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## **Maine Arts Commission Five-Year Strategic Plan Executive Summary 2005-2009**

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# MAINE ARTS COMMISSION

*building Maine communities through the arts*

## **Five-Year Strategic Plan EXECUTIVE SUMMARY 2005-2009**

*Approved October 14, 2005*



**MAINE ARTS COMMISSION**  
*building Maine communities through the arts*

**Five-Year Strategic Plan 2005-2009  
Executive Summary**

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## MAINE ARTS COMMISSION

*building Maine communities through the arts*

### **Five-Year Strategic Plan Executive Summary**

CULTIVATING MAINE’S ARTS AND CULTURE FOR THE PEOPLE AND COMMUNITIES OF MAINE

#### ***Mission***

**The Maine Arts Commission shall encourage and stimulate public interest and participation in the cultural heritage and programs of our state; shall expand the state’s cultural resources; and shall encourage and assist freedom of artistic expression for the well being of the arts, to meet the legitimate needs and aspirations of persons in all parts of the state.**

#### ***Enabling Legislation***

The following is a layman’s version of the Maine Arts Commission’s enabling legislation.

The Maine Arts Commission consists of not less than 15 nor more than 21 members, each of whom shall have a “continuing interest in the fields of art and culture in the State, to be appointed by the Governor from among citizens of Maine.” In making such appointments, due consideration is given to the recommendations made by representative civic, education and professional associations and groups concerned with or engaged in artistic and cultural fields generally.

The term of office of each member shall be three years. Other than the chair, no member of the Maine Arts Commission who serves two full three-year terms is eligible for reappointment during the one-year period following the expiration of his second such term. The Governor designates a chair and vice-chair from the members of the Maine Arts Commission, to serve as such at the pleasure of the Governor. The chair is the presiding officer of the Maine Arts Commission.

The Director of the Maine Arts Commission must be qualified by training or experience and is appointed by the Maine Arts Commission. The Director serves for an indefinite term; the Maine Arts Commission fixes compensation for the Director within salary range 88.

The duties of the Maine Arts Commission are:

1. “Encouragement. To take such steps as may be necessary and appropriate to encourage and stimulate public interest and participation in the cultural heritage and programs of our State and to expand the State’s cultural resources; and
2. Freedom. To encourage and assist freedom of artistic expression essential for the well-being of the arts; and
3. Surveys. To make such surveys as may be deemed advisable of public and private institutions engaged within the State in artistic and cultural activities, including, but not limited to, music, theater, dance, painting, sculpture, architecture, literature, history and allied studies and pursuits, and to make recommendations concerning appropriate methods of encouraging participation in and appreciation of the foregoing to meet the legitimate needs and aspirations of persons in all parts of the State; and
4. Works of art. To act in an advisory capacity relative to the creation, acquisition, construction or erection by the State of any work of art, to file with the Governor, within 30 days, its opinion of such proposed work of art together with such suggestions and recommendations as it may deem proper.”

The Maine Arts Commission is authorized and empowered to hold public and private hearings, to enter into contracts, within the limit of funds available, with individuals or organizations, and institutions for services furthering the educational objectives of the Maine Arts Commission’s programs; to enter into contracts, within the limit of funds available, with local and regional associations for cooperative endeavors furthering the educational objectives of the Maine Arts Commission’s programs; to establish an endowment fund; to accept gifts, contributions and bequests of funds from individuals, foundations, corporations and other organizations or institutions for the purpose of furthering the educational objectives of the Maine Arts Commission’s programs; to make and sign any agreements and to do and perform any acts that are necessary to carry out the purposes of the enabling legislation. Any funds, if given as an endowment, must be invested by the Treasurer of the State according to the laws governing the investment of trust funds. The Maine Arts Commission may request and receive from any department, division, board, bureau, Maine Arts Commission or agency of the State such assistance and data as necessary to carry out its powers and duties.

The Maine Arts Commission is the official agency of the State to receive and disburse any funds made available by the Federal Government for programs related to the purposes of the Maine Arts Commission.

### ***Long-Range Goals***

- 1. Develop Maine communities through arts and culture.**
- 2. Support full access to learning in and through the arts.**
- 3. Encourage and support Maine artists.**
- 4. Build the capacity of Maine’s creative sector.**
- 5. Develop art in public spaces.**
- 6. Develop and sustain the Maine Arts Commission’ capacity.**

## ***Priorities***

The Maine Arts Commission supports artists, arts organizations, arts in education and community development through arts and culture in all its programs. The Maine Arts Commission is charged by the Maine Legislature to serve all the citizens of the state and to expand support for the arts. The agency carries out these priorities through six interdependent goals.

