Nations of Arizona" Airtable onto website • Short guide regarding Tribal Nation name pronunciation, policy and legal terms, style guide, &	• Level of engagement with resources • Web traffic • Ongoing communication regarding culturally			• Website/Resources Online Events	• Place-keeping & Belonging; Communities as Experts in Themselves; Integrity; Ongoing Learning

		external resources for further learning				
GOAL 3: **Engagement of Tribal Nations in participatory grantmaking**	• Collaboration with Organizational Programs to create plan of engagement • Engage with different Tribal Nations we currently engage with • Build relationships with Nations we currently do not engage with • Engage with partners who have relationships with Tribal Nations	• List of suggested starting points as provided by the Governor's Office on Tribal Relations • Increased and consistent communication and engagement with Tribal Nation leadership and their citizens • Collation of feedback from current Tribal Nation organizational grantees	• Formal and informal feedback • Qualitative analysis • Focus groups		• Org General Operations Support Programming	• Just & Equitable Distribution; Communities as Experts in Themselves; Relationships Built on Trust; Reciprocity & Dialogue; Active Listening

<table>
<tr><th colspan="8">AGENCY OPERATIONS</th></tr>
<tr><th colspan="8">Accessibility</th></tr>
<tr><th>Goal</th><th>Strategies</th><th>Outcomes</th><th>Evaluation Methods</th><th>Results</th><th>Partnerships</th><th>Related programs, grants, services</th><th>Values Tie-In</th></tr>
<tr>
<td>**GOAL 1:**

Maintain agency compliance with Federal and State requirements</td>
<td>
• Ongoing review of Federal and State Accessibility protocols
• Provide up to date Accessibility report for annual National Endowment for the Arts (NEA) Award
• Engage in NEA Accessibility Coordinators Listserv
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<td>
• Arts Commission meets regulations needed for state agency
• Roadmap of agency's Accessibility work
• Learn current and emerging best practices in the field of Accessibility
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<td>
• Annual review of Arts Commission's Accessibility practices and procedures
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<td>
• All grants and programs
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<td>
• A Just & Equitable Distribution of Resources and Opportunities
• Integrity as a personal and professional necessity
• Ongoing, multidirectional learning
• Responsiveness
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<td>**GOAL 2:**

Share best practices for accessibility in physical and virtual spaces</td>
<td>
• Post resources, articles, and "how to" webinars on Accessibility in virtual spaces within agency's website and relevant Newsletters
• Hold virtual convening on Accessibility with arts organizations
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<td>
• Curated repository of information which can be accessed and referred to by constituents throughout Arizona
• Share out current best practices with the field and discuss where Accessibility work in the arts can grow and deepen
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• Number of views on resources page
• Feedback from constituents and arts organizations
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• All programs, grants, and services
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<td>
• Iteration & experimentation
• Ongoing, multidirectional learning
• Asset-based approaches
• A plurality of perspectives
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GOAL 3: **Increase staff awareness and understanding of best practices for Accessibility**	• Respond to questions from Staff related to Accessibility in agency-wide work • Accessibility practices "share out" during regular check-ins with staff • A "Things to Consider" guide staff can refer to when implementing programs and services	• Staff gain robust understanding of what Accessibility means in their work for the Arts Commission and how to implement best practices	• Ongoing communication with staff		• All programs, grants, and services	• Collaboration • Flexibility • Making space for joy • Ongoing, multidirectional learning • Listening to understand • Responsiveness
GOAL 4: **Improve Accessibility of external communication**	• Offer live captioning on all webinars/info sessions • Include captions on all videos • Simplify language in outward facing communications • Include photo captions in metadata	• Increased engagement as indicated by newsletter clicks, time spent on web pages, and more eligible, complete applications • Decrease in number of questions for participation in Arts Commission's events, programs, and initiatives • Staff know what to do and where to go when making virtual events Accessible	• Feedback from constituents • Staff check-ins • Website analytics • Content analysis tools		• All grants and services	• Transparency & Open Processes • Iteration & experimentation • Appreciating challenges for their complexity, scope, and depth • Responsiveness

Administration

Goal	Strategies	Outcomes	Evaluation Methods	Results	Partnerships	Related programs, grants, services	Values Tie-In
GOAL 1: **Streamline and refine processes, focusing on accessibility and constituent use**	• Update processes between AFIS and Salesforce for faster data input and payment processes • Streamline program budget tracking • Maintain clear processes and policies for agency operations and staff travel • Maintain grants systems in Salesforce	• New Claim, Deposit, and Transfer forms that align with AFIS input • Fiscal office/program budget meetings are streamlined and more effective • Processes, policies, and systems remain current and are updated as needed	•				• Agency Program • Managers • Agency staff

GOAL 2:
 	
