



MONTANA ARTS COUNCIL
Strengthening the Creative Economy of Montana

FY18 STAFF ANNUAL WORK PLAN: JULY 1, 2017 - JUNE 30, 2018

Aligned with MAC's 2014-2019 Operating Framework

Staff Legend:

CH - Business Development Specialist Cinda Holt

CK - Website Developer, Accounting Technician and Administrative Specialist Czelsi Kozak

JA - Chief Financial Officer Jenifer Alger

KB - Deputy Director, Grants Director, Database and Accessibility Specialist

Kristin Han Burgoyne

MG - Arts Education Director Monica Grable

SJ - Montana Artrepreneur Program and Folk Arts Director Sheri Jarvis

TG - Executive Director Tatiana Gant

Contract - independent contractors

ECONOMIC VITALITY FRAME #1: Careers and Connections

Outcome We Want:

Healthy careers and vibrant businesses are built and enjoyed by artists and the staff and boards of arts organizations in every rural and urban region of the state.

Why We Do It:

Promoting careers and connections through professional development (research and learning opportunities) and networks (local, regional, statewide and national) align with the state's workforce development efforts and are high-priority needs for artists, arts administrators and educators throughout Montana.

Competencies in business skills, teaching the arts and making creative and economic connections across larger networks increase the opportunity to successfully establish, stabilize and grow careers and increase revenues and income.

How We Do It:

Provide workshops, grants, awards, programs, mentorships, peer-to-peer learning and customized consultations for artists, arts educators and arts organization leaders to build skills in teaching, business, fund raising, audience development, legal issues and leadership/ governance.

1. Facilitate the launching of (in FY 2017) and completion of (in FY 2018) eight Montana Artrepreneur Program cohorts which includes two reMAP cohorts in coordination with, and oversight of, ten contracted coaches and one contracted program assistant. SJ

2. Reconfigure Montana Artrepreneur Program year of activities to coordinate with the agency's fiscal year. Conduct an intensive review of the program Jan 1 – June 30, 2018. SJ
3. Facilitate mentorship matching to all new Montana Artrepreneur Program cohort members. SJ
4. Produce MAC's The Art of Leadership program to provide services, upon request, to nonprofit arts organizations in the following ways:
 - Facilitate sessions with boards of directors and staff to address internal operating or communication challenges, and/or external issues involving outside organizations or partners. CH
 - Design and facilitate custom consultations/workshops for arts organizations to build skills and capacity in governance, leadership, management and fundraising. CH
5. Design and facilitate strategic planning workshops for arts organizations to address and map out their future and potential. CH
6. Provide technical assistance, mentorship and access to opportunities for artists and community public art programs. CK Contract
7. Continue Strategic Investment Grants for professional development and networking. KB

Connect artists, arts educators and arts organizations to resources for capital and infrastructure support, including Americans with Disabilities Act access issues.

1. Link Montana Artrepreneur Program groups and encourage their empowerment to help each other learn. SJ
2. Research online resources and promote them through eNews and *State of the Arts*. CK KB
3. Encourage artists to explore markets, new marketplaces and opportunities near and far through eNews, *State of the Arts* and mentorship. SJ
4. Continue to build relationships with the Department of Administration/Architecture & Engineering to encourage public art in more Long--Range Building Plan projects. TG

Effectively use available communications technologies to produce publications, share arts industry information resources and research, and foster connections with local, statewide, tribal and national service organizations.

