

HAWAI'I STATE FOUNDATION ON CULTURE AND THE ARTS

STRATEGIC PRIORITIES 2014 TO 2018



HAWAI'I

STATE FOUNDATION on
CULTURE and the ARTS

MISSION STATEMENT

To promote, perpetuate, preserve and encourage culture and the arts as central to the quality of life of the people of Hawai`i

CORE VALUES

In our programs, initiatives and acquisitions, we celebrate and emphasize the cultural richness and diversity of Hawai`i

We believe that a thriving culture and arts community and broad access to culture and the arts throughout the state are necessary for a rich and fulfilling quality of life

We embrace a unique responsibility to perpetuate and encourage the culture and arts of the indigenous culture and its artists and practitioners

We support the appreciation and practice of the arts by people throughout their lives

We recognize and promote excellence

WHO WE ARE AND OUR FUTURE DIRECTION

WHO WE ARE

- A convener across the arts communities
- An information gatherer
- A communicator
- A conduit for funding
- An advocate for culture and arts
- An educator
- A provider for physical access to the arts

We:

- Connect Hawaii's people through arts and culture
- Nurture and cultivate artists and arts organizations

How We Are Different From Others Involved In Culture and the Arts:

- We are focused on support and collaboration with other organizations
- We are the (neutral) place in the community to bring together organizations and individuals
- We convene and connect in addition to providing programming
- We don't compete with other organizations for funding
- We collect information and data
- We are a funding conduit
- We advocate for the arts and we give voice to the arts
- We highlight the contemporary arts and the cultural landscape of Hawai'i

WHO WE ARE AND OUR FUTURE DIRECTION

OUR FUTURE DIRECTION

Five To Eight Years From Now

- The public better understands what we are and where we are going. Public perception is not based on the previous knowledge but on the current direction.
- We have strong support of the Administration (of state government) and the Legislature.
- There is much stronger impact on neighbor islands and better public understanding.
- The Arts Community is working together to advance the arts in Hawai`i.
- The Hawai`i State Art Museum (HiSAM) is a thriving community center with robust programming, through more participation and active engagement from visitors.
- We are perceived as the place/hub people go to seek the best expertise and knowledge of culture and the arts.
- We highlight the contemporary landscape of arts and culture in Hawai`i.
- Through recruitment, training & development, we have a cohesive team of professional staff to enact these initiatives.

EXECUTIVE SUMMARY

We are in year four of our current Strategic Priorities, fiscal years 2014 through 2018. As we assess our progress with the current plan, we are also beginning work for the next Strategic Priorities five-year period (fiscal years 2019 through 2023). Initial planning for the current plan began in 2012 and finalized in 2013. In 2014, WESTAF researchers assisted staff and commissioners in formulating action steps and measurable outcomes relating to the current plan. In 2015 and 2016, the process entailed a guided direction establishing strategic priorities for the remaining years of the current plan and visioning the next five-year period.

Developing and refining the plan

- Begun in 2013 with:
 - Surveys of staff, Hawai`i residents
 - Convening of focus groups on four islands
 - Interviews with artists, staff and cultural practitioners
- Updated in 2014
Introduced action steps and measurable outcomes

Current Priorities – Fiscal Years 2014 through 2018: Major Goals, Focus, Direction

- Advocacy - Building Community through communications, partnerships and outreach
 - Increased web, social media and advertising presence.
- Access - Enhance the focus on underserved communities in all SFCA programming.
 - Increase the number of qualified neighbor island teaching artists who apply for the ATP Roster.
- Education - Support excellent arts education programming in schools during the school day.
 - Annually incorporate professional development into all arts education programs including Artists in the Schools, Hawai`i State Art Museum Education Program and our Artists in Residence Program.
- Native Hawaiian - Engage Native Hawaiian Leadership to inform our decisions.
 - Convene the Ali`i Memorial Task Force.

- Sustainability - Strengthen the agency's ability to serve the public.
 - Maximize the resources allocated to us to ensure effective use.
 - Leverage public support with private matching funds in support of our Artist in the Schools program.

Continued in 2016 for development of a five-year strategy with planner Peter Adler:

- Moderated sessions with commissioners and staff
- An open public online survey sent to eNews subscribers
- Interview and discussions with individuals and industry leaders including visitor industry, retail, architecture and government

Next Steps – Fiscal Years 2019 through 2023

We initiated Arts Chat, a convening of discussion groups, to connect with a broader public. We also launched surveys of prospective grantees and the public.

