



A Creative Approach to Community Building through the Arts
A 10-Year Plan to Strengthen
The Arts Council of Oklahoma City's Community Arts Program

February 2013
Diane Mataraza Consulting, Inc.
Florida

FOREWORD

For more than 40 years the Arts Council of Oklahoma City has been bringing the arts and community together. Hundreds of thousands of Central Oklahomans and visitors annually enjoy free or low cost arts programming all across the community, including the Festival of the Arts, Storytelling Festival, Opening Night, Sunday Twilight Concert Series, and Art Moves, presented by Devon Energy. Lesser known, but potentially even more impactful, is the Arts Council's Community Arts Program [CAP].

CAP was created in the 1990s to take arts and creative activities out of traditional performance venues and bring them into the community. Each year approximately 17,000 underserved youth, children and adults with special needs, and the underserved aging population participate in arts and creative activities.

In spring 2012, with encouragement and support from The Kirkpatrick Family Fund, the Cultural Development Corporation of Central Oklahoma, and the Oklahoma City Office of Arts & Cultural Affairs, the Arts Council commissioned an assessment and plan for its Community Arts Program to better understand its current reach, value, and relevance, how CAP could be improved, and what it would take.

When planning began, our earliest prediction of what a positive plan outcome might be was expanding after-school programs so more students across the city could be reached. Once focus groups were underway, however, community voices expressed far more exciting possibilities. In addition to expanding CAP after-school programs for students, it became clear that if the Arts Council were willing to take a leadership role, coordinating all existing resources, strengthening communications, and facilitating partnerships, arts education outreach opportunities would reach significantly greater numbers of Oklahoma City's underserved.

Guided by this plan, over the next 10 years the Arts Council of Oklahoma City will continue to do everything possible to contribute to the vitality and quality of life for all Oklahoma City residents. We thank everyone who has been a part of this process, and we extend an invitation to all who wish to lend a hand as we create new, more accessible, and more fulfilling opportunities to bring the arts and community together all year long.

Gary Marrs and Sherry Rhodes—Project Leadership Team Co-Chairs
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DEFINITIONS TO ASSIST WITH THE INTERPRETATION OF THIS REPORT

The underserved: *For the purposes of this report, CAP's underserved populations are defined as ethnically diverse, socioeconomically vulnerable children, youth, and older adults, especially those with special needs.*

Creative sector: *All creative individuals, including artists, artisans, folklorists, performers, writers, and more, plus nonprofit organizations whose primary missions include arts, culture, history, heritage, and humanities offerings.*

Community arts programs: *Arts education outreach activities and instruction that take place in community settings rather than traditional arts venues. For example, in schools, churches, neighborhood organizations, libraries, parks, at human and social service locations, and facilities that serve the developmentally disabled and older residents. Community arts programs involve creating and doing art rather than watching art.*

CAP providers: *Those in the creative sector who design and deliver arts programs and arts education activities out in the community.*

CAP host sites: *Nonprofit organizations, churches, and entities that bring in CAP providers to serve the creative aspirations and needs of their clientele.*



Photo: African Dance Performance 2011, Arts Council of Oklahoma City

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EXECUTIVE SUMMARY

INTRODUCTION

This assessment and plan charts a path for the Arts Council of Oklahoma City's Community Arts Program, known as CAP. It was created in the 1990s to take arts and creative activities out of traditional performance venues and bring them to underserved populations in neighborhoods across the Oklahoma City Metro Area. CAP's program delivery is unique in that it reaches the underserved only through frontline CAP host sites. In partnership with nine organizations CAP's 15 roster artists are currently serving 17,000 residents in 47 host sites including libraries, city parks, public schools, agencies, and neighborhood organizations. CAP's philosophy is clear and compelling: It reinforces the efforts of host sites to better serve their constituents.

This plan calls for a revitalized, more creative approach to community building through the arts. Plan direction has been informed by the wisdom and support of a 20-member Project Leadership Team headed by Gary Marrs and Sherry Rhodes, and more than 1400 community voices to whom the Arts Council owes a debt of thanks. As we stand at the threshold of what's next, we present a summary of key findings and proposed recommendations.

KEY FINDINGS & PROPOSED RECOMMENDATIONS

- **Greater coordination of creative sector outreach is needed to ensure that community wants and needs are being more fully addressed.**

The creative sector's knowledge of neighborhood organizations and their desire for arts and creative activity for their clienteles—especially those focused on the underserved—is low. Though numbers of arts organizations have outreach programs, the reach of those programs is impeded by marketing barriers and lack of time to cultivate relationships and partnerships with those focused on underserved populations. This plan recommends that the Arts Council of Oklahoma City serve as the creative sector's "go-to" source for information about community-based

organizations' wants and needs. It also recommends strengthening the arts outreach delivery system by training, professional development, and producing activities relevant to the underserved.

- **Bridges to connect the creative sector supply with underserved populations' demand would positively impact the quality of life for all Oklahoma City residents.**

More than 350 nonprofit organizations, churches, and agencies serve Oklahoma City's 139,000 residents living in poverty or residents at-risk. These organizations have little to no knowledge about arts outreach opportunities. In assessment focus groups, leaders and champions of these organizations shared the enormous funding and resource challenges they face in serving their clienteles. Those who

work with the underserved understand — better than most — the therapeutic value of creative activity. Yet they don't know where to find it. The Arts Council, with its universe of relationships across Oklahoma City's nonprofit sector, and the creative sector is uniquely positioned to be a connector. This plan recommends that the Arts Council take on the role of bridge builder to better connect creative sector supply with underserved populations' demand. By doing so, more of Oklahoma City's underserved will enjoy more arts and cultural and creative opportunities enhancing their quality of life.

- **Community awareness of arts and creative outreach programming is low.**

Assessment findings revealed an overall lack of public awareness about arts outreach programs. Knowledge of after-school program availability is weakest. The public is not well-informed, and the lack of information and perceived lack of access are barriers. A comprehensive branding strategy and a Web-based directory promoting community arts education opportunities would be universally welcome.

- **Community arts education programs could benefit from the support and influence of Oklahoma City's movers and shapers.**

Oklahoma City is a community with a huge heart. It has the highest per capita charitable giving rate of any city in the US; yet, as generous as the community is, sustainable funding for arts outreach programs in neighborhoods has been a formidable challenge. The City's ingenuity in accessing new resources and creating new revenue streams to strengthen Oklahoma City's vitality are substantial. The Arts Council should capitalize on that. By cultivating Oklahoma City's civic, corporate, neighborhood, and philanthropic leaders as well as

creative sector leaders, artists, and volunteers as champions and allies, CAP would benefit. This plan recommends that the CAP Leadership Team appointed to guide the assessment and plan be retained and expanded upon. This larger group should be charged to see that expertise, networks, and resources vital to the success of this plan are continually utilized.

- **Program quality and delivery systems can always be improved.**

Community arts outreach programs (such as those provided by the Oklahoma City Museum of Arts, City Arts Center, Easter Seals, and many others) are beloved. People in focus groups familiar with these programs could not compliment them enough; yet one size does not fit all: underserved residents of various ages, backgrounds, and populations with specialized needs have diverse interests when it comes to cultural activities. With creative sector resourcefulness, program content and quality could be improved so host sites could better address unique clientele goals. As one frontline worker suggested, "Beyond the delight of the arts, creative activities increase the self-confidence of our residents and strengthens their independence."

A greater number of existing arts programs for the underserved could be tailored for different audiences. Economies of scale strategies also could extend program reach and stretch dollars. This plan suggests a greater facilitation role for the Arts Council to encourage the creative sector's cross-discipline collaboration and partnership building. This would result in increasingly innovative, robust programming with more lasting impacts.

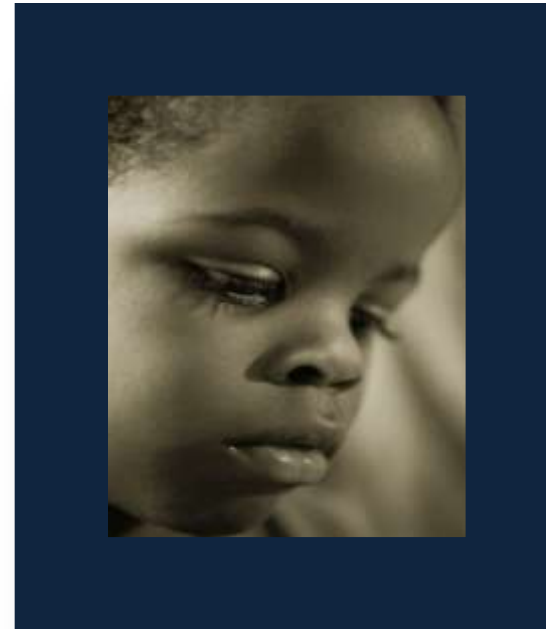
COMMUNITY ARTS PROGRAM

A Creative Approach to Community Building through the Arts



VISION

The Community Arts Program brings together the creative sector in Oklahoma City to improve the quality of life for underserved ethnically diverse, socioeconomically vulnerable children, youth, and older adults—especially those with special needs.



MISSION

The Arts Council of Oklahoma City's Community Arts Program builds bridges between the creative sector and organizations dedicated to the well-being of Oklahoma City's underserved ethnically diverse, socioeconomically vulnerable children, youth, and older adults—especially those with special needs.

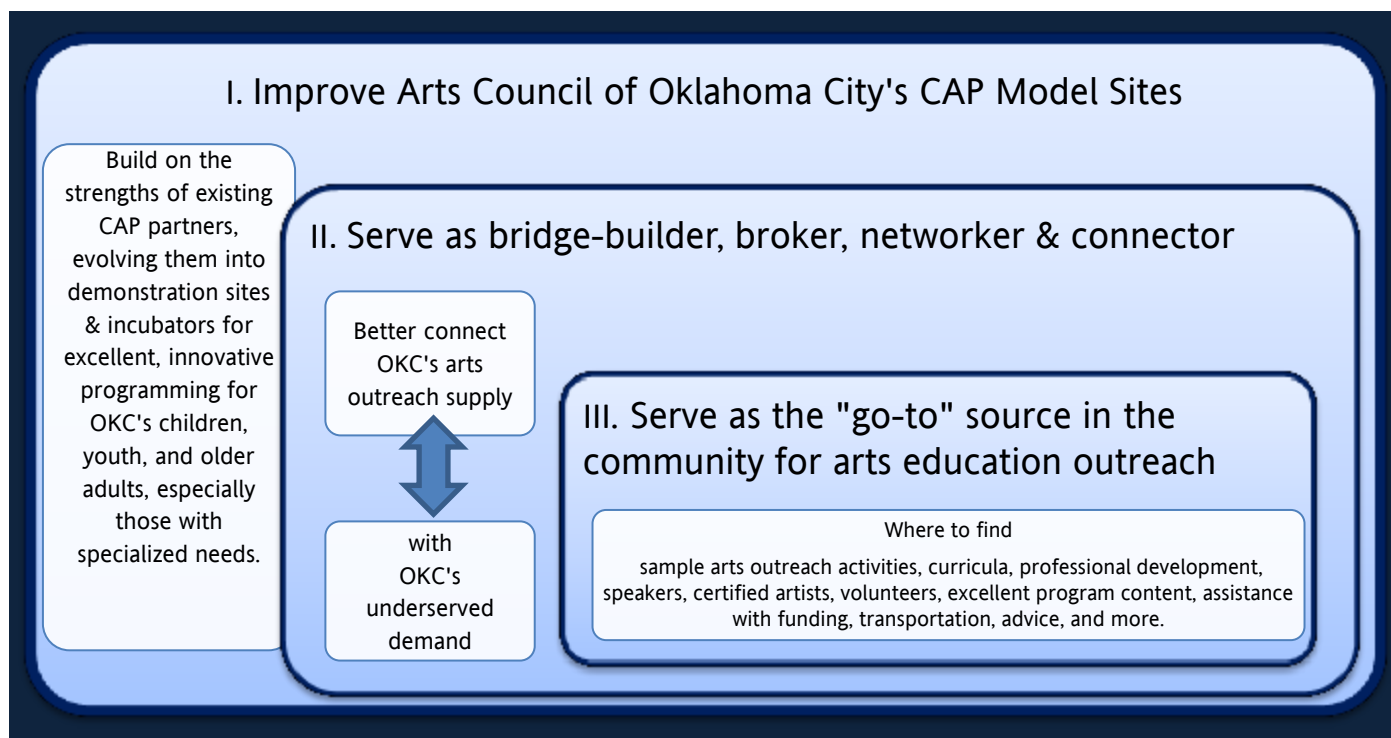
STRATEGIC PRIORITIES

These strategic priorities will capitalize on the strengths of CAP's current offerings while also signaling the Arts Council's intent to facilitate broader, more inclusive collaboration. The result? Oklahoma City's underserved will have greater access to creative opportunities and programming. Quality of life for all residents will improve.

Stronger creative sector partnerships	<ul style="list-style-type: none">• Build a better delivery system: facilitate cooperation and collaboration among and between artists and organizations in the creative sector offering arts education outreach.• Become information central—serve as the creative sector's "go-to" source for arts education outreach assistance and resources.• See that the caliber and reputation of CAP artists and their programming continually improve.
Increased access	<ul style="list-style-type: none">• Fortify current CAP offerings so they become demonstration sites and models for others to emulate and learn from.• Expand the reach of CAP to more underserved populations in more locations across Oklahoma City.
Increased awareness	<ul style="list-style-type: none">• Refresh and strengthen CAP's name recognition and brand identity across Oklahoma City.• Increase general public awareness about community arts education opportunities.• Increase communications with neighborhood organizations, so that every organization focused on underserved populations is aware of arts outreach opportunities and knows how to access them.
Network expansion with allies, champions, and funders	<ul style="list-style-type: none">• Recruit a wider leadership network of those committed to Oklahoma City's future vitality and Oklahoma City's quality of life—especially for the underserved.• Create revenue streams to ensure CAP's sustainability.• Find good solutions to increase CAP access—especially transportation.
Continued improvement of quality	<ul style="list-style-type: none">• Strengthen existing CAP program content and delivery.• Fortify CAP's infrastructure and improve administrative effectiveness.

AN OVERVIEW OF THE REFRESHED COMMUNITY ARTS PROGRAM

Pictured below is a diagram of the refreshed Community Arts Program. Based on what we heard throughout the assessment process, the Arts Council's nine host sites and the artists that serve them aspire to be model sites for others to emulate. Creative sector individuals and organizations who have not been part of CAP would welcome the opportunity to build on the Arts Council's relationships to reach the underserved. Community-based organizations across the county would welcome access to creative opportunities for their underserved clientele. Teens in Advisory Councils across the city are eager to increase creative opportunities for all Oklahoma City [OKC] teens, especially those in often overlooked neighborhoods; and Festival of the Arts volunteers would welcome the opportunity to be active in a year-round endeavor to support arts education outreach for underserved populations. The resounding plea was for good information about offerings and better coordination to reach the underserved. Given that, this plan proposes two new additional modules of CAP service—items II and III—in the diagram below.