1. Utilize Facebook, Instagram, Twitter and Constant Contact to promote programs, grants and other news and facilitate networking of local arts organizations through posts and features. CK
2. Utilize the Montana Artrepreneur Program Facebook page and special group pages to promote and facilitate networking among Montana Artrepreneur Program artists, Montana Artrepreneur Program coaches and mentors (including Montana Circle of American Masters). SJ
3. Promote MAC to younger demographics and increase social media fanbase by 50% (including Facebook, Twitter, and Instagram). CK
4. Utilize video production and marketing materials to promote agency programs and grants. CK
5. In *State of the Arts*, publish stories on The Three Rs (Relevance, Relationships and Return on Investment examples) to promote ideas for audience building, public support and funding. CH
6. Continue partnership with Lee Enterprises, Montana Office of Tourism and Montana Historical Society to produce annual publication "Montana's Cultural Treasures" for annual springtime distribution. CH

7. Continue working with Ravalli County Economic Development Authority to promote the connections between MAC's Montana Artrepreneur Program and economic development agendas throughout the state. CH
8. Present agency's model work and programs at national/regional conferences as requested. TG CH MG KB SJ

Utilize available technology to maximize participation, facilitate grants-making and provide remote-learning opportunities.

1. Use available technology for mentoring coaches and for helping Montana Artrepreneur Program artists with remote-learning opportunities. SJ
2. Provide videoconferencing for The Art of Leadership program as requested to consult on immediate needs/concerns for arts organizations' staff and/or boards of directors. CH
3. Continue to update and refine online grant and other application processes to provide user-friendly systems. MG KB

Establish baseline measurements where applicable to track career growth.

1. Utilize information compiled for Montana Artrepreneur Program reports to prove impact for funders and participants. CH SJ TG
2. Facilitate objective evaluation methods and tools including the engagement of professional contractors for Montana Artrepreneur Program in keeping with previous longitudinal studies as well as anonymous participants' program evaluation surveys. CH SJ
3. Enlist legislators and other authorizers to provide suggestions about measurements that are important to them. CH TG

Produce *State of the Arts* newspaper, eNews, blogs and feeds for artists, arts organizations and arts educators.

1. Feed arts industry information resources to the public through *State of the Arts* newspaper, bi-weekly eNews, Facebook, Twitter and Instagram. Input ALL. Editing CH CK
2. Offer technical assistance, opportunities, career-building ideas and promotion of arts education programs in Montana through bi-weekly eNews, Facebook, Twitter and Instagram. CK MG
3. Bi-weekly, provide information and links to online resources through eNews distribution lists promoting webinars, workshops, career-building ideas, job opportunities and general interest topics for artists, educators and arts organization leaders. CK MG CH
4. Produce Native News section of *State of the Arts*. CH Contract
5. Provide updates and informative articles about Montana Artrepreneur Program and the art of business in *State of the Arts*. SJ
6. Provide updates and informative articles about Montana Circle of American Masters and folk arts in *State of the Arts*. SJ

7. Publish technical assistance articles in *State of the Arts* on topics relevant to arts organization leaders and artists. CH TG
8. Provide updates about arts education in *State of the Arts*. MG

Effectively use available communications technologies.

1. Use Twitter feeds @Montanaarts to re-tweet general relevant news, opportunities and information and @BigSkyArtsEd to distribute arts education information. Investigate other Twitter options. CK
2. Follow on Twitter all Public Value Partnerships, Strategic Investment Grants, Artists in Schools and Communities and Cultural and Aesthetic Trust grantees, and use staff Twitter feeds to retweet interesting news. Update June and December each year. KB MG
3. Utilize Instagram and Facebook for photo and video sharing. CK
4. Utilize technology including, but not limited to Facebook, Instagram, Basecamp and Submittable to facilitate Montana Artrepreneur Program programming.

ECONOMIC VITALITY FRAME #2: Market Expansion

Outcome We Want:

Expanded markets and audience--building opportunities for rural and urban artists and arts organizations, including:

- Greater exposure to marketing outlets and resources
- Increased exhibition, arts participation and performance opportunities
- Expanded distribution channels and promotion opportunities

Why We Do It:

When Montana's artists and arts organizations increase their income with sales of products and services, they improve the quality of their lives and advance local and statewide economic growth, successfully compete globally and enhance community vitality through their art and services.

How We Do It:

Help artists learn more about entrepreneurship for market expansion.