## ***Planning Methods Summary***

The Maine Arts Commission updates its plan annually and every three years engages constituents, Maine Arts Commissioners, committee members and staff in comprehensive assessment and planning. Over 3,000 Maine Arts Commission constituents and allies provided input and advice to inform strategic planning. Maine Arts Commission staff and committee members met approximately 1,290 constituents in 106 meetings from July 2003 through March 2004. These meetings were convened to conduct Maine Arts Commission business and to gather information for strategic planning. Another 1,500 constituents gathered in four conferences and receptions, most notably the 670 who participated and developed recommendations at the Blaine House Conference on Maine's Creative Economy in May 2004. Another 341 constituents completed an assessment survey in February 2004. Maine Arts Commission staff summarized their observations from their constituent meetings. Strategic analyst Craig Dreeszen analyzed and reported survey results, recommendations from the Blaine House Conference on Maine's Creative Economy and a report from a Discovery Research planning meeting. The Maine Arts Commission and committees met in a planning retreat on June 18, 2004 to discuss planning issues and frame the plan's outline. Dreeszen and staff revised the plan that was considered by the executive committee and then approved by the Maine Arts Commission on October 15, 2004.



## MAINE ARTS COMMISSION

*building Maine communities through the arts*

### Principles

The Maine Arts Commission complies with all local, state, and federal laws and regulations concerning civil and human rights. Agency programs, grants and employment practices are free from discrimination based on race, color, religion, national origin, disability, sexual orientation, and/or age. The Maine Arts Commission encourages Maine cultural organizations to accommodate full inclusion of all citizens and visitors to Maine.

To carry out its mission and goals, the Maine Arts Commission will support programs and partnerships that:

- engender a cooperative environment within the arts field that results in more efficient delivery of programs and services;
- further the goals of the State as articulated by its elected leadership, advancing the arts through activities in areas such as technology, education, and the economy;
- have the potential to change lives by giving people of all ages the opportunity to come into meaningful contact with artists and art-making; and
- build a broad base for the arts by increasing local capacity for arts making, arts presenting, and by increasing local advocacy.

### ***Guiding Principles***

1. Value artistic quality and cultural diversity, which may be represented in many forms and achieved in many ways
2. Recognize and honor premier artists and arts institutions
3. Engage the public widely and deeply, recognizing that broad access to the arts and impact of the kind that changes lives are both immediate and long-term goals
4. Act locally, because it is at the local level that access and impact are most readily achieved and sustained

5. Work collaboratively and promote collaboration in order to increase the effect of the Maine Arts Commission’s resources, and to foster relationships and commitments that build infrastructure beyond the Maine Arts Commission’s involvement
6. Be flexible and adaptive in the way the agency functions in order to take advantage of opportunities, to respond to needs more effectively, and to incorporate what the agency learns from its experience;  
and
7. Demonstrate leadership in its conduct as a state agency

In acting on these principles, the Maine Arts Commission will look for evidence that the public is a clear beneficiary; that available resources (including but not limited to money) are being used efficiently; that additional resources are being leveraged to ensure success, sustainability and commitment; and that the local capacity to carry on the work begun becomes greater as a result of these efforts.



**GOAL 1 DEVELOP MAINE COMMUNITIES THROUGH ARTS AND CULTURE.**

*Objective 1.1 Renew the Discovery Research program.*

- A. Appoint a task force to review and update the Discovery Research (DR) program's name, concept, grant guidelines and support materials to encourage more Maine communities to move beyond inventories and toward cultural planning and community development.
- B. Look for new geographic communities and communities of interest ready to undertake Discovery Research.
- C. Allow renewed Discovery Research projects in communities where Discovery Research information is out of date or community development has slowed.
- D. Help prepare new and existing Discovery Research communities for anticipated increased demands for information about artists and creative businesses as interest in the creative economy accelerates.
- E. Integrate Discovery Research cultural databases into MAINEARTS.com so that these are easily updated and publicly accessible and linked to the New England Cultural Database.

