

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 FY2023](#)).

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/>.

PROGRAMS, SERVICES, AND GRANTS

Artist Programs

Goal	Strategies	Outcomes	Evaluation Methods	Results	Partnerships	Related programs, grants, services	Values Tie-In
<p>GOAL 1: Prioritization of creative workers included in all aspects of agency work & grantmaking</p>	<ul style="list-style-type: none"> 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 Engage a range of artists to learn about experiences working with arts organizations in Arizona 	<ul style="list-style-type: none"> 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 Documentation with recommendations coming out of artist input sessions 	<ul style="list-style-type: none"> Previous application response analysis Collected notes from sessions 			<ul style="list-style-type: none"> DataArts, General Operating Support Grants, Artist Input Sessions 	<ul style="list-style-type: none"> Artists as vital contributors Integrity Transparency & open processes
<p>GOAL 2: Deeper investment into resource allocation to those who do not have immediate access</p>	<ul style="list-style-type: none"> Continuation of Artist Investment Program cohort from previous fiscal year Deepen relationship with cohort through sharing of resources and time 	<ul style="list-style-type: none"> Deeper relationships with the ten original Artist Investment Program cohort members who continue on from previous year Cohort members are liaison between the agency and the greater artist community in the state 	<ul style="list-style-type: none"> Journaling Built-in checkpoints Asset map progress (before & after) Engagement levels Attendance numbers Debrief sessions 			<ul style="list-style-type: none"> Artist Investment Program 	<ul style="list-style-type: none"> Artists as vital contributors Power-sharing Communities as experts Active listening & responsiveness Collaboration Iteration & experimentation

	<ul style="list-style-type: none"> Engage relationships outside the cohort to continue building peer-to-peer relationships between Arizona artists to further develop their expertise engaging with institutions 	<ul style="list-style-type: none"> Department will have greater understanding of the needs of artists across the state to develop outreach strategies Creation of workshop series led by cohort members Creation of peer-to-peer skill sharing between cohort member and Arizona artist Creation of need-based programming for cohort 					<ul style="list-style-type: none"> Flexibility Reciprocity & dialogue Asset-based approaches Trust-based relationship building A plurality of perspectives First voice
GOAL 3: Continue to focus on increased engagement with all BIPOC artists, and Latinx & Native Artists in particular (as current engagement is lower amongst these groups)	<ul style="list-style-type: none"> Provide professional development training geared specifically towards the needs of Native artists Provide professional development training geared specifically towards the needs of Latinx artists Engage in specific outreach to Latinx and Native artists already in our sphere of influence 	<ul style="list-style-type: none"> Continued engagement of Native and Latinx artists within the cohort Creation of programming specifically made for Native & Latinx artists Increase percentage of both applicants and grantees in RDG and AOG which identify as Latinx and Native 	<ul style="list-style-type: none"> Demographic data collection Built-in checkpoints Exit survey Debrief sessions Attendance numbers 			<ul style="list-style-type: none"> Artist Investment Program 	<ul style="list-style-type: none"> Communities as experts Trust-based relationship building First voice Artists as vital contributors Practices advancing equity Active listening & responsiveness
GOAL 4: Utilize data as a tool for	<ul style="list-style-type: none"> Create data analysis system regarding constituent progress 	<ul style="list-style-type: none"> Synthesis based in formal and informal discussions with artist grant applicants 	<ul style="list-style-type: none"> Data visualizations Quantitative reports 			<ul style="list-style-type: none"> Research and Development, 	<ul style="list-style-type: none"> Artists as vital contributors Communities as experts

<p>responsive cross-program efforts</p>	<p>across years and applications</p> <ul style="list-style-type: none"> Integrate into current meeting practices regarding grants the sharing out of recent constituent responses 	<p>and artist cohort participants</p> <ul style="list-style-type: none"> Build and maintain robust information collection database and systems Reports regarding target areas and written analysis of initial data to create narrative and understanding of next steps Reports created from data that can be transferred quickly to compare with census data 	<ul style="list-style-type: none"> Levels of engagement with the systems Qualitative analysis Demographic data collection 			<p>Artist Investment Program</p>	<ul style="list-style-type: none"> Active listening & responsiveness Flexibility First voice A plurality of perspectives
<p>GOAL 5: Amplify and support Arizona artists beyond funding</p>	<ul style="list-style-type: none"> 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 Develop workshops in partnerships with cohort members 	<ul style="list-style-type: none"> Convening online RDG grantees from different years Continue to feature opportunities that will work in benefit of the artist beyond exposure Host workshops around the components of grants (from writing to helping have samples that assist narrative) Artist Investment Program cohort will act as advocates for other Arizona artists 	<ul style="list-style-type: none"> Number of attendees Web tracking Levels of engagement with live workshops Formal & informal feedback 			<ul style="list-style-type: none"> Research and Development Grant, Arts Opportunity Newsletter, Artist Input Sessions, Artist Investment Program 	<ul style="list-style-type: none"> Artists as vital contributors Integrity Transparency & open processes Just & equitable distribution of resources and opportunities

