

Wyoming Arts Council  
**ARTS. PARKS.  
HISTORY.**

Wyoming Department of State Parks and Cultural Resources

**WYOMING ARTS COUNCIL STRATEGIC PLAN  
2006 – 2010**

**VISION STATEMENT**

The Wyoming Arts Council envisions a culture in which every citizen is aware of the arts and appreciative of the opportunities they present.

**MISSION STATEMENT**

The Wyoming Arts Council enhances the quality of life for the people of Wyoming by providing resources to sustain, promote, and cultivate the arts.

**PHILOSOPHY**

The Wyoming Arts Council supports its constituents' contributions to the arts in Wyoming. The Arts Council fosters and promotes creation, access, education, diversity, and excellence in the arts. The Arts Council serves as a resource for, and encourages partnerships between the public, artists, and arts organizations.

The Wyoming Arts Council offers its constituents services in four areas: financial, technical, informational, and promotional assistance.

The Wyoming Arts Council staff continues to efficiently and effectively manage the resources provided by the State of Wyoming, the National Endowment for the Arts and various private sources with advice and counsel from the Wyoming Arts Council Board.

## **Wyoming Arts Council Strategic Plan, 2006-2010**

### **Introduction**

According to the National Assembly of State Arts Agencies (NASAA) Strategic Planning Toolkit, “Strategic planning plays a central role in guiding the mission and activities of public arts agencies. ... Planning has been central to the federal-state arts partnership ever since the National Endowment for the Arts’ (NEA) first enabling legislation provided for grants to state arts agencies with qualified plans (and is the) basis for Partnership Agreements between the Endowment and each agency.” It is important to note that this process has, and continues to place, a major emphasis on public input.

During 2003, 2004 and 2005 the Wyoming Arts Council (WAC) undertook a broad public input campaign designed to re-connect the WAC with its constituency, examine the environment for the arts across the state, and seek the input of Wyoming citizens on the challenges, needs, and opportunities facing the arts in Wyoming. This campaign included a series of town meetings conducted by then Manager John Coe in eleven Wyoming communities in 2003, a spring and summer statewide tour to over thirty Wyoming cities and towns conducted by incoming Arts Council Manager Milward Simpson in the spring and summer of 2004, separate intensive staff and board planning retreats conducted in the fall of 2004, strategic planning “Visioning Sessions” conducted in 15 Wyoming cities in the Spring of 2005, and a statewide public survey campaign conducted in the summer of 2005.

The October 2004 board retreat resulted in the identification of four overarching priorities for the WAC during the next five years. These include arts advocacy, education, community development, and access. Ad hoc committees of the board, staff and citizen representatives were created to draft language for each of these priority areas, which are reflected as the first four goals of the plan.

In 2005 the larger state agency of which the WAC is a part, the Department of State Parks and Cultural Resources, undertook its own state-mandated planning process that resulted in a primary focus on “...providing educational outreach and customer service to the public. This includes providing information, through a variety of channels including brochures, web sites and the media, that is correct, timely and easily accessible.”

Since the completion of the 2005 summer public survey campaign, information from all of these efforts has been compiled, analyzed and woven into subsequent strategic planning discussions at the staff and board level.

It is the WAC’s fervent hope that the spirit of all of these concerted efforts has been captured in the attached strategic plan.

Sincerely,

Milward Simpson  
Administrator, Division of Cultural Resources

Nancy Schiffer  
Chair, Wyoming Arts Council

## Summary

To fulfill the Wyoming Arts Council's obligation to the NEA, to fulfill the larger focus of the Department of State Parks and Cultural Resources, to fulfill the wishes of the WAC's constituency, and to better fulfill its mission to sustain, promote and cultivate the arts in the state, the WAC will pursue the following goals during the next five years (2006 – 2010)

1. To build a climate of support for the arts, WAC will pursue a plan to advocate for the arts and to develop a culture of advocacy for the arts
2. To support a "culture of creativity" through the understanding and practice of the arts, WAC will pursue an array of