

### MISSION

The Idaho Commission on the Arts endeavors to provide quality experiences in the arts for all Idahoans.

The Idaho Commission on the Arts, established as a state agency by the Legislature in 1966, is charged by state law to “stimulate and encourage throughout the state the study and presentation of the performing and fine arts and public interest and participation therein...” The Commission must also “encourage and assist freedom of artistic expression essential to the well-being of the arts.”

The Commission, funded primarily by the state of Idaho and the National Endowment for the Arts (a federal agency), is both a service organization with a professional staff offering technical assistance and training, and a funding organization providing financial assistance.

### VISION

The Idaho Commission on the Arts envisions an Idaho:

- alive with creativity
- where the arts are a basic part of every child’s formal education
- where the arts are central to the lives of children and adults on a daily basis
- that values its traditions and reveres its tradition-bearers
- that values its artists and the role they play in the quality of life of every community

We are committed to:

- a system of grants, awards, programs and services that balances accountability with efficiency
- a system of support for the arts that builds on and acts as a catalyst for private support
- providing our employees with the knowledge, skills, and resources to fulfill our mission of serving the state equitably and responsively

### VISION OF THE PLAN

In spring of 2014, planning began. Notices for public participation were solicited. Staff and commissioners, with local hosts, facilitated 18 regional planning meetings across Idaho through August 2014. A single focus question was offered: “How can the Idaho Commission on the Arts assist you to achieve your vision for your community in this economy?” Common themes, expressed in regional voices, affirmed the value of the services implemented in the previous plan and offered waypoints to the next. From these key constituent issues the goals and objectives of the new Long Range Plan emerged.

With this plan, the Idaho Commission on the Arts endeavors to enrich the cultural lives of Idahoans through support of artists, arts educators, and the public programs of not-for-profit arts organizations across the state. The plan will be annually reviewed, updated, and extended.

## **GOAL ONE: Enhance Financial Assistance**

Further simplify grant processes and increase the reach of grant services.

### **OBJECTIVE 1.1: SIMPLIFY AND EXTEND THE REACH OF GRANTS AND AWARDS**

#### **Task 1.1.1: Establish an online grant application system to improve constituent access.**

Select, purchase, and install the new online application system.

*Achieve in:* three years.

*FY 2019 Benchmark:* FY 2020 annual grants received through Webgrants, compliant with Executive Order 2017-02.

*Status:* achieved and ongoing; all grant application processes are online and compliant with Executive Order 2017-02.

*FY 2020 Benchmark:* online applications ongoing and extended; launch online grant reporting for annual grants through Webgrants.

*Externalities:* none.

#### **Task 1.1.2: Simplify Quick Funds Project grant guidelines to provide greater constituent access.**

Revise guidelines to simplify applicant effort. Revise panel review online to increase administrative efficiency.

*Achieve in:* five years.

*FY 2019 Benchmark:* conduct constituent survey.

*Status:* achieved and ongoing; the online grant application processes have resulted in increases in grant applications, few technical or applicant-process issues, and greater ease in grant panel review.

*FY 2020 Benchmark:* ongoing and extended.

*Externalities:* constituent feedback from the online grant application processes.

#### **Task 1.1.3: Separate Technical Assistance and Professional Development grants from Quick Funds to simplify constituent access.**

Establish grant amounts at a funding level that maintains a broad reach. Establish a three-step review and approval by program director, deputy director, and executive director.

*Achieve in:* five years.

*FY 2019 Benchmark:* establish guidelines for Quick Funds Project grant applications and Quick Funds Technical Assistance and Professional Development grant applications separately, providing proportional funding.

*Status:* in process; the scope of this task was revised to retain Technical Assistance and Professional Development grants in the Quick Funds program until administrative rules may be updated to allow the updated guidelines.

*FY 2020 Benchmark:* separate Quick Funds grant-funding proportionally between Quick Funds Project grants and Quick Funds Technical Assistance and Professional Development grants. Use the three-step review and approval for Technical Assistance and Professional Development applications.

*Externalities:* legislative rulemaking.