Arts Learning							
Goal	Strategies	Outcomes	Evaluation Methods	Results	Partnerships	Related programs, grants, services	Values Tie-In
<p>GOAL 1: Engage youth leadership in Arts Learning grants and programming</p>	<ul style="list-style-type: none"> Assemble third year AZ Youth Arts Council (AZ YAC) Engage Youth Coordinator for AZ YAC 	<ul style="list-style-type: none"> 15 young people to serve on AZ Youth Arts Council (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 	<ul style="list-style-type: none"> 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 			<ul style="list-style-type: none"> AZ Youth Arts Council 	<ul style="list-style-type: none"> Collaboration Ongoing, multidirectional learning Power-sharing Making space for joy A plurality of perspectives

<p>GOAL 2: Invest in AZ Creative Aging community</p>	<ul style="list-style-type: none"> Invest in Rural and BIPOC Creative Aging Communities Changes to the Lifelong Arts Engagement Grant (larger award amount and more asset focused) 	<ul style="list-style-type: none"> Engage ten rural and BIPOC organizations in a creative aging cohort Ten rural and BIPOC creative aging grants awarded More substantial investment in Lifelong Arts Engagement Grantees 	<ul style="list-style-type: none"> Participant engagement and feedback in creative aging cohort Questions specific to programming included in Final Report for grants awarded 			<p>AZ Creative Aging Initiative, Lifelong Arts Engagement Grant</p>	<ul style="list-style-type: none"> Artists as vital contributors Community expertise Ongoing, multidirectional learning Asset-based approaches Flexibility
<p>GOAL 3: Support learning and growth of AZ Teaching Artists</p>	<ul style="list-style-type: none"> Provide learning opportunities for AZ teaching artists Prioritize BIPOC and rural communities 	<ul style="list-style-type: none"> Peer-to-Peer capacity building series 	<ul style="list-style-type: none"> Participant engagement and feedback in PD sessions Attendance in peer-to-peer webinars Number of BIPOC/rural participants 			<p>Peer-to-Peer Capacity Building Series</p>	<ul style="list-style-type: none"> Arts Learning in a variety of settings, for all ages Active listening & responsiveness Artists as vital contributors A plurality of perspectives Asset-based approaches
<p>GOAL 4: Invest in community-based and youth-led arts learning grant opportunities</p>	<ul style="list-style-type: none"> Provide training to young people and adult accomplices engaged in Creative Youth Development (CYD) work Prioritize BIPOC and rural communities focused on providing creative, safe learning spaces for young people 	<ul style="list-style-type: none"> Five young people and five adult accomplices being trained in CYD principles with the ability to take learning back to organization/school Invited Cohort of five young people and five adult accomplices for CYD Cohort Five CYD Grants distributed 	<ul style="list-style-type: none"> Feedback and conversation Final Report Number of BIPOC/rural participants 			<p>Creative Youth Development Cohort, Youth Arts Engagement Grant</p>	<ul style="list-style-type: none"> Just & equitable distribution of resources and opportunities Appreciating challenges for their complexity, scope, and depth Power-sharing A plurality of perspectives Ongoing, multidirectional learning Making space for joy

