

## Executive Summary

### **Adapt, Be Adept and Adopt**

Decentralization continues to be the pillar of the PCA's strategy. More than 30 partners in regranting, arts in education, folk arts and accessibility have greatly expanded our reach, serving every county every year with meaningful support.

Following major reductions in grant funds, staff and administrative funding, the PCA saw that it needed to first Adapt to its present circumstances and to then be Adept and therefore more efficient and cost effective, and then to Adopt new strategies to prosecute its mission of serving the people of Pennsylvania in response to the information from the planning process.

**Adapt:** The PCA re-organized, suspending the Deputy Executive Director position and dividing the responsibilities among Deputies for Administration, Communications and Programs. About half of the staff left the agency during that period for a variety of reasons. New staff brought new ideas and energy and lots of questions that helped the PCA examine and reinvigorate itself.

**Be Adept:** The PCA has expanded its repertoire, reviewed and improved the grants process to make it more comprehensive, and sped up payments to grantees. The PCA staff has become a greater resource to grantees and others in using the arts to advance their work. The PCA recently completed a pilot program with the Department of Aging and expects to expand that effort this year. The PCA staff provided facilitation and consultation for small communities to develop and deploy their cultural resources, saving grant money and time over using grant funds for consultants.

**Adopt:** The PCA will take on new measures to improve and deepen the role of the arts. The new Legislative Arts and Cultural Caucus, bicameral and bipartisan, was begun by a former legislative member of the PCA who remains committed to our work. With Citizens for the Arts in Pennsylvania, our advocacy organization, the caucus became the largest cause-related caucus in the legislature, reaching near 100 of 253 potential members. It has provided a forum previously unavailable for the General Assembly to learn about the work of the PCA. We are working with Americans for the Arts and the National Arts Marketing Project to develop a training program for cohorts of arts professionals to develop their skills and resources to widen and deepen engagement with their community.

The PCA has retained its very successful approach to grants that eliminates proposed projects, projected activities and budgets in favor of a review of past performance, final statistical and financial data and a comprehensive self-examination and analysis by its applicants.

The PCA has also focused its efforts on telling the story of the work it supports around the state via its partnership, with compelling descriptions of the impact of state funding for the arts.

PCA Plan  
As adopted in 2012

For those of you who want to “look under the hood” we have provided a complete copy of the original PCA plan, with goals, objectives, tasks and assignments. There is not enough space to address all of these in the narrative but we thought you would like to see our plan in this fashion. There has been considerable turnover in staff resulting from the re-organization.

We have marked with a check  those items that have been completed.

We have marked with an X  those items that are no longer being considered.

Items left without a mark are still underway but not yet completed or not yet begun. Two more years to go.

A bit of explanation:

Under Goal III, the Council decided upon reflection and the advice of others not to pursue a Listening Tour or a public form of advocacy but to work behind the scenes with leadership and use their contacts and influence to make the case for state support for the arts. We have been successful with the first increase in nine years (\$400,000) and a \$2 million increase proposed by the Governor with a \$1 million increase currently in the Legislative budget for this year that is likely to stay in place.

III.5 We determined after our first experiment with presenting artists in the Capitol complex that we did not have adequate staff to sustain this effort. It has been dropped for now. We were able to add a staff position at the end of the previous administration. We hope to fill that position during this fiscal year.

# Pennsylvania Council on the Arts Long Range Strategic Plan 2012-2017

## Mission Statement of PCA:

*The mission of the Pennsylvania Council on the Arts is to foster the excellence, diversity, and vitality of the arts in Pennsylvania and to broaden the availability and appreciation of those arts throughout the Commonwealth.*

## Vision Statement of PCA:

The Pennsylvania Council on the Arts (PCA) believes that arts and culture play a vital role in the many diverse communities of Pennsylvania. The multitude of arts organizations, arts programs and projects, and artists provide our fellow citizens with opportunities to engage in and benefit from the arts as creators/artists, audiences and/or participants. Statewide arts in education programs provide schools and community centers access to the arts for people of all ages.

The PCA will continue to—directly and through regional and statewide partnerships—provide support and information to numerous organizations, arts programs and projects, and artists to enhance the delivery of cultural services to the people of Pennsylvania.

## Agency Overview

The Pennsylvania Council on the Arts (PCA) is a state agency established in 1966 by the State Legislature as part of the Office of the Governor and charged with “the encouragement and development of the various arts” in the Commonwealth.

The PCA accomplishes its mission through a combination of grants to non-profit arts organizations, arts programs and projects and to artists; partnerships and initiatives; technical assistance to partners and the field; and, by serving as a resource for arts related information for federal, state, and local governments, other funding entities, the arts field, and interested organizations and individuals.

The PCA is governed by a Council of 19 members - fifteen private citizens and four members of the General Assembly. The citizen members of the Council are appointed by the Governor, with advice and consent of the Senate, and serve without compensation. The Council sets the mission and goals for the agency, evaluates the progress toward these goals, formulates policy, and makes final decisions on the use of funds. Council Members represent the PCA at arts events across the Commonwealth.