#### **Task 1.1.4: Adapt the Traditional Arts Apprenticeships grant model to meet the current needs of the field.**

Investigate new guideline requirements that support apprenticeships of the future. Replace the current Traditional Arts Apprenticeship model with the revised one.

*Achieve in:* five years.

*FY 2019 Benchmark:* this task is no longer necessary. Sunset Task 1.1.4.

*Status:* sunsetted; increased demand for the Traditional Arts Apprenticeships as currently structured makes Task 1.1.4 unnecessary.

*FY 2020 Benchmark:* not applicable.

*Externalities:* constituent feedback and demand for the service as currently structured.

#### **Task 1.1.5: Establish the Idaho Folk and Traditional Arts Fellowship.**

Add the Folk and Traditional Arts Fellowship as a category to existing Fellowships offered by the Idaho Commission on the Arts.

*Achieve in:* five years.

*FY 2019 Benchmark:* promulgate administrative rules and draft guidelines if temporary rules adoption is authorized for FY 2020 implementation.

*Status:* achieved; administrative rules approved and issued.

*FY 2020 Benchmark:* accept applications during FY 2020 for FY 2021 applications for Folk and Traditional Arts Fellowships.

*Externalities:* none.

#### **Task 1.1.6: Review the effectiveness of revised annual grant processes with constituents.**

Determine the effectiveness of the changes in grantmaking for constituents.

*Achieve in:* six years.

*FY 2019 Benchmark:* none; after program implementation, review effectiveness with constituents.

*Status:* in process.

*FY 2020 Benchmark:* none; after program implementation, review effectiveness with constituents.

*Externalities:* none.

#### **Task 1.1.7: Investigate funding coordination to support high quality arts projects for the public.**

Identify external funding sources that may support arts projects positively-adjudicated by the Idaho Commission on the Arts, which remain unfunded for lack of resources, in order to meet constituent demand.

*Achieve in:* four years.

*FY 2019 Benchmark:* program directors research grant programs available through the National Endowment for the Arts (NEA); identify Arts Commission grantees and projects for potential NEA applications; educate constituents on grants available through the NEA.

*Status:* achieved and ongoing; staff identify and communicate funding resources to constituent organizations.

*FY 2020 Benchmark:* ongoing and extended; staff identify and communicate funding resources to constituent organizations.

*Externalities:* none.

## **GOAL 2: IMPROVE ACCESS TO INFORMATION**

Provide information to artists, arts organizations, and schools, to increase their capacity to provide services to Idahoans.

### **OBJECTIVE 2.1: DELIVER PROFESSIONAL DEVELOPMENT TO ARTISTS, ARTS ORGANIZATIONS, AND TEACHERS**

#### **Task 2.1.1: Provide practical arts business information for Idaho not-for-profit arts managers.**

Implement through the Idaho Change Leader Institute.

*Achieve in:* one year.

*FY 2019 Benchmark:* survey participants and implement changes to program in spring Institute.

*Status:* achieved and ongoing; implemented changes in the Institute and Conference per participant feedback. The Idaho Change Leader Institute was held in Winter 2019.

*FY 2020 Benchmark:* ongoing and extended; conduct the Idaho Change Leader Conference and Certification in Fall 2019 and Idaho Change Leader Institute in Winter 2020.

*Externalities:* continued demand by Idaho arts administrators for the skills acquired with Idaho Change Leader participation.

#### **Task 2.1.2: Provide practical arts business information for Idaho artists.**

Develop a Change Leader-like model for Idaho artists to improve their arts business skills.

*Achieve in:* four years.

*FY 2019 Benchmark:* hold the second My Artrepreneur Program (MAP) cohort in Eastern Idaho and more National Arts Marketing Project (NAMP) workshops depending on budget. Explore licensing requirements for MAP expansion.

*Status:* achieved and ongoing; implemented the first MAP cohort in North Idaho and began the second MAP cohort in Eastern Idaho. Given promising results of MAP, further NAMP workshops were not undertaken.

*FY 2020 Benchmark:* ongoing and extended; complete the second MAP cohort in Eastern Idaho; launch the first certification component at the first annual reunion in Post Falls for the first MAP cohort; investigate a regional peer-trainer structure.

*Externalities:* demand by Idaho artists for the skills acquired through workshop participation.