	<ul style="list-style-type: none"> Changes to Youth Arts Engagement Grant (expansion of applicant eligibility, larger award amount, and more asset focused) 	<ul style="list-style-type: none"> More substantial investment in Youth Arts Engagment grantees 					
GOAL 5: Restructure state-wide coordination of Poetry Out Loud	<ul style="list-style-type: none"> Identify partner to assume state level coordination efforts for Poetry Out Loud (POL) Compile materials needed for coordination efforts (budget, workflow, labor allocation) State partner will assume all tasks and responsibilities in management of POL across AZ 	<ul style="list-style-type: none"> New perspectives, voices, and ideas are given opportunity to lead POL The Arts Commission can continue investing in POL while meeting demands of other agency programs/initiatives State level coordinator will have a connection to other literary opportunities 	<ul style="list-style-type: none"> Informal discussion and conversation with POL State Partner Post-program survey State Coordinator leads debrief meetings with all partners and check in with ACA staff member at end of program year Poetry Out Loud Final Report 				<ul style="list-style-type: none"> Power-sharing A plurality of perspectives Artists as vital contributors Appreciating challenges for their complexity, scope, and depth
GOAL 6: Utilize data as a tool for responsive cross-program efforts	<ul style="list-style-type: none"> Identify ways of streamlining agency data collection through cross-program collaboration Integrate sharing out into ongoing grant/program meetings Paid exit interviews with constituents across programs 	<ul style="list-style-type: none"> Increase cooperation alongside Digital Operations Manager Increased cooperation alongside Evaluation and Learning Manager Increase cross-program exposure/literacy of internal/external informational platforms, resources, and analysis 	<ul style="list-style-type: none"> Data visualizations and reports Qualitative analysis 			Final Reports and Evaluation, Digital Operations, General Operating Support Grants, Narrative Building	<ul style="list-style-type: none"> Ongoing, multidirectional learning First voice

	<ul style="list-style-type: none"> Increased cohesion of agency wide narrative-building in service of our programmatic goals Build and maintain robust information collection database and systems Share synopsis/reports across programs 					
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Organizational Programs							
Goal	Strategies	Outcomes	Evaluation Methods	Results	Partnerships	Related programs, grants, services	Values Tie-In
GOAL 1: Further align organizational grantmaking development, processes and support with agency values	<ul style="list-style-type: none"> Develop and implement organizational grantmaking program around values made evident during COVID-19 pandemic Streamline flexibility and adaptability pivots of relief programs into sustainable practices. Map project and process timelines of revised grantmaking program in collaboration with different agency areas Integrate multiple sources of knowledge-production and learning generated by our 	<ul style="list-style-type: none"> Grantee portfolio continues to sustain if not increase our trend of demographic and geographic inclusion Grant program criteria located within agency priorities (i.e. interculturality, gender(s) equity, people-centered) Identify programmatic areas of overlap or automatic blind spots during conceptualization phase(s) Increased statewide reach of general operating support funds 	<ul style="list-style-type: none"> Amount of grant applications Demographic and Geographic data represented by applicants Examine how applicants/grantees articulate the public value or benefit of their organizational function, programs and services Implementation of process in Organizational Grantmaking Program workflow document 			<ul style="list-style-type: none"> Relief Grants Revised Organizational Grants Program Festival Grants Final Reports and Evaluation Qualitative Data Analysis Narrative Building Public Review Panels Artist Input Sessions Arts Administrators 	<ul style="list-style-type: none"> Intrinsic/instrumental power of the arts Listening to understand A plurality of perspectives

	<p>Fiscal Year 2021 programs, interactions and research</p> <ul style="list-style-type: none"> Uphold the value of Arizona’s creative sector workforce Explore initiatives and funding opportunities that are responsive to the demographic constitution of our artistic ecosystem Eliminate unnecessary barriers and encourage access to resources by examining historical precedents 	<ul style="list-style-type: none"> Revised application design(s) 	<ul style="list-style-type: none"> Direct communications with applicants and grantees Nature of support provided to applicants/grantees Policies and procedures review(s) Per capita investment amounts statewide 			<p>Symposium Group</p>	
<p>GOAL 2: Evolve agency engagement with Rural & BIPOC organizational networks</p>	<ul style="list-style-type: none"> Strengthen understanding, practice, and articulation of rurality in service of agency values, mission and goals Strengthen understanding, practice, and articulation of difference, including social and racioethnic difference, in service of agency values, mission and goals Expanded reach of Festival(s) support to producing organizations and digital platforms. Expand knowledge of Rural/BIPOC organizations, collectives, arts administrators statewide 	<ul style="list-style-type: none"> Increase dialogue/interaction between agency and rural/BIPOC organizations Increase inclusion of rural/BIPOC organizations within programs and services Intentional and collaborative research into Arizona’s rural and BIPOC organizations, networks, and resourcing (Projecting All Voices, Creating Values Cohort) Application Design alignment with accessibility 	<ul style="list-style-type: none"> Number of Rural & BIPOC grant applicants and grants awarded Direct/ongoing communications with individual Rural & BIPOC applicants and organizations Assess nature of challenges and support needs described by organizations Localized narratives indicative of Rural & BIPOC organizational experience (ex. infrastructural, geographic, aesthetic, immediate communities) Qualitative feedback: screening communities 			<ul style="list-style-type: none"> Rural Policy Forum Relief Grants Festival Grants Revised Organizational Grants Program Artist Programs Arts Learning Creative Communities Flinn Mini-Grant Program 	<ul style="list-style-type: none"> Place-keeping & belonging Asset-based approaches Artists as vital contributors Communities as experts Asset-based approaches Flexibility