THE VALUE OF CREATIVE ACTIVITY IN QUALITY OF LIFE AND NEIGHBORHOOD VITALITY:

MAKING THE CASE

A growing body of research substantiates long-held beliefs that the arts benefit human development and favorably impact individual well-being across the lifespan. Studies surrounding learning, arts, and the brain underscore improvements in cognitive and behavioral development and show how the arts increase school readiness of young children, particularly at-risk children from low-income backgrounds. Research also points to the positive impact of the arts on academic and behavioral outcomes in youth, as well as beneficial health, cognitive, and social outcomes of creative activity with older adults. The following research highlights provide compelling evidence of the value of creative activity to the underserved.

- *Students with high involvement in the arts, including racial/ethnic minority and low-income groups, performed better in school and stayed in school longer than students with low arts involvement.¹*
- *Student involvement in arts training was associated with greater ability to focus attention.²*
- *In a study aimed at identifying relationships between arts involvement and academic performance, researchers found that although the probability of having more arts experiences in school was greater for economically advantaged students, arts-engaged, low-income students were more likely than their non-*

arts-engaged peers to attend and do well in college, obtain employment, volunteer in their communities, and participate in

the political process by voting. Study findings suggest that arts-engaged low-income students performed similarly to average higher-income students.³

- *Students reported higher intrinsic motivation, concentrated effort and engagement, and lower apathy when participating in the arts, compared to being engaged in other activities.⁴*
- *Storytelling is emerging as a powerful tool for health promotion in vulnerable populations.⁵*
- *According to the International Art Therapy Organization, Art therapy encourages self-expression, self-discovery and emotional growth; for these reasons it has been used in the treatment of mental illness for almost 100 years. As a form of psychotherapy, art therapy often involves both the creation of art and the discovery of its meaning. Individuals are encouraged to visualize and then create the thoughts and emotions that they cannot talk*

¹ Catterall J. "Champions of Change: The Impact of Arts on Arts Learning."

² Rauscher F, Shaw GL, Levine LJ, Wright EL, Denis WR, Newcomb, RL. "Music Training Causes Long-Term Enhancement of Preschool Children's Spatial-Temporal Reasoning," *Neurological Research*. (1997) 19: 2-8.

³ Catterall J. "Doing Well and Doing Good by Doing Art: A 12-year Longitudinal Study of Arts Education—Effects on the Achievements and Values of Young Adults." (2009).

⁴ Shernoff DJ, Vandell DL. "Engagement in After-School Activities: Quality of Experience from the Perspective of Participants." *Journal of Youth and Adolescence*. (2007) 36, No. 7 891–903.

⁵ Houston T, Allison JJ, Sussman M, Horn W, Holt CL, Trobaugh J, Salas M, Pisu M, Cuffee YL, Larkin D, Person SD, Barton B, Kiefe CI, Hullett S. "Culturally Appropriate Storytelling to Improve Blood Pressure." *Annals of Internal Medicine*. (2011) 54, No. 2: 77–88.

about. For other people with mental illness or disabilities, the creative process of art making becomes the therapy.

- People are living much longer. The National Center for Creative Aging writes, “by the year 2030, there will be as many people over 65 as there are under 20 and one in every five people in the United States will be 65 or older. [Note: experts at the University of Oklahoma Health Sciences Center told us by 2030, one in every four Oklahomans will be over the age of 60.] Cases of cognitive disabilities increase with age, so as the population lives longer more people will be diagnosed. By bringing arts programs to people with cognitive disabilities, you can create more opportunities for people with cognitive loss and their caregivers.”
- In older adults, arts engagement appears to encourage health-promoting behaviors (physical and mental stimulation, social engagement, self-mastery, and stress reduction) that can help prevent cognitive decline and address frailty and palliative care through strengths-based arts interventions. Prevention can have profound effects on individual quality of life and on the cost of healthcare.⁶
- Art therapy sparks the imagination and enables undiscovered places of knowledge in clients. Art therapy enhances client experiences and enables them to form new experiences, thoughts, sensations and images beyond their one-dimensional experiences.⁷
- Medical professionals are beginning to recognize the role that creative arts play in the healing process; increasingly, arts in medicine programs are emerging throughout the United States

⁶ “The Arts and Human Development: Framing a National Research Agenda for the Arts, Lifelong Learning, and Individual Well-Being.” *Art Works* (2011).

⁷ Mitchell, D. “The Benefits of Expressive Art Therapy.” (2012)

and worldwide... Use of the arts in healing does not contradict the medical view in bringing emotional, somatic, artistic, and spiritual dimensions to healing. Rather, it complements the biomedical view by focusing on not only sickness and symptoms themselves but the holistic nature of the person.⁸

- As Alzheimer’s disease progresses, memory and language fade, but other parts of the mind sometimes spring to life, such as those touched by art.⁹

These are bottom-line reasons why the Arts Council is making every effort to refresh CAP, a unique program that will—over the next ten years—reinforce the goals of both providers and host sites in improving the quality of life for tens of thousands of Oklahoma’s underserved residents.



Photo: Courtesy of Easter Seals Oklahoma

⁸ Furnham A, Forey J. “The attitudes, behaviors and beliefs of patients of conventional vs. complementary (alternative) medicine.” *Journal of Clinical Psychology*. (1994) 50(3):458–469

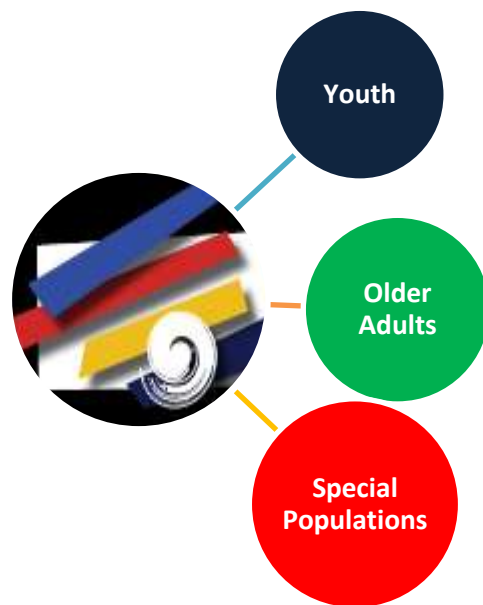
⁹ Fritsch, T, et al. “Arts Processes in Alzheimer’s Disease and Dementia.” (2009).

THE ASSESSMENT PROCESS

In spring 2012, the Arts Council of Oklahoma City [AKOKC] determined that it was time to explore ways to refresh the Community Arts Program. The board of directors approved an assessment and planning process. A nationally-known nonprofit consultant was retained to help find the answers to the three core questions that have driven this entire project:

1. *What are the current reach, value, and relevance of the Arts Council of Oklahoma City's Community Arts Program?*
2. *As we look at the needs and opportunities in the greater metropolitan region, how could the Community Arts Program be refreshed and expanded to increase its value and relevance in our community?*
3. *What should a refreshed Community Arts Program look like? What would it take to accomplish it, and how could it be sustained?*

With its project sponsors, the ACOKC recruited a 20-member Project Leadership Team to oversee and guide the assessment. Champions and stewards of Oklahoma City's underserved, ethnically diverse, socioeconomically vulnerable populations—especially youth, older adults, and special populations listed in the chart below — were invited to serve. Every Leadership Team candidate enthusiastically accepted.



- City of Oklahoma: Parks & Recreation and Planning Departments, and City Leadership
- Neighborhoods
- Arts organizations
- Nonprofit organizations (school & center-based, libraries)
- Faith-based community
- Law enforcement agencies
 - Faith-based community
 - City of Oklahoma: Parks & Recreation and Planning Departments; and City Leadership
 - Neighborhoods
 - Nonprofit organizations
 - Higher education
- Nonprofit organizations (center-based)
- Government (State, City, County, Health)

PLAN OBJECTIVES AND TIMELINE

An assessment work plan was approved by both the Arts Council of Oklahoma City and Project Leadership Team, and, in August, a process with the following seven objectives was officially launched.

1. Tap the wisdom of community leaders and current and potential funders to explore how CAP's value and relevance might grow;
2. Conduct an environmental scan to validate the uniqueness of CAP in seven counties in the region (Canadian, Cleveland, Grady, Kingfisher, Logan, McClain, and Oklahoma);
3. Reach out to and further engage current partners to better understand how the Community Arts Program might more effectively support and align with their goals and key metrics;
4. Assess what additional community needs and opportunities CAP could uniquely address, and explore the possibility of engaging additional partners and allies;
5. Collect publicly accessible quantitative and qualitative data from current and potential partners and users to learn about CAP's value and relevance and gather ideas for making the program even more successful;
6. Develop public baseline data that are easy-to-collect-and-maintain and important for partners, funders, users, and other community development purposes, now and in the future; and,
7. Develop a refreshed plan, including a new operating and business model that would provide a clear, sustainable path for the program's vitality and success.



METHODOLOGY

The Project Leadership Team and Arts Council senior staff provided wisdom, guidance, and assistance at every step. Leaders and frontline workers from CAP's current nine host sites generously shared information and advice:

- Boys & Girls Clubs of Oklahoma County
- Classen School of Advanced Studies
- Easter Seals Oklahoma
- Oklahoma City Public Schools
- Metropolitan Better Living Center
- The Metropolitan Library System
- The City of Oklahoma (Parks & Recreation and Planning Departments, City Leadership and Chief of Staff)
- Special Care, and
- YMCA of Greater Oklahoma City.

CAP's roster artists led by Master Teacher DWe Williams also added invaluable insights in more than 20 hours of meetings and phone interviews between August 2012 and January 2013.

Databases and generous outreach assistance obtained from the following organizations helped secure broad community plan involvement:

- The American Indian Cultural Center and Museum
- Chickasha Area Arts Council
- The Cultural Development Corporation of Central Oklahoma
- ÉNYE Media
- Foundation for Oklahoma City Public Schools
- Latino Community Development Agency
- The Kirkpatrick Family Fund
- Norman Arts Council
- Oklahoma A+ Schools

- Oklahoma Arts Council
- Oklahoma Center for Nonprofits
- Oklahoma City Art Institute
- Oklahoma Humanities Council
- Oklahoma Visual Arts Coalition
- University of Oklahoma Health Services Center; and
- Urban League of Greater Oklahoma City.

The following key elements constituted assessment methodology:

1. A comprehensive review of resources, research, and plans for Central Oklahoma's overall cultural development and its underserved populations;
2. Deep listening: 51 focus groups and meetings with 324 participants held at various locations around the city in August, October, and December 2012, and in January 2013;
3. A survey of all nonprofit organizations located in Canadian, Cleveland, Grady, Kingfisher, Logan, McClain and Oklahoma Counties—some 330 organizations—to learn which ones might be providing arts programming or would like to provide arts programs;
4. A survey of current, former, and prospective CAP providers (artists and arts, cultural, heritage, or humanities organizations offering any kind of arts education outreach); and,
5. A survey to assess community perceptions of interest in, observations of, and ideas for community arts programming. The survey was available online and in hard copy in both Spanish and English. A total of 979 individuals responded.

PLAN OF ACTION

The plan's five goals follow in this section of the document.

1. Create partnerships with Oklahoma City's creative sector to build a better community arts program delivery system;
2. Increase access to community arts education outreach programs and resources;
3. Increase public awareness about the Community Arts Program;
4. Expand the network of Community Arts Program allies, champions, and funders to ensure a sustainable future for CAP; and,
5. Continually improve program quality and delivery.

Summaries of key assessment findings and critical outcomes are included with each goal. Planning grids also include objectives, detailed strategies and tactics, timing, accountability (i.e., staff point persons with lead responsibility, indicated with a + following the position name), local, regional, and national resources and helpers, and plan indicators.

Arts Council of Oklahoma City leaders and the expanded CAP Leadership Team will guide and monitor plan progress. This plan charges them to ensure CAP's continued alignment with Oklahoma City's strategic priorities. Direct costs, resources, community helpers, and indicators will be reviewed, evaluated, and updated each year. The Leadership Team will ensure that CAP optimizes opportunity, navigates challenges, and overcomes barriers.

A 120-page companion report contains all assessment research.



Photo: Outreach, Arts Council of Oklahoma City

GOAL 1. CREATE PARTNERSHIPS WITH OKLAHOMA CITY’S CREATIVE SECTOR TO BUILD A BETTER COMMUNITY ARTS PROGRAM DELIVERY SYSTEM.

WHAT THE ASSESSMENT REVEALED

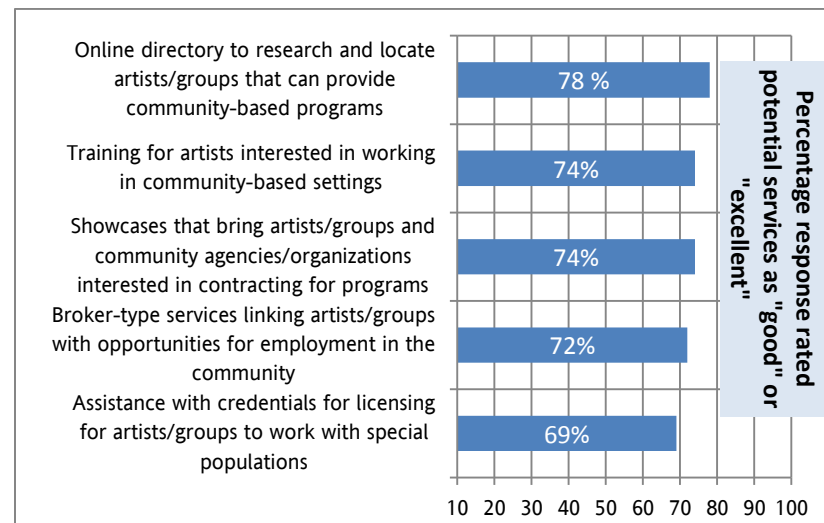
Greater coordination of creative sector outreach is needed to ensure that community wants and needs are being more fully addressed. Numbers of organizations have community outreach activities; however, there is no organized, cohesive system for their delivery. This lack of coordination translates into missed opportunity: underserved residents that could be reached with arts and creative activities are not.