The new Strategic Plan will be due on July 1, 2018. The Ad-Hoc Strategic Planning Committee of our Board of Commissioners has:

- Initiated the plan-to-plan effort to develop the scope and timeline for the new strategic plan.
- Established a Production Timeline to meet the deadline.
- Worked with staff to develop the procurement solicitation for a new strategic planning effort which includes a consultant and implementation process.

HAWAII STATE FOUNDATION ON CULTURE AND THE ARTS - STRATEGIC PRIORITIES 2014 TO 2018

ADVOCACY

ADVANCE THE ARTS AND CULTURE IN HAWAII THROUGH ADVOCACY

Action Steps & Performance Indicators

2014 2015 2016 2017 2018

Objective 1.1 - Effectively communicate the value of the SFCA

1.1a -	Identify and prioritize the key audiences with which the SFCA should be in regular communication. • <i>Issue a report to the board regarding the key audiences the SFCA needs to address and a prioritization of those audiences by August 1, 2017.</i>					x
1.1b -	Review and update the existing communications plan to the engage the audiences identified. • <i>Finalize the update of the agency communications plan by September 1, 2017.</i>					x
1.1c -	Research and document best practices and prohibitions for state agency social media engagement. • <i>Revise guidelines for the internal approval of social media processes and content by June 1, 2015.</i>	x	✓			
1.1d -	Create a more streamlined internal agency process for the collection, review and oversight of social media content. • <i>Revise guidelines for the internal approval of social media processes and content by June 1, 2015.</i>	x	✓			

Objective 1.2 - Initiate annual recommendations to the Governor for legislative action

1.2a -	Hawaii's general public and its arts and culture communities will regularly be consulted for ways that the SFCA can improve the arts dimension of the quality of life for the people of Hawai'i. These consultations will serve as a key source of ideas for state legislative and state administrative requests. • <i>Legislative action requests are prepared and presented annually to the Governor in the agency's annual report.</i> • <i>Suggestions gleaned from formal and informal interaction with the community will be documented and presented to the SFCA Commission quarterly for review and discussion.</i>	x	x	x	x	
1.2b -	The SFCA staff will collect and assemble the needs of the communities as expressed by the community. Staff will comment on the suggestions; extend and/or add to them. Then present them to the Commissioners in a report. • <i>Suggestions gleaned from formal and informal interaction with the community will be documented and presented to the SFCA Commission quarterly for review and discussion.</i> • <i>Unsolicited community comments will be prepared for presentation to the SFCA Commissioners on a quarterly basis.</i>	x	x	x	x	
1.2c -	The committee of the SFCA charged with developing legislation will implement, as a standing agenda item, the discussion and documentation of potential legislative action items. Such items will both be received by the Committee from the public, as well as generated by the Commissioners and staff. • <i>Legislative action requests are prepared and presented annually to the Governor in the agency's annual report.</i>	x	x	x	x	
1.2d -	SFCA Commissioners will seek to meet at least twice annually with statewide and legislative elected officials to communicate the value of the SFCA and seek their advice regarding ways to improve services to the public. • <i>SFCA Commissioner meetings with elected officials will be documented and reported to the SFCA on a twice-a-year basis.</i>	x	x	x	x	
1.2e -	Trends and priorities in state government will regularly be monitored for opportunities the SFCA can access to increase the quality and effectiveness of its service to the public. • <i>Executive Director and Staff will monitor Governor's news releases for current issues (e.g. trends in housing, military in Hawai'i).</i>	x	x	x	x	

Objective 1.3 - Collaborate with other departments in state government

1.3a -	Continue to hold regular meetings with the leadership of the Creative Industries Division to ensure opportunities to collaborate are explored and, if possible, activated. • <i>Report on findings of the scans and any identified collaborative opportunities in the Executive Director's Report at each Commission meeting.</i>	x	x	x	x	
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Note: ✖ Objectives (in years planned)

Note: ✓ Action Items (in years completed)

HAWAI'I STATE FOUNDATION ON CULTURE AND THE ARTS - STRATEGIC PRIORITIES 2014 TO 2018

ACCESS

INCREASE ACCESSIBILITY TO ARTS AND CULTURAL PROGRAMS FOR UNDERSERVED GROUPS

Action Steps & Performance Indicators

2014 2015 2016 2017 2018

Objective 2.1 - Maintain a robust web presence that is accessible to the public

2.1a -	Upgrade agency web site, ensuring easy access to communicate a desire on the part of the SFCA to effectively serve the public, especially those in underserved communities.				x	x
	<ul style="list-style-type: none"> Prior to rebuilding the SFCA web site, investigate strategies other state arts agencies have used to reach underserved communities through the web and social media. 		✓			
2.1b -	Install APP works of art in the online Public Art Archive program. Use that program as a foundation for an expansion of education and other services to underserved communities.				x	x
	<ul style="list-style-type: none"> Create and follow a work timeline that will bring the remainder of the APP program into the Public Art Archive project by June 30, 2016. Crowd source the Public Art Archive through social media by June 30, 2017 			✓		