	<ul style="list-style-type: none"> • Individual relationship building. • Greater inclusion of BIPOC/Rural participants in agency procedures and programs (e.g. grant review panels) 		<p>and populations about needs and services delivered.</p>				
<p>GOAL 3: Cultivate institutional relationships with Sovereign Tribal Nations (in collaboration with Artist Programs)</p>	<ul style="list-style-type: none"> • Develop 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 the Arts Commission is already engaged with • Build relation with Tribal Nations the Arts Commission is not currently engaged with 	<ul style="list-style-type: none"> • Lay groundwork to develop a comprehensive grant and investment plan for Tribal arts and cultural organizations • Ongoing relationships with our Native American arts organizations based on a clear recognition of Tribal sovereignty • Analyze and understand funding, programmatic and services experience of current Tribal organizational grantees (Nohwike’ Bagowa Museum and Hopi School) • Establish benefit of long-term general operating support for arts & cultural organizations (as opposed to project- or program-based support) • Application design 	<ul style="list-style-type: none"> • Agency learning opportunities from Governor’s Office on Tribal Relations • Establish direct/ongoing communications with Tribal Leadership, partners, and organizations • Language articulations on Tribal Nation sovereignty and individuation • Learning sessions with arts administrators from different arts & cultural organizations • Feedback on application process • Final Reports for beta programs 			<ul style="list-style-type: none"> • Institutional & Community Partnership Program • Relief Grants • Revised Organizational Grants Program • Artist Programs • Arts Learning 	<ul style="list-style-type: none"> • First voice • Place-keeping & belonging • Asset-based approaches • Artists as vital contributors • Communities as experts • Active listening & responsiveness • Collaboration • Iteration & experimentation • Power-sharing • Transparency & open processes