- *I moved here from a community with an organization that acted as a liaison and helped with grant funding and promoting artists. Schools and community organizations looking for a particular artist or arts program to be a part of their classroom or neighborhood program would go to this organization for help or use its website.*
—Artist survey respondent
- *The primary goal of CAP should be to identify opportunities for Oklahoma artists and assist Oklahoma purchasers of art to find them.*
—Organization survey respondent
- *It would be great if the Arts Council raised funds in support of arts organizations and got out of the competition business ... that, or change your name. Council has a different connotation around the United States!*
—Public opinion survey
- *Our education department is a staff of one plus lots of volunteers. I am hard-pressed to keep pace with all that we are supposed to be*

doing to present education programs here in this facility. If the Arts Council could help connect those of us who have education programs with community groups that want them, that would be terrific. I don't have the time to seek out and cultivate these organizations and, frankly, would not know where to start. If the Arts Council could establish the linkages for us, then we could focus on what we do best—the programming itself!

—Arts Education Director, non-CAP organization, interview

Surveys also queried artists and arts and cultural organizations on the kinds of services they would find valuable to strengthen their arts education outreach capacity.



GOAL 1. CREATE PARTNERSHIPS WITH OKLAHOMA CITY’S CREATIVE SECTOR TO BUILD A BETTER COMMUNITY ARTS DELIVERY SYSTEM.

Critical success factors

ACOKC successfully connects arts education outreach supply with community demand.

- a. *The Arts Council of Oklahoma City’s relationship with the creative sector is cohesive, more informed, and stronger.*
- b. *The creative sector (artists and arts, cultural, history, and humanities organizations) who wish to—and are qualified— to provide arts education outreach programs do so.*
- c. *The creative sector has a trusted, reliable “go-to” source for community outreach help. Information and resources are kept current in one central, easily accessible location.*
- d. *Cross pollination facilitated by CAP spurs innovative, increasingly excellent community-based arts education programming.*
- e. *Oklahoma City has a stellar comprehensive delivery system for community arts education outreach.*

1.1 OBJECTIVE: FACILITATE COMMUNICATION, COOPERATION, COLLABORATION, AND BRIDGE-BUILDING ACROSS THE CREATIVE SECTOR.

1.1.1 Strategy: Become information central—the creative sector’s “go-to” source for community arts education assistance and resources.

	Action Steps	Timing	Accountability	Resources Helpers	Direct costs/resources	Indicators
1.1.1.A (1)	<p>Create and manage a Web-based resource for arts education outreach in Oklahoma City.</p> <p>Include:</p> <ul style="list-style-type: none"> – Best practices for working with specialized populations, e.g., grade-appropriate after-school and healthy aging/wellness; – Suggested “level of readiness” guidelines (<i>What makes a good CAP program provider? What makes a good CAP host site</i>); See suggested criteria in Appendix G.] – State and national resources, e.g., Oklahoma after-school Network, The National Center for Creative Aging, National Endowment for the Arts, Grantmakers in Aging, American Music Therapy Association, etc.; – Teaching tools, sample curricula, how-to guides; 	2014	CAP Director Communications Director+	City Office of Arts & Cultural Affairs, Cultural Development Corporation of Central Oklahoma, Foundation for Oklahoma City Public Schools, Metropolitan Library System, Oklahoma Arts Council, OVAC, Oklahoma A+ Schools	40,000 to build and 7,500 annually to maintain	Numbers of Web site visitors; and increasing numbers of offerings.

	<ul style="list-style-type: none"> Professional development resources; Create different levels of access for Web site users, e.g., Password-protected content for those in the partnership (providers and host sites); General information available to the public. 					
	Complementary plan objectives and strategies: 2.2.1; 2.3.4; 3.2.1; 4.1.2; 4.4.1; 5.1.1; and 5.3.1.		CAP Leadership Team			
1.1.1.A (2)	<p>Create a Web-based directory of all creative sector providers who offer arts education outreach in Oklahoma City.</p> <ul style="list-style-type: none"> Develop policy to guide what entities will be included on the Web site and who will have access to the information. In collaboration with other artists' services organizations, see that all who have the capacity and desire to work in community-based settings are afforded the opportunity. Include information that will make it easy for prospective host sites and users to identify and select artists, e.g., bilingual, trained to work with specialized populations, age-specific, and neighborhood specific environments. 	2015	CAP Director+ Communications Director	AICCM, Allied Arts, BLAC, Inc., OVAC, OKAN, Cultural Development Corporation of Central Oklahoma, Latino Community Development Agency, ÉNYE Media, Metropolitan Library System, Norman Arts Council, Oklahoma Arts Council, Red Earth	Portion of costs in 1.1.A	Robust roster diversity; creative sector increasing outreach activity; and numbers served.
	Complementary plan objectives and strategies: 2.2.1; 2.3.4; 3.2.1; 4.1.2; 4.4.1; 5.1.1; and 5.3.1.			CAP Leadership Team		
1.1.1.B	<p>Keep the creative sector informed about new developments, opportunities, success stories, teaching tips, etc.</p> <p>Distribute the Executive Director's monthly update to the creative sector.</p>	2013 and beyond	Director of Development+ CAP Director Communications Director	-	ACOKC Budget	Executive Director's Update readership.
	Complementary plan objectives and strategies: 2.2.1; 4.4.1; 5.3.1.					

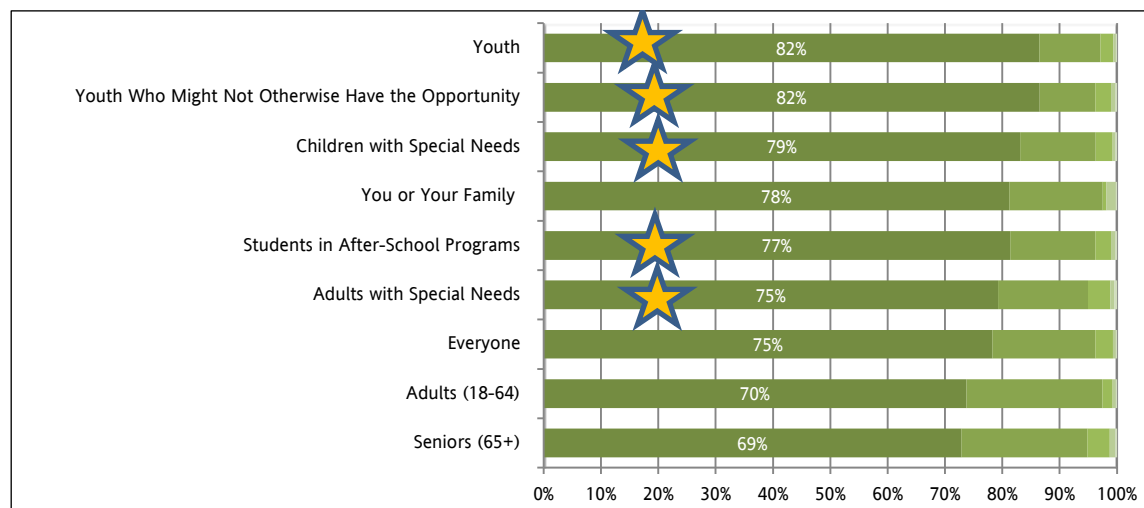
1.1.2 Help expedite cultural sector partnership building.						
	Action Steps	Timing	Accountability	Resources Partners	Direct costs/resources	Indicators
1.1.2.A	Schedule two meetings a year with all arts education outreach artists and organizations for the purpose of professional development, networking, strengthened communications, and increasing <i>esprit de corps</i> .	2014- and beyond	CAP Director+	Allied Arts, Oklahoma Arts Council, Oklahoma City Office of Arts & Cultural Affairs, OVAC	2,000	Greater collaboration; and numbers of organizations collaborating.
	Complementary plan objectives and strategies: 5.1.1.B			CAP Leadership Team		
OBJECTIVE 1.2 SEE THAT THE CALIBER AND REPUTATION OF CAP ARTISTS CONTINUALLY IMPROVE						
Strategy 1.2.1 See that professional development resources are available and accessible to artists, performers, and creative individuals who want to work in community-based settings.						
	Action Steps	Timing	Accountability	Resources Partners	Direct costs/resources	Indicators
1.2.1.A	Explore creation of CAP “U”—CAP University. Join the consortium of Oklahoma City’s resources led by the Oklahoma Arts Council to provide professional training & development to artists, frontline workers, care givers, and volunteers supporting teaching artists in community-based settings.	2016-2017	CAP Director+	OVAC, OKCPS, the Foundation for Oklahoma City Public Schools, the Arts Institute—Quartz Mountain, Metropolitan Library System, Oklahoma A+ Schools, Oklahoma Arts Council, Rose State College, OU	TBD	Numbers of individuals completing professional development.
	Complementary plan objectives and strategies: 5.1; 5.2; 5.3; 5.4.		CAP Leadership Team			
1.2.1.B	Expedite background checks and credentialing processes. Explore offering subsidies to offset artist licensing fees.	2014	CAP Director+	Oklahoma State Department of Education	ACOKC Budget	Ease of credentialing; and the number of artists in OK City with credentials.

GOAL 2. INCREASE ACCESS TO COMMUNITY ARTS EDUCATION OUTREACH PROGRAMS AND RESOURCES.

WHAT THE ASSESSMENT REVEALED

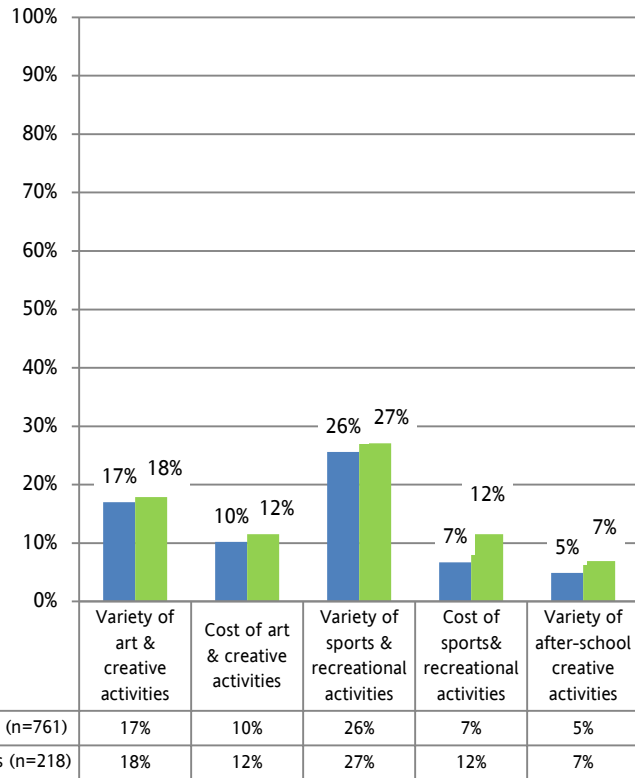
Bridges to connect creative sector supply with underserved populations' demand would positively impact the quality of life for all Oklahoma City residents. Oklahomans believe in the importance of the arts in education and arts' value in the care and treatment of specialized populations. Frontline workers who care for specialized populations believe art therapy is integral in fostering their clientele's self-expression, self-discovery, and emotional growth, yet, are hard-pressed where to find it.

Creative Activities in the Community are "very important" for:



Public opinion survey respondents [N=979] were asked to rate the importance of creative activities in the community for different populations. Respondents were given a rating scale to indicate importance: very important, somewhat, no opinion, not much, or not at all. The predominance of starred "very important" responses validates CAP's mission to provide creative activities for youth, youth who might not otherwise have the opportunity, Children with special needs, students in after-school programs, and adults with special needs.

Availability of Art/Creative Activities in Local Community is "Excellent"



The public opinion survey offered the opportunity for residents to offer additional comments about arts education outreach offerings: 353 people responded in Spanish and English. This sample of comments represents prominent ideas.

- *I live in NE OKC and this area is in need of after-school creative activities ... Children should experience new and different things that have not been offered to them in their lives.*
—Public opinion survey, African American

- *Consider more minority culture emphasis; women, African American culture, Latino Culture.*
— Public opinion survey, African American
- *Inner-urban outreach programs for at-risk youth should be offered and outreach programs for Oklahoma County's homeless children placed in children's shelters such as the Pauline E. Mayer Shelter.*
— Public opinion survey, African American
- *Continue to offer great programs thru our local libraries, community centers and Jr. Colleges ... Good to educate our young people and give them hands-on opportunities that inspire them!*
— Public opinion survey, children in household
- *The Heart Beat of our agency is activities. Without the assistance of the Arts Council this would be an extremely hard and expensive task. ... CAP assists us in providing the jump start that we need to do this.*
— Organization survey
- *A program in which the children with mental illnesses are also given a chance to display their artistic talents.*
— Public opinion survey, Latino
- *I'm very thankful for what's already been provided in this program; however, it would be nice to also experience other cultures.*
— Public opinion survey, Asian American
- *A good community arts program might consider additional new creative partnerships with churches, schools and libraries.*
— Public opinion survey, Caucasian

- *With regular budget cuts to the arts, society is sending the message to kids that art and expression are not very important.*
— Public opinion survey, Caucasian
- *Programs that give youth and seniors an opportunity to improve their community through art and expression ... programs that give seniors an opportunity to share their history through storytelling, or writing.*
— Public opinion survey, African American
- *Use of neighborhood public schools to offer a variety of classes on weekends and evenings.*
— Public opinion survey, Caucasian
- *The high cost of many events precludes many families from exposing their children.*
— Public opinion survey, Caucasian
- *The kids in our community really crave programs like this. They just don't get exposure to arts at school like they used to and our programs make the arts accessible to everyone.*
— Survey, CAP Host Site
- *Artistic expression is an amazing "therapy" for people with disabilities. I would love to see the Arts Council reach out to community providers and advocates for people with disabilities.*
— Public opinion survey, Caucasian

GOAL 2. INCREASE ACCESS TO COMMUNITY ARTS EDUCATION OUTREACH PROGRAMS AND RESOURCES.