### **Task 2.1.3: Increase the instructional, assessment, and evaluation skills of Idaho teachers and teaching artists.**

Achieve through the ArtsPowered Schools Institute.

*Achieve in:* one year.

*FY 2019 Benchmark:* continue the statewide tour of the Arts Grow Learning exhibit to reach Idaho elementary teachers, principals, and teaching artists. Plan the next ArtsPowered Schools Institute (APS) for implementation in summer 2019. Develop the Rosalie Sorrels archive curriculum.

*Status:* partly achieved; the Arts Grow Learning exhibit toured Idaho communities; the APS was deferred, pending new arts education staff-onboarding and agency strategic planning; Rosalie Sorrels curriculum development is in process.

*FY 2020 Benchmark:* complete the development of the Rosalie Sorrels curriculum; use agency strategic planning to determine the best means of serving Idaho educators' curricular and pedagogical needs.

*Externalities:* continued demand for instructional assistance, assessment, and evaluation skills by Idaho elementary teachers and principals and Idaho teaching artists.

### **Task 2.1.4: Research and disseminate information on the impact of the arts on the Idaho economy.**

Distribute Creative Vitality Suite (CVS) access to local arts councils; sponsor economic impact studies.

*Achieve in:* one year for the CVS; three years for economic impact studies.

*FY 2019 Benchmark:* deliver to organizational grant recipients Americans for the Arts' economic impact reports regarding the economic impact of the grantees' public programs in the arts.

*Status:* partially achieved; CVS subscription is ongoing; public presentations of arts-economic research and data are delivered in multiple communities and are ongoing; delivery of economic impact reports will commence in Summer and Fall 2019.

*FY 2020 Benchmark:* CVS subscription is ongoing and extended; arts organization grantees will receive Americans for the Arts' economic impact reports after receipt of their FY 2019 final grant reports.

*Externalities:* none.

### **Task 2.1.5: Vary Master to Master traditional arts workshops by discipline and region.**

Coordinate annually with the field to organize appropriate workshops.

*Achieve in:* one year.

*FY 2019 Benchmark:* identify and implement the Master to Master workshop in a traditional arts discipline, based on demand within the field of Idaho traditional arts practitioners.

*Status:* achieved and ongoing; implemented the Cowgirl Congress.

*FY 2020 Benchmark:* ongoing and extended; implement a second Saddlemaker Summit.

*Externalities:* continued demand by Idaho traditional arts practitioners.

### **Task 2.1.6: Investigate coordinating services to the field with peer organizations.**

Implement as appropriate, including coordination and contracted services.

*Achieve in:* three years.

*FY 2019 Benchmark:* assign lead.

*Status:* in process; the executive director and community development director lead this effort.

*FY 2020 Benchmark:* identify peer organizations with which the agency might coordinate constituent services.

*Externalities:* common service priorities of peer organizations.

## **OBJECTIVE 2.2: UPGRADE ONLINE INFORMATION RESOURCES**

### **Task 2.2.1: Improve accuracy of online directories.**

Link grant application system data to the website to provide accurate arts organization information.

*Achieve in:* two years.

*FY 2019 Benchmark:* determine which directories are most valued by constituents; ensure compliance with Executive Order 2017-02.

*Status:* achieved and ongoing; the agency determined that porting of the grants management system data to the website was unfeasible; removed online directories not used by constituents; and added event and opportunity postings to the website.

*FY 2020 Benchmark:* ongoing and extended in compliance with Executive Order 2017-02.

*Externalities:* none.

### **Task 2.2.2: Upgrade the Idaho online public art directory.**

Migrate to the Western States Arts Federation (WESTAF) Public Art Archive.

*Achieve in:* three years.

*FY 2019 Benchmark:* prepare public art data for migration to Public Art Archive with WESTAF staff.

*Status:* in process, regarding staff prioritization of website workflow and awaiting upgrades of WESTAF Public Art Archive to receive Idaho public art data.

*FY 2020 Benchmark:* prepare public art data for migration to Public Art Archive with WESTAF staff.

*Externalities:* pending completion of upgrades to the WESTAF Public Art Archive.