*Objective 1.2 Continue support for Local Arts Networks that organized around Discovery Research projects through follow-up funding and Artists in Maine Communities programs.*

- A. Require applicants to show evidence of local support and municipal and/or private local funds.
- B. Provide applicants to Discovery Research with manuals, staff coaching and assistance, access to ethnographic researchers, survey templates, answers to frequently asked questions, the network of existing Discovery Research sites, and statewide service organizations.
- C. Retain the planning grants, town meetings, ethnographic research, and option for print publication of cultural inventories. Encourage communities to develop electronic directories linked with the Maine Arts Commission web-based system so these can be more readily updated and publicly accessed.
- D. Expand and refine the mentor program.
- E. Encourage Arts Service Partner organizations to provide information and assistance to Discovery Research community teams.
- F. Encourage Discovery Research sites to diversify leadership, alliances, and funding to include cultural, business, community and economic development sectors. Encourage broad representation and official links with other community organizations and agencies of government.
- G. Help sustain new community cultural development organizations emerging from Discovery Research teams with limited implementation funding. Develop individualized plans for support that combine technical assistance, planning, the cultivation of diversified local leadership and funding with limited state funds.
- H. Provide local sites with technical assistance to help to develop plans and then to integrate these plans into creative economy initiatives, comprehensive municipal, educational and economic development plans.
- I. Link Discovery Research more deliberately with MAINEARTS.com and also Public Art program.
- J. Convene Discovery Research community leaders so that they might learn from other regions.

*Objective 1.3 Integrate Discovery Research into Maine's creative economy initiatives.*

- A. Provide information on how to take advantage of Discovery Research community contacts and data in the creative economy tool kit (see Goal 4).
- B. Encourage links between Discovery Research, community cultural planning and economic development plans.
- C. Build on the assets-based success of Discovery Research to encourage local and state-level alliances with creative economy initiatives, economic development agencies, business and chambers of commerce.
- D. Work with the Maine Development Foundation's Economic Growth Council, which collects research data on economic growth, to generate more cultural indicators of economic growth.
- E. Work with the Maine Community Foundation, on how the arts build communities.
- F. Continue the Arts and Heritage partnership. Work with the State Planning Office to integrate cultural issues into state planning.
- G. Build on agency's success with community arts development to build a relationship with the Department of Economic and Community Development.
- H. Begin to work with Maine's Office of Business Development that is working to attract new businesses to Maine to communicate that if Maine is to be more than an excellent place to visit, there have to be viable cultural opportunities.
- I. Advocate that the creative cluster is an economic sector that should be defined in Maine as a priority.
- J. Encourage any economic research to include measures of the creative sectors' impact.
- K. Present a consistent and coordinated advocacy message that reinforces the need for a permanent New Century Community Program, implementation of Maine Learning Results in all disciplines, and adequate funds for the Maine Arts Commission budget.
- L. Support young artists at the community level.

## **GOAL 2 SUPPORT FULL ACCESS TO LEARNING IN AND THROUGH THE ARTS.**

*Objective 2.1 Advocate that every child will participate in the arts every day of his or her school career in order to create meaning and understanding in his or her world.*

A. Provide the opportunity for every school in Maine to plan for arts access, arts investigation, and arts integration with Partners in Arts & Learning (PAL) program.

*Objective 2.2 Learning in and through the arts should extend beyond the K-12 educational process and include early childhood and post secondary education.*

- A. Re-evaluate the Partners in Arts & Learning program so that improvements can be implemented after the conclusion of the FY05 cycle of grants. Implement feasible changes recommended in the evaluation of the program.
- B. Define the program, not just as a grant program, but also as an opportunity for school districts to assess, cooperate, plan and receive technical assistance in addition to small grants to help implement priority actions. Describe the Partners in Arts & Learning program as an invitational planning assistance and matching grant program.
- C. Encourage diverse planning teams to include administrators, curriculum specialists, special education specialists, classroom teachers and parents.
- D. Design accommodations of Partners in Arts & Learning to better serve rural School Administrative Unions and community school districts without a history of district-wide cooperation required for Partners in Arts & Learning funding.
- E. Target leftover Partners in Arts & Learning funds, unclaimed in the per capita distribution system, for specific initiatives that address priority needs.
- F. Make explicit links between Partners in Arts & Learning and education programs of Maine arts producing, presenting and service organizations. Help school districts understand cultural resources. Make sure arts organizations know the sequence and timing of Partners in Arts & Learning's outreach to each region of the state.
- G. Alert cultural institutions to Partners in Arts & Learning plans so they are prepared to work with participating school districts in their region.
- H. With an increase in the agency budget, increase Partners in Arts & Learning program funding to a minimum of \$3.00 per student.
- I. Encourage the Maine Department of Education (MDOE) to implement the Maine Learning Results for the arts and to take responsibility for arts education. In the meantime, link Partners in Arts & Learning planning to help schools align curricula and instruction with Maine Learning Results.
- J. Publicize arts education goals, challenges and successes to larger public. Present a unified vision of arts in education as the fundamental and integral part of the creative economy, which ultimately results from education in the arts.