## Introduction

Since 2009, the PCA has seen significant reductions in both its grants funds and administrative support. Grant funds have been reduced from \$15.2 million to \$8.2 million. Administrative funds were reduced by one-third, requiring the reduction in staff from 16 to 12. Over the last three years, proposed reductions included a proposal to completely eliminate all state funding for the arts via

the PCA and on another occasion a 70% reduction was proposed.

Annual grants to organizations and program were protected, as much as possible, by suspending or ending a number of initiatives totaling about \$2 million in annual expenditures, including about \$500,000 in individual artist fellowships.

For 2011-2012 fiscal year, for the first time in four years, the PCA budget was held even without a challenge. At this point, the PCA's budget seems to have stabilized though it is not clear what the future will hold. This is the time for the PCA to consider how to move forward given the current circumstances including a close examination of the current and eliminated programs of the PCA and the re-deployment of staff.

### Strategic Plan 2012-2017

The PCA has been recognized as a leader in the field, with major innovations in its grants making process, its use of technology, and its decentralized partnership for grants making. Many of the agency's services and funds are as relevant today as they have been for the past decades. What has changed since the last strategic plan is a significant decline in the economic health of the nation. Whether this economic circumstance will be of lasting or short duration is subject to debate, but what appears clear from the analysis of information collected during this planning process is that the PCA must: (1) adapt its programs and services to accommodate the changing requirements of the field and its current circumstance; (2) learn to be more adept at what it provides to the field, and (3) adopt new practices and policies that will enable the PCA and the arts in Pennsylvania to move forward. As the planning process continued, it became evident that simply retaining existing programs and services - with minor modification - would not be adequate. New approaches will be required.

Over the years, the PCA has learned to share power with decentralized partners and to empower others through its grants making and special programs. This plan breaks new ground by calling on the agency to gather policy-related information to help the PCA "adapt" to changing conditions.

Within this context, two questions assume priority: (1) if the PCA is to adapt, what must be learned, to make that adaptation possible for the agency? And, (2) how can this information be shared with arts and cultural institutions in a manner that will enable them to adapt to changing circumstances? As new programs and services emerge the Council and Staff will be called upon to "adopt" new policies and procedures.

- **Adapt** - Adaptation will occur on many different levels. The effectiveness of ongoing programs and services will be assessed in the context of today's environment To enhance the delivery of cultural services to the people of Pennsylvania Policy makers and community leaders across the state will be approached to better understand their priorities and how the arts fit into those priorities.

- **Adept** - Staff will be focusing on identifying best practices in the field. From the dialogue between Council and Staff, the agency will become increasingly adept at providing useful information to enhance the capacity of Pennsylvania's arts and cultural organizations.
- **Adopt** - Adopting new policies and practices shaped by information obtained through research and testing will become central to the efforts of the agency. The PCA has a history of subjecting its practices to empirical scrutiny, perhaps best reflected in the longitudinal analysis of the validity and reliability of the panel process. New research and testing of the Arts in Education Teacher and Artist Partnership (TAP) and Long Term Residences (LTR's) will continue the tradition of rigorously assessing programs and adopting innovations.

### Current Programs and Services

The PCA offers support to arts and cultural institutions to provide the benefits of the arts to citizens of Pennsylvania.

The PCA will continue to provide services to artists to celebrate and promote the work of Pennsylvania artists and arts organizations.

Pennsylvania Partners in the Arts (PPA) continues to provide access to state arts funding. PCA funds are available at the local level through a quick and simple application process.

The PCA formed the Arts in Education Partnership to build its arts in education efforts through a network of partners comprised of local and regional organizations that recruit, select, train, place and evaluate professional quality artists for residencies in educational settings. Since the inception of the partnership, the AIE partners have taken on national leadership roles; received prestigious honors, including the first national Arts Education Award presented by Americans for the Arts; and leveraged significant funding, including highly competitive U.S. Department of Education Model Development & Dissemination Grants.

### Methodology

On behalf of the Council, a strategic planning process was initiated in 2011 by the PCA staff, and by planning consultants, Richard and Anna Linzer.

At the Council's request, information from many different sources was accumulated and reviewed. This process included an assessment of the economic, social, political, and technological changes that may have an impact on the arts in Pennsylvania and the PCA. Thoughts on these matters by Council members were especially helpful.

Analysis of grant applications from the years 2009 and 2011 was conducted. Statistical measures were employed to ascertain any causal relationships derived from the data. Documentation from thirteen PCA-sponsored town meetings in sites across the Commonwealth was aggregated and reviewed.

The planning consultants conducted a two-day planning retreat with PCA Council members and a two-day retreat with the PCA staff. Telephone interviews with PCA staff were carried out. Documentation and discussion of special meetings with Arts in Education Partners (AIE), Pennsylvania Partners in the Arts (PPA), VSA/PA, and Folk Arts Infrastructure were included.