Document assets and procedures to align with policy and transparency
	• Internal operational processes and systems are effective and up to date
	
	   o Travel
	
	      ▪ Update travel manual (update any new policies due to COVID when return to office or in FY22)
	
	      ▪ Train staff on updates to
		• Travel
		
		   o New travel manual (updates/retraining staff due to COVID)
		
		   o Fewer corrections and resubmission in reimbursements and missing documents
		
		• Operations
		
		   o New operations manual
							• Agency Staff

travel database and agency policies (retrain staff when return to office or in FY22)

- ▪ Ongoing maintenance of record-keeping and staff training

o Operations

- ▪ Update operations manual (to include all areas of office/building maintenance and operations)

- ▪ Ongoing maintenance, record-keeping, and staff training

o Fiscal office

- ▪ Review of agency policies for discrepancies with current

o Ongoing maintenance of office/building (due to age, wear, damage, etc.)

- Fiscal Office

o More accurate and consistent state and federal reporting

- Inventory system

o New inventory system and current completed inventory

	state and federal fiscal requirements ▪ Update agency policies to align with state and federal requirements ○ Inventory system ▪ Review previous agency systems and state requirements ▪ Create new agency system ▪ Perform agency inventory						
GOAL 3: **Develop and train on competencies related to data software: DataArts, Airtable, Salesforce**	• Develop a glossary for existing resources related to each data service • Create online training material for each data service as it relates to our specific agencies uses.	• A training guide available to all new and existing ACA employees who intend to engage with these products to inform their work • A competency model that illustrates levels of proficiency deemed high enough to practice meaningful use of each product/service					• Agency staff

GOAL 4: **Facilitate enhancements to CRM system (Salesforce) to facilitate constituent and partnership relationship building**	• Research and select an email to Salesforce client • Restructure Salesforce orgs to better understand the relationship between individual artists, arts organizations, and public school/university systems	• All Program Managers have email to CRM client installed and in use • Consistent use of client will log meaningful communications with constituents over time that will be useful in building and recording meaningful conversations					• All program managers
GOAL 5: **Update internet networking equipment**	• Revisit original quote to moved networking equipment to storage room • Coordinate with contractors to facilitate move of equipment	• Formerly known as the "IT Closet," this space will be a usable office • Our internet networking hardware equipment will be refreshed and updated					• Agency administration staff

			Communications				
Goal	**Strategies**	**Outcomes**	**Evaluation Methods**	**Results**	**Partnerships**	**Related programs, grants, services**	**Values Tie-In**
GOAL 1: **Improve reach of external communications in rural, remote, and historically ignored communities**	• Identify 10 underrepresented communities with populations of 5,000-25,000 • Establish relationships with local partners to build networks • Seek guidance on best practices from individuals living/working in these communities	• 1-5 additional newsletter subscribers from each of the designated communities	• Newsletter analytics			• AZ Creative Communities • Artist Cohort • Organization Cohort	• A Just & Equitable Distribution • Transparency & Open Processes • Ethical Engagement: Reciprocity and Dialogue
GOAL 2: **Improve accessibility of external communications**	• Offer live captioning on all webinars/info sessions • Include captions on all videos • Simplify language in outward facing communications • Include photo captions in metadata	• Increased engagement as indicated by newsletter clicks, time spent on web pages, and more eligible, complete applications • 70% of outward facing text scores 8 or lower on Flesch-Kincaid scale	• Website analytics • Content analysis tools			• Artist programs • Arts Learning • Organizational Support	• A Just & Equitable Distribution • Transparency & Open Processes • Ethical Engagement: Reciprocity and Dialogue

GOAL 3: **Improve relevance of external communications**	• Renovate newsletters to better serve needs of audience • Renovate opportunity forms to better reflect agency values and promote fair and equitable practices (e.g., require salary information) • Maintain thoughtfully curated COVID-19 resources page	• Increase average monthly newsletter engagement to 30% • Increased engagement as indicated by newsletter clicks, time spent on web pages, and more eligible, complete applications	• Newsletter Analytics • Website analytics	• Artist programs • Arts Learning • Organizational Support	• A Just & Equitable Distribution • Transparency & Open Processes • Ethical Engagement: Reciprocity and Dialogue
GOAL 4: **Increase public awareness of and value for public funding of the arts**	• Create more public-facing reporting on arts commission programs and grant impact • Increase quantity and quality of press engagement • Increase quantity and quality of social media engagement	• Reconceive/repackage current reporting to create five new public-facing documents • Two feature articles based on Arts Commission pitches published • 10% increase in media pick-up of Arts Commission press releases	• Press monitor • Google Analytics • Social media analytics	• Artist programs • Arts Learning • Organizational Support	• A Just & Equitable Distribution • Transparency & Open Processes • Ethical Engagement: Reciprocity and Dialogue

