

Goal I. Strengthen the arts sector’s ability to deliver quality programs and services

Objective 1. Sustain/cultivate/diversify funding streams

Objective 2. Improve organizational/individual capacity

Objective 3. Improve efficiencies of operations

| Activities | Personnel | Resources/Tools | Completion/Time Frame |
|---|---|--|---|
| Award grants to support quality arts programming (general operations, projects, opportunities, fellowships) | <ul style="list-style-type: none"> • Division Staff • Grants manager • Council members • Panelists | <ul style="list-style-type: none"> • Federal and state funds • Web-posted applications • Electronic communications • Mid Atlantic Arts Foundation (MAAF) (fellowships) | Annual and ongoing |
| Review funding guidelines: Project Support, Stabilization, Public Impact, Education Resource | <ul style="list-style-type: none"> • Division staff • Deputy Director • Council subcommittee | <ul style="list-style-type: none"> • Final evaluations • On-site evaluations • Staff/Council observations | Project Support Arts Stabilization, Public Impact (Fall 2011); Education Resource (Fall 2012) |
| Launch E-granting | <ul style="list-style-type: none"> • Deputy Director • Technical Asst. Coordinator | <ul style="list-style-type: none"> • Government Info Center (GIC) • Center for Arts Management & Technology (CAMT) | Fall 2011 (for FY2013 application cycle) |
| Research and promote additional (private, public, foundation) funding opportunities for arts providers | <ul style="list-style-type: none"> • Division staff • Deputy Director • Communications coordinator | <ul style="list-style-type: none"> • Internet research • Electronic communications • Local/regional/national funders (MAAF, NEA, Kent Co. Fund, DE Grantmakers...) | Ongoing |
| Conduct on-site evaluations | <ul style="list-style-type: none"> • Division Staff (<i>Dep. Director</i>) • Council members • Panelists | <ul style="list-style-type: none"> • Online forms • Electronic communications | Ongoing |
| Conduct panel review of applications | <ul style="list-style-type: none"> • Division Staff • Deputy Director • Council members • Panelists | <ul style="list-style-type: none"> • Electronic communications | Spring 2011 |
| Sponsor StartUp Program | <ul style="list-style-type: none"> • Technical assistance coordinator • Contracted workshop leaders | <ul style="list-style-type: none"> • State & federal funds | 2 nd year in 2011 |

| Activities | Personnel | Resources/Tools | Completion/Time Frame |
|--|---|---|--------------------------|
| Sponsor workshops for professional development and program/management evaluation | <ul style="list-style-type: none"> • Technical assistance coordinator • Contracted workshop leaders | <ul style="list-style-type: none"> • State & federal funds | Fall 2010 Spring 2011 |
| Sponsor 2011 Arts Summit | <ul style="list-style-type: none"> • Event coordinator • Division staff • Council members • Speakers/Performers | <ul style="list-style-type: none"> • State & federal funds • Summit Sponsors • Dover Downs staff | Fall 2011 |
| Expand partnership with Historical and Cultural Affairs (e.g., Libraries, Parks & Rec) | <ul style="list-style-type: none"> • Director / Deputy Director • HCA Director | <ul style="list-style-type: none"> • Shared resources (human and capital) | Winter 2010/2011 |

Goal I evaluation indicators:

- Grantees report stable or improving financial positions
- Applications are available through e-granting for FY2013
- Increase in arts community awareness of non-Division funding sources
- Returning grant panelists report an improvement in grant applications
- Onsite evaluations and panel reviews report sustained or improved quality in grantee management, programming, and outreach

Goal II. Broaden and deepen public engagement in the arts

Objective 1. Increase awareness of arts opportunities

Objective 2. Expand access to the arts

Objective 3. Increase levels of involvement in the arts

| Activities | Personnel | Resources/Tools | Completion/Time Frame |
|---|--|--|-----------------------|
| Expand promotion of social networking, use of technology, and deployment of DelawareScene data to media outlets | <ul style="list-style-type: none"> • Communications coordinator • GIC personnel • Webmaster • Indep. Contractors | <ul style="list-style-type: none"> • State & federal funds • Facebook • DelawareScene • ArtsDel.org • State/remote servers • Media personnel • Zero Defect Design | Winter 2010/2011 |
| Develop implement comprehensive marketing campaign to promote Division communications and resources | <ul style="list-style-type: none"> • Communications coordinator • Division Director • Council members | <ul style="list-style-type: none"> • State & federal funds • Electronic media | Spring 2011 |