The planning consultants reviewed the literature in the field pertinent to the process. All information was then assessed and discussed with PCA Senior Staff. When combined with ongoing activities of the PCA, this multi-level analysis was designed to offer recommendations to the Council as it charts the agency's course in the coming years.

During the course of several months staff members worked together to identify specific objectives and tasks. This process, which reflects both current work programs and proposed activities resulted in an operational plan for the agency that fits within the over arching framework of this plan. The existing programs and services were viewed in light of the three major goals and will be carried out with these goals in mind.

Once this process was completed, Senior Staff identified two levels of priority. First those objectives and tasks that relate to the existing programs were prioritized. In each case, the staff will strive to make their efforts as effective and efficient as possible since these activities occupy over 90% of the efforts of the agency. Priorities were based on timing or sequence and resources currently available to the PCA.

Senior Staff then discussed developing priorities for those objectives and tasks that constitute new activities, designed to assist the PCA as it moves forward in the coming years.

The priorities that were identified include:

- Working with the Council to obtain a higher level of engagement.
- Conducting a Listening Tour to gather information and to assist in developing an advocacy strategy.
- Researching and testing new and best practices in the field, starting with querying PCA panelists about their experiences.
- Fostering institutional capacity to assist organizations to adapt to changing circumstances.
- Exploring ways to reduce operating expenses for arts organizations from a state-wide perspective.
- Using the Teaching Artist Partnership (TAP) as a front runner in testing marketing and advocacy activities.

### **Goals and Objectives**

The staff sees that this plan seeks to answer three broad questions within the framework of its goals and objectives:

1. How can the PCA better use its capacity to gather and disseminate information of value to the field?
2. How can the PCA streamline and improve its own processes to better serve our constituents?
3. How can the PCA sustain a dynamic dialogue as it convenes and connects people from communities across Pennsylvania?

Definitions and Acronyms

Year One	July 2012 to June 2013
Year Two	July 2013 to June 2014
Year Three	July 2014 to June 2015
Year Four	July 2015 to June 2016
Year Five	July 2016 to June 2017

CM.....	Council Members
ED .....	Executive Director, Philip Horn (PH)
DED.....	<del>Deputy Executive Director, Brian Rogers (BR)</del>
DDC .....	Deputy Director for Communications, Heather Doughty (HD)
EA .....	<del>Executive Assistant, Charlotte Flynn Michalski (CFM)</del>

PDs .....	Program Directors
	Charon Battles (CB)
	Jamie Dunlap (JD)
	Amy Gabriele (AG)
	<del>Bryan Holtzapple (BH)</del>
	<del>Lori Schmelz (LS)</del>

PA.....	Program Associates
	<del>Jewel Jones Fulp (JJF)</del>
	<del>Mary Reading (MR)</del>
	<del>Pam Smith (PS)</del>

GA.....	Grants Administration
	<del>Bryan Holtzapple (BH)</del>
	<del>Pam Smith (PS)</del>

AA.....	Administration and Accounting
	<del>Mary Reading (MR)</del>

Decentralized Funding and Service Partnerships

PPA.....	Pennsylvania Partners in the Arts
AIEP .....	Arts in Education Partnership
F&T.....	Folk & Traditional Arts Infrastructure

# Goal One

## Goal One: ADAPT – Re-aligning the infrastructure. Do what we do better

### Objective I.1

Assess and re-align the grants process for the next cycle of AOAP applicants, January 2014, to make the process simpler, more accessible and commensurate with the likely grant amount. Reduce AOAP applicant effort by 20%.

#### Tasks for Objective I.1

**I.1.1** Revise the AOAP and Program Stream application requirements for the 2013 application deadline to streamline the process.

Year 1

**BR, CB, JD, LFS**

**I.1.2** Develop a simplified form for smaller organizations to capture financial and non-financial data based on the Cultural Data Project (CDP) by the 2013 application deadline.

Year 1

**BR, CB, JD, BH, LS, PH**

**I.1.3** Create an orientation for staff at applicant organizations responsible for preparing PCA applications to include deadlines, a calendar, application requirements, and effective grantsmanship techniques.

Year 3

**LS, CB, JD, BH, PS, PH, BR**

**I.1.4** Produce a toolkit for effective preparation of an application, which would include a webinar, podcast, PowerPoint presentation, and coaching.

Year 3

**JD, CB, BH, LS, PS, PH, BR**

### Objective I.2

Re-align internal structure of the agency to adapt to present resources.