### **Task 2.2.3: Publish arts funding resources online.**

Provide links to funding information resources, supporting Task 1.1.7.

*Achieve in:* three years.

*FY 2019 Benchmark:* disseminate relevant funding opportunities.

*Status:* achieved and ongoing; these resources now are posted through the agency social media and website.

*FY 2020 Benchmark:* ongoing and extended; post funding opportunities through agency social media and website.

*Externalities:* none.

### **Task 2.2.4: Deliver instructional content as applicable.**

Provide content on prescient topics for arts management, arts education, and advocacy.

*Achieve in:* three years.

*FY 2019 Benchmark:* identify relevant topics for dissemination; direct constituents to content.

*Status:* achieved and ongoing; these topics now are posted through the agency social media and website.

*FY 2020 Benchmark:* ongoing and extended; post relevant topics for arts management, arts education, and advocacy through the agency social media and website.

*Externalities:* none.

### **Task 2.2.5: Use online reporting of ArtsPowered Schools residencies and Arts Education Projects to communicate arts education impact.**

Launch the Making Learning Visible online reporting portal.

*Achieve in:* one year.

*FY 2019 Benchmark:* complete Making Learning Visible and ArtsPowered Schools website updates.

*Status:* achieved and ongoing; arts education grantees are using the Making Learning Visible online reporting portal to file arts education project grant final reports. Public communications regarding the value of the arts education projects are being shared on the website and through social media.

*FY 2020 Benchmark:* ongoing and extended; arts education grantees continue using the Making Learning Visible online reporting portal to file arts education project grant final reports.

*Externalities:* none.

### **Task 2.2.6: Update and move online, ArtsPowered Learning: An Idaho Arts Education Framework.**

Update ArtsPowered Learning: An Idaho Arts Education Framework for applicability to the Idaho Core Standards. Publish online.

*Achieve in:* three years.

*FY 2019 Benchmark:* promote its use by the field.

*Status:* achieved and ongoing; the agency published the ArtsPowered Learning: An Idaho Education Framework toolkit online.

*FY 2020 Benchmark:* ongoing and extended; promote the use of the Framework for arts education curricular and project planning.

*Externalities:* none.

### **OBJECTIVE 2.3: PROVIDE FUNDING LEADERSHIP**

#### **Task 2.3.1: Conduct fundraising and cash flow management workshops.**

Implement through the Idaho Change Leader Institute.

*Achieve in:* two years.

*FY 2019 Benchmark:* implement through Entry Track and Public Programs in the Arts granting programs and as requested.

*Status:* achieved and ongoing; fundraising workshops for organizations are delivered and arts organization grantees' organizational cash flows are reviewed through grant reports.

*FY 2020 Benchmark:* ongoing and extended; deliver fundraising workshops and review organizational cash flows, advising as necessary.

*Externalities:* none.

#### **Task 2.3.2: Disseminate information on revenue generating models to the field.**

Present experts in fields of local funding co-ops, crowd funding, and other revenue-generating models.

*Achieve in:* two years.

*FY 2019 Benchmark:* continue to identify and deliver relevant content to the field.

*Status:* achieved and ongoing; the agency is delivering fundraising workshops through local and regional host organizations.

*FY 2020 Benchmark:* ongoing and extended; deliver relevant workshops through local and regional host organizations.

*Externalities:* none.

#### **Task 2.3.3: Conduct grantwriting workshops and individual training for Idaho Commission on the Arts grants.**

Conduct workshops for arts organizations and artists. Coordinate with other gatherings.

*Achieve in:* one year.

*FY 2019 Benchmark:* continue to deliver workshops and offer individual consultations.

*Status:* achieved and ongoing; the agency is conducting grant-writing workshops and individual consultations for constituents from multiple regions of Idaho.

*FY 2020 Benchmark:* ongoing and extended; deliver grant-writing workshops and individual consultations.

*Externalities:* constituent demand for grantwriting workshops.

### **GOAL 3: INCREASE CONNECTIVITY**

Connect Idaho artists, arts institutions, and audiences to the Idaho Commission on the Arts and each other.