*Objective 2.3 Provide funds and opportunities for Professional Development of teachers, administrators, school volunteers and teaching artists to build their capacity to teach in and through the arts.*

- A. Incorporate the Arts in Education Committee's recommendations for Professional Development into this plan as these are developed. Leverage agency Professional Development funds and Partners in Arts & Learning planning and grants to encourage Maine school districts to invest Professional Development funds on learning in and through the arts. Adjust guidelines to implement feasible recommendations from the evaluation of the Professional Development program.
- B. Encourage Maine Department of Education to develop professional development institutes to provide training for teachers.
- C. Promote Professional Development program along with communications to schools about Partners in Arts & Learning.
- D. Encourage the Department of Education to allocate professional development funds to Partners in Arts & Learning sites that plan to implement Maine Learning Results.
- E. Encourage schools to use professional development funding to implement teacher and teaching artist training in years two and three of their three-year plans.
- F. Encourage arts institutions to develop comprehensive programs of professional development.
- G. Negotiate delivery of professional development services with arts service partner organizations as part of partnership agreements.
- H. Develop training for Maine artists in collaboration with service organizations to prepare them to work with schools and to be knowledgeable about Maine Learning Results.
- I. Encourage Maine's institutions of higher education to better prepare teachers to teach in and through the arts to fulfill the Maine Learning Results.

*Objective 2.4 Work with Arts are Basic Coalition to advocate for arts education.*

- A. Present a consistent and coordinated advocacy message that reinforces the need for a permanent New Century Community Program, implementation of Maine Learning Results in all disciplines and adequate funds for the Maine Arts Commission budget.
- B. Advocate for the Maine Department of Education to mandate implementation and budget funds to insure that visual and performing arts are included in the implementation of learning results.
- C. Strengthen ties with the Maine Arts Commission, the Maine Department of Education, and the Maine Alliance for Arts Education.

*Objective 2.5 Work with local, regional and state organizations such as the arts service partner organizations, Arts are Basic Coalition, Maine Department of Education and national resources such as the Arts Education Partnership and National Endowment for the Arts to create a clearinghouse for arts education information. Provide multiple points of entry to constituents for information.*

*Objective 2.6 Develop school programming for public art projects in schools.*

*Objective 2.7 Manage special initiatives for early childhood education and youth at risk.*

*Objective 2.8 Develop and maintain arts educator collaboration tools and resources.*

### **GOAL 3 ENCOURAGE AND SUPPORT MAINE ARTISTS.**

*Objective 3.1 Maintain a distinct Contemporary Arts Program at the agency, which underscores the value of the individual artist, assures focused attention and resources on artists' needs and interests and fuels the agency's direct knowledge of Maine's artists and their work.*

- A. Retain Individual Artist Fellowships, which reflect the agency's commitment to honor and promote contemporary and traditional Maine artists.
- B. Recognize artists that represent Maine's diverse cultures.
- C. Continue MAINEARTISTACCESS to serve the needs of artists and their audiences. Promote MAINEARTISTACCESS artists through creative economy print promotions and MAINEARTS.com to be part of community and economic development and cultural tourism initiatives.

*Objective 3.2 Assure a balanced proportion of agency funding goes to individual artists.*

*Objective 3.3 Seek funding to restore the Maine Touring Artist Program.*

*Objective 3.4 Given a drop in performing arts employment, look for opportunities to strengthen performing artists.*

*Objective 3.5 Strengthen the visibility and capacity of Maine artists and arts related businesses to participate in creative economy initiatives.*

*Objective 3.6 Maintain programs for traditional artists including Traditional Arts Apprenticeships.*

- A. Tap Discovery Research to identify new artists for the fellowship and apprenticeship programs.
- B. Evaluate the program to expand and recognize new artists.
- C. Encourage Maine presenting organizations to present Maine's traditional artists.