#### Tasks for Objective I.2

##### Task(s)

**I.2.1** Restore at least one staff position with federal funds.

Year 1

**PH, BR**

**I.2.2** Cross train staff and re-deploy as needed especially during peak times.

Year 1-2

**JJF, PS, MR, BR**

**I.2.3** Seek staff opportunities for professional development and advancement.

Year 2-3+

**AG, PH, BR, Staff**

**I.2.4** Work with other agencies of state government to streamline the grants payment process and make it all digital with electronic signatures by the next AOAP full application deadline.  
Year 1-3 **PH, BR, BH, JJF**



**I.2.5** Explore establishment of multi-year contracts for AOAP grantees to avoid creating new contracts each year. This may be addressed concurrently with I.1 above.  
Year 2 **PH, BR, BH, JJF**



**I.2.6** Further train PCA staff and Partners in facilitating meetings with constituents to expand the reach of PCA and resources.  
Year 3 **BR, PH, JD, LS**



**Objective I.3**

Implement new eGrant and database system throughout the agency and partnerships by June 2013 for responsive funding and the AIE Division.  
Year 1 – 2

Tasks for Objective I.3

**I.3.1** Develop and establish a new eGrant and database by the 2013 responsive funding application deadlines.  
Year 1 **BR, BH, PS, MR, JJF**

**I.3.2** Continue to use partner committees to assist in development of database and eGrant for PA Partners in the Arts with a focus on their granting systems.  
Year 1 **LS, BH, PS, BR**

**I.3.3** Make the 2013 AIE Partnership Applications and Long-Term Residency and Teacher Artist Partnership Applications available through the eGrant system by 2012.  
Year 2 **BR, BH, JD**



**I.3.4** Develop an Arts in Education Residency database system that will provide up-to-date residency reports via monthly online updates by partners.  
Year 2 **JD, BH, PH, BR, HD**

**I.3.5** Make all Preserving Diverse Cultures applications available via eGrant by the 2013 deadline.  
Year 2 **CB, BH, BR, JJ**

**Objective 1.4**

Update the PCA website to be more interactive, easier to use and capable of supporting an online learning community by June 2015.

Tasks for Objective 1.4

- ✓ **I.4.1** Establish an internal working advisory group to research comparable websites and work with developer to launch a functional site.  
Year 1 **HD, CB, JD, BH, LS, PS**
- ✓ **I.4.2** Identify and retain website development firm for re-design of PCA's web presence.  
Year 2 **HD, PH, BR, Web team**
- ✓ **I.4.3** Develop and create mapping for new website and integrate a strategy for social media.  
Year 2 **HD, CB, JD, BH, LS, PS, PH, BR**
- ✓ **I.4.4** Work with developer to implement the new PCA website.  
Year 2-3 **HD, BH, PS, BR**
- ✓ **I.4.5** Integrate a new online, searchable teaching artist directory.  
Year 2-3 **D, HD, BH, BR, PS, AG**

**Objective 1.5**

Review and revise as needed the Professional Development and Consulting Program.

Tasks for Objective 1.5

- ✓ **I.5.1** Research and review other assistance and capacity building efforts to find model programs.  
Year 3 **BR, CB, JD, BH, LS, HD, JJF**
- ✓ **I.5.2** If needed, develop new guidelines based on research for revising the current PCA program.  
Year 3 **BR, CB, JD, BH, LS, BR, HD, JJF**
- ✓ **I.5.3** If needed, implement the restructured program.  
Year 3 **BR**

**Objective 1.6**

Support the PCA partnership infrastructure with improved communication and information. Establish a schedule to evaluate PPA and AIE partnership programs and service for streamlining expansion, elimination or refinement beginning with a review of the application requirements by 2017.

Tasks for Objective 1.6

**Task(s)**

- ✓ **I.6.1** Schedule annual meetings of the PCA partners to clarify and reinforce the components of the partnership, including the partnership handbook, communications, crisis management, and conflict of interest.

- |          |            |
|----------|------------|
| Year 1-5 | LS, JD, HD |
|----------|------------|
-  Work with the Council to recognize an exemplary PPA Project Stream grant via PPA partnership nominations.
- |          |                        |
|----------|------------------------|
| Year 1-5 | LS, AG, CB, JD, BH, HD |
|----------|------------------------|
-  **I.6.3** Address opportunities and challenges expressed by the PPA partners by continuing best practices, data management and guidelines/application process working groups.  
Year 1-5 LS, PPA
-  **I.6.4** Evaluate and make any necessary adjustments to the revised AIE Teaching Artist approval process  
Year 2 JD, PH, BR
-  **I.6.5** Develop a presentation for PCA partner boards of directors to describe the partnership with PCA and re-affirm the commitment to the partnership.  
Year 2 LS, JD, PH
-  **I.6.6** Schedule meetings throughout the Commonwealth with PCA partner boards every five years to re-affirm the mutual resolve to the partnerships and re-establish communication with the boards of partners.  
Year 2-5 LS, JD, PH, CFM
-  **I.6.7** Create guidelines and a panel review process for PPA partners and the overall PPA program that measure the effectiveness of the PPA partnership.  
Year 3 LS, PH, BR
-  **I.6.8** Develop and implement an AIE technical assistance and professional development program for PCA Directory teaching artists.  
Year 3 JD, BR
-  **I.6.9** Select a team of mentors to provide assistance to new TAP project participants throughout the project period.  
Year 3-5 JD, PH, WN

**Objective I.7**

**Provide grantees a higher level of technical assistance with regard to grantsmanship.**

Tasks for Objective I.7

-  **I.7.1** Create a mechanism to identify grantees' issues and difficulties with the grant application process.  
Year 1 BH, JD, CB, BR, LS, PH, HD

✓ **I.7.2** Identify applicants who receive a low score when evaluated during the responsive funding panel process.  
Year 1-5 **BR, CB, JD, BH, LS**

✓ **I.7.3** Analyze why the applicants received low scores and develop a strategy to address the deficiencies with assistance from staff or consultants.