Critical success factors

Refreshing CAP is a prime opportunity to better respond to high community demand for arts education outreach offerings for underserved populations. By 2020,

- a. *Every Oklahoma City Public Schools [OKCPS] elementary school has an after-school CAP program.*
- b. *Significant evidence proves CAP has expedited attainment of OKCPS' strategic plan goals.*
- c. *Oklahoma City's healthy aging/wellness initiatives are integrally linked with CAP.*
- d. *CAP's partnerships with African American and Latino communities are exemplary, respected, and popular.*
- e. *Front line workers and care givers of the underserved know about CAP and are able to easily access opportunities for their clientele.*

2.1 OBJECTIVE: FORTIFY CURRENT CAP PROGRAMS.						
2.1.1 Strategy: Strengthen existing OKCPS after-school programs position them as CAP models.						
	Action Steps	Timing	Accountability	Resources Partners	Direct costs/resources	Indicators
2.1.1.A	Improve offerings at Sequoyah, Linwood, and Van Buren Schools.	2013	CAP Director+ Executive Director	OKCPS, Oklahoma City Office of Arts & Cultural Affairs, Oklahoma A+ Schools	TBD	Student learning metrics; numbers reached within City ZIP codes; increasing school attendance; declining incidents of behavioral problems; and program content ratings.
	Complementary plan objectives and strategies: 5.1.1; 5.2; 5.3.1.					
2.1.1.B	Integrate local and national best practices for after-school arts and creative activities into CAP's methodology. Best Practices from: - Oklahoma A+ Schools - DHS - SmART Start - Marcus Garvey - Wilson - Oklahoma Arts Council, - Foundation for Oklahoma City Public Schools	2014 and beyond	CAP Director+	Organizations named herein	ACOKC Budget	Student learning metrics; numbers reached within City ZIP codes; increasing school attendance; declining incidents of behavioral problems; and program content ratings.
	Complementary plan objectives and strategies: 5.1.1; 5.3.1.					
2.1.2 Strategy: Strengthen CAP's current youth and older adult programs making them model sites.						
	Action Steps	Timing	Accountability	Resources Partners	Direct costs/resources	Indicators
2.1.2.A	Strengthen CAP's current offerings for underserved youth at: - Boys & Girls Clubs of Oklahoma County - The Metropolitan Library System - The City of Oklahoma Parks & Recreation Department - YMCA of Greater Oklahoma City	2013	CAP Director+ Executive Director	Organizations named herein	TBD	Host site metrics; numbers reached; increasing attendance; declining incidents of behavioral problems; and program content ratings.
	Complementary plan objectives and strategies: 5.1.1; 5.3.1.		CAP Leadership Team			
2.1.2.B	Strengthen CAP's current offerings for underserved children and youth with special needs: - Classen School of Advanced Studies	2013	CAP Director+ Executive Director	Organizations named herein	TBD	

	<ul style="list-style-type: none"> - Easter Seals - Sequoyah - Special Care 					
	Complementary plan objectives and strategies: 5.1.1; 5.3.1.					
2.1.2.C	Strengthen CAP's current offerings for underserved older adults with specialized needs: <ul style="list-style-type: none"> - Easter Seals - Metropolitan Better Living Center 	2013	CAP Director+ Executive Director	Organizations named herein	TBD	
	Complementary plan objectives and strategies: 5.1.1; 5.3.1.					
2.1.2.D	Through the generosity of the Metropolitan Library System, see that every child participating in CAP receives a library card.	2014	CAP Director+	Metropolitan Library System	Metropolitan Library System	Number of CAP participants who have access to and use metro Libraries.
OBJECTIVE 2.2 IMPROVE COMMUNICATIONS WITH ORGANIZATIONS AND AGENCIES FOCUSED ON THE UNDERSERVED.						
2.2.1 Strategy: Increase Arts Council of Oklahoma City's communication with the network of community organizations who support and care for the underserved.						
	Tactics	Timing	Accountability	Resources Partners	Direct costs/resources	Indicators
2.2.1.A	Building on assessment participation and CAP Leadership Team networks, increase CAP's database to represent all of Oklahoma City's underserved.	2013	CAP Program Director Communications Director+		ACOKC Budget	CAP data base size.
	Complementary plan objectives and strategies: 5.1.1.		CAP Leadership Team			
2.2.1.B	Create an eblast newsletter. Drive current and potential providers and host sites to the CAP Web site for information. Feature CAP success stories and prominent, relevant national research.	2014	CAP Program Director Communications Director+	All entities named in Appendix D	ACOKC Budget	Newsletter readership.

OBJECTIVE 2.3 EXPAND CAP TO BENEFIT MORE OF OKLAHOMA CITY'S UNDERSERVED.

Strategy 2.3.1 As funding permits, expand CAP after-school offerings.

	Action Steps	Timing	Accountability	Resources Partners	Direct costs/resources	Indicators
2.3.1.A	As funding permits, expand OKCPS after-school offerings to schools listed below. Selection of new schools should meet readiness criteria. [See Appendix G]	2013 and beyond	Executive Director+ CAP Director CAP Leadership Team	OKCPS Superintendent, City of Oklahoma City Planning Department Oklahoma A+ Schools	TBD	After-school program expansion rate; participation rates in after-school CAP programs.
Strong Neighborhood Initiative Schools—possibilities under consideration		Predominant race	SmART Start	OK City Schools—possibilities under consideration	Predominant race	SmART Start
1.	Eugene	Latino	Some A+ Schools affiliation	4. Edgemere	African American	Some A+ Schools
2.	Gatewood	Mixed		5. Lee	Latino	
3.	Edwards	African American		6. F.D. Moon	Latino	

2.3.2 Strategy: Create partnerships with healthy aging/wellness entities.

	Action Steps	Timing	Accountability	Resources Partners	Direct costs/resources	Indicators
2.3.2.A	Create a healthy aging/wellness demonstration site. Identify a partner agency or organization (that meets CAP Criteria) to strengthen CAP Healthy Aging/wellness programs, services, and resources. Explore how CAP could become a component of existing successful healthy aging/wellness initiatives: <ul style="list-style-type: none"> - The arts in health and healing—‘exercise, socialize, energize’; - Seniors helping seniors; - Intergenerational initiatives; - Continuing education; and - Arts impacts on mental health and aging. Find allies also committed to and participating in Strong Neighborhood Initiatives.	2013 beyond	CAP Director+ Executive Director CAP Leadership Team	City of Oklahoma City Planning Department, City Office of Arts & Cultural Affairs, University of OK Health Sciences Center, Sunbeam Family Services, faith-based organizations, St. Anthony’s Hospital, health care systems, Triple A, Oklahoma Healthy Aging, Department of Geriatric Medicine (in	TBD	Number of older adults reached by CAP each year; and linkages with City of Oklahoma Strong Neighborhood Initiatives for underserved older adults.

				cooperation with Sunbeam Family Services)		
2.3.2.B	<p>Create an Ambassador Program. Create methodology to train leaders in each CAP sector as spokespersons for CAP (e.g., to promote the benefits of CAP, where information, training, and resources can be found, etc.). CAP benefits from the credibility of sector leaders and their peer networks.</p> <p>Complementary plan objectives and strategies: 3.2; 5.2.</p>	2014	CAP Director+	University of OK Health Sciences Center	TBD	Numbers who hear spokespersons; CAP program participation rates.
			CAP Leadership Team			
2.3.3 Strategy: Launch a CAP initiative in the African American Community.						
	Action Steps	Timing	Accountability	Resources Partners	Direct costs/resources	Indicators
2.3.3.A	<p>Introduce the African American community to CAP by creating a program to complement existing faith-based programs.</p> <p>Complementary plan objectives and strategies: 1.1.1.A</p>	2013	CAP Director+	Greater Mount Olive Baptist Church, Greater Cleves Memorial CME Church, Holy Temple Baptist Church and The Practice and Policy Lecture Series, Oklahoma Department of Human Services Office of Planning		Numbers of faith-based community participants; number of collaborative programs between churches each year.
			CAP Leadership Team			
2.3.4 Strategy: See that information is accessible to those who work with Oklahoma City's underserved populations.						
	Action Steps	Timing	Accountability	Resources Partners	Direct costs/resources	Indicators
2.3.4.A	<p>Create and widely promote CAP's online directory. [1.1.1.A]</p> <p>Complementary plan objectives and strategies: 3.2; 3.3.</p>	2016	CAP Director+	Higher education	ACOKC Budget	Web hits to CAP's online directory; program quality.
			Contractors			

GOAL 3. INCREASE PUBLIC AWARENESS ABOUT THE COMMUNITY ARTS PROGRAM.

WHAT THE ASSESSMENT REVEALED

Assessment findings revealed an overall lack of public awareness about arts outreach opportunities. Knowledge of after-school program availability is weakest. Of 11 categories of locations in Oklahoma City where arts and creative activities are offered, only libraries are known as the location where offerings are available by 50%+ of the public.

– *I think there are plenty of arts groups available, but not enough people in the community know about them.*

—Public Opinion Survey, Caucasian

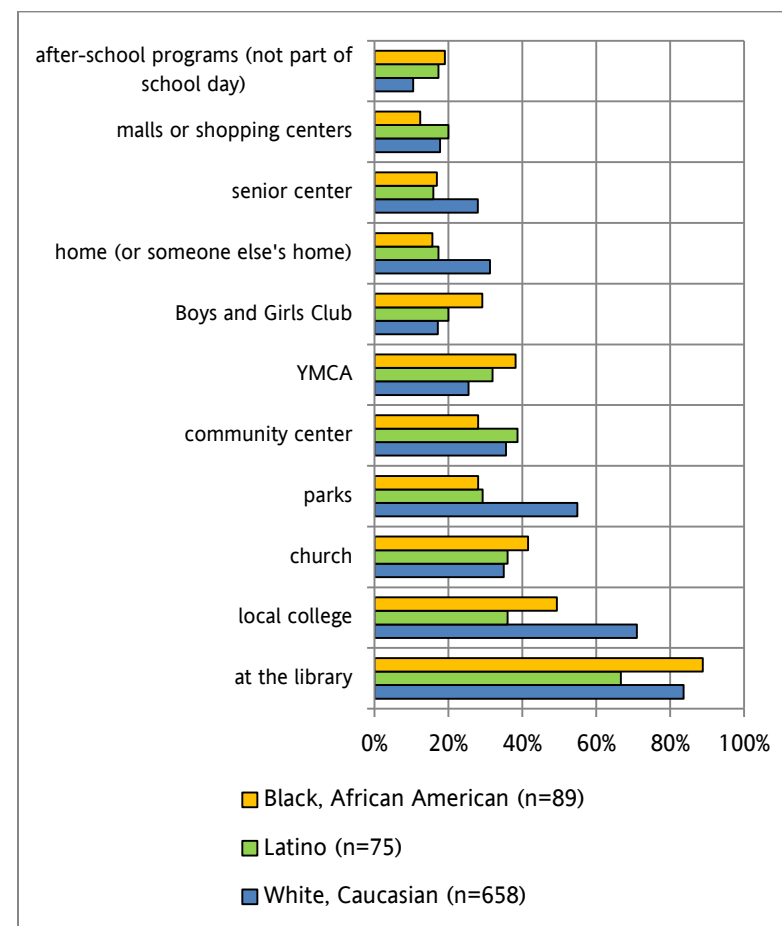
– *I would like to see more integration of these programs in this area of the city. Many people are unaware of what is offered. Also, many families work long hours and cannot attend.*

—Artist Survey

– *The arts council is providing a great opportunity by bringing its free programs to the local libraries. Hope that continues. Lots of variety and different art forms.*

—Public Opinion Survey, Caucasian

Public opinion survey respondents were asked to identify locations where art/creative activities are available in the community. Responses in the adjacent chart were sorted by race. Most-known locations are libraries, colleges, churches, and parks. This plan calls for more communication and promotion to raise community awareness.



GOAL 3. INCREASE PUBLIC AWARENESS ABOUT THE COMMUNITY ARTS PROGRAM.

Critical success factors

In 10 years

- a. Oklahoma City enjoys a national reputation for its effective community arts outreach delivery system.
- b. CAP's local image is as high profile as the annual Festival of the Arts.
- c. Artists and arts, cultural, history, and humanities organizations have a trusted "go-to" source for information about community-based work opportunities.
- d. CAP is the public's respected "go-to" source in Oklahoma City for information about arts outreach and community-based arts activities.
- e. Parents—especially in underserved households—easily find arts and creative activities for their children close to home.
- f. Program content of organizations and agencies focused on the underserved all across Oklahoma City are stronger because arts and creative activities have been integrated into the care and service of their clientele.

3.1 OBJECTIVE: STRENGTHEN AND REFRESH CAP'S IDENTITY.						
3.1.1 Strategy: Rename and rebrand the program.						
	Action Steps	Timing	Accountability	Resources Partners	Direct costs/resources	Indicators
3.1.1.A	Rename the program.	2013	Communications Director+ CAP Director ACOKC Marketing Committee	Insight Creative Group	TBD	CAP's greater name recognition in community surveys; CAP brand awareness.
3.1.1.B	Plan and implement a branding campaign to reinvigorate CAP's image in the community all year round.	2014 and beyond	Communications Director+ CAP Director CAP Leadership Team			

3.2 OBJECTIVE: INCREASE LOCAL PUBLIC AWARENESS ABOUT COMMUNITY ARTS EDUCATION OFFERINGS AND THEIR VALUE.

3.2.1 Strategy: Become information central—the community’s “go-to” source for information about all community-based arts education offerings.

	Action Steps	Timing	Accountability	Resources Partners	Direct costs/resources	Indicators
3.2.1.A	<p>Include some level of public access to the Web-based directory. [See Appendix F for content recommendations.]</p> <p>Complementary plan objectives and strategies: 1.1; 2.2; 2.3.</p>	2015	CAP Program Director Communications Director+	Metropolitan Library System, Oklahoma Arts Council, the Homeless Alliance, Coalition of the Needy, and with the many entities participating in this process.	included in 1.1.1	Web traffic seeking CAP information.
3.2.1.B	<p>Create a marketing strategy for the Web site that builds on Arts Council of Oklahoma City’s networks in the community, especially connecting those who serve target populations.</p> <p>Complementary plan objectives and strategies: 1.1; 2.2; 2.3.</p>	2014	Communications Director+		Links to ACOKC’s annual marketing strategy Cost TBD	CAP’s greater name recognition in community surveys; and CAP program participation.
3.2.1.C	<p>Create a CAP speakers bureau. Use the CAP Leadership Team members as program ambassadors and champions. See that members speak/promote CAP via their professional networks at least twice a year.</p> <p>Complementary plan objectives and strategies: 1.1; 2.2; 2.3.</p>	2014	CAP Program Director Communications Director+		Links to ACOKC’s annual marketing strategy Cost TBD	CAP speakers bureau audience numbers; CAP articles in the media and in trade publications.

3.2.2 Strategy: Strategically use local media to keep CAP in the public eye.

	Action Steps	Timing	Accountability	Resources Partners	Direct costs/resources	Indicators
3.2.2.A	<p>Build relationships with communications and media networks that best reach targeted populations.</p>	2015 and beyond	Communications Director+	<i>Metro Family Magazine, Slice Magazine, Black Chronicle, Downtown OKC, El Nacional, Nuestro Comuniada, El Latino</i>	ACOKC Budget	Number of media mentions each year; reach of annual media mentions.
3.2.2.B	<p>Include CAP in the Arts Council of Oklahoma City’s annual communication strategy.</p>	2014	Communications Director+ CAP Director		ACOKC Budget	

3.3 OBJECTIVE: PROMOTE CAP'S SUCCESSES.

3.3.1 Strategy: Secure national visibility.

	Action Steps	Timing	Accountability	Resources Partners	Direct costs/resources	Indicators
3.3.1.A	Secure a special interest story in national publications. Using the networks of local corporations, place a national story.	2016	Communications Director+	Local media and PR corporate experts	ACOKC Budget	National readership numbers of publication mentions.
3.3.1.B	Seek national recognition via awards. With partners, seek opportunities to win acclaim for CAP.	2016 and beyond	Communications Director+		ACOKC Budget	National visibility.
	Complementary plan objectives and strategies: 2.1		CAP Leadership Team			



Photo: CAP Artists Jahruba Drums, Arts Council of Oklahoma City

GOAL 4. EXPAND THE NETWORK OF COMMUNITY ARTS PROGRAM ALLIES, CHAMPIONS, AND FUNDERS TO ENSURE A SUSTAINABLE FUTURE FOR CAP.