#### **OBJECTIVE 3.1: EXPAND OUTREACH OPPORTUNITIES TO INCREASE ARTS PARTICIPATION**

##### **Task 3.1.1: Expand Access to Idaho Change Leader participation.**

Expand access to participation each year, with emphasis on geographic diversity.

*Achieve in:* one year.

*FY 2019 Benchmark:* expand participation to include community leaders, arts educators and creative entrepreneurs in an effort to reach rural constituents; maintain a wait list for future institutes.

*Status:* achieved and ongoing; Idaho Change Leader participants include varied profiles and geographic diversity; waiting lists for participation are structured and transparent.

*FY 2020 Benchmark:* ongoing and extended; maintain varied profiles and geographic distribution for Idaho Change Leader participation and waiting lists for future participation.

*Externalities:* interest of constituents in participation.

### **Task 3.1.2: Research and implement the appropriate means to connect artists.**

Determine the best means, regarding an Idaho Change Leader-model. Then implement.

*Achieve in:* four years.

*FY 2019 Benchmark:* continue to deliver Master-to-Master workshops; launch second My Artrepreneur Program (MAP) cohort in Eastern Idaho.

*Status:* achieved and ongoing; implemented the Cowgirl Congress; launched the second MAP cohort in Idaho Falls.

*FY 2020 Benchmark:* ongoing and extended; deliver a second Saddlemaker Summit; complete the second MAP cohort in Eastern Idaho, convene the reunion of the first cohort in Post Falls; and launch a third cohort.

*Externalities:* interest in participation by Idaho artists.

### **Task 3.1.3: Expand the arts education program reach further into underserved regions of Idaho.**

Reach teachers in underserved regions.

*Achieve in:* two years.

*FY 2019 Benchmark:* continue Arts Grow Learning exhibit touring; continue the pilot Hello Neighbor presentations; implement the ArtsPowered Schools Summer Institute (APS) in summer 2019.

*Status:* achieved and ongoing; the statewide Arts Grow Learning exhibit increased the visibility of school-based arts-in-education residencies; the pilot Hello Neighbor folk-artist school-presentations were launched; Poetry Out Loud continued to expand; Idaho's writer in residence delivered writing workshops in communities; the APS was deferred, pending new arts education staff-onboarding and agency strategic planning;

*FY 2020 Benchmark:* ongoing and extended; regarding APS, determine through FY 2020 strategic planning the most effective methods to serve arts education instructional and pedagogical needs of Idaho educators.

*Externalities:* demand by Idaho teachers and principals for arts-in-education services.

## **OBJECTIVE 3.2: ESTABLISH THE AGENCY AS AN INFORMATION RESOURCE**

### **Task 3.2.1: Develop and implement an agency communications plan.**

Coordinate website, online grant application system, social media, and style sheet. Establish staff communications procedures.

*Achieve in:* one year.

*FY 2019 Benchmark:* continue coordination; update the format of remaining agency publications, such as the Idaho Change Leader materials.

*Status:* achieved and ongoing; Idaho Change Leader materials-formatting was updated.

*FY 2020 Benchmark:* ongoing and extended; coordinate formatting of new and updated publications.

*Externalities:* none.

### **Task 3.2.2: Update the agency online platforms.**

Link online platforms, including social media, website, and online direct communications tools.

*Achieve in:* two years.

*FY 2019 Benchmark:* ongoing.

*Status:* achieved and ongoing; the original concept of a link between the online grant application system and the agency website was determined to be unfeasible, social media channels and the website now are coordinated, based on the revised scope and compliant with Executive Order 2017-02.

*FY 2020 Benchmark:* ongoing and extended; coordinate communication platforms, compliant with Executive Order 2017-02.

*Externalities:* none.

### **Task 3.2.3: Increase the reach of information services with online communications tools.**

Move the newsletter online. Publish online articles. Link to relevant blogs. Post links and notices to the field through social media.

*Achieve in:* two years.

*FY 2019 Benchmark:* develop podcasts and videos that increase the visibility of Fellowship recipients, folk and traditional artists, and agency services to the field, compliant with Executive Order 2017-02.

*Status:* achieved and ongoing; podcasts and videos about Idaho artists were developed, compliant with Executive Order 2017-02.