Year 1-5 **BR, CB, JD, BH, LS**

✓ **I.7.4** Evaluate effectiveness of the strategy by evaluating scores in the next round of applications.  
Year 2-5 **BR, CB, JD, BH, LS**

 **Objective I.8**

Restructure Council meetings to achieve a deeper level of engagement among the members and to ensure meetings are more effective beginning in fall 2012.

Tasks for Objective I.8

 **Task(s)**

✓ **I.8.1** Create working groups to address specific issues that emerge during the course of the year as determined by the Chair, Council and Senior Staff, to be convened the morning of Council meetings.  
Year 1-5 **PH, CFM**

**I.8.2** As needed, convene ad hoc groups between the quarterly Council meetings to continue and maintain the effectiveness of the working groups.  
Year 1-5 **PH, CFM**

✓ **Objective 1.9**

Continue annual review of PCA funding allocation strategy and mechanism as part of spring roundtables with Council and summer Council meeting at which grants are determined.

Tasks for Objective 1.9

✓ **I.9.1** Review PCA funding process with Council to determine if changes should be made  
Year 1 **PH, BR, CM**

✓ **I.9.2** Review funding formula and impact on classes of applicants (large organizations, AOAP, PPA Program stream applicants).  
Year 1 **PH, BR, CM**

✓ **I.9.3** Council sets parameters for funding and approves funding for applicants each summer  
Year 1 **PH, BR, CM**

## Goal Two

**Goal Two: BECOMING ADEPT** – at making our current efforts more effective and efficient and learning more about how to provide and enhance access to the arts for all Pennsylvanians.

### Objective II.1

Maintain or expand the Preserving Diverse Cultures (PDC) division as a means of serving culturally-specific communities in the state.

#### Tasks for Objective II.1

 **II.1.1** Develop, launch and continue to update a pilot website for PDC, highlighting culturally-specific organizations and artists, opportunities and documentation of past events at PCA and in the field.  
Year 1-5 **CB, BR, HD**

 **II.1.2** Identify conferences with similar goals to the PDC and seek to involve diverse, cultural communities from Pennsylvania.  
Year 1 - 3 **CB, PH, BR, HD**

 **II.1.3** Evaluate the impact of the Advanced Level of Strategies for Success Program and refine the Challenge Program to determine if we should create a fourth level of Strategies for Success or make other changes in the program.  
Year 1-3 **CB, PH, BR**

 **II.1.4** Identify new constituents from culturally-specific communities outside Philadelphia and Pittsburgh, not currently served by PDC and assist them in applying.  
Year 2 – 4 **CB, PH, BR**

### Objective II.2

Maintain and expand participation by diverse, rural and/or underserved communities in PCA-supported programs through 2017.

#### Tasks for Objective II.2

 **II.2.1** Formalize partnership with VSA/PA to expand access to and participation in the arts.  
Year 1 **PH, AG**

 **II.2.2** Track responsive funding panels to ensure they represent the diverse population of the state and make necessary changes.

**II.2.3** Purchase open captioning equipment to be permanently housed in the community hosting the annual Governor’s Arts Awards and provide training for its use.

Year 1-5

AG, PH, HD

**II.2.4** Assist VSA/PA in convening one additional community per year to address increasing access to the arts. Give priority to the location of the next Governor’s Arts Awards.  
Year 2 PH, AG

**II.2.5** Evaluate the impact of making the open captioning equipment available in communities following the annual Governor’s Arts Awards.  
Year 2-5 AG, PH

**II.2.6** Increase the number of AIE and PPA partners to expand and extend the reach of grant dollars as resources permit.  
Year 2-5 LS, JD, PH, BR

**II.2.7** Work with partners (AIE, PPA, Folk & Traditional, VSA/PA) to identify diverse and underserved constituents in their own communities.  
Year 3-5 CB, LS, JD, BR, BH

**Objective II.3**

Support individual artists in Pennsylvania through 2017. Individual artists constitute the pool of creativity from which many of the artistic and cultural activities of the Commonwealth derive their source. Support for individual artists, in various forms, is a vital aspect of the cultural tradition of Pennsylvania.