Objective 2.2 - Increase the SFCA's presence among and engagement of communities on Neighbor Islands through SFCA programming

2.2a -	Islands.				x	
	<ul style="list-style-type: none"> In the updated SFCA communications plan, include a section that specifically addresses communication strategies with the Neighbor Islands. Finalize the plan by September 15, 2017. 					
2.2b -	Design and implement a version of the Art Bento program on the Neighbor Islands.					x
	<ul style="list-style-type: none"> Provide a version of the Art Bento program to Neighbor Island pilot schools by September 2017. 					
2.2c -	Recruit qualified Neighbor Island teaching artists to apply for the Artistic Teaching Partners Roster.			x	x	
	<ul style="list-style-type: none"> Increase the number of qualified neighbor island teaching artists who apply for the ATP Roster. 				✓	

Objective 2.3 - Enhance the focus on underserved communities in all SFCA programming

2.3a -	Scan current SFCA programs and services and identify and document underserved communities that might benefit from increased involvement.	x	x	x	x	x
	<ul style="list-style-type: none"> Scan and document SFCA services to underserved communities by October 1, 2015. Prepare a plan to provide or increase services to underserved communities by January 1, 2016. Annually evaluate the effectiveness of changes made to SFCA programs and services and report the findings to the Commission. 	✓		✓	✓	
2.3c -	Develop a plan for traveling exhibitions to underserved and rural populations.					x
	<ul style="list-style-type: none"> Initiate a rural and underserved communities traveling exhibition by December 1, 2017. 					

Note: * Objectives (in years planned)

Note: ✓ Action Items (in years completed)

HAWAI'I STATE FOUNDATION ON CULTURE AND THE ARTS - STRATEGIC PRIORITIES 2014 TO 2018

EDUCATION

STRENGTHEN ARTS EDUCATION PRE-K THROUGH 12 AND PLAN FOR LIFE-LONG LEARNING

Action Steps & Performance Indicators

2014 2015 2016 2017 2018

Objective 3.1 - Support excellent arts education programming in schools during the school day

3.1a -	Continue to provide professional development opportunities for teaching artists and classroom teachers.	x	x	x	x	x
	• <i>Annually incorporate professional development into arts education programs.</i>	✓	✓	✓	✓	
3.1b -	Continue to provide the following arts education opportunities: a) Art Bento Museum Education Program at HiSAM; b) Artists in the Schools; c) Art in Public Places Artists in Residence Program; d) Poetry Out Loud; and e) Scholastic Art Awards.	x	x	x	x	x
	• <i>Report annually: # students served, funding, # applicants.</i>	✓	✓	✓		
3.1c -	Continue to collaborate with the ARTS FIRST Partners to meet statewide arts education goals in the AFP strategic plan.	x	x	x	x	x
	• <i>Report annually in the SFCA annual report.</i>	✓	✓	✓		
3.1d -	Establish an annual exhibition for the jurying and display of art by college students.					x
	• <i>Launch a college art initiative by June 30, 2018.</i>					
3.1e -	Move the K-6 Student Art Exhibition from the Hawai'i Convention Center to HiSAM.					x
	• <i>Launch K-6 student art at HiSAM by June 30, 2018..</i>					
3.1g -	Identify and train additional ATP's.				x	
	• <i>Develop and implement artistic teaching partners Apprenticeship Program</i>				✓	

Objective 3.2 - Support out-of-school arts education for pre K-12 students and lifelong learning for adults

3.2c -	Continue providing arts learning opportunities through various SFCA programs: Second Saturday; Art Lunch; and First Fridays at HiSAM; and sustaining the UH Statewide Cultural Extension Program and the Folk and Traditional Arts Living Heritage Series.	x	x	x	x	x
	• <i>Develop a plan to identify ways to efficiently and effectively increase those served through out-of-school arts education programs and out-of-school arts education grants by June 30, 2017.</i>					
3.2d -	Continue to provide Biennium grants for out-of-school and adult arts programming.	x	x	x	x	x
	• <i>Identify dollar amount needed to set aside for out-of-school arts education grants.</i>	✓	✓	✓	✓	

Note: * Objectives (in years planned)

Note: ✓ Action Items (in years completed)