| Activities | Personnel | Resources/Tools | Completion/Time Frame |
|--|--|---|-------------------------------|
| Update and promote Artist Roster | <ul style="list-style-type: none"> • Artist coordinator • Technical Assistance coordinator • Communications coordinator | <ul style="list-style-type: none"> • State & federal funds • CAMT | Summer 2011 |
| Facilitate meetings between arts community and media to expand coverage of the arts | <ul style="list-style-type: none"> • Director • Communications coordinator | <ul style="list-style-type: none"> • State & federal funds | Fall 2010 |
| Develop an accessibility plan for promotion and implementation with arts organizations | <ul style="list-style-type: none"> • ADA coordinator | <ul style="list-style-type: none"> • State & federal funds • VSA arts Delaware • Nonprofits serving special needs populations | Fall 2011 |
| Assist organizations in collaborative programming, marketing, & promotional campaigns | <ul style="list-style-type: none"> • Division director • Communications coordinator | <ul style="list-style-type: none"> • State & federal funds • Umbrella organizations • Existing collaborations | Fall 2010 |
| Sponsor Governor's Awards for the Arts | <ul style="list-style-type: none"> • Event coordinator • Division staff • Council members | <ul style="list-style-type: none"> • Federal funds • Commissioned artist • Schwartz Center staff • Contracted vendors & performers • Historical & Cultural Affairs (signage) | Fall 2010 |
| Promote art in public places | <ul style="list-style-type: none"> • Gallery coordinator • Art & Artist Services coordinator • Communications coordinator | <ul style="list-style-type: none"> • State & federal funds • Mezzanine Gallery • Public venues/spaces • DE artists • Facilities personnel | Ongoing (monthly exhibitions) |

Goal II evaluation indicators:

- Increased usage of Division-sponsored promotional tools (web, social networking, DelawareScene.com, etc.)
- Increase in media coverage of the arts (in number and scope)
- Increase in arts participation and engagement
- Increase in number of grantees developing/implementing accessibility plans
- Increased visibility and attendance/participation at Division-sponsored programs and events (Mezzanine Gallery openings, Arts Summit, Artist Roster)

Goal III. Advance lifelong learning in the arts

Objective 1. Raise public awareness of, and support for, arts education in pre-K–12

Objective 2. Increase organizations’ and artists’ capacity to serve as arts education resources

Objective 3. Facilitate increased access to arts-based instruction in both arts and non-arts settings

| Activities | Personnel | Resources/Tools | Completion/Time Frame |
|--|--|---|--|
| Develop and promote arts education advocacy program (print/electronic) | <ul style="list-style-type: none"> Arts Education coordinator Communications coordinator | <ul style="list-style-type: none"> State & federal funds Dept. of Education DE Arts Alliance | Spring 2011 |
| Sponsor and promote Poetry Out Loud event | <ul style="list-style-type: none"> Arts Education coordinator Poetry Out Loud coordinator (contractor) Poet Laureate Division staff Council members | <ul style="list-style-type: none"> State & federal funds Smyrna Opera House staff Judges | Annual (Fall promotion, Spring implementation) |
| Create professional development plan for teaching artists | <ul style="list-style-type: none"> Arts Education coordinator Technical assistance coordinator Workshop leaders | <ul style="list-style-type: none"> State & federal funds Professional development arts organizations | Summer 2011 |
| Award targeted education resource & residency grants | <ul style="list-style-type: none"> Division Staff Grants manager Council members Panelists | <ul style="list-style-type: none"> State & federal funds | Annual and ongoing |
| Sponsor arts education recognition event | <ul style="list-style-type: none"> Arts Education coordinator | <ul style="list-style-type: none"> State & federal funds DOE Visual & Performing Arts Education Assoc. Schools School reps. | Spring 2011 |

Goal III evaluation indicators:

- Increased public visibility of arts education activities
- Increased number of students benefiting from arts education activities
- Increased number of teachers and artists engaged in professional development for arts learning
- Increased awareness of, and attendance to, Poetry Out Loud program

Goal IV. Facilitate enhanced integration of the arts in civic, economic, and community life

Objective 1. Expand network of arts advocates and their collection of arts advocacy tools

Objective 2. Increase arts participation and profile in:

- a. community and economic development initiatives
- b. policy formation

Objective 3. Expand Division/Council role as leaders in promoting and supporting the arts

| Activities | Personnel | Resources/Tools | Completion/Time Frame |
|--|--|--|------------------------------|
| Expand information outreach and advocacy efforts | <ul style="list-style-type: none"> • Division staff • Council members | <ul style="list-style-type: none"> • State & federal funds • DE Arts Alliance | Ongoing |
| Sponsor and disseminate 3-year creative economy index research | <ul style="list-style-type: none"> • Division Director • Communications Coordinator • Council members | <ul style="list-style-type: none"> • Federal funds • Western Arts Federation (WESTAF) • DE Arts Alliance | Winter 2010/2011 |
| Develop advocacy tools and talking points for Council members, staff, and advocates to serve as spokespersons for the arts | <ul style="list-style-type: none"> • Division staff • Council members | <ul style="list-style-type: none"> • State & federal funds • DE Arts Alliance | 2011 |
| Solicit arts reps to serve on community & civic boards | <ul style="list-style-type: none"> • Division staff • Council members | <ul style="list-style-type: none"> • State & federal funds • DE Arts Alliance • United Way Strong Neighborhoods | Ongoing |
| Explore development of MOU with Delaware Arts Alliance to detail working relationship | <ul style="list-style-type: none"> • Division Director • Council members | <ul style="list-style-type: none"> • State & federal funds • DE Arts Alliance Executive Director | 2011 |

Goal IV evaluation indicators:

- Arts supporters engage in civic organizations and discourse
- Increased awareness of the arts in civic discussions
- Increased awareness of the arts and their impact on economy, education, and quality of life