Tasks for Objective II.3

**II.3.1** Restore the Folk & Traditional Art Apprenticeships.  
Year 1 BR, F&T

**II.3.2** Continue existing support for individual artists through PPA, AIE, and PennPAT.  
Year 1-5 JD, BR, PH, LS



**II.3.3** Design and provide an annual professional development institute for approved PCA directory teaching artists.  
Year 1- JD, PH



**II.3.4** In light of diminishing foundation support for the program, seek support to continue PennPAT as an in-state touring program with options for out of state touring to sustain and expand the livelihoods of Pennsylvania touring artists.  
Year 1 PH

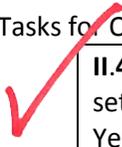
**II.3.5** Research services for individual artists and provide information and opportunities via webinars and other means for individual artists.  
Year 1-5 JD, BR, PH



**Objective II.4**

Ensure that a PCA grant or residency is delivered to every county, every year.

Tasks for Objective II.4



**II.4.1** Require AIE and PPA partners to support at least one AIE residency in each county by setting aside funding for this purpose in each partner's budget.  
Year 1-5 **JD, LS, AIE, PPA**

**II.4.2** Require partners to effectively publicize and educate underserved communities about funding opportunities in their regions.  
Year 1-5 **LS, PPA**

**II.4.3** Work with associations of local governments to publicize PCA funding opportunities to their membership.  
Year 2-5 **LS**

**Objective II.5**



Develop strategies to engage the field by geographic region, arts discipline and/or interest area (i.e. marketing, audience, development and after-school) to address issues of common concern through 2017.

Tasks for Objective II.5

**Task(s)**

**II.5.1** Attract national arts conferences to PA to enable members of the PA arts industry to participate, learn and network.  
Year 1-5 **PH, BR, HD, CB, JD, LS, BH**



**II.5.2** Convene discussions with arts and non-arts partners throughout Pennsylvania to explore and reinforce the intrinsic and essential value of the arts.  
Year 2-5 **AG, PH, HD, CB, JD, BH, LS**

**II.5.3** Publish results of the discussions to establish regional and/or statewide meetings.  
Year 2-5 **AG, PH, HD, CB, JD, BH, LS**

**II.5.4** Develop regional networking opportunities organized around discipline or interest areas.  
Year 3-5 **AG, PH, HD, CB, JD, BH, LS**

**Objective II.6**

Develop capacity building tools and identify best practices that can be shared and replicated. Learning about best practices in the field, from advisory panels and field wide research, is seen as an essential aspect of determining ways to increase organizational capacity.

Tasks for Objective II.6



**Task(s)**

**II.6.1** Query advisory panels (AOAP, Entry, AIE, and PPA) for high-achieving and innovative best practices in finance, strategy, human resource management, governance, and further issues of relevance to constituents.

Year 1-5

**BR, CB, JD, BH, LS**

**II.6.2** Highlight grantee best practices that have the strong potential of replication in other parts of the state on website and other means.

Year 1-5

**BR, CB, JD, BH, LS**

**Objective II.7**

Seek opportunities to leverage cooperative buying by becoming a broker of services and products for PA arts organizations.

Tasks for Objective II.7

**Task(s)**

**II.7.1** Research ticketing and customer relationship management (CRM) software usage among arts organizations throughout the Commonwealth.

Year 1

**PH, CB, JD, BH, LS**

**II.7.2** Determine if group purchasing can reduce costs to PA arts organizations.

Year 1

**PH, BR, CB, JD, BH, LS**

**II.7.3** Solicit interest in participation from arts organizations across the state.

Year 2

**PH, CB, JD, BH, LS**

**II.7.4** Develop RFP and send to vendors.

Year 2

**PH, CB, JD, BH, LS**

**II.7.5** Provide opportunity for PA arts organization to “buy in” at a reduced price and with a higher level of service.

Year 2

**PH, CB, JD, BH, LS**

**II.7.6** Explore other areas in which the PCA can act as a broker including international relationships to increase global diversity of the arts in PA.

Year 3

**PH, CB, JD, BH, LS**

## Goal Three

**Goal III – Adopt: Broadening the Role for Arts** – Adopting policies and practices that will enable the PCA and the arts in Pennsylvania to move forward.



### Objective III.1

Define the role for Council members as advocates for the arts.

#### Tasks for Objective III.1

**III.1.1** Introduce the arts to new audience members.  
Year 1-5 **Council Members**

~~III.1.2~~ Create a regular advocacy message from the Chair to be distributed to arts leaders in Pennsylvania.  
Year 2 **PH, HD**

✓ **III.1.3** Utilize Council members' affiliations to advocate for the arts and encourage participation.  
Year 2 **PH, HD**

~~III.1.4~~ Work with Council members to identify up to 5 community leaders to raise awareness of the benefits of the arts and the PCA.  
Year 2 **PH, HD**

~~III.1.5~~ Publish Op-Eds, Letters to Editors, and pitch stories written by Council Members in newspapers, newsletters, social media and other electronic formats.  
Year 2-5 **HD**



### Objective III.2

Develop listening tour for Council members to interview policy makers.