NEXTAZ

		Evaluation and Learning					
Goal	Strategies	Outcomes	Evaluation Methods	Results	Partnerships	Related programs, grants, services	Values Tie-In
GOAL 1: **Utilize data as a tool for responsive cross-program efforts**	• Identify ways of streamlining agency data collection through cross-program collaboration • Collect information from constituents regarding their experience of the COVID-19 pandemic • Create data analysis system regarding constituent progress • Integrate into current meeting practices sharing out of recent constituent responses • Synthesize emerging themes(s) related to community rebuilding and statewide future-making from data gathered	• Increase cooperation alongside Digital Operations Manager • Airtable as home to the information collection & container to hold information • Include questions specific to responses made during the pandemic in Final Report Forms built with Grant Managers • Reports created from Airtable data that can be transferred quickly to compare with Census data • Reports regarding target areas and written analysis of initial data to help Arts Commission staff develop next steps • Increased cohesion of agency wide services and programmatic goals with needs shared by constituents	• Data visualizations • Quantitative reports • Levels of Engagement with the System • Qualitative analysis • Demographic data collection			• All grants and services	• Transparency & Open Processes • Ongoing, multidirectional learning • Collaboration • Appreciating challenges for their complexity, scope, and depth • Responsiveness • Plurality of Perspectives

GOAL 2: Increase knowledge of evaluation tools/ methods for cross agency efforts	• Schedule regular check-ins with staff to review evaluation practices to date and where to alter for future programming • Offer resources on an ongoing basis to staff via "Research" channel on Slack about new evaluation tools • Remain up to date on outcomes outlined for grants and programs in Work Plans	• Maintain transparency with staff and keep colleagues up to date on what information is being collected and how it informs work • Informal repository of tools and ideas for evaluation work staff can interact with on their own time • Offer recommendations, suggestions, and ideas on evaluation practices for cross agency efforts	• Ongoing communication with staff • Level of engagement with resources shared • Routine review of Work Plan and connection of "Outcomes" and "Results" column within Work Plans with the "Evaluation Tools/Methods" listed			• All grants and services	• Transparency & Open Processes • Collaboration • Iteration & experimentation • Ongoing, multidirectional learning • Listening to understand • Responsiveness
GOAL 3: Integrate final report forms as routine channel of relevant feedback informing future agency practices	• Work with Grant Managers to revise and update Final Report Forms for respective grant programs each fiscal year • Intentional framing of Narrative Questions and fields related to quantitative information • Conduct annual review of Final Reports and synthesize findings in a Summative Report	• Final Report Forms gather information needed for Federal and State Compliance as well as connect with pertinent areas of focus specific to each grant program • Increase transparency and readability of Final Report Forms for grantees • Offer yearly snapshots of funding practices, their impact, themes across the arts sector, and detect funding practices are/are	• Feedback from Grant Managers • Communication with Grantees • Annual share out and discussion of Summative Report findings			• Agency-wide grant programs	• Transparency & Open Processes • Collaboration • Ongoing, multidirectional learning • Responsiveness

		not in alignment with agency values				
GOAL 4: **Advance data use transparency and streamline review processes**	• Develop language for accountability agency staff can use in all data collection efforts (Final Reports, Survey, feedback sessions) • Identify automatic overlaps/discrepancies between internal/external informational sources • Consolidate channels agency uses to receive information through Submittable, JotForm, and DataArts • Scaffold routine aggregation of data shared (i.e. Final Report, Applicant surveys, specialty surveys, etc) into AirTable	• Staff able to speak to data transparency and what the agency is doing with information shared • Agency wide snapshot of what is being asked from constituents, grantees, and partners for internal informational and reporting purposes • Snapshot of all information collected to date that can be used by staff	• Feedback from staff • Data Visualizations • Share-outs of information gathered to date during monthly Grants Meeting		• All grants and services	• Transparency & Open Processes • Iteration & experimentation • Flexibility • Appreciating challenges for their complexity, scope, and depth • Reciprocity and dialogue
GOAL 5: **Improve reach of evaluation and**	• Participate in professional development courses on community-based evaluation practices	• Strengthen skills necessary for engaging and working alongside communities in evaluation work for the Arts Commission	• Completion of course: "Nothing About Us Without Us: Community Based Program		• All grants and services	• First Voice • Place-keeping & Belonging • Collaboration

learning with constituents	• Review current Evaluation and Learning practices with the field • Communication with constituents	• Pull out gaps, areas for improvement, what to maintain in efforts for community driven learning • Understand where and how constituents would like to participate in evaluation/learning efforts for the Arts Commission	Evaluation" with Dr. Beth Meyerson • Conversations with national colleagues • Dialogue sessions /other feedback experiences				• Iteration & experimentation • Ongoing, multidirectional learning • Listening to understand • Asset-based approaches • Relationships built on trust • Power-sharing • A plurality of perspectives