<p>GOAL 4: Optimize cross-program data access, usage, analysis, and collaboration for purposes of cohesive narrative building</p>	<ul style="list-style-type: none"> • Continue identifying 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 • Provide stipends for grantees who are new to Cultural Data Project (CDP) • Develop entry-level DataArts 101 materials for public use • Utilize and promote DataArts' nationwide data literacy trainings • Staff-wide engagement as appropriate, with available CPD data/resources 	<ul style="list-style-type: none"> • Increase cooperation alongside Digital Operations Manager • Increase cooperation alongside Evaluation and Learning Manager • 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 • Promote data literacy among grantee and partner usage of SMU DataArts (i.e., trend, annual, and comparative reports) • Workforce demographic assessments for AZ funder cohort • Sector-wide syntheses (re: Funder Reports) to inform grantmaking strategies • Comprehensive DataArts Walkthroughs 	<ul style="list-style-type: none"> • Legible and accessible cross-program data synopsis • Ongoing cross-program dialogue on data capturing and usage • Fluid cross-program engagement with informational sources, internal evaluative instruments, and data platforms • Qualitative data analysis of applicant responses to Public Benefit question in AZ Organizational Relief Grant application • Alignment with Fiscal Year 2022-24 DataArts Proposal (Tracking) 		<ul style="list-style-type: none"> • Final Reports and Evaluation • Digital Operations • Artist Programs • Arts Learning • Narrative Building • SMU DataArts • Arizona DataArts Funder Cohort: Piper, Flinn, POAC, Flagstaff, Scottsdale, Mesa, Tempe 	<ul style="list-style-type: none"> • Ongoing, multidirectional learning • First voice • Collaboration • Transparency & open processes • Asset-based approaches • Power-sharing
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<p>GOAL 5: Ongoing people-centered investment and value assertion</p>	<ul style="list-style-type: none"> • Create 2nd iteration of “Creating Values Cohort” and corresponding program partnerships • Develop collaborative research model into Arizona’s rural and BIPOC organizations, networks, and resourcing (Projecting All Voices, Creating Values Cohort) • Co-authored approach to Arts Administrator Symposium (AAS) professional development initiatives (geared toward the needs, challenges, and values of arts administrators) • Prioritize professional development opportunities for emerging and mid-career leaders in the field • Identify quantifiable values for compensation and scopes of work relative to participation in agency programs • Prioritize breadth and depth • Community Input • Foster collective learning and network building among Arizona stakeholders by way of grant review panels. 	<ul style="list-style-type: none"> • 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 reciprocal learning, mentorship, and sponsorship among arts administrators • Firmly locate arts administration within context of creative workforce • Collaborate on ‘brown paper’ with Projecting All Voices and Creating Values Cohort members • Agency network building (former and current partners recommending future partnerships and collaborators) 	<ul style="list-style-type: none"> • Ongoing dialogue with Creating Values Cohort (CVC) participants beyond program • Amount of Rural & BIPOC participants • Attendance (CVC) • Journaling (CVC) • Exit Survey (CVC) • Co-Authorship (Research & brown paper) • Possible Advisory Council • Network activation/mapping among Arts Administrators Symposium and organizational cohort teams • Programmatic partnerships • Cultural Data Project participation • Grant review panelist participation (qualitative, surveys or debriefs) • People and project feedback re: Fiscal Year 2022 Festival renovations outcomes 		<ul style="list-style-type: none"> • Creating Values Cohort • Revised Organizational Grants Program • Arts Administrator Symposium • Internships 	<ul style="list-style-type: none"> • Collaboration • Iteration & experimentation • Power-sharing • Active listening & responsiveness • A plurality of perspectives
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Tribal Relations							
Goal	Strategies	Outcomes	Evaluation Methods	Results	Partnerships	Related programs, grants, services	Values Tie-In
GOAL 1: Development of Tribal Consultation Policies based in the Proactive Methodology (ref. to p.13 of U.S. Fish & Wildlife Service’s Tribal Consultation Handbook)	<ul style="list-style-type: none"> Meet with Governor’s Office on Tribal Relations (GOTR) regarding compliance with statute Host multiple meetings with Tribal Leaders to discuss what best practices should be put in place Begin communication line between Tribal Cultural Organizations & the Arts Commission 	<ul style="list-style-type: none"> Comprehensive understanding of compliance measures with Governor’s Office on Tribal Relations (GOTR) Development of Tribal Consultation Policies Tribal Consultation Policy added to GOTR website Designation of Tribal Liaison Press release announcing formal policies and designated liaison 	<ul style="list-style-type: none"> Compliance measures as laid out in A.R.S. 41-2051 Feedback from Director of GOTR Level of engagement with Tribal Nation leaders and their cultural organizations 			<ul style="list-style-type: none"> Policy Manual Reports Revised Organizational Grants Program 	<ul style="list-style-type: none"> Just & equitable distribution of resources and opportunities Public policy & practices advancing values Ongoing, multidirectional learning Reciprocity & dialogue
GOAL 2: Recognition of Tribal Nations of state in agency materials	<ul style="list-style-type: none"> Creation of spaces for specific learning to occur about 22 Tribal Nations Creation of guide for agency staff to all aspects of interaction Creation of Tribal liaison assignment within agency to act as representative in government-to-government discussions 	<ul style="list-style-type: none"> Land Acknowledgement for lands of office in email signature & on website Addition of Land Acknowledgement language to standardized introduction for events Creation of webpage on the Arts Commission’s website titled “Where We Are” Integration of “Native Nations of Arizona” onto website Short guide regarding Tribal Nation name pronunciation, 	<ul style="list-style-type: none"> Level of engagement with resources Web traffic Ongoing communication regarding cultural competency materials Compliance measures as laid out in A.R.S. 41-2051 			<ul style="list-style-type: none"> Website/Resources Online Events 	<ul style="list-style-type: none"> Place-keeping & belonging Community expertise Integrity Ongoing, multidirectional learning

		<p>policy and legal terms, style guide, & external resources for further learning</p> <ul style="list-style-type: none"> • One person appointed to be tribal liaison and noted as such on GOTR & Agency website 					
<p>GOAL 3: Engagement of Tribal Nations in responsive grantmaking</p>	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 • Creation & mending of relationships destroyed during recession 	<ul style="list-style-type: none"> • Level of engagement • Qualitative analysis • Formal & informal feedback 			<ul style="list-style-type: none"> • Revised Organizational Grants Program 	<ul style="list-style-type: none"> • Just & equitable distribution of resources and opportunities • Community expertise • Trust-based relationship building • Reciprocity & dialogue • Active listening & responsiveness
<p>GOAL 4: Utilize Data as a Tool for Responsive Cross-Program Efforts</p>	<ul style="list-style-type: none"> • Create data analysis system regarding constituent engagement progress • Develop reporting method to share out learnings between the agency and Tribal Nations 	<ul style="list-style-type: none"> • Maintain database of information regarding both the history of the creation of this new department and those relationships and cultural elements • Reports regarding conversations, interactions, and outcomes of any engagements between our Agency and a Tribal Nation 	<ul style="list-style-type: none"> • Level of engagement with information • Quantitative reports • Qualitative analysis • Compliance measures as laid out in A.R.S. 41-2051 			<ul style="list-style-type: none"> • General Operating Support Grants renovation • Agency Equity Practices 	<ul style="list-style-type: none"> • Public policy & practices advancing values • Ongoing, multidirectional learning • Accountability