#### ~~Tasks for Objective III.2~~

~~III.2.1~~ Review concept with Council to determine how we should proceed.  
Year 2 **PH, HD**

~~III.2.2~~ Develop measurable outcomes with the Council.  
Year 2 **PH, HD**

~~III.2.3~~ Research approaches to "listening tours."  
Year 2 **PH, HD**

**III.2.4** Pilot the strategy with a few Council members.

Year 2

**PH, HD**

**III.2.5** Revise strategy based on pilot and develop final format.

Year 2

**PH, HD**

**III.2.6** Create schedule of meetings with policymakers and community leaders.

Year 3

**PH, CFM**

**III.2.7** Review effectiveness of the strategy. Determine if this should continue, be revised or ended.

Year 4

**PH, HD**

**Objective III.3**

Develop strategy for training in marketing through regional cooperative, culturally-specific cohort (i.e. Latino organizations, community theatres, a county, a town, township or borough) or other cohort to increase participation in the arts and more effective advertising, public relations and increased earned income via greater participation.



Tasks for Objective III.3

**III.3.1** Engage arts organizations to participate in developing a cooperative marketing initiative.

Year 1

**LS, CB, JD, BH**

**III.3.2** Research and compare successful state, regional and national cooperative marketing programs to find trainers, establish strategies for delivery, and a price scale for services.

Year 1

**LS, CB, JD, BH, PH, BR, HD**

**III.3.3** Establish measurable outcomes for the initiative using the Americans for the Arts National Arts Marketing Project follow-up evaluation model.

Year 2

**LS, CB, JD, BH, PH, BR, HD**

**III.3.4** Select and pilot the cooperative marketing initiative, evaluate the outcomes and implement in other communities.

Year 2

**LS, CB, JD, BH, PH, BR, HD**

**Objective III.4**

Promote and expand Poetry Out Loud (POL) to reach 15,000 high school students by 2017.

Tasks for Objective III.4

**III.4.1** Create a POL webpage on website to give teachers, schools and students up to date information about Pennsylvania's contest, partners and to maintain connection with state finalists.

Year 1

**AG, HD**

<b>III.4.2</b> Work with Council in identifying potential resources and sponsors for local and state POL events and scholarships for winners. Year 1-5	<b>PH</b>
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 **III.4.3** Engage the assistance of additional arts organizations to promote and increase participation in POL.

Year 1-5	<b>AG, CB, JD, BH, LS</b>
<b>III.4.4</b> Partner with non-arts organizations, such as Big Brothers/Big Sisters, Girl and Boy Scouts, Ys, PALs, Boys & Girls Clubs of America, to promote and increase participation in POL. Year 3	<b>AG, CB, JD, BH, LS</b>

<b>III.4.5</b> Expand the regional partnership of POL to increase the partners from 14 to 17. Year 5	<b>AG, PH</b>
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**Objective III.5**

 Work with capitol area arts organizations and artists to present four, free events in the capitol complex for state and legislative employees and the general public to raise awareness, participation in and support for the arts in 2012 and 2013.

 **Tasks for Objective III.5**

**III.5.1** Evaluate the impact of the spring 2012 Squonk Opera presentation with Cultural Enrichment Fund members.  
Year 1 **PH, JD**

**III.5.2** Work with Pennsylvania Historic and Museum Commission (PHMC) and Pennsylvania Humanities Council (PHC) to broaden programming and develop strategy to include arts, history and humanities.  
Year 1-2 **PH, BR**

**III.5.3** Find sponsor(s) to provide financial support and marketing assistance.  
Year 1-2 **PH**

**III.5.4** Develop proposed schedule of events.  
Year 1-2 **PH**

**III.5.5** Expand programming to include state and legislative staffs with performing experience.  
Year 2 **PH**

**III.5.6** Engage volunteers from state and legislative offices for event management.  
Year 2 **PH**

**III.5.7** Evaluate the success of the programming.  
Year 3 **PH**

**Objective III.6**

Recognize the significant contributions of the arts and culture by annually presenting the Governor’s Arts Awards through 2017. Administering the Governor’s Arts Awards enables the PCA to leverage its objectives and priorities, such as modeling accessibility, demonstrating best practices, and using funds raised by PCA to provide open captioning equipment that stays in the host community.

Tasks for Objective III.6

**III.6.1** Include funding in the PCA budget to support the awards to lessen the financial burden on the host community.  
Year 1-5 **PH, BR**

**III.6.2** Engage the host community in supporting and producing the Governor’s Arts Awards.  
Year 1-5 **HD, PH**

**III.6.3** Continue to model accessibility best practices with the ceremony and use funds raised by PCA to provide open captioning equipment that stays in the host community.  
Year 1-5 **AG, PH**

**Objective III.7**

Maintain or expand the Arts in Education Partnership focused on providing a range of services to schools and others as well as re-granting funds to support residencies and other education services. The Arts in Education Partnership reaches out to artists, schools, and community programs across the Commonwealth. Through a process of on-going evaluation the AIE partnership has identified policies and practices that will enable it to broaden and deeper services in the coming years. We will review current literature in the field by 2017, the PCA will have produced research focused on the Teacher and Artist Partnership projects and Long Term Residencies that will act as an advocacy and marketing tool that can be shared throughout the field. During a period in which both marketing and advocacy are particularly important to the PCA, the potential use of the Teacher and Artist Partnerships (TAPs) and Long Term Residencies (LTRs) as front runners for these efforts at the program level will be explored.