WHAT THE ASSESSMENT REVEALED

Community arts education programs could benefit from the support and influence of Oklahoma City's movers and shapers. By cultivating Oklahoma's civic, corporate, neighborhood, and philanthropic leaders as well as creative sector leaders, artists, and volunteers as champions and allies, CAP would benefit. The majority of focus group participants urged that Arts Council of Oklahoma City, with its excellent relationships and networks, cultivate more allies, champions, and funders to ensure that CAP continues for the underserved.

- *Hire an extremely experienced lobbyist or lobbyists (perhaps former members of the legislature and city government who are personally enthusiastic about the arts and who are not already over-burdened with large lists of corporate clients, so that they will give the arts the time and attention they deserve) to advocate for additional funding and protection of current arts programs and resources.*
 - Public opinion survey
- *At some point, the Arts Council needs to bring together leaders and funders in the community to get behind this project and see that it has the support to sustain it for the long haul.*
 - Focus group participant
- *Arts integration into social service setting achieves the goal of reaching underserved populations and increases job opportunities for artists. Advocate and see that a well-organized support system is in place to help social service agencies learn how to develop programs, partnerships, and funding.*
 - Organization survey
- *I am sure the Community Arts Program needs a renewed charge to expand its services to more schools, and community sites ... it may be helpful to go with more exposure to adults in businesses and other professionals to get them on board and committed to the cause.*
 - Host site survey
- *The bottom line is the community needs a greater commitment to the arts, which is what the arts organizations are slowly providing by exposure. There may be other supports that can help such as TV/Radio/news media (to influence the public more) as well as corporate/business financial commitment.*
 - Artist survey

GOAL 4. EXPAND THE NETWORK OF CAP ALLIES, CHAMPIONS, AND FUNDERS TO ENSURE A SUSTAINABLE FUTURE FOR CAP.

Critical success factors

By 2020

- a. *The wisdom and broad-based support of community leaders ensures a sustainable financial future for CAP.*
- b. *More than 300 community leaders have been directly involved as members of the CAP leadership Team.*
- c. *CAP benefits from the involvement of hundreds of well-trained volunteers of all ages who support teaching artists.*
- d. *Creative sector participation in CAP is at an all-time high.*
- e. *In addition to sustainable resources to directly support CAP, various funding sources across Central Oklahoma directly fund artists and organizations for CAP programs.*
- f. *Teen Advisory Councils representing the depth and breadth of Oklahoma City's youth are involved with CAP.*
- g. *The Web-based Teen Culture Guide reaches thousands of teens annually and has received national recognition for its success.*
- h. *Transportation solutions have dramatically increased CAP access and participation.*

4.1 OBJECTIVE: SURROUND CAP WITH STRONG LEADERSHIP FROM ACROSS THE COMMUNITY.

4.1.1 Strategy: Continue the Leadership Team as champion and guide of this plan.

	Action Steps	Timing	Accountability	Resources Partners	Direct costs/resources	Indicators
4.1.1.A	<p>Expand upon CAP's 20-member Leadership Team recruited for the assessment to guide plan implementation. [See Appendix D for suggested representation.] Potential roles and responsibilities include:</p> <ol style="list-style-type: none"> 1. Serving as CAP ambassadors and champions in the community; 2. Assisting with promotion and marketing; 3. Monitoring environmental issues, challenges, and opportunities that would, or could, impact CAP such as transportation, MAPS, major health care initiatives, funding cuts impacting the care of special populations, etc.; 4. Assisting with resource cultivation; and 5. Seeing that this plan is closely monitored, updated, and implemented. 	2014-2022	Executive Director+ CAP Program Director Communications Director ACOKC Board of Directors	See Appendix D.	included in 1.1.1	CAP Leadership Team numbers; hours invested; and results achieved.

	<i>** in addition to sector representation suggested herein, this plan respectfully recommends that racial diversity of the Council is as proportionally diverse as Oklahoma City's demography.</i>					
4.1.1.B	<p>Create a place for veteran CAP Leadership Team Members. Ensure that CAP's leaders and champions are given every opportunity to continually serve CAP when they rotate off the Leadership Team.</p> <p>Include them in communications strategies.</p> <p>Complementary plan objectives and strategies: 1.1.1.B; 5.4.</p>	2016 and beyond	Executive Director+ CAP Program Director	-	ACOKC Budget	Numbers of CAP Leadership Team Alumni involved; alumni hours invested; and results achieved.
4.1.2 Create a robust, broad-based network of CAP allies and partners.						
	Action Steps	Timing	Accountability	Resources Partners	Direct costs/resources	Indicators
4.1.2.A	<p>Using the CAP Leadership Team as the nexus, continually expand the network of CAP's allies and partners:</p> <ul style="list-style-type: none"> - All creative individuals, including artists, artisans, folklorists, performers, writers and more; - Nonprofit organizations whose primary missions include arts, culture, history, heritage, and humanities offerings; - Non-arts nonprofit organizations and agencies whose missions are aimed at the underserved; - Health care providers; - Universities; and - All sectors in Appendix D. <p>Complementary plan objectives and strategies: 2.1; 2.2; 5.4.</p>	2014	Executive Director+ CAP Program Director	Allied Arts, Oklahoma Arts Council, Oklahoma City Office of Arts & Cultural Affairs, OVAC	ACOKC Budget	Numbers of organizations and individuals in CAP's network; and CAP success directly attributable to allies and partners.
4.1.2.B	<p>Create a volunteer network. Building on the methodology and success of Festival of the Arts volunteers, create a pool of volunteers to support CAP's teaching artists.</p>	2015	CAP Director+	Allied Arts, Oklahoma Arts Council, Oklahoma City Office of Arts & Cultural Affairs,	ACOKC Budget	Numbers of volunteers supporting teaching artists;

				OVAC		evaluations from host sites rated from good to excellent; good to excellent ratings for learning environments by outside evaluators.
	Complementary plan objectives and strategies: 2.2; 2.3; 5.2.		CAP Leadership Team			
4.1.3. Strategy: Strengthen the Teen Advisory Council [TAC].						
	Action Steps	Timing	Accountability	Resources Partners	Direct costs/resources	Indicators
4.1.3.A	Build a community representative team of teen leaders to expand youth involvement in community arts programs city-wide (e.g., diverse, geographic, and socioeconomic representation).	2014 and beyond	CAP Director AmeriCorps Staff+	Faith-based organizations, Leadership Oklahoma City, Neighborhood Alliance of Central Oklahoma, OKCPS, The Urban League of Oklahoma City, United Way agencies	ACOKC Budget	Numbers and diversity of student volunteers.
	Complementary plan objectives and strategies: 2.2; 2.3.					
4.1.3.B	Create an Online Teen Culture Guide. Support TAC members and their plan to design, build, manage, monitor, and maintain a culture guide for teens. In addition to programs, events, and activities of interest it will include ideas and opportunities where students can volunteer (and earn “community service credits”).	2014-15 and beyond	CAP Director AmeriCorps Staff+		7,500 to build; annually maintained by TAC volunteers	Teen Culture Guide Web visits; and increasing numbers of teens participating in cultural offerings.
	Complementary plan objectives and strategies: 2.2; 2.3.					
4.1.3.C	Deploy CAP’s TAC leaders to encourage creation of TACs in arts, culture, history, humanities, youth, faith-based, and service organizations.	2014	CAP Director AmeriCorps Staff+		ACOKC Budget	Teen Advisory Councils affiliated with CAP; and numbers of teens.

	Complementary plan objectives and strategies: 2.1; 2.2; 3.2.					
4.1.3.D	Explore ways TACs could interface with Strong Neighborhoods Initiatives.	2014	CAP Director AmeriCorps Staff+	City of Oklahoma City Planning Department	ACOKC Budget	Number of CAP initiatives involving youth.
	Complementary plan objectives and strategies:		CAP Leadership Team			
4.1.3.E	Convene at least one meeting and conduct at least one collective project annually bringing together TACs from across the City.	2016 and beyond	CAP Director AmeriCorps Staff+	All TAC organization sponsors	TAC organizational sponsor budgets	Number of TAC participants
	Complementary plan objectives and strategies: 1.1; 2.2; 2.3; 5.1.				7,500	
4.1.3.F	Include TAC members in CAP initiatives , as appropriate. Deploy TAC youth to assist with bridge-building (e.g., TAC students to help with Back To School Programs).	2016 and beyond	CAP Director AmeriCorps Staff+		TBD	TAC involvement in new City of Oklahoma and other key sector initiatives.

4.2 OBJECTIVE: DEVELOP SUSTAINABLE FUNDING STRATEGIES.

4.2.1 Strategy: Explore alignment with major Oklahoma City funding initiatives for CAP funding.

	Action Steps	Timing	Accountability	Resources Partners	Direct costs/resources	Indicators
4.2.1.A	Find a dedicated revenue stream to support CAP.	2014	Executive Director Director of Development+ CAP Leadership Team	TBD	-	CAP is financially sustainable.
4.2.1.B	Pursue forward thinking strategies for CAP that align with State and City of Oklahoma City Planning: – Strong Neighborhood Initiatives	2015 and beyond	Executive Director+	City of Oklahoma City Planning Department, Cultural Development	TBD	TAC involvement in new City of Oklahoma and

	<ul style="list-style-type: none"> - MAPS - Community Development Block Grants - Title I Education Funding, Health and Wellness, specialized populations - and more. 		CAP Leadership Team	Corporation of Central Oklahoma, State Department of Education, US Department of Education		other key sector initiatives.
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4.3 OBJECTIVE: CULTIVATE NEW SOURCES OF REVENUE.

4.3.1 Strategy: Encourage local funders to create pools for CAP providers and host sites to directly apply for support.

	Action Steps	Timing	Accountability	Resources Partners	Direct costs/resources	Indicators
4.3.1.A	Encourage United Way to include CAP projects in their guidelines.	2015	Executive Director+ CAP Leadership Team	-	-	United Way financial support for CAP providers and host sites.
4.3.1.B	Encourage Allied Arts to include CAP projects in their guidelines.	2015	Executive Director+ CAP Leadership Team	-	-	Allied Arts financial support for CAP providers and host sites.
4.3.1.C	Encourage the Oklahoma City Community Foundation to include CAP projects in their guidelines.	2015	Executive Director+ CAP Leadership Team	-	-	Oklahoma City Community Foundation financial support for CAP providers and host sites.
4.3.1.D	Collaborate with the Foundation for Oklahoma City Public Schools to promote their grant programs to CAP sites.	2015	Executive Director+ CAP Leadership Team	-	-	Foundation for Oklahoma City Public Schools financial support for CAP providers and host sites.
4.3.1.E	Collaborate with the Oklahoma Arts Council to promote its grant programs to CAP sites.	2015	Executive Director+ CAP Leadership Team	-	-	Oklahoma Arts Council financial support for CAP providers and host sites.

4.4 OBJECTIVE: EFFECTIVELY GUIDE CAP'S FUTURE.

4.4.1 Strategy: See that the CAP Leadership Team is well informed and well-managed.

	Action Steps	Timing	Accountability	Resources Partners	Direct costs/resources	Indicators
4.4.1.A	See that CAP Leadership Team members have a clear understanding of their roles through written job descriptions, a formal orientation, and access to the CAP Web site. Complementary plan objectives and strategies: 4.1; 5.2.	2014	Executive Director CAP Director+			CAP Leadership Team numbers; hours invested; and results achieved
4.4.1.B	Convene the CAP Leadership Team at least three times a year.	2015	Executive Director CAP Director+			
4.4.1.C	Send Leadership Team members the Executive Director's monthly update that includes information about CAP. Complementary plan objectives and strategies: 4.1; 5.2.	2014 and beyond	Director of Development+ CAP Director	-	ACOKC Budget	
4.4.1.D	Create four smaller subdivisions of the Leadership Team keenly focused on advancing CAP within its four target populations: youth, after-school, older adults, and children and older adults with specialized needs. Provide oversight and assistance as needed. [See Appendix D.] Complementary plan objectives and strategies: 2.2; 2.3; 4.1.	2014	Executive Director+ CAP Director			

4.5 OBJECTIVE: ADDRESS TRANSPORTATION BARRIERS.

4.5.1 Strategy: Find transportation solutions to see that CAP is accessible to those it serves.

	Action Steps	Timing	Accountability	Resources Partners	Direct costs/resources	Indicators
4.5.1.A	Explore creation of a transportation corps with other local sources to surmount transportation barriers to CAP sites. Complementary plan objectives and strategies:	2016	Executive Director+ CAP Leadership Team	Local and state, philanthropic and government funding sources, plus other nonprofits with vehicles:	In-kind vehicles	Program accessibility due to transportation solutions.

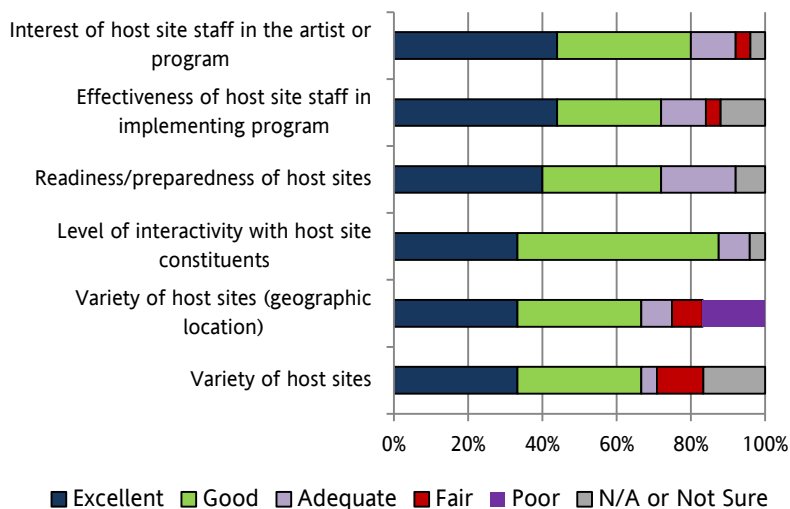
4.5.1.B	<p>Explore creation of a formalized Volunteer Transportation Network. Building on existing models (Phoenix, AZ and the Veteran's Administration) explore creation of a volunteer transportation network in Oklahoma City.</p>	2015	CAP Director+	<p>YMCA of Greater Oklahoma City, Catholic Charities, Sunbeam Family Services, The Urban League, churches and more.</p>	ACOKC Budget	
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GOAL 5. CONTINUALLY IMPROVE PROGRAM QUALITY AND DELIVERY

WHAT THE ASSESSMENT REVEALED

The assessment provided a wealth of information to improve CAP content and delivery. Host sites provided valuable insights to make content more conducive to host site cultures and client needs. Artists offered suggestions to improve the environment for fulfilling client experiences. Many suggestions were offered to freshen CAP program content and delivery system effectiveness. The companion report with all assessment findings provides in-depth findings to inform CAP improvement. These charts and comments represent a small sample of available data assessing CAP content and the delivery system.

