**Goal 1:** Expand arts participation in communities across Washington State, with a focus on cultural equity, to ensure all people have access to the arts.

**Objective 1:** Maintain strategic investments in arts programming to build participation in the arts across the state.

a. Invest in communities through grants that support a wide range of arts experiences.
b. Update grant program guidelines and improve outreach to increase arts access for underserved communities. (+)
c. Seek opportunities to reach underserved counties through ArtsWA funded initiatives.

**Objective 2:** Build capacity for organizations and communities that are working to expand participation in the arts.

a. Provide technical support, webinars, convenings, and professional development for the field.
b. Develop partnerships with non-arts agencies and organizations to build connections between the arts and other sectors.

**Objective 3:** Include individuals from diverse backgrounds on all panels and committees.

a. Reflect the diverse artistic, professional, regional, racial, and cultural backgrounds, as well as gender and age in building committees and panels. (+)
b. Strive for geographically, ethnically and professionally diverse makeup of the ArtsWA board and staff. (+)

**Goal 2:** Build leadership and resources in and for the arts.

**Objective 1:** Increase the agency’s statewide leadership role by shaping policies, supporting legislation, and exploring funding opportunities.

a. Develop and recommend arts-related policies that would benefit our state, including enabling legislation for a statewide Creative Districts program.
b. Seek funding sources outside traditional public funds that complement the Arts Commission’s state appropriations.
c. Educate stakeholders, legislators, and community leaders about the cultural and economic impact of the arts and the impact of the creative industries on local and regional economies.
**Objective 2:** Increase awareness of ArtsWA programs and their impact through a cohesive communications and media plan.

a. Share relevant news and information through the ArtsWA website, publications, presentations, and social media.
b. Promote arts and arts participation by employing Internet platforms such as webcasts, blogs, and webinars.
c. Explore best practices for innovative communications and outreach.
d. Produce an annual report highlighting ArtsWA programs and successes.

**Objective 3:** Maintain and increase relationships with key government and private sector leaders.

a. Involve key leaders in agency-wide programs and convenings.
b. Build relationships with leaders across arts and education sectors through new partnerships with state and regional arts/education leaders.
c. Continue active participation at the Goal Council level with Results Washington in Goal 1 (World Class Education) and Goal 2 (Prosperous Economy).
d. Maintain meaningful connections with former board members.

**Objective 4:** Build ArtsWA board leadership capacity by increasing educational opportunities.

a. Maximize the effectiveness of board members as advocates for the arts and for ArtsWA through board trainings.
b. Strengthen commissioners’ orientation and board toolkit.
c. Conduct ArtsWA board meetings and convenings in geographically diverse locations each year. (+)
d. Engage board members’ participation on agency panels and other agency activities.

**Goal 3: Activate and enhance public buildings and campuses through the acquisition, stewardship, and presentation of the State Art Collection.**

**Objective 1:** Deepen community engagement with the State Art Collection.

a. Empower all Art Selection Committees to select artists or curators, and approve public art projects that are reflective of their local values, histories, or culture.
b. Introduce criteria in K-12 Pooled Funds guidelines that promote geographic and socio-economic equity in public art project allocations. (+)
c. Strengthen program guidelines instructing partner agencies to seek ethnicity and gender balance in the formation of their local Art Selection Committees. (+)
d. Develop online exhibitions in My Public Art Portal highlighting artwork by women and artists of color. (+)
e. Expand K-12 public school engagement with the State Art Collection as outlined in Goal 4-1d.
**Objective 2:** Improve long-term care and conservation of the State Art Collection.

a. Complete a statewide, hands-on assessment of the Collection.
b. Secure a Collections Technician to respond to immediate needs identified by the collection assessment and improve preventive conservation.
c. Increase biennial funding for conservation services.
d. Secure appropriate storage facility for artworks not on display.

**Objective 3:** Develop the web-based presentation of the State Art Collection through My Public Art Portal.

b. Engage arts educators with My Public Art Portal as a tool for learning.
c. Implement evaluations of My Public Art Portal functionality to optimize the user experience.

**Objective 4:** Maintain clear acquisition and collection care policies and practices in order to acquire enduring public art for Washington’s public schools, colleges, universities, and state agencies.

a. Review program practices and policies, including contracts and Interagency Agreements, and update as necessary to ensure equity in our selections. (+)
b. Participate in trainings and conferences to align with best practices in the field and bring new perspectives to ongoing and future program needs.
c. Develop long-term strategies for responding to needs identified in collection assessment.

**Goal 4: Strengthen arts education as part of and fundamental to K-12 basic education.**

**Objective 1:** Maintain or increase strategic investments that expand and improve high quality arts learning for all students as part of basic education.

a. Catalyze and support local partnerships among arts organizations, schools, and community organizations.
b. Build and support strong collaborations and best practices in arts teaching and learning.
c. Maximize grantee success and investment impact through program evaluation efforts.
d. Develop new resources and strategies to support participatory arts learning in conjunction with State Art Collection acquisitions at K-12 schools, including the development of new toolkit for use in all new acquisition processes, and support of at least one teaching artist residency each biennium.

**Objective 2:** Increase the capacity of the arts teaching workforce of classroom teachers, teaching artists, and arts education leaders.
a. Cultivate the field of professional teaching artists, with a focus on those working in K-12 schools, through programs including the Washington State Teaching Artist Training Lab (TAT Lab) and the Roster of Teaching Artists.
b. Foster collaboration among arts educators and support aligned approaches.
c. Provide access to specific training opportunities for arts educators addressing social justice and racial equity in K-12 settings. (+)

**Objective 3:** Maintain or increase active partnerships with regional, state-level, and national arts and education organizations to develop, align, and promote policies supporting K-12 arts education.

a. Maintain close coordination with key state-level organizations including the Office of Superintendent of Public Instruction (OSPI) and ArtsEd Washington.
b. Maintain up-to-date knowledge of policies and emerging arts education models and initiatives.
c. Present on arts education topics to those in the arts and education communities.

**Objective 4:** Maintain effective management and state-level production of the National Endowment for the Arts-sponsored Poetry Out Loud program.

a. Maintain regional partners outside the Puget Sound region.
b. Sustain enrollment of at least 60 high schools each year, representing at least 20 counties.
c. Deepen engagement by building a new partnership with the Educational Service District network of English Language Arts leaders.

**Goal 5:** Advance efficient, effective, and relevant practices across all agency programs and services.

**Objective 1:** Acquire and update technology to maximize efficiencies and accessibility.

a. Develop and implement a technology plan that outlines agency needs and update it each year.
b. Pursue state funding and other resources to improve technology that meets industry standards.
c. Build a more robust and accessible internal data management system.
d. Update My Public Art Portal’s web design and organizational structure to improve usability.
**Objective 2:** Implement continuing process improvement across the agency for efficiency and consistency including, but not limited to:

a. Fiscal processes.
b. Budget review systems.
c. Contracting processes.
d. Grant making processes.
e. Internal and external policies and procedures, including diversity, access, and Minority & Women’s Business Enterprises (MWBE) initiative. (+)

**Objective 3:** Maintain a commitment to employee training and development.

a. Ensure all staff complete required state training requirements.
b. Maintain the practice of an annual employee personal development plan that links employee growth to the goals of the job and the organization.
c. Conduct all-staff trainings on cultural diversity and social justice. (+)

**Crosscutting Objective:** Increase our specific and intentional efforts around social justice by ensuring that ArtsWA-funded activities and work are reflective of Washington’s diverse populations including cultural diversity, artistic disciplines, geographic locations, and underserved populations.

(+ Indicates strategies that relate to the Crosscutting Objective.)