Tasks for Objective III.7

**III.7.1** Maintain and expand the scope of the Teacher and Artist Partnerships (1<sup>st</sup> priority); Long Term Residencies (2<sup>nd</sup> priority); and artist residencies (3<sup>rd</sup> priority).  
Year 1-5 **JD**



**III.7.2** Work with Pennsylvania Department of Education and independent consultants to develop and implement evaluation strategies for the PCA’s AIE program.  
Year 1-2 **JD, PH, BR**

**III.7.3** Develop a panel of educators, teaching artists and other education professionals to be “reality checkers” of the existing programs in the AIE Division.  
Year 2 **JD**



**III.7.4** Apply to NEA for PA team to participate in the national Education Leadership Institute (ELI) when available.

Year 1-5 **JD, HD**



**III.7.5** Continue to work with partners to find additional sources of funding and support.  
Year 1 **JD**

**III.7.6** Post exemplary lesson plans from teaching artists on PA Dept of Educations' Standards Alignment System (SAS) portal and PCA website as a way of promoting the AIE Partnership and to support arts education in schools.

Year 1 **JD**

**III.7.7** Explore innovative use of technology in delivery of arts services to schools and out of school programs.

Year 2 **JD**

**III.7.7** Evaluate the quality of teaching artists' work and pedagogical skills as part of the AIE Partnership review.

Year 2 **JD**

**III.7.8** Redesign the AIE Artist Directory to improve the administrative usability and public promotion of approved teaching artists to potential schools, host sites, etc.

Year 2-3 **JD, PH**



**III.7.9** Strengthen PCA's brand and significant involvement through new unified marketing strategies with the AIE partners.

Year 2-5 **JD, PH**



**III.7.10** By 2017, the PCA will have produced research focused on the Teaching Artist Partnership projects that will act as an advocacy tool and a marketing tool that can be shared throughout the field.

Year 1-2 **JD, PH**



**III.7.11** By 2013, design an evaluation plan with our AIE consultant that will be used for the Teacher Artist Partnership projects and put it before Council.

Year 1 **JD, PH, WN**



**III.7.12** Based on the approved evaluation plan, research potential outside evaluators and by August 2013, designate him/her to work with the PCA on the Teacher Artist Partnership projects.

Year 1-3 **JD, PH**

III.7.13 Promote the new research piece throughout the Commonwealth and across the field on a national level.  
Year 4-5 **JD, PH**

**Objective III.8**

Develop a process to select up to two counties or regions per year with which to work on their planning process.

Tasks for Objective III.8



III.8.1 Convene counties that completed a county cultural plan to determine lessons learned and disseminate best practices to other counties or regions.  
Year 1-5 **LS, PH**

III.8.2 Gauge interest in developing a cultural plan through presentations and discussions at local government forums, meetings and annual conferences.  
Year 2 **LS, AG, BR**

III.8.3 Collect and disseminate successful local governments' plans that include the arts and culture to leaders that are strengthening communities with the arts.  
Year 3-4 **LS, PH**

III.8.4 Select up to two counties or regions to complete the planning process.  
Year 4 **LS, PH**

III.8.5 Monitor progress of the counties or regions that are working on or have completed the planning process and provide support in the implementation of projects, as appropriate.  
Year 4-5 **LS, PH**

**Objective III.9**



Leverage funding from other agencies of state government and inform the arts communities of the opportunities.

Tasks for Objective III.9

**Task(s)**



III.9.1 Work through the Office of the First Lady and the Policy Office to find funding programs that are relevant to the arts community.  
Year 1 **PH, HD**

III.9.2 Share information on other state funding sources with the field through website, partners' websites, social networking platforms, publications, and other channels.  
Year 2 **PH, HD**

**Objective III.10**

Continue and develop relationships outside of the arts sector to leverage mutual goals and investments through 2017. The agency will actively seek to work with other state and local government entities and to build local and regional connections by providing community cultural planning services to assist in invigorating communities throughout Pennsylvania

Task for Objective III.10

- ✓ **III. 10.1** Continue the relationship with associations of local governments and small business development organizations and explore other relationships with member-based organizations and associations on a regional, state and national level.  
Year 1-5 LS, HD, PH
  
- ✓ **III. 10.2** Continue relationship with House of Representative Urban Affairs Committee and explore other relationships with Legislative committees to determine if other resources can be found to advance the work of the PCA, as appropriate.  
Year 1-5 LS, HD, PH