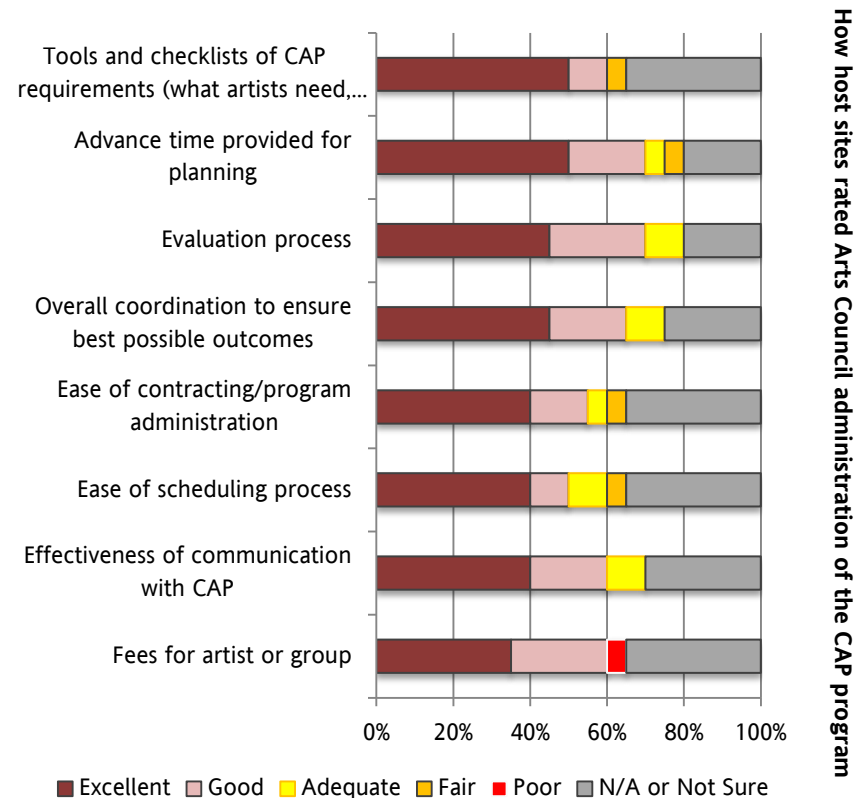
How artists rated host sites



This plan encourages tapping the reservoirs of creative sector ingenuity to develop improved methodologies addressing specific needs of Oklahoma City's underserved clientele. With some

adaptation, existing arts programs could address the needs of multiple populations. Economies of scale strategies also could extend program reach and stretch dollars. Together the creative sector will develop

innovative, more robust programming that will reach, engage, and have a more lasting impact on Oklahoma City's underserved.



How host sites rated Arts Council administration of the CAP program

Host site survey comments

- *More artistic variety. Recruit more artists to offer more programs to reach more kids. Rotate the artists. Keep it fresh.*
- *Meeting schedule in place 6-8 months prior to start of year.*
- *Program launch meeting before school year.*
- *Sounds like the survey is an excellent start on a service that should have been developed and implemented years ago. Hopefully this will be the beginning of a well-organized and functional cross-reference program for producers and artists. Far too often out of state artists benefit from arts events supported by Oklahoma tax dollars. The involvement of more local artists in locally supported productions would be helpful.*
- *The artists that are with the CAP program work hard to make the program of interest for each participant, regardless of age and disability.*
- *We feel so very blessed to have our association with the CAP Program.*

Artist survey comments

- *You are doing so many great things really well!*
- *Communication is great ... occasional gatherings are good, but Artists need inspiration, (reasons/motivation, and goals) and need to work in their discipline, to develop as creative entities in order to be able to give to the community. Some recognition is helpful.*
- *Connecting/networking events are always beneficial to bring together members of the community that otherwise might not meet which can bring about new modes of collaboration.*
- *I think relevance could be improved. Artist stipends for professional development were in place but not anymore.*

- *As a teacher I would love to have access to continuing education. If for no other reason than being a student from time to time makes one a better teacher!*

Artist focus group comments

- *Artist fees should reflect a cost-of-living rate.*
- *Need more advance notice where I'm assigned, who I'm working with, and what my schedule will be.*
- *Provide more getting-to-know the artists so both the host site and artist are comfortable in the setting. Have meetings before the sessions and start to find out what works and what won't work.*
- *A lot of times I am waiting to hear back about locations or jobs. Having to remind someone to pay me is a struggle.*

Host site and potential host sites (partner organizations) focus group comments

- *Sometimes we don't know who will be instructing the activities*
- *Offering new perspectives to Oklahomans and opportunities to participate in civil discussion about important issues. Programs would clearly demonstrate how arts, culture, history & humanities are relevant.*

Public opinion survey comments about the Arts Council of Oklahoma City

- *Be more inclusive ... have a board that is more representative of the community. Your current board needs new people to stimulate new ideas.*

GOAL 5. CONTINUALLY IMPROVE PROGRAM QUALITY AND DELIVERY.

Critical success factors

By 2020

- a. CAP enjoys a local, state, and national reputation for excellence.
- b. CAP is eco-friendly and wins high marks for efficiency and effectiveness.
- c. CAP's evaluation tells a compelling, clear story of program benefits.
- d. The CAP delivery system is recognized as a national model.

5.1 OBJECTIVE: KEEP PROGRAM QUALITY HIGH.

5.1.1 Strategy: Create and keep CAP programming excellent and relevant.

	Action Steps	Timing	Accountability	Resources Partners	Direct costs/resources	Indicators
5.1.1.A	<p>Establish guidelines (criteria) to help CAP determine who its partners should be—and continue to be.</p> <p>Develop policy to guide in the selection and retention of CAP sites. Include provisos for exceptional circumstances.</p> <p>[See Appendix G for recommended guidelines.]</p>	2014	Executive Director CAP Director+	Representatives from current CAP host sites, CAP roster artists, Allied Arts, Oklahoma Arts Council, Oklahoma City Office of Arts & Cultural Affairs, OVAC	-	CAP program quality is rated from good to excellent.
	Complementary plan objectives and strategies: 2.1; 2.3.		CAP Leadership Team			
5.1.1.B	<p>Create best practices, guidelines, and standards for CAP providers and host sites to ensure program content and program delivery are excellent. Review updates at CAP—twice a-year meetings and CAP University. Maintain them on the Web site.</p> <p>See that frontline arts and creative services to underserved populations continually improve.</p>	2015	CAP Director+ Contractors		-	
	Complementary plan objectives and strategies: 2.1; 2.2.		CAP Leadership Team			

5.2 OBJECTIVE: PROVIDE EXCELLENT CAP MANAGEMENT, COMMUNICATION, AND GUIDANCE.

5.2.1 Strategy: Create and keep all CAP systems streamlined and excellent.

	Action Steps	Timing	Accountability	Resources Partners	Direct costs/resources	Indicators
5.2.1.A	Optimize technology. Make use of the Internet to manage delivery systems, keep information current, and make the program more eco-friendly.	2014	CAP Director+	CAP partner organizations	ACOKC Budget	CAP is eco-friendly and wins high marks for efficiency and effectiveness.
5.2.1.B	Publish a bulletin as a part of the Executive Director's monthly update. Complementary plan objectives and strategies: 3.2; 3.3.	2013	Director of Development+ CAP Director Communications Director	-	ACOKC Budget	Executive Director's Update readership.
5.2.1.C	Keep CAP administrative systems excellent and current. - Scheduling and planning with CAP providers and host sites. - CAP provider and host site handbooks, resources, etc.	ongoing	Executive Director CAP Director+			CAP administrative evaluation
5.2.1.D	Create an annual "State of CAP report." Complementary plan objectives and strategies: 2.3; 3.2; 3.3.	2014 and beyond	CAP Director+ Director of Development			State of CAP readership.
5.2.1.E	Streamline evaluation. To the extent possible, establish a consistent base of statistics to be collected annually for all CAP Partner Organizations. This would expedite annual reporting to funders, partners, and the public. Establish metrics and the systems to monitor, track, evaluate, and report on them. Complementary plan objectives and strategies: 2.1	2015	CAP Director+ Contractors	CAP partner organizations		Reliable, concise CAP statistics.

5.3 OBJECTIVE: KEEP ABREAST OF CURRENT RESEARCH AFFECTING CAP AND ALL ITS PARTNERS.

5.3.1 Strategy: Stay current with CAP-relevant research.

	Action Steps	Timing	Accountability	Resources Partners	Direct costs/resources	
5.3.1.A	<p>Stay current with national research reinforcing the benefits of creative activity to target populations. Keep updated research and reports on the Web site related to:</p> <p>Underserved after-school</p> <ul style="list-style-type: none"> - Forum for Youth Investment - National Institute for Out of School Time - National Guild for Community Arts Education <p>Underserved healthy aging/wellness & older adults</p> <ul style="list-style-type: none"> - Lifetime Arts - National Center for Creative Aging - Grantmakers in Aging <p>Populations with specialized needs</p> <ul style="list-style-type: none"> - International Art Therapy Organization - National Alliance on Mental Illness - Alzheimer's Foundation of America - Very Special Arts - Oklahoma University Research 	2015 and beyond	CAP Director+ AmeriCorps Staff Interns	University allies, national and state resources named herein	ACOKC Budget	Web site visits; and ratings for CAP content alignment with national best practices.
	Complementary plan objectives and strategies: 2.2.1					

5.4 OBJECTIVE: KEEP CAP MANAGEMENT CAPACITY STRONG.

5.4.1 SEE THAT PERSONNEL CAPACITY IS SUFFICIENT TO EFFECTIVELY DELIVER THE PROGRAM.

	Tactics	Timing	Accountability	Resources Partners	Direct costs/resources	Indicators
5.4.1.A	Keep staffing commensurate with program needs.	ongoing	Executive Director+	-	ACOKC Budget	CAP consistently receives high marks from all CAP stakeholders.
5.4.1.B	<p>Create a volunteer corps (on par with the Festival of the Arts) to support teaching artists in the delivery of the program.</p> <p>Complementary plan objectives and strategies: 2.1; 2.2; 2.3.</p>	2016	CAP Director+ CAP Leadership Team	Faith-based, professional organizations, University students	ACOKC Budget	Numbers of volunteers; ethnic representation of volunteers.



Photo: Arts Council of Oklahoma City

CHRONOLOGY OF STRATEGIES

	Ref.	Tactic	Executive Director	CAP Director	Communications Director	Development Director	AmeriCorps	2013	2014	2015	2016
1.	3.1.1.A	Rename the program.		2	1			*			
2.	1.1.1.B	Keep the creative sector informed about new developments, opportunities, success stories, teaching tips, etc. Distribute the Executive Director's monthly update to the creative sector.		2	2	1		*	*	*	*
3.	2.1.1.A	Improve offerings at Sequoyah, Linwood, and Van Buren Schools.	2	1				*	*	*	*
4.	2.1.2.A	Strengthen CAP's current offerings for underserved youth at Boys & Girls Clubs of Oklahoma County; the Metropolitan Library System; the City of Oklahoma Parks & Recreation Department; and YMCA of Greater Oklahoma City.	2	1				*	*	*	*
5.	2.1.2.B	Strengthen CAP's current offerings for underserved children and youth with special needs: Classen School of Advanced Studies; Easter Seals; Sequoyah; and Special Care.	2	1				*	*	*	*
6.	2.1.2.C	Strengthen CAP's current offerings for underserved older adults with specialized needs: Easter Seals and Metropolitan Better Living Center.	2	1				*	*	*	*
7.	2.2.1.A	Building on assessment participation and CAP Leadership Team networks, increase CAP's database to represent all Oklahoma City's underserved.		2	1			*	*	*	*
8.	2.3.3.A	Introduce the African American community to CAP by creating a program to complement existing faith-based programs.		1				*	*	*	*
9.	5.2.1.B	Publish a bulletin as a part of the Executive Director's monthly update.		2		1		*	*	*	*
10.	2.3.1.A	As funding permits, expand OKCPS after-school offerings in from six to 10 schools per year through 2023; selection of new schools should meet readiness criteria.	1	2				*	*	*	*
11.	2.3.2.A	Create partnerships with healthy aging/wellness entities.	2	1				*	*	*	*
12.	4.1.1.A	Expand upon CAP's 20-member Leadership Team recruited for the assessment to guide plan implementation.	1	2	2			*	*	*	*
13.	5.2.1.C	Keep CAP administrative systems excellent and current.	2	1				*	*	*	*
14.	5.4.1.A	Keep staffing commensurate with program needs.	1					*	*	*	*
15.	3.2.1.C	Create a CAP speakers bureau. Use the CAP Leadership Team members as program ambassadors and champions. See that members speak/promote CAP via their professional networks at least twice a year.		2	1				*	*	*
16.	1.1.2.A	Schedule two meetings a year with all arts education outreach artists and organizations for the purpose of professional development, networking, strengthened		1					*	*	*