*Objective 3.7 Maintain the Arts in the Capitol program with programs to benefit Maine artists, cultural organizations, state workers and the public.*

*Objective 3.8 Launch a program of technical assistance and professional development training in partnership with statewide arts service partner organizations.*

- A. Use National Endowment for the Arts funding, to work with arts service partner organizations to develop and extend artist training throughout the state.
- B. Public art is public evidence of a creative economy. Train and employ public artists as exemplary of a nurtured and sustained creative life.
- C. Provide information and training in internet applications.
- D. Convene artist gatherings.
- E. Continue public/private partnership to raise sustaining funds for this program.

*Objective 3.9 Develop and support web-based information to complement training.*

*Objective 3.10 Establish professional development grants and artist project grants, which enable artists to seize special professional development or creative opportunities.*

*Objective 3.11 Advance public visibility, understanding and recognition of Maine artists and their work through recognition awards and strategic public relations efforts.*

*Objective 3.12 Plan for the development of special initiatives and act as these are discovered.*

- A. Help artists identify sources of affordable health and disability insurance.
- B. Provide artists with information and access to training on the growing application of arts in healthcare.
- C. Provide information and encouragement for private development of artist living, studio and rehearsal spaces.

**GOAL 4 BUILD THE CAPACITY OF MAINE’S CREATIVE SECTOR.**

*Objective 4.1 Participate as a central agency in a coordinated, statewide program to advance Maine’s creative economy.*

- A. Help develop a state policy that affirms Maine’s creative economy is an important sector that can be strengthened and contribute significantly to the state’s quality of life and economic viability.
- B. Encourage the Governor to direct state agencies including tourism, economic development, arts, natural resources and education to work together and with local governments and the private sector to integrate creative economy recommendations into policy and programs.
- C. Seek funds to create tool kit of resources for creative economy practitioners.
- D. Encourage research to document Maine’s creative economy.
- E. Assure participation from Maine’s traditional businesses, creative economy businesses and nonprofit cultural organizations.
- F. Assure close liaison with state government programs designed to advance these key Blaine House Conference on Maine’s Creative Economy recommendations.
- H. Develop relationships with Maine-based and regional businesses to increase resources for Maine’s cultural institutions.

*Objective 4.2 Sustain New Century Community Program funding as a permanent fund to strengthen local cultural resources, to preserve the state’s material historic resources and to provide greater educational access to the arts, history and humanities.*

- A. Disseminate the findings of the program evaluation. Integrate evaluation findings into improvements for a permanent New Century Community Program.
- B. Cultivate new legislative sponsors with the will and ability to place the New Century Community Program forward.
- C. Maintain agency’s partnership with the Cultural Affairs Council, a state government coordinating body of seven cultural agencies charged to coordinate planning among the agencies as well as to coordinate budget presentations.
- D. Maintain coordination of the creative economy in all agency programs through the principle of community development through arts and culture.
- E. Coordinate advocacy at the local, regional and state level with partners including local arts agencies, Discovery Research communities and arts service partner organizations.

*Objective 4.3 Strengthen Maine’s cultural institutions.*

- A. Inventory arts institutions using New England Cultural Database.
- B. Develop communication from agency on behalf of institutions to foundations, municipalities and federal resources to advocate to funders.
- C. Look for ways to involve institutions in Maine Arts Commission arts in education programs.
- D. Assess facility needs and consider ways to address. Advocate for bonding for cultural facilities.
- E. Work with cultural institution leaders to build public and legislative support for a program of capacity building.
- F. Design a Maine Arts Commission program of support for major arts institutions.
- G. Mobilize cultural institution leaders and board members in an advocacy campaign to raise state and other resources for institutional capacity building.
- H. Seek legislative funding to create a stabilization and working capital fund.
- I. Help cultural organizations plan to comply with Americans with Disabilities Act requirements and assure universal access, full inclusion and accommodations for people with disabilities.
- J. Link any new Maine Arts Commission funding for institutions with the three priorities of community development through the arts, arts education and support for Maine artists.
- K. Encourage arts institutional use of agency’s current programs to develop useful technical assistance.