- Participate in grassroots learning through regional groups of artists working toward market readiness.
 1. Implement the Montana Artrepreneur Program initiative for all Montana artists expanding into unserved areas where possible. SJ CH
 2. For calendar year 2017, offer Montana Artrepreneur Program first workshops in eight areas across Montana. SJ
 3. Conduct site visits to each of the cohorts. SJ
 4. Participate in social media and statewide communications as a continuance of the Montana Artrepreneur Program learning model. SJ

- Continue to fine tune the process for “market-ready certification.”
 1. Provide the Montana Artrepreneur Program training to help artists prepare for and achieve market-ready certification. SJ
 2. Provide Montana Artrepreneur Program toolbox review for market-ready certification once a year beginning in May. SJ
 3. Provide coaches with mentor identification and coordination assistance. SJ
 4. Collect experiential reviews from coaches during the annual Coaches’ Retreat and initiate an overall program review survey in the first half of 2018 in an effort to fine tune program curriculum and certification standards. SJ
- Develop pathways to increase online market expansion.
 1. Explore and implement new teaching models for the topics of e-commerce, social media and digital marketing in the Montana Artrepreneur Program. SJ
 2. Explore specialty market opportunities for Native American artists in Montana. CH
- Connect artists to networking opportunities with entities that can provide market access for Montana art.
 1. Utilize the MAC and MAP Facebook page to promote Montana artists. SJ CK
 2. Produce “Celebrate Montana Art” annual showcase, sale and workshops for MAP artists’ continuing professional development. SJ Contract
 3. Explore possibility of Certified Artist Wholesale Catalog and Made In Montana representation. SJ
 4. Continue partnership with Lee Enterprises, Montana Office of Tourism and Montana Historical Society to produce annual publication “Montana’s Cultural Treasures” to showcase Montana artists across the state. CH
 5. Undertake planning work in Indian Country with American Indian participants to develop an economic development model to support American Indian artists who wish to expand their art making. CH Council and Contract

Share industry information and provide custom consultations to arts organizations’ staff and boards to develop income and expand audiences.

1. Upon request, design and facilitate workshops with arts organizations’ boards of directors and key staff as part of MAC’s The Art of Leadership program. CH
2. Utilize methods (such as questions on final reports) to collect stories about marketing and fundraising successes of Public Value Partnerships and/or Cultural Trust grantees and share these stories. TG CH KB
3. Publish information through *State of the Arts* and eNews about participation building in the arts. CH CK TG

Establish baseline measurements where applicable to track artists’ marketplace sales.

1. Utilize income data collected from Montana Artrepreneur Program longitudinal studies to track sales. SJ

Provide grant funding for community outreach, participation building and market expansion for arts organizations and artists.

1. Continue to help Montana Artrepreneur Program artists prepare for accessing funding help. SJ
2. Promote MAC's Strategic Investment Grants funding opportunities to eligible arts organizations and artists. KB SJ CK

Connect artists, non-profit and for-profit arts businesses to state cultural tourism efforts and continually advocate for the arts' inclusion in tourism promotion.

1. Attend Governor's Conference on Tourism. TG
2. Attend Tourism Advisory Council Meetings. TG

ARTS LEARNING FRAME #1: Life-long Learning

Outcome We Want:

Montanans acquire knowledge and skills in the arts and experience life-long learning through creative expression, exploration and participation in the arts.

Why We Do It:

- Opportunities for creative expression and aesthetic experience enhance the lives of individuals and their contributions to their communities.
- Montanans value participating in and celebrating their cultural heritage.

How We Do It:

Organize workshops for teachers, teaching artists and arts organizations' staff on how to work with a diverse audience of learners.

1. Provide workshops and professional coaching development opportunities to current Montana Artrepreneur Program coaches to enable them to keep current and refine their teaching and mentoring skills. SJ
2. Research and plan for workshops and experiences aimed at assisting teaching artists working in community and k-12 settings, and in direct service to lifelong learning populations in our state; prepare for implementation in FY 18. MG

Offer grants to develop artist residencies, professional development workshops and strategic program planning in arts learning, as well as operating support grants for arts organizations' educational mission.