	Ref.	Tactic	Executive Director	CAP Director	Communications Director	Development Director	AmeriCorps	2013	2014	2015	2016
		communications, and increasing <i>esprit de corps</i> .									
17.	1.1.1.A (1)	Create and manage a Web-based resource for arts education outreach in Oklahoma City. Create different levels of access for Web site users.		1	2				*	*	*
18.	1.2.1.B	Expedite background checks and credentialing processes. Explore offering subsidies to offset artist licensing fees.		1					*	*	*
19.	2.1.2.D	Through the generosity of the Metropolitan Library System, see that every child participating in CAP receives a library card.		1					*	*	*
20.	2.2.1.B	Create an eblast newsletter. Drive current and potential providers and host sites to the CAP Web site for information. Feature CAP success stories and prominent, relevant national research.		2	1				*	*	*
21.	2.3.2.B	Create an Ambassador Program. Create methodology to train leaders in each CAP sector as spokespersons for CAP (e.g., to promote the benefits of CAP, where information, training, and resources can be found, etc., so CAP benefits from the credibility of sector leaders and their peer networks.)		1					*	*	*
22.	3.2.1.B	Create a marketing strategy for the Web site that builds on Arts Council networks in the community, especially connecting those who serve target populations.			1				*	*	*
23.	3.2.2.B	Include CAP in the Arts Council's annual communication strategy.		2	1				*	*	*
24.	4.1.2.A	Using the CAP leadership Team as the nexus, continually expand the network of CAP's allies and partners:	1	2					*	*	*
25.	4.1.3.C	Deploy CAP's TAC leaders to encourage creation of TACs in arts, culture, history, humanities, youth, faith-based, and service organizations.		2			1		*	*	*
26.	4.1.3.D	Explore ways TACs could interface with Strong Neighborhoods Initiatives.		2			1		*	*	*
27.	4.2.1.A	Find a dedicated revenue stream to support CAP.	2			1			*	*	*
28.	4.4.1.A	See that CAP Leadership Team members have a clear understanding of their roles through written job descriptions, a formal orientation, and access to the CAP Web site.	2	1					*	*	*
29.	4.4.1.D	Create four smaller subdivisions of the Leadership Team keenly focused on advancing CAP within its four target populations: youth, after-school, older adults, and children and older adults with specialized needs.	1	2					*	*	*
30.	5.1.1.A	Establish guidelines (criteria) to help CAP determine who its partners should be—and	2	1					*	*	*

	Ref.	Tactic	Executive Director	CAP Director	Communications Director	Development Director	AmeriCorps	2013	2014	2015	2016
		continue to be. Develop policy to guide in the selection and retention of CAP sites. Include provisos for exceptional circumstances.									
31.	5.2.1.A	Optimize technology. Make use of the Internet to manage delivery systems, keep information current, and make the program more eco-friendly.		1					*	*	*
32.	4.1.3.B	Create an online Teen Culture Guide. Support TAC members and their plan to design, build, manage, monitor, and maintain a culture guide for teens. In addition to programs, events, and activities of interest it will include ideas and opportunities where students can volunteer (and earn "community service credits").		2			1		*	*	*
33.	2.1.1.B	Integrate local and national best practices for after-school arts and creative activities into CAP's methodology.		1					*	*	*
34.	3.1.1.B	Plan and implement a branding campaign to reinvigorate CAP's image in the community all year round.		2	1				*	*	*
35.	3.1.1.B	Plan and implement a branding campaign to reinvigorate CAP's image in the community all year round.		2	1				*	*	*
36.	4.1.3.A	Build a community representative team of teen leaders to expand youth involvement in community arts programs city-wide (e.g., diverse, geographic, and socioeconomic representation).		1			2		*	*	*
37.	4.4.1.C	Send Leadership Team members the Executive Director's monthly update that includes information about CAP.		2		1			*	*	*
38.	5.2.1.D	Create an annual "State of CAP report."		1		2			*	*	*
39.	1.1.1.A (2)	Create a Web-based directory of all creative sector providers who offer arts education outreach in Oklahoma City.		1	2					*	*
40.	3.2.1.A	Include some level of public access to the Web-based directory.		1	2					*	*
41.	4.1.2.B	Create a volunteer network. Building on the methodology and success of Festival of the Arts volunteers, create a pool of volunteers to support CAP's teaching artists.		1						*	*
42.	4.3.1.A	Encourage United Way to include CAP projects in their guidelines.	1							*	*
43.	4.3.1.B	Encourage Allied Arts to include CAP projects in their guidelines.	1							*	*
44.	4.3.1.C	Encourage the Oklahoma City Community Foundation to include CAP projects in their guidelines.	1							*	*

	Ref.	Tactic	Executive Director	CAP Director	Communications Director	Development Director	AmeriCorps	2013	2014	2015	2016
45.	4.3.1.D	Collaborate with the Foundation for Oklahoma City Public Schools to promote its grant programs to CAP sites.	1							*	*
46.	4.3.1.E	Collaborate with the Oklahoma Arts Council to promote its grant programs to CAP sites.	1							*	*
47.	4.5.1.B	Explore creation of a formalized Volunteer Transportation Network. Building on existing models (Phoenix, AZ and the Veteran's Administration) explore creation of a volunteer transportation network in Oklahoma City.		1						*	*
48.	5.1.1.B	Create best practices, guidelines, and standards for CAP providers and host sites to ensure program content and program delivery are excellent. Review updates at CAP—twice-a-year meetings and CAP University. Maintain them on the Web site. See that frontline arts and creative services to underserved populations continually improve.		1						*	*
49.	5.2.1.E	Streamline evaluation. annually To the extent possible, establish a consistent base of statistics to be collected annually for all CAP partner organizations. This would expedite annual reporting to funders, partners, and the public. Establish metrics and the systems to monitor, track, evaluate, and report on them.		1						*	*
50.	3.2.2.A	Build relationships with communications and media networks that best reach targeted populations.			1					*	*
51.	4.2.1.B	Pursue forward thinking strategies for CAP that align with State and City of Oklahoma City Planning: Strong Neighborhood Initiatives, MAPS, Community Development Block Grants, Title I Education Funding, Health and Wellness, specialized populations, and more.	1							*	*
52.	5.3.1.A	Stay current with national research reinforcing the benefits of creative activity to target populations. Keep updated research and reports on the Web site related to underserved after-school, underserved healthy aging/wellness & older adults, and populations with specialized needs.		1						*	*
53.	2.3.4.A	Create and widely promote CAP's online directory.		1							*
54.	3.3.1.A	Secure a special interest story in national publications. Using the networks of local corporations, place a national story.			1						*
55.	4.5.1.A	Explore creation of a transportation corps with other local sources to surmount transportation barriers to CAP sites.	1								*

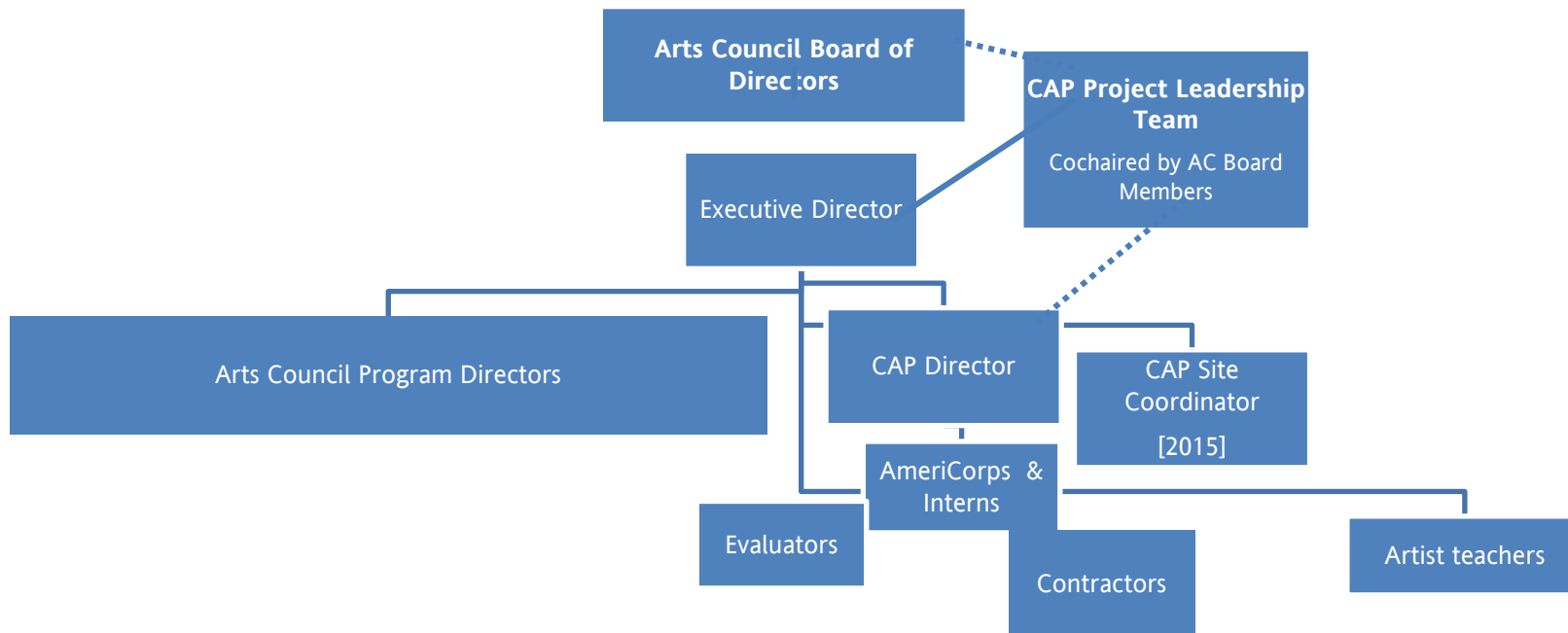
	Ref.	Tactic	Executive Director	CAP Director	Community Director	Development Director	AmeriCorps	2013	2014	2015	2016
56.	5.4.1.B	Create a volunteer corps (on par with the Festival of the Arts) to support teaching artists in the delivery of the program.		1							*
57.	1.2.1.A	Explore creation of CAP “U”—CAP University. Join the consortium of Oklahoma City’s resources led by the Oklahoma Arts Council to provide professional training & development to artists, frontline workers, care givers, and volunteers supporting teaching artists in community-based settings.		1							*
58.	3.3.1.B	Seek national recognition via awards. With partners, seek opportunities to win acclaim for CAP.			1						*
59.	4.1.1.B	Create a place for veteran CAP Leadership Team Members. Ensure that CAP’s leaders and champions are given every opportunity to continually serve CAP when they rotate off the Leadership Team. Include them in communications strategies.	1	2							*
60.	4.1.3.E	Convene at least one meeting and conduct at least one collective project bringing together TACs from across the City.		1							*
61.	4.1.3.F	Include TAC members in CAP initiatives, as appropriate. Deploy TAC youth to assist with bridge-building (e.g., TAC students to help with Back To School Programs).		1							*

APPENDICES

APPENDIX A: LEADERSHIP ARTS AND CULTURAL ORGANIZATIONS SERVING OKLAHOMA CITY'S CREATIVE SECTOR

- Allied Arts, Oklahoma City:** Represents and supports 20 local arts groups in Oklahoma City and surrounding areas and serves as the advocate for central Oklahoma's arts and cultural community. Founded in 1971 as Oklahoma's only United Arts Fund, Allied Arts champions the arts by: mobilizing critical resources to foster the dynamic growth of the arts; providing technological, administrative and other capacity-building assistance to ensure a sustainable arts community; and, creating awareness of the economic, cultural, and educational value of the arts. Each year, Allied Arts executes an annual fundraising campaign to raise critical money for the organizations it supports. In its 42-year history, Allied Arts has raised more than 47 million to advance Central Oklahoma's arts and cultural community.
- Arts Council of Oklahoma City:** Is Oklahoma's local arts agency whose mission is bringing the arts and the community together. It presents these programs: Festival of the Arts; Storytelling Festival; Opening Night; Sunday Twilight Concert Series; Art Moves, presented by Devon Energy; and the Community Arts Program—the focus of this plan.
- Cultural Development Corporation of Central Oklahoma [CDC]:**
A nonprofit organization that develops the arts in central Oklahoma through planning and research.
- Oklahoma Arts Council:** The official state agency for the support and development of the arts in Oklahoma. For more than 40 years, the Oklahoma Arts Council has sustained Oklahoma's vibrant nonprofit arts industry.
- Oklahoma City Office of Arts & Cultural Affairs:**
Was created to advise City Council on artistic, cultural, and aesthetic matters to ensure that the City will be attractive and culturally rich. The Commission is comprised of 15 members, appointed by the Mayor and approved by Council.
- Oklahoma Humanities Council** OHC is a private, 501(c)(3) nonprofit organization. As the state affiliate of the National Endowment for the Humanities, OHC strives to stimulate discussion, encourage new perspectives, and actively engage people in the humanities disciplines, such as history, literature, philosophy, and ethics.
- Oklahoma Visual Arts Coalition:** Organized in 1988, the Oklahoma Visual Arts Coalition is a nonprofit organization that supports visual artists living and working in Oklahoma. OVAC promotes public interest in the arts and helps people of all ages understand the visual arts.

APPENDIX B: ORGANIZATIONAL CHART



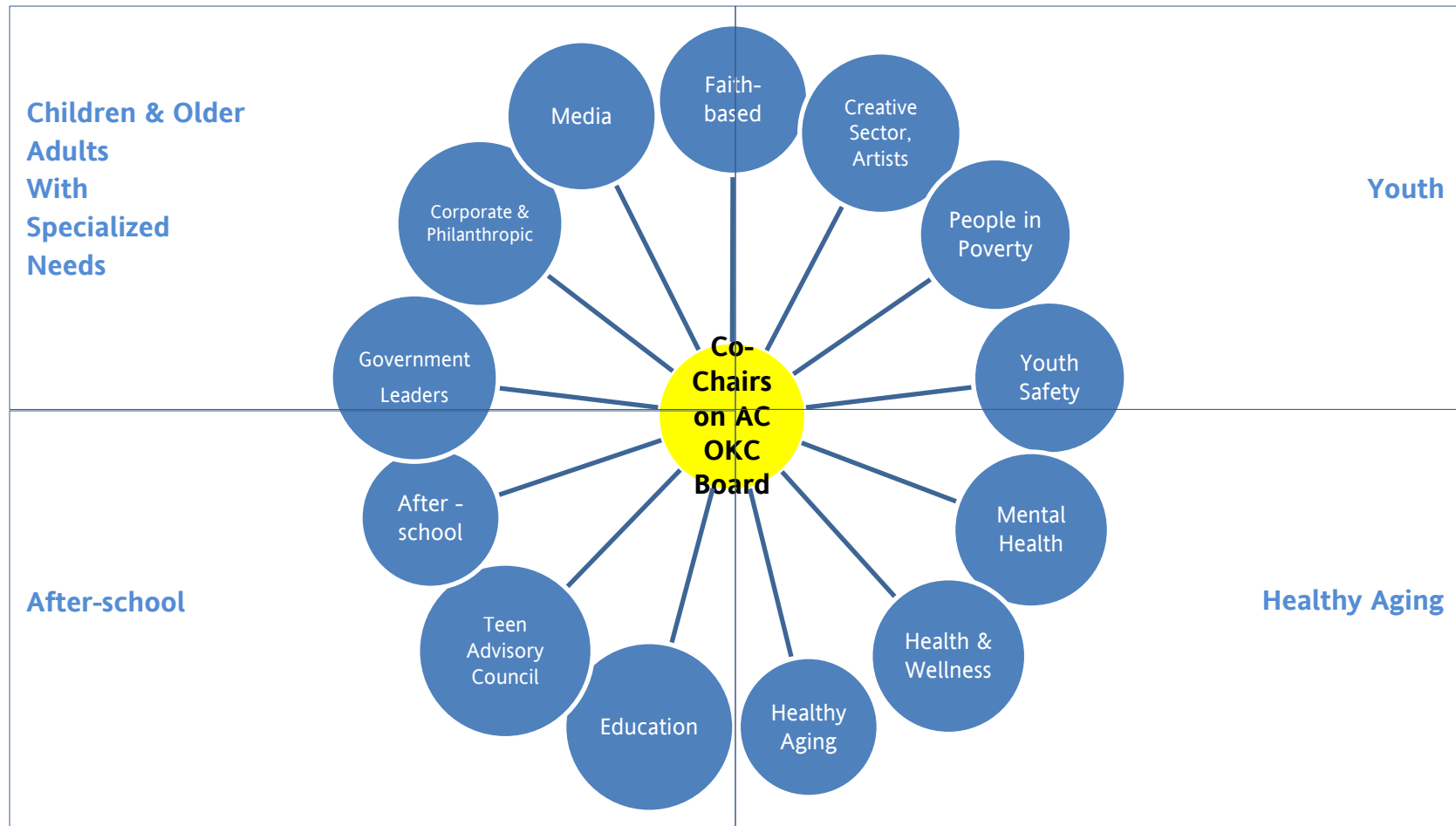
APPENDIX C: CAP ROLES AND RESPONSIBILITIES