AGENCY OPERATIONS							
Accessibility							
Goal	Strategies	Outcomes	Evaluation Methods	Results	Partnerships	Related programs, grants, services	Values Tie-In
GOAL 1: Maintain agency compliance with Federal and State requirements	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Annual review of Arts Commission’s Accessibility practices and procedures 			<ul style="list-style-type: none"> All grants and programs 	<ul style="list-style-type: none"> Just & equitable distribution of resources and opportunities Integrity Ongoing, multidirectional learning Active listening & responsiveness
GOAL 2: Share best practices for accessibility in physical and virtual spaces	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Number of views on resources page Feedback from constituents and arts organizations 			<ul style="list-style-type: none"> All programs, grants, and services 	<ul style="list-style-type: none"> Iteration & experimentation Ongoing, multidirectional learning Asset-based approaches A plurality of perspectives

<p>GOAL 3: Increase staff awareness and understanding of best practices for Accessibility</p>	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Staff gain robust understanding of what Accessibility means in their work for the Arts Commission and how to implement best practices 	<ul style="list-style-type: none"> Ongoing communication with staff 		<ul style="list-style-type: none"> All programs, grants, and services 	<ul style="list-style-type: none"> Collaboration Flexibility Making space for joy Ongoing, multidirectional learning Listening to understand Responsiveness
<p>GOAL 4: Improve Accessibility of external communication</p>	<ul style="list-style-type: none"> Offer live captioning on all webinars/info sessions Include captions on all videos Simplify language in outward facing communications Include photo captions in metadata 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Feedback from constituents Staff check-ins Website analytics Content analysis tools 		<ul style="list-style-type: none"> All grants and services 	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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 Engage focus groups of constituents 	<ul style="list-style-type: none"> Fiscal office/program budget meetings are streamlined and more effective PM's will have regular reports related to travel reimbursement. Constituents who are regularly engaged with ACA will be enrolled in Direct Deposit Processes, policies, and systems remain current and are updated as needed 	<ul style="list-style-type: none"> Grants meetings used as a place of gathering staff feedback Collecting feedback from constituent focus groups 			<ul style="list-style-type: none"> Agency staff Constituent Focus Group 	
GOAL 2: Document assets and procedures to align with policy and transparency	<ul style="list-style-type: none"> Internal operational processes and systems are effective and up to date <ul style="list-style-type: none"> Travel <ul style="list-style-type: none"> Update travel manual (update any new policies due to COVID) 	<ul style="list-style-type: none"> Travel <ul style="list-style-type: none"> New travel manual (updates/retraining staff due to COVID) Fewer corrections and resubmission in reimbursements and missing documents Operations 	<ul style="list-style-type: none"> Procedural and internal audits Quarterly internal check-ins Check in with Maintenance to ensure building issues and concerns are resolved Staff trainings with end goals 			<ul style="list-style-type: none"> Agency Staff 	