1. Offer ongoing opportunities through the Artists in Schools and Communities Residencies, Public Value Partnerships grants and Strategic Investment grants. MG KB

2. Promote grants in print, website, social media (Facebook, Twitter, Instagram), email eNews and conferences; provide technical assistance; process in a timely manner throughout the year. CK MG KB
3. Direct and coordinate all activities related to the distribution of grant funds and develop grant budgets and modifications to ensure that financial allocations meet the strategic plan and objectives of the agency. MG KB
4. Provide funding for staffed non-profit arts organizations through Public Value Partnerships and Cultural Trust grants, as well as operating support to key state-wide arts service organizations: Montana Association of Symphony Orchestras, Montana Art Gallery Directors Association, Montana Performing Arts Consortium, Montana Arts and the Montana Dance Arts Association. In addition, specific Strategic Investment grants are designed to meet this need. KB
5. Continue to expand Artists in Schools and Communities Artist Registry to include more Montana teaching artists, including Native American teaching artists. MG

Offer technical assistance to staffs of arts organizations, schools and libraries, as well as community, healthcare and social service organizations and government agencies to improve the accessibility of their programs and facilities to a diverse audience of learners. (Accessibility barriers can be geographic, physical, emotional, age, economic, intellectual or cultural.)

1. Continue to offer Accessibility assistance through links on the MAC website and re-tweeting of relevant information via @Montanaarts. CK
2. Consider the next steps in programming and technical assistance to artists, arts organizations, healthcare providers and administrators with regard to arts and healthcare. TG

Provide leadership to enhance knowledge and understanding about the contributions of the arts and the value of arts learning for statewide boards and in collaboration with other state agencies, Montana Tribal Nations and state/national arts organizations.

1. Collaborate with groups such as the following to provide arts learning, advocacy and technical assistance: Montana teaching artists; Office of Public Instruction; VSA Montana; Montana Art Gallery Directors Association; Montana Performing Arts Consortium; National Endowment for the Arts; Montana Art Education Association; Montana Music Educators Association; Montana Thespians; Montana Association of Symphony Orchestras; National Assembly of State Arts Agencies; Western States Arts Federation, State Education Agency Director of Arts Education. ALL

ARTS LEARNING FRAME #2: Preschool - Grade 12

Outcome We Want:

Montana Preschool through Grade 12 students (public, private and home school) study a curriculum aligned with the Montana Board of Public Education's Standards for Arts.

Why We Do It:

- To assure that every Montana student has the opportunity to reap the emotional, intellectual, social, cultural and economic benefits provided by a high-quality education in the arts
- To provide an avenue through arts curriculum aligned with the Montana Standards for Arts for Preschool through Grade 12 children to better understand and make connections among ALL curriculum areas
- To nurture the intellectual, social and physical skills that children develop in the first five years of life through arts learning experiences in the early childhood setting
- To enable all students, through an education that includes the arts, to:
 - Learn the fundamental skills and knowledge of an art form
 - Develop the habits of mind that lead to a whole, healthy engaged citizen of the world
 - Discover different avenues of learning (through hands-on participation)
 - Develop the 21st Century Skills (Creativity, Collaboration, Communication and Critical Thinking) necessary to succeed in Montana's workforce and the global economy
 - Access and understand our cultural heritage, which includes, among others, the distinct and unique cultural heritage of American Indians in Montana

How We Do It:

Provide technical assistance on curriculum development, assessment tools and resources in person, by telephone and on our website.

1. Provide technical assistance to schools and organizations that have Artists in Schools and Communities grants through our website, email and phone. MG
2. Provide posts on Facebook and Instagram for teaching artists and arts teachers that offer information and resources on arts education issues in Montana and nationally. MG
3. Update the arts learning portion of the MAC website, continuing to add resources and information relevant to arts educators. MG

Organize workshops for teachers and teaching artists in assessment, lesson planning, classroom management and integration of the arts with other subjects such as STEM (science, technology, engineering, mathematics).