		A	B	C	D	E	F	G	H	I	J	K	L
	1 On Point 1.5 Provides advice and input 2 Provides advice, as appropriate	ACOKC Director and non- CAP Arts Council Staff	CAP Director CAP Site Liaison	Artist Teachers	Evaluators	Ameri- Corps	CAP office interns	CAP site interns	Artist	Host site Director	Host site Program Manager	Host site frontline	Community Partners & CAP Leadership Team
1.	CAP financial resources & oversight	1								1			1
2.	CAP rebranding, marketing & promotion	1	1.5										
3.	CAP development	1	1.5							1			
4.	Artist roster recruitment		1	2		2		2	2				1
5.	Organization partner recruitment for the roster												
6.	Artist selection for the roster		1	2									
7.	Artist roster management		1			1.5							
8.	Artist credential check		1										1
9.	Artist selection for sites		1	2							1.5		
10.	Site cultivation		1		2	2		2		1	1.5		
11.	Site selection according to criteria		1		0	0		0	0	0	0	0	0
12.	Site contract		1			2		2	1	1	2	2	
13.	CAP database		1			2	1.5	2	2				
14.	Systems development		1										
15.	Artist training		1		2	2		2	1				1
16.	CAP financial oversight		1										
	EVALUATION												
17.	Site evaluation—overall		1										1
18.	Mid-term program content		1.5	2	1.5	1			1		1	1.5	

		A	B	C	D	E	F	G	H	I	J	K	L
	1 On Point 1.5 Provides advice and input 2 Provides advice, as appropriate	ACOKC Director and non- CAP Arts Council Staff	CAP Director CAP Site Liaison	Artist Teachers	Evaluators	Ameri- Corps	CAP office interns	CAP site interns	Artist	Host site Director	Host site Program Manager	Host site frontline	Community Partners & CAP Leadership Team
19.	Site evaluation—final		1.5	2	1	1			1		1	1.5	
20.	Program content & pedagogy		1	2	1.5	1			1		1	1.5	
21.	University partnership for artists and apprentices		1										1
22.	Contracts		1										
A	Artists package		1	2			1.5						
B	Site orientation meetings & materials		1				1.5						
C	Host site package (including frontline information)		1				1.5						
D	Intern package		1				1.5						

APPENDIX D: CAP LEADERSHIP TEAM

This plan recommends the creation of a CAP Leadership Team with designated representatives from the sectors noted. In the spirit of what CAP aims to accomplish, membership on the Leadership Team will represent both the geography and rich diversity of Oklahoma City. Specifically, in addition to sector representation suggested herein, this plan respectfully recommends that racial diversity of the Council be as proportionally diverse as Oklahoma City's demography. Four sub- task forces also are suggested as a way to create stronger city-wide networks extending CAP's reach.



APPENDIX E. MODEL SITE TIMELINE

ONE SUGGESTED PATH FOR SITES

8-12 MONTHS OUT--PROJECT

1. CAP Opportunity Publicized. Sites submit a letter of inquiry: What would you like to do?

2. CAP reviews the letter: Does the idea & organization address the CAP criteria? If so ...

3. Site meets with CAP to share game plan: goals, scope, expectations, schedule, timing, and results to be achieved, how, and when. Given the roster of artists, together determine what would be the best match.

4. CAP and site make an agreement (contract: who will be responsible for what?) Includes a list of roles & responsibilities and who will be on point. Agreement on endgame measures. Contract has five signatures: host organization director, host organization project manager, ACOKC director, CAP Director, and artist.

PROGRAM

5. Project Launch: One hour orientation at the site with everyone involved—especially frontline care givers and staff.

6. Program begins.

7. CAP staff checks in at the end of 1st week with artist and site manager.

8. CAP personnel make periodic calls to site.

9. Midway evaluation and meeting between CAP and host site personnel.

10. At project close: Celebrations of success.
Online evaluation completed. Metrics Gathered. Intent to renew for next year (or not) filed.

APPENDIX F: CAP WEB SITE ARCHITECTURE RECOMMENDATIONS

Suggested contents for the Web site are included herein. Until a Web site is created, this report recommends using Google docs or a central DropBox enabling CAP host sites and providers (artist and organizations) to access information from the cloud.

Contents	
1.	Calendars of partner host sites schedules and providers
2.	Community Arts Program directory of providers (artists and organization and their offerings) and host sites (community-based locations)
3.	Community-based artist and arts organization directory—credentialed for community outreach work—and specific credentials for dealing with youth, older adults, and specialized populations
4.	Credit bearing opportunities for Teen Advisory Councils across the city
5.	Discount and free tickets to arts, cultural, and heritage opportunities
6.	Features section, local stories, best practices
7.	Grant resources for arts outreach programs
8.	Instructional resources for community arts education
9.	Links to other web sites
10.	Mapping: have & have not neighborhoods—links to Strong Neighborhood Initiatives
11.	Professional development opportunities
12.	Professional development sources
13.	Research and resources: national trends, initiatives, and best practices
14.	Sample curriculum
15.	Sample lesson and work plans for onsite activities
16.	Site FAQs
17.	Transportation sources
18.	Additional content, as deemed appropriate

APPENDIX G: CAP HOST SITE AND PROVIDER CRITERIA

This plan recommends fine-tuning these criteria with assistance from OVAC, Oklahoma Arts Council, Oklahoma A+ Schools, and with inputs from experienced, working artists.

CAP HOST SITE ORGANIZATION CRITERIA	
	Host site is highly respected by the constituencies they serve.
	CAP activity would or could significantly assist the site in achieving its goals.
	Site's existing methodology and practice are aligned with CAP methodology (i.e., CAP logically conforms to site methodology). The partnership strengthens both the site's mission and CAP's mission.
	Site may already provide creative activity by volunteers and is looking for skilled artists.
	Site serves a geographic area where the ACOKC would like to provide programs.
	Site serves a demographic or portion of the population the ACOKC would like to reach: specifically focused on diverse, socioeconomic, and underserved communities.
	Site has access to resources that would help ensure the financial sustainability of the program: CAP is not a "pay to participate" program; however, site with access to subsidies for specific program elements would boost program viability.
	Site is willing to commit for the length of time necessary to see that the program can grow roots.
	Site has the resources and systems to adequately deliver the program.
	Site has a staff that could capably lead and manage CAP.
	Site can replicate the project to benefit consumers, regardless of its resources.

CAP PROVIDER (ARTISTS AND ARTS ORGANIZATIONS) CRITERIA	
	Credentialed—background checks
	Oklahoma resident
	Experience working in community-based settings with target populations
	Meets CAP artistic requirements
	More ...

APPENDIX H. BUDGET

	FY2013	FY2014	FY2015	FY2016	FY2017	FY2018	FY 2019	FY 2020
Income								
Contributed Income	100,000	200,000	250,000	300,000	375,000	450,000	500,000	600,000
City	15,000	15,000	20,000	30,000	100,000	100,000	100,000	125,000
Host Sites: Demonstration Sites	18,000	25,000	30,000	40,000	5,000	60,000	70,000	80,000
School District	-	-	150,000	150,000	175,000	175,000	200,000	200,000
TOTAL INCOME	\$133,000	\$240,000	\$450,000	\$520,000	\$655,000	\$785,000	\$870,000	\$1,005,000
Expense								
CAP website, Teen Culture Guide	-	60,000	15,000	15,000	15,000	20,000	20,000	20,000
CAP Administration: host sites, brokers role, resources, research, IT	80,000	100,000 ¹⁰	105,000	108,150	120,000 ¹¹	123,600	127,308	150,000
providers (artists and organizations)	45,000	70,000	317,500	381,850	500,000	616,400	692,692	800,000
contractors (evaluators, trainers)	8,000	10,000	12,500	15,000	20,000	25,000	30,000	35,000
TOTAL EXPENSE	\$133,000	\$240,000	\$450,000	\$520,000	\$655,000	\$785,000	\$870,000	\$1,005,000

¹⁰ Assumes addition of PT Site Coordinator in 2014 who will be FT by 2015, necessary for expanded site management.

¹¹ Assumes an additional PT Coordinator in 2017 who will be fulltime by 2020.

APPENDIX I. CONSULTANT TEAM

Diane Mataraza is President of Diane L. Mataraza, Inc., an independent arts management-consulting firm incorporated in 2001, on Florida's Space Coast. Diane's lifelong record of accomplishment as an arts educator, a nonprofit arts administrator, a federal arts funder, and director of a national foundation in the entertainment industry has provided a breadth of practical experience which is now applied to helping others thrive. Recent projects of Mataraza and Phillips have included: A Blueprint for Charlotte-Mecklenburg's Cultural Education Partnership; an assessment and strategic partnership plan to better integrate the cultural sector's resources in Charlotte's 186 city schools and help students learn; State Preservation plans with the Conservation Center for Art and Historic Artifacts for the Commonwealth of Pennsylvania and New Jersey; and a Cultural Plan for York County, Pennsylvania. Other current projects include a multi-year organizational capacity building project for cultural institutions in Orlando Florida funded by United Arts, Blue Cross/Blue Shield, The Darden Corporation, and Walt Disney World; and, numerous assessments and plans for arts and cultural organizations of all disciplines and sizes across the country.

From 1999–2001, Diane was Senior Vice President with a national consulting firm specializing in cultural planning and marketing where she first worked with Surale Phillips. From 1997-1999, she was Executive Director of the National Academy of Recording Arts and Sciences Foundation (the Grammy Awards) based in Santa Monica, California. She was Director of the Local Arts Agencies Program at the National Endowment for the Arts (NEA) in Washington, D.C., from 1992-1996. Under the chairmanship of Jane Alexander in 1997, Diane served as Senior Advisor to the Deputy Chairman. Prior to the NEA, Diane directed the Alliance of New York State Arts Councils, the lead

advocacy organization for the arts in New York State. She represented the arts community on the New York State Governor's Arts Award Committee; the New York State Senate Committee on the Culture Industry; the Business Council of New York State's Tourism Advisory Committee, and the State Education Commissioner's Advisory Committee. Diane ran the Dutchess County Arts Council and its United Arts Fund in Poughkeepsie, New York, from 1979-1984. Through her efforts, Dutchess County was one of the first NEA Local Arts Agencies Test Program Grant recipients, and the county was a recipient of a New York State Governor's Arts Award. A trained musician, Diane taught high school instrumental music in New York's public schools from 1974-1978. She is the 1998 recipient of the Selina Ottum Award presented by the NEA and Americans for the Arts. A native of New York's Hudson Valley, Diane was awarded a bachelor's degree cum laude from Ithaca College School of Music in 1974, a master's degree from New York University in 1978, and a certificate in association management from the United States Chamber of Commerce in 1991. She lives in Florida.

Surale Phillips is President of Decision Support Partners, Inc. a research company incorporated in the state of Montana. For 20 years, Surale Phillips has provided research and consulting services to the arts and cultural sector. She leads a variety of independent projects and works in team with other experts in the cultural arts field.

Surale started her company in 2002 after working for more than a decade for a national consulting firm, where she designed and conducted the majority of the firm's research projects and managed research support staff and projects. Through her own work in the past

11 years, her focus has been almost exclusively research and evaluation and she enjoys a strong reputation as both a researcher and interpretive advocate of research findings. Her research has been the foundation for projects for the National Endowment for the Arts, nonprofit service organizations, state and local arts agencies, performing arts presenters, building projects, museums, foundations, and other nonprofit businesses. She is called on often to present at regional and national conferences. Her recent presenting engagements have included Americans for the Arts, National Arts Marketing Conference, Pennsylvania Governor's Awards, Midwest Council on Philanthropy, Southeastern Council on Foundations, Kentucky Arts Presenters, San Diego Commission on Cultural Affairs, and the American Folklorist Society. Surale serves on the Montana State Arts Council Cultural & Aesthetic Grants Committee.

The majority of her client work involves the design, execution, and reporting of quantitative and qualitative research using the exact or similar strategies as those presented in this proposal. Her approach to projects is unique to the circumstances at hand for each client and evolves as she learns from every project and incorporates new lessons, techniques, and findings from appropriate field studies. She is currently engaged in program evaluations of funded grantees of the Wallace Foundation and the James Irvine Foundation, and over the past decade has led research and evaluation work for dozens of arts program and service providers.

Hannelore N. Rogers is a writer and editor based in Pittsburgh, Pennsylvania. Hannelore has written for clients in such diverse fields as opera, ballet, theater, museums, childhood literacy advocacy, artist management, classical music recording, the financial sector, and healthcare. Past and current clients include the New York Philharmonic, the National Arts Centre Orchestra and the National

Arts Centre English Theatre (Ottawa, Canada), the Santa Fe Chamber Music Festival, the Danish American Cultural Society, Pittsburgh Regional Healthcare Initiative, Frick Art & Historical Center, Florida Grand Opera, Colorado Ballet, and TRG Marketing Consultants, among others.

Prior to her work as a freelance writer Hannelore was the marketing director of the Pittsburgh Symphony Orchestra, Associate Director of Marketing of the Milwaukee Symphony Orchestra, and Marketing and Development Director of the New Mexico Symphony Orchestra.

She holds a BA in French from The Creighton University in Omaha; an MA in French Language and Literature; and an MA and an ABD in German Language and Literature from the University of Michigan. Hannelore and Diane have worked together since 2007.