HAWAI'I STATE FOUNDATION ON CULTURE AND THE ARTS - STRATEGIC PRIORITIES 2014 TO 2018

NATIVE HAWAIIAN

ACTIVELY ENCOURAGE AND SUPPORT NATIVE HAWAIIAN CULTURE, ARTS, ARTISTS AND PRACTITIONERS

Action Steps & Performance Indicators

2014 2015 2016 2017 2018

Objective 4.1 - Actively solicit the advice of leaders in the Native Hawaiian communities regarding the design and implementation of projects and programs that work with those cultures

4.1a -	Form a single rotating advisory committee structure for the purpose of advising the SFCA on native Hawai'ian projects and also projects related to other cultures represented on the islands.				x	
	<ul style="list-style-type: none"> • <i>Convene Ali'i Memorial Task Force by November 2016.</i> • <i>Report back to the Legislature by January 2018.</i> 					
4.1b -	Report on the ways SFCA grants and programs serve and perpetuate living cultures in the state.	x	x	x	x	x
	<ul style="list-style-type: none"> • <i>Annually report on support of Native Hawaiian projects.</i> 	✓	✓	✓		
Note:	x Objectives (in years planned)					
Note:	✓ Action Items (in years completed)					

HAWAII STATE FOUNDATION ON CULTURE AND THE ARTS - STRATEGIC PRIORITIES 2014 TO 2018

SUSTAINABILITY

BUILD CAPACITY AND MAXIMIZE ASSETS TO ENSURE THE HAWAII STATE FOUNDATION ON CULTURE AND THE ARTS IS STRONG, SUSTAINABLE AND CAPABLE OF ACHIEVING ITS GOALS

Action Steps & Performance Indicators

2014 2015 2016 2017 2018

Objective 5.1 - Conduct a full accounting of all legally due Percent for Art Funds

5.1a -	The Department of Accounting and General Services will send a revised Comptroller's memorandum to all state departments regarding the appropriation, allocation, and collection of Percent for Art funds. • <i>Receive confirmation from all relevant state offices of receipt and understanding of the Comptroller's memo by June 30, 2017..</i>				x	
5.1b -	The SFCA will request a 1.0 FTE position that will be dedicated to tracking Percent for Art funds beginning January 15, 2017. • <i>Secure the allocation of 1.0 new FTE position in the SFCA dedicated to tracking, reporting on, and encouraging full collection of all legally due Percent for Art funds, in FY 2016.</i>			x		
5.1c -	The Planning and Budget committee of the SFCA Commission will review reports of the quarterly funds due and the funds collected and recommend strategies for maximizing funds collected. • <i>Attain a level of 90% collection of all funds due.</i>			x	x	x
5.1d -	In an annual report to the Governor, the SFCA Commission will include a report on the status of funds due and collected. The report will document any barriers to enforcement of Percent-for Art legislation. • <i>Annually, prepare and deliver a Percent for Art report to the Governor. The report will update the Governor's office on the status of the program and any challenges it faces.</i>		x	x	x	x
5.1e -	The SFCA will request regular construction project reports and A-15 reports from the Department of Accounting and General Services and the Department of Budget and Finance to reflect funds due the Works of Art Special Fund. • <i>Attain access to reports for quarterly funds due, by June 30, 2016.</i>		x	x	x	x

Objective 5.2 - Conduct a review of the sustainability of SFCA non-revenue generating programs

5.2a -	Survey the public to identify their most urgent program/operational needs related to arts and culture. • <i>Annual survey of the public..</i>		x	x	x	x
5.2b -	Design a process to evaluate the effectiveness and efficiency of all SFCA programs and services, as appropriate. • <i>Design an evaluation of all SFCA programs against criteria of efficiency and effectiveness completed by June 30, 2018.</i>					x

Objective 5.3 - Maximize the use of the Art in Public Places (APP) collection as a valuable public asset

5.3a -	Re-establish the APP staff positions of Gallery Manager, Project Manager, and Office Assistant. • <i>Establish or re-establish one staff position a year beginning in FY 2017.</i>					x
5.3b -	Launch the SFCA collection on the Public Art Archive in FY15. • <i>Measure visits on the pages of online sites dedicated to APP works.</i> • <i>Entire collection is posted by June 30, 2016.</i>		x			
5.3c -	Finalize work on the Digital Asset Management System (DAMS). • <i>Complete the APP segment of the Digital Asset Management System by June 30, 2017.</i>					x

Objective 5.4 - Explore ways to effectively fund the programs and services of the SFCA 10 years from now

5.4a -	Work with WESTAF and others to design a brainstorming session of experts to consider a wide array of means to attain within and outside of the legislative process. • <i>Convene the brainstorming session by May 1, 2016.</i>			x		
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Note: x Objectives (in years planned)

Note: ✓ Action Items (in years completed)



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