*FY 2020 Benchmark:* ongoing and extended; develop podcasts and videos, compliant with Executive Order 2017-02.

*Externalities:* none.

#### **Task 3.2.4: Train staff to use online tools to communicate with constituents.**

Train staff to use the online grant application system to contact constituents and track constituent communications. Train staff to use social media for agency communications.

*Achieve in:* two years.

*FY 2019 Benchmark:* continue to use Constant Contact; coordinate staff to ensure consistency of communications across multiple channels; use the online grant application system for grant applicant communications, and; maintain currency of staff cybersecurity training.

*Status:* achieved and ongoing; staff use multiple channels for constituent communications and maintain currency in cybersecurity training.

*FY 2020 Benchmark:* ongoing and extended; maintain currency of information systems and cybersecurity training; ongoing and extended.

*Externalities:* none.

#### **Task 3.2.5: Conduct events that stimulate local arts participation.**

Conduct activities that encourage local arts participation.

*Achieve in:* one year.

*FY 2019 Benchmark:* continue to conduct site visits that engage constituents; continue to conduct the Community Scholar Program in additional communities; regional arts council meetings; Idaho Change Leader gatherings.

*Status:* achieved and ongoing; conducting the Community Scholar Program; regional gatherings of arts organization administrators and Idaho Change Leaders.

*FY 2020 Benchmark:* ongoing and extended; conduct site visits that engage constituents and civic groups; conduct the Community Scholar Program in additional communities; convene Idaho Change Leaders; and in Summer 2019, conduct agency, regional strategic planning meetings.

*Externalities:* interest of constituents and civic groups.

#### **Task 3.2.6: Enlist commissioners as regional representatives for the agency.**

Provide informational assistance to commissioners who wish to be active as regional resources for the agency and its services.

*Achieve in:* one year.

*FY 2019 Benchmark:* arts commissioners continue to participate in regional presentations and attend local arts events.

*Status:* achieved and ongoing; commissioners participate in and attend local arts events.

*FY 2020 Benchmark:* ongoing and extended; arts commissioners participate in regional presentations and attend local arts events.

*Externalities:* none.

#### **Task 3.2.7: Review the effectiveness of information services with constituents.**

Determine the effectiveness of the information services. Adjust services and methods of delivery.

*Achieve in:* three years.

*FY 2019 Benchmark:* after each program implementation, review effectiveness with constituents through ongoing dialogue and communications.

*Status:* achieved and ongoing; the agency is experiencing increased online constituent engagement and increasing numbers of grant applications.

*FY 2020 Benchmark:* ongoing and extended; monitor constituent engagement satisfaction regarding grants and non-grant services.  
*Externalities:* none.

## **ADDENDUM ONE TO THE AGENCY LONG RANGE PLAN: ADOPTION OF THE NIST CYBERSECURITY FRAMEWORK AND IMPLEMENTATION OF CIS CRITICAL SECURITY CONTROLS 1-5.**

As a technology customer of the Office of Information Technology Services (ITS) in the Governor's Office, we are using the cybersecurity systems and technical expertise in ITS to fulfill requirements related to Executive Order 2017-02. Staff from ITS briefed the NIST Core Framework, CIS Controls 1-5, and their plan for adoption of the NIST Cybersecurity Framework. We participate in DHR and ITS administered cybersecurity training, as awareness is a critical component of an effective cybersecurity program. As briefed by ITS staff, implementation of the CIS Controls 1-5 will be their responsibility for the systems they operate and, as technological tools applied to the computer systems, largely invisible to us as a customer. ITS, working through the multi-agency Incident Response Task Force, has developed an Incident Response Program in support of our agency.

## **ADDENDUM TWO TO THE AGENCY LONG RANGE PLAN: RED TAPE REDUCTION ACT**

In accordance with Executive Order 2019-02, the Red Tape Reduction Act, the Idaho Commission on the Arts appointed the Deputy Director as the agency Rules Review Officer, to undertake a critical and comprehensive review of the agency's administrative rules to identify costly, ineffective, or outdated regulations. Accordingly, the agency submitted its notice of intent to promulgate rules through negotiated rulemaking, to significantly shorten and simplify the rules that govern the grantmaking function of the agency.