1. In partnership with OPI through the Montana Learning Hub, develop an on-demand professional development workshop for teachers and teaching artists on implementation of the new Montana Standards for Arts. MG

2. Continue to plan for, implement and fund, in partnership with OPI, the Montana Teacher Leaders in the Arts program to train coaches, mentors and advocates for K--12 arts learning in public schools across the state. Activities include the six-day summer institute at Salish Kootenai College, field project support, online learning activities throughout the school year and the Capstone Weekend in April. MG
3. Promote and seek opportunities for Montana Teacher Leaders in the Arts from the first two cohorts to provide coaching and mentorship to other educators through workshop facilitation, conference presentations, webinars and individual teacher coaching. MG
4. Partner with OPI to host the Montana Arts Education Leadership Summit in September, 2017. MG

Offer grants to develop arts curriculum, assessment, professional development, student internships/mentorships and artist residencies.

1. Offer Artists in Schools and Communities grants to develop students' skills and knowledge in the arts, offer professional development for teachers and support the creation of arts curriculum in K-12 public schools and districts. MG
2. Offer teaching artist residency grants that will maximize impact across the state of Montana within budget realities. MG

Partner with Montana Office of Public Instruction (OPI) to adapt, revise/create curriculum and identify best practices to support the Montana Standards for Arts which includes integrating quality Indian Education for All content in the standards and instructional practices.

1. Work with OPI to continue to identify Native American teaching artists for school residencies and add them to MAC's Artists in Schools and Communities Registry to help teachers meet Indian Education for All standards and content. MG
2. Collaborate with the Office of Public Instruction to disseminate information in support of the implementation of the newly revised Montana Standards for Arts that take effect July 1, 2017. MG
3. In partnership with OPI and other partners across the state, plan for professional development opportunities for teachers that will help them implement the new Montana Standards for Arts in the 2017-2018 school year. MG

Provide leadership to enhance Montanans' knowledge and understanding about the critical importance of arts learning for statewide boards and state/national arts education organizations.

1. Collaborate with the following to provide arts learning, advocacy and technical assistance: Montana teaching artists; Office of Public Instruction; VSA Montana; Montana Art Gallery Directors Association; Montana Performing Arts Consortium; National Endowment for the Arts; Montana Art Education Association; Montana Music Educators Association; Montana Thespians; Montana After School Alliance; National Assembly of State Arts Agencies; Western States Arts Federation, State Education Agency Director of Arts Education. MG
2. Offer Council members detailed information on the most up-to-date arts education data, statistics and research to assist them in their arts education advocacy efforts on a local and state level. MG

PUBLIC VALUE FRAME #1: Creativity and Innovation

Outcome We Want:

Montanans utilize the power of the arts as a catalyst to develop creativity and innovative thinking.

Why We Do It:

The arts produce creative minds. Creative minds develop whole, healthy, engaged human beings, and promote innovation. Creative enterprises fuel community and business development.

How We Do It:

Produce examples, and promote research that support the connection between the arts, creativity, innovation and whole, healthy, engaged human beings.

1. Continue to encourage and gather examples via social media from Montana Artrepreneur Program artists of transformational changes in their lives that can be attributed to art and the business of art. SJ

Publish stories from Montana that illuminate the connections between the arts, creativity and innovation.

1. Collect and publish stories in *State of the Arts* and pitch stories to other publications and press. TG CH SJ KB
2. Present MAC's public value work and rural arts participation programs as requested. CH

Reward and recognize creativity and innovative artistic talent in the state.

1. Produce Artist's Innovation Awards program. KB CH

Work with the OPI to advance STEM to STEAM (Science-Technology-Engineering-Arts-Mathematics)

1. Ongoing conversations with all partners. MG
2. Seek potential new partnerships. MG

Serve as the catalyst, and provide pertinent information, for non-arts industry leaders to carry the message of the creative and innovative benefits derived from the arts (Arts = Creativity = Innovation).

1. Develop ways to use Montana Artrepreneur Program and Montana Circle of American Masters programs to show examples of the relevance of art in industries such as recreation and cultural tourism. SJ

- 2. Continue to showcase Montana Artrepreneur Program in economic development and for-profit business arenas. CH SJ
- 3. Develop ways to build on the NEA Creativity Connects initiative of demonstrating strong partnerships of the arts with organizations in other zones of public life. Encourage Montana Artrepreneur Program artists to connect with non-arts sectors. SJ

Council members connect with non-arts industry leaders in their regions to make the case for the importance of the arts to foster creativity and innovation.

- 1. Work with MAC’s council members to develop a plan for strategic connections. TG CH

PUBLIC VALUE FRAME #2: The Three Rs — Relationships, Relevance and Return on Investment

Outcome We Want:

Utilize The Three Rs (Relationships, Relevance and Return on Investment) to build bridges that connect the arts world to the worlds of politics, education, economics and civic engagement.

A greater understanding of the return on investment of public dollars and statewide support for resources for all the arts will emerge.

Why We Do It:

Montana Arts Council funding for arts organizations, artists, events, programs and arts education is very important to improve the quality of life and enhance the business climate of the state.

The agency spends state and federal tax dollars on its programs and it demonstrates to the public the return on investment of these tax dollars.

How We Do It:

Find and define the relevance (connections, common values, goals and outcomes) among the arts field and politics, education and commerce.

- 1. Utilize the Public Value Partnerships program and grantees to define connections through distribution of reports, training and coaching throughout the year. TG KB CH
- 2. Develop communication and contact plan among MAC and the Governor’s office, key political leaders and the press that reinforce the Three Rs messages. Delineate tasks set for Montana Cultural Advocacy, MAC staff, current and former council members. TG KB CH
- 3. Continually mine for stories that reinforce the relevance and get them into the hands and minds of education, political and economic leaders. TG CH MG

Initiate opportunities to establish relationships among the arts council, artists and arts organizations and those who fund or provide services for the arts including civic, tribal and governmental leaders, as well as the private sector.

1. Ongoing. ALL
2. Continue work done by committees of council members to develop ways to identify messengers and build relationships. TG CH Council Members
3. Mobilize opportunities for specific MAP artists to meet with specific legislators. TG KB CH SJ
4. Determine additional avenues other participants in MAC's programs can use to communicate the value of these programs to the legislators and the Governor, such as arts educators and artists involved in MAC's arts education programs. ALL

Continue building relationships with leaders of Indian Country in Montana, state tourism office and other state agencies.

1. Arrange for MAC visits to tribal colleges to discuss MAC's programs. CH SJ
2. Maintain Tribal Native News feature in all issues of *State of the Arts*. CH Contract
3. Recruit arts representatives for consideration when seats become available on the Tourism Advisory Council or other statewide councils. TG CH
4. Participate in Tourism Advisory Council meetings at least once a year. TG
5. Monitor how the arts are included in all tourism publications, advertising and on Travel Montana's website, and work to maximize exposure and be of assistance on all counts. TG

Initiate strategic investments and/or activities in non-arts social, civic and economic sectors to promote the public value produced by artists and arts organizations.

1. Support MAC's Council members work to increase awareness of agency services and programs. CH
2. Continue engagement with the Ravalli County Economic Development Authority to develop model ideas and arts-driven programs that could be implemented by other economic development offices. CH
3. Explore future partnership opportunities for the Montana Artrepreneur Program with the Governor's Office and the MT Department of Commerce. CH SJ ED

Partner with arts organizations' leadership and with artists to promote their own Three Rs.

- Build **Relationships** with arts audiences, funders, community and political leaders that will result in greater support of their mission and work
- Show how their mission and work is **Relevant** to audiences and supporters to increase participation (Relevance = Connection = Meaning)

- Show how their mission and work produce **Return on Investment (ROI)** and public benefits
 1. Evaluate Public Value Partnerships grantees’ relationship-building efforts with authorizers annually. TG CH KB
 2. Where needed, coach Public Value Partnerships grantees on ROI examples for their reporting requirements. CH TG
 3. Fine tune grant reporting requirements to support collection of Three Rs stories. CH KB TG

PUBLIC VALUE FRAME #3: Challenges and Solutions

Outcome We Want:

Innovative and creative solutions for many challenges and new opportunities facing Montana and its leaders are arrived at through the involvement of arts organization leaders, artists and arts educators.

Why We Do It:

Creativity, innovation and the arts are catalysts for new and expanded ways of thinking, seeing and solving problems.

The arts council seeks to effectively respond, in creative and innovative ways, to new opportunities and to the state’s educational, economic and civic challenges.

How We Do It:

Position “public value” (the impact of services and programs on the public) as a litmus test for prioritization to address the following:

- Agency funding and resource challenges
- Sound, strategic investments with agency dollars and staff, including making realistic decisions about capacity
- Ability to be nimble and have flexible responses to the potential impact of new directions within agency programming and project funding decisions
 1. Ongoing. ALL

Anticipate new directions and challenges that will be important to the lives of Montanans and their communities, including:

- Populations - changing demographics in the state (including age, race, ethnicity, geography, low income)
- Health - healthcare and aging
- Technology – accessibility, communications and trends
- Access - resources for all Montanans, regardless of the remoteness of their locations

- “Big Data”– current nationwide and worldwide arts industry research
 1. Ongoing. ALL
 2. Publish information and provide resources through *State of the Arts* and eNews that encompass new directions and challenges. Ensure that technology feature articles are always included. TG CH
 3. Maximize staff understanding and usage of new media, data visualization, technology and innovation to seamlessly and efficiently present the goals of the Montana Arts Council to new audiences and clarify our scope, role and offerings to our existing constituency. ALL
 4. Learn and use existing technology and software more effectively and to learn new technology and software as it becomes relevant. ALL
 5. As appropriate, transfer agency grant review processes and panels into virtual formats. KB CH CK
 6. Align the state’s Information Technology strategic plan with agency strategic plan. Information Technology strategic plan has the primary goal to use the most efficient, practical, simple and cost--effective methods available to provide services and support for our constituency and staff. KB

Define and convey to those who affect state and local resources how their challenges can be met through increased revenues and resources for the arts.

1. Prepare materials and presentations on artists in business for the legislature. TG KB CH SJ
2. Build on national work being done to use the arts as a healing tool for military veterans. TG

Build a statewide network of K-12 educators through our Montana Teacher Leaders in the Arts program who will assume the role of coach and mentor to other educators to implement arts-based learning strategies in regions across the state, and advocate for arts learning in all Montana’s public schools.

1. Collaborate with the Office of Public Instruction and other potential partners to build Montana Teacher Leaders in the Arts into a powerful statewide network of arts education advocates. MG

Build a network of resources for artists’, arts educators’ and arts organizations’ capital and infrastructure support, including Americans with Disabilities Act access issues.

1. Feature these resources on MAC’s website. ALL

Pursue diverse streams of revenue to increase the agency’s financial resources, or other resources.

1. Vigorously pursue additional state funding for the agency. ALL Staff and Council Members
2. If available, pursue private funding resources, and/or public dollars from sources beyond the agency’s state budget that align with agency priorities and programs for arts education, economic vitality and promotion of the public value of the arts. TG JA CH MG KB
3. Develop ideas for potential earned income streams. All Staff and Council Members

Continually optimize agency performance and staff continuity/succession planning.

Operating Blueprint and Annual Work Plan

1. Develop annual work plan and annual accomplishments. ALL
2. Produce annual staff work plans and staff accomplishments for posting on MAC's website. CH
3. Staff meets twice a year to gauge progress on annual work plan. ALL

Operations

1. Staff documents and updates all job-related processes and timelines behind agency programs and services for their position's Comprehensive Job Processes Notebook for continuity and future staff transitions. ALL
2. By end of the fiscal year, staff supervisors review the Comprehensive Job Processes Notebooks of staff who report to them. Determine missing information and set timeframes to make adjustments. ALL
3. Annually review and update MAC Policy Manual. TG
4. Review Staff Workflow Calendar three times a year. ALL
5. Ensure staff has adequate training in new technologies and that they take advantage of it. ALL
6. Organize staff retreat to discuss concerns and issues facing the agency and its operations. TG
7. Implement photo-archiving system, establish deadlines and assignments. ALL
8. Continue management of all staff-support contracts, including Percent-for Art, Montana Artrepreneur Program and Human Resources Support. TG JA SJ CH

Staff Transition Planning

1. Assist in orienting the new executive director on the agency's current operations. ALL Staff and Council Members

Programs

1. Facilitate summer/fall 2017 Poet Laureate process with Governor's office. Set up website for the new Laureate. CH CK
2. *State of the Arts* in print and online. Continue developing soa.mt.gov. Input ALL Editing CH CK
 - Determine tagging and titling system for online *State of the Arts*. ALL
3. Produce bi-monthly eNews for artists, public artists, arts organizations and arts educators. CK MG CH
4. Continue agency website development and design. CK
5. Conduct Poetry Out Loud program through a combination of Arts Education director oversight and contracted coordinators for regional and state competitions. MG
6. Review and fine tune guidelines and/or annual reporting requirements for Public Value Partnerships, Strategic Investment Grants, Cultural Trust and Artist's Innovation Awards. CH KB TG JA
7. Continue streamlining the grant and award guidelines, application, review and reporting processes for staff, evaluators, applicants and grantees. ALL
8. Conduct Executive Director Office on the Road trip to meet the state. TG
9. Solicit nominations for Cultural Trust review committee. KB
10. Solicit nominations for 2018 Governor's Arts Awards candidates. TG CH Council Members
11. Create a paperless, online application process for artists enrolling in the Montana Artrepreneur Program.

12. Explore the structures and outcomes of all MAC awards programs and consider new ways of designing these efforts. Council and Staff

Financial

1. Work annually to develop the agency budget in alignment with the desired outcomes in the Operating Framework as well as within the current environment. TG JA Staff and Council Members
2. Monitor/develop MAC's FY18- FY19 budgets. TG JA KB
3. Conduct internal monitoring/tests on financials once a year. JA
4. Supervise and monitor outside-agency grant funds received for arts education, economic vitality and promotion of the public value of the arts. CH MG JA
 - a. Emily Hall Tremaine Foundation Marketplace Empowerment for Artists funds. CH
 - b. Emily Hall Tremaine Foundation Culture Keepers funds. CH
 - c. MT Department of Commerce matching funds for all programs. CH

Council Meetings and Communication

1. Council meetings set for June and December each year. TG CK

Data Management

1. Continue data management streamlining efforts for database. KB JA CK
2. Maintain and update database and grants records on an ongoing basis so info is accurate and timely. Provide computer support troubleshooting. CK

Administrative Support

1. Perform accounts receivable and payable bookkeeping duties, including budget and auditing functions, verification of supporting documentation, report preparation and filing. Pay bills and staff/council member reimbursements within 30 days of receipt of billing/expense form submission. CK
2. Assist to implement/maintain info systems and applications to support MAC operations/ services. CK
3. Manage MAC Facebook, Instagram and Twitter accounts. CK
4. Coordinate and provide administrative support for the staff. CK
5. Maintain major deadlines and events/meeting dates on staff Outlook calendars. CK
6. Compile payroll reporting. CK
7. Organize all major meetings held by the agency. CK

Performance Reviews

1. Conduct staff performance check-ins, which tie to potential performance-based pay increases for the next fiscal year (pending funding availability). TG Staff
2. Staff performance based on performance criteria as outlined in annual work plan and MAC Pay Plan, as well as individual job descriptions. ALL

Council members exercise leadership for agency operations to increase public value: they are active committee members and the best informed council they can be.

1. Council members participate in and are engaged in council and committee meetings and they follow through on commitments. Council Members
2. Feature national, regional, statewide and local arts leaders in council meeting agendas to provide a broad understanding of the arts infrastructure and forces at play. TG Council Chairman

The End

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