*Objective 4.4 Sustain partnerships with Maine's statewide arts service partnership organizations.*

- A. Evaluate and re-negotiate one-year partnership agreements with qualifying statewide arts service partner organizations.
- B. Engage arts service partner organizations as partners in public awareness and advocacy campaigns.
- C. Encourage interaction and exchange of information between Discovery Research projects and Arts Service Partners
- D. Use arts service partner organizations as advisors in agency program planning and evaluation.

*Objective 4.5 Represent Maine's cultural sector on behalf of cultural tourism, economic development, new business development and international relations with other state-level developmental entities.*

- A. Promote Cultural Tourism.
- B. Facilitate international, New England-wide and other cross-state, border programs.
- C. Encourage initiatives that document the arts' role in attracting visitors, new residents and new business development.
- D. Work with the Maine International Trade Center to develop relations with international trade missions.
- E. Help artists with information on how to tour internationally.
- F. Explore exchange programs with Quebec and the Maritime Provinces.
- G. Help presenters with tax and immigration questions regarding international exchanges.
- H. Celebrate the contributions of Maine's diverse cultures including the French-speaking populations, Native Americans and the cultures of more recent immigrants.
- I. Develop and/or strengthen relations with Department of Economic and Community Development, Maine Humanities Council, Maine Community Foundation, Department of Education, Office of Business Development, Maine International Trade Center, Department of Transportation, Department of Administrations, Department of Human Services, Corrections, Conservation, Maine Universities, Maine Municipal Association, the five Economic Development Districts, Councils of Governments, State Planning Office, Economic Development Council of Maine, Maine Community Development Association, Maine Development Foundation and Maine Philanthropy Center.



**GOAL 5 DEVELOP ART IN PUBLIC SPACES.**

*Objective 5.1 Promote and facilitate the acquisition of works of art integrated into public places.*

- A. Maintain and expand the Public Art program.
- B. Promote the importance of commissioning art in public spaces. Facilitate the expeditious and equitable selection and Maine Arts Commissioning of works of art in public spaces. Build alliances with and educate those who commission public art.
- C. Take advantage of public art in schools to integrate the artwork into curricula.
- D. Translate Maine Arts Commission experience in public art management into education and mentoring programs.
- E. Use MAINEARTS.com to post procedures, references and answers to frequently asked questions and documentation of projects.
- F. Improve documentation of public art process.
- G. Draw up to 5 percent of the public for art project budgets that is allowable for administrative expenses.
- H. Improve documentation of public art projects. Enforce contracts that require photo documentation. Withhold final payment until documentation is complete.

**GOAL 6 DEVELOP AND SUSTAIN THE MAINE ARTS COMMISSION’S CAPACITY.**

*Objective 6.1 Seek adequate funding to implement this five-year plan.*

- A. Advocate for increased annual appropriations from the Maine State Legislature.
- B. Maximize federal funding.
- C. Develop collaborative proposals with community-based organizations for outside funding.
- D. Budget so that agency has discretionary funds to address unforeseen opportunities or problems that will advance its long-range goals.
- E. Support the Maine Philanthropy Center’s work with other funders, corporate and political leaders to expand the philanthropic base within the state.
- F. Work with arts service partner organizations and build advocacy into partnership agreements.
- G. Work with Discovery Research communities to sustain grassroots advocacy.
- H. Identify and secure foundation funds to supplement state and federal appropriations. .

*Objective 6.2 Assure the agency is sufficiently staffed.*

- A. Ensure the agency is adequately staffed with highly qualified, effective and fairly compensated staff.
- B. Plan for the continuing professional development of staff with training, attendance at conferences, networking and reading for management skills and public policy issues.
- C. Recruit and hire new staff as required.
- D. Secure approval for new staff positions as needed.
- E. Hire contractors as required.
- F. Allow for regular staff communications, planning and program evaluation.
- G. Provide for ongoing communication between staff and Maine Arts Commission members.
- H. Maintain an active internship program.

*Objective 6.3 Assure the Maine Arts Commission is well governed.*

- A. Continue timely recommendations to the Governor for recruitment and appointment of new Maine Arts Commission members. Seek a balance of artists, arts organization leaders, business, education and economic development interests. Balance geographic, urban and rural representation, gender, age and ethnicity.
- B. Plan for consistent orientation and professional development of Maine Arts Commission members.
- C. Create a Maine Arts Commission and Legislator Advisory Alumni Group who can advise and assist in advocacy.