	<p>when return to office or in FY22)</p> <ul style="list-style-type: none"> ▪ Train staff on anticipated updates to travel database and agency policies (retrain staff when return to office or in FY22) ▪ Ongoing maintenance of record-keeping and staff training <p>○ Operations</p> <ul style="list-style-type: none"> ▪ Update operations manual (to include all areas of office/building maintenance and operations) ▪ Ongoing maintenance, record-keeping, and staff training <p>○ Fiscal office</p>	<ul style="list-style-type: none"> ○ New operations manual ○ Ongoing maintenance of office/building (due to age, wear, damage, etc.) <p>• Fiscal Office</p> <ul style="list-style-type: none"> ○ Maintain accuracy and consistency in state and federal reporting <p>• Inventory system</p> <ul style="list-style-type: none"> ○ Finish inventory system design as it relates to artwork and office furniture ○ Have all assets documented 				
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	<ul style="list-style-type: none"> ▪ Review of agency policies for discrepancies with current state and federal fiscal requirements ▪ Update agency policies to align with state and federal requirements ○ Inventory system <ul style="list-style-type: none"> ▪ Review previous agency systems and state requirements ▪ Create new agency system ▪ Perform agency inventory 						
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<p>GOAL 3: Develop and train on competencies related to data software</p>	<ul style="list-style-type: none"> • 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. 	<ul style="list-style-type: none"> • A training guide available to all new and existing Arts Commission 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 	<ul style="list-style-type: none"> • Google Classroom tools as a way to track and evaluate training 			<ul style="list-style-type: none"> • Agency staff 	
<p>GOAL 4: Fiscal Officer will take on a broader scope of management.</p>	<ul style="list-style-type: none"> • Train Communications Associate on day-to-day fiscal operational tasks • Create documentation and train Program Managers (PMs) regarding payment related questions 	<ul style="list-style-type: none"> • Fiscal Officer will have taken on additional managerial duties with increased capacity. • Communications Associate will be able to both process payments and respond to payment inquiries with increased insight • PMs will have knowledge and resources able to assist with higher percentage of payment questions. 	<ul style="list-style-type: none"> • Regular check-ins between Director of Fiscal Operations and Public Relations and Operations Associate • Regular check-ins between Fiscal Office and PMs to evaluate and strategize 			<ul style="list-style-type: none"> • Agency Staff 	
<p>GOAL 5: Update internet networking equipment</p>	<ul style="list-style-type: none"> • Revisit original quote to moved networking equipment to storage room • Coordinate with contractors to facilitate move of equipment 	<ul style="list-style-type: none"> • Formerly known as the "IT Closet," this space will be a usable office • Our internet networking hardware equipment will be refreshed and updated 	<ul style="list-style-type: none"> • Measurable difference in internet speeds 			<ul style="list-style-type: none"> • Agency Staff 	

<p>GOAL 6: Utilize data to reform and rethink processes</p>	<ul style="list-style-type: none"> • Build integration between Customer Relationship Management (CRM) and data visualization platform • Allow employees to undergo competency training around existing platforms • Engage constituent focus groups and gather feedback 	<ul style="list-style-type: none"> • Employees feel comfortable using systems in place • Program Managers use current datasets available to them in both program development and evaluation • Leadership gain insight regarding programmatic and financial investment as an agency over time. 	<ul style="list-style-type: none"> • Focus group findings/results • Use of competency model coursework • Regular share-outs among program managers for observed themes from constituents 				
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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	<ul style="list-style-type: none"> Identify 8 underrepresented communities with populations under 25,000 Establish relationships with local partners to build networks Seek guidance on best practices from individuals living/working in these communities 	<ul style="list-style-type: none"> 1-5 additional newsletter subscribers from each of the designated communities (.02% of population). 	<ul style="list-style-type: none"> Newsletter analytics 			<ul style="list-style-type: none"> Artist Cohort Organization Cohort Tribal relations 	<ul style="list-style-type: none"> Just & equitable distribution of resources and opportunities Transparency & open processes Reciprocity & dialogue
GOAL 2: Improve accessibility of external communications	<ul style="list-style-type: none"> Offer live captioning on all webinars/info sessions Include captions on all videos Simplify language in outward facing communications Include photo captions in metadata 	<ul style="list-style-type: none"> 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 FleschKincaid scale 	<ul style="list-style-type: none"> Website analytics Content analysis tools Survey tools 			<ul style="list-style-type: none"> Artist programs Arts Learning Organizational support Evaluation 	<ul style="list-style-type: none"> Just & equitable distribution of resources and opportunities Transparency & open processes Reciprocity & dialogue

<p>GOAL 3: Increase public awareness of and value for public funding of the arts</p>	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Press monitor • Google Analytics • Social media analytics 			<ul style="list-style-type: none"> • Arizona Citizens for the Arts* • Artist programs • Arts Learning • Organizational support • Evaluation 	<ul style="list-style-type: none"> • Just & equitable distribution of resources and opportunities • Transparency & open processes • Reciprocity & dialogue
<p>GOAL 4: Improve social media presence, reach, and engagement</p>	<ul style="list-style-type: none"> • Maintain editorial schedule for social posts • 3-5 posts per week on Facebook, Twitter, and Instagram • Engage staff in content production 	<ul style="list-style-type: none"> • Increase Facebook follows by 5% • Increase Instagram follows by 10% 	<ul style="list-style-type: none"> • Social media analytics 			<ul style="list-style-type: none"> • Artist programs • Arts Learning • Organizational support 	<ul style="list-style-type: none"> • Reciprocity & dialogue
<p>Goal 5: Foster a more engaged and better-informed board</p>	<ul style="list-style-type: none"> • Curate/edit monthly board update 	<ul style="list-style-type: none"> • TBD 	<ul style="list-style-type: none"> • Newsletter analytics 			<ul style="list-style-type: none"> • ED • Artist programs • Arts Learning • Organizational support 	<ul style="list-style-type: none"> • Transparency & open processes • Reciprocity & dialogue

Evaluation and Learning							
Goal	Strategies	Outcomes	Evaluation Methods	Results	Partnerships	Related programs, grants, services	Values Tie-In
<p>GOAL 1: Utilize data as a tool for responsive cross-program efforts</p>	<ul style="list-style-type: none"> Identify ways of streamlining agency data collection through cross-program collaboration Collect information from constituents regarding their experience of the COVID-19 era world 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 Facilitate informal information sharing time for Grant 	<ul style="list-style-type: none"> Deepen partnership with Digital Operations Manager Reports created from 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 plan next steps Increased cohesion of agency wide services and programmatic goals with needs shared by constituents Grant Managers are aware of current trends and themes shared by constituents across departments (Arts Learning, Artist Programs, and Organizational Programs) 	<ul style="list-style-type: none"> Data visualizations Quantitative reports Levels of Engagement with the System Qualitative analysis Demographic data collection Check-ins with Staff 			<ul style="list-style-type: none"> All grants and services 	<ul style="list-style-type: none"> Transparency & open processes Ongoing, multidirectional learning Collaboration Appreciating challenges for their complexity, scope, and depth Responsiveness A plurality of perspectives

	Managers during regularly scheduled Grants Meeting						
GOAL 2: Increase knowledge of evaluation tools/ methods for cross agency efforts	<ul style="list-style-type: none"> 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 Provide best practices related to data security 	<ul style="list-style-type: none"> 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 suggestions, and ideas on evaluation practices for cross agency efforts Tutorial developed for staff reference when using and sending private data. 	<ul style="list-style-type: none"> 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 			<ul style="list-style-type: none"> All grants and services 	<ul style="list-style-type: none"> Transparency & open processes Collaboration Iteration & experimentation Ongoing, multidirectional learning Active listening & responsiveness Responsiveness
GOAL 3: Maintain final report forms as routine channel of relevant feedback informing future agency practices	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Feedback from Grant Managers Communication with Grantees Annual share out and discussion of Summative Report findings 			<ul style="list-style-type: none"> Agency-wide grant programs 	<ul style="list-style-type: none"> Transparency & open processes Collaboration Ongoing, multidirectional learning Responsiveness

	<p>quantitative information</p> <ul style="list-style-type: none"> • Conduct annual review of Final Reports and synthesize findings in a Summative Report 	<ul style="list-style-type: none"> • 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 <u>what</u> funding practices are/are not in alignment with agency values 					
<p>GOAL 4: Advance data use transparency and streamline review processes</p>	<ul style="list-style-type: none"> • Develop language for accountability agency staff can use in all data collection efforts (Final Reports, Survey, feedback sessions) • Identify overlaps between internal/external informational sources • Scaffold routine aggregation of data shared (i.e. Final Report, Applicant surveys, specialty surveys, etc) 	<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • Feedback from staff • Data Visualizations • Share-outs of information gathered to date during monthly Grants Meeting 			<ul style="list-style-type: none"> • All grants and services 	<ul style="list-style-type: none"> • Transparency & open processes • Iteration & experimentation • Flexibility • Appreciating challenges for their complexity, scope, and depth • Reciprocity & dialogue
<p>GOAL 5: Improve reach of evaluation and</p>	<ul style="list-style-type: none"> • Review current Evaluation and Learning practices with the field 	<ul style="list-style-type: none"> • Strengthen skills necessary for engaging and working alongside communities in 	<ul style="list-style-type: none"> • Conversations with national colleagues • "Accountability check- ins" with Evaluation and 			<ul style="list-style-type: none"> • All grants and services 	<ul style="list-style-type: none"> • First voice • Place-keeping & belonging • Collaboration

<p>learning with constituents</p>	<ul style="list-style-type: none"> • Make changes to evaluation practices to ensure community driven learning and alignment with agency values • Communication with constituents 	<p>evaluation work for the Arts Commission</p> <ul style="list-style-type: none"> • 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 	<p>Learning Manager and agency staff</p> <ul style="list-style-type: none"> • Dialogue sessions /other feedback experiences 				<ul style="list-style-type: none"> • Iteration & experimentation • Ongoing, multidirectional learning • Listening to understand • Asset-based approaches • Trust-based relationship building • Power-sharing • A plurality of perspectives
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