*Objective 6.4 Monitor and evaluate performance of the five-year strategic plan and staff workplans.*

- A. Link staff workplans and performance budgeting to this five-year strategic plan.
- B. Plan for regular evaluation of Maine Arts Commission programs.

*Objective 6.5 Develop and maintain an ongoing community relations/public information program for the agency and public.*

- A. Create a comprehensive communications plan to raise the agency's public profile, promote Maine artists and arts institutions and our plans, programs and essential value to the well-being of the state.
- B. Communicate the results of evaluation research to tell the compelling stories, such as what makes an effective arts-involved school and how Discovery Research has mobilized the arts to help restore Maine communities.
- C. Provide Maine Arts Commission members with orientation, information and materials to help them promote the agency and its programs.
- D. Continually update the information on MAINEARTS.com to be attractive, timely and compelling.
- E. Provide information for artists and arts organizations on MAINEARTS.com.
- F. Maintain a bi-weekly E-newsletter.
- G. Plan for each of the agency's communication vehicles to fulfill unique functions MAINEARTSMag for artist and arts organization profiles and issues discussions and an E-newsletter for timely notices and opportunities.
- H. Present artists' voice and features of interest to artists in each MAINEARTSMag issue.
- I. Build the MAINEARTS.com database to include email addresses of constituents, news media and partners. Take advantage of electronic notices and press releases.
- J. Identify email listserves such as the list of school superintendents maintained by the Maine Department of Education. With permission, disseminate news and opportunities.
- K. Offer to make presentations at conferences and place articles in newsletters and journals of partners such as Department of Economic and Community Development, Maine Humanities Council, Maine Community Foundation, Maine Department of Education, Office of Business Development, and Maine universities. Maine Municipal Association, the five economic development districts, councils of governments, State Planning Office, Economic Development Council of Maine, Maine Community Development Association, Maine Development Foundation and Maine Philanthropy Center.

*Objective 6.6 Maintain an effective Technology/Website program – MAINEARTS.com.*

- A. Assess effectiveness of agency programs to ensure smooth flow of internal communications before applying information technology solutions.
- B. Deliver agency services through effective information technology program that will support rapid response to changes in agency programs.
- C. Utilize electronic technologies to reduce agency costs, lessen staff time and improve services to the public.
- D. Increase public awareness of Maine Arts Commission program information through print publications and MAINEARTS.com.
- E. Secure adequate resources to implement the website/technology - program goals and carry out the action steps.
- F. Provide technical assistance to artists, arts educators and organizations to further educate them on information technology and electronic communications and assist them in the development of a website to promote their artistry.
- G. Develop in information technology professional development grant program.
- H. Expand the visibility of the Maine Arts Commission via marketing strategies, promotional materials and electronic communications.
- I. Provide artists, arts educators and arts organizations in Maine with increased visual opportunities through agency publications and MAINEARTS.com.
- J. Provide Legislators with updated grant information and grantees of their communities on an ongoing basis.

*Objective 6.7 Plan for regular upgrading of agency equipment.*

*Objective 6.8 Assure fair grants decision making. Continue consistent guidelines for the role and responsibilities of all Maine Arts Commission program committees.*

*Objective 6.9 Develop and maintain an effective accessibility program and oversee all Accessibility needs (504/ADA) for the agency.*

- A. Develop and maintain MAINEARTS.com at full accessibility compliance.
- B. Ensure all programs and grant opportunities are fully accessible.
- C. Ensure all agency-related print and MAINEARTS.com materials are fully accessible.
- D. Develop and oversee an accessibility committee to monitor agency-wide and grantee accessibility compliance.
- E. Develop an agency-wide accessibility plan.
- F. Assist artists and arts organizations with Accessibility (ADA) compliance.
- G. Develop and maintain an accessibility grants program.
- H. Present accessibility issues at local, state, regional and national events, conferences and meetings.
- I. Develop ongoing relationship with the National Endowment for the Arts Office of AccessAbility.
- J. Develop and participate in regional New England Foundation for the Arts Accessibility Institutes and meetings.

*Objective 6.10 Ensure that Maine Arts Commission materials are documented and archived in a responsible and professional manner.*

*Objective 6. 11 Provide a comprehensive program for conducting regional informational workshops and technical assistance for the public.*

- A. Organize general information meetings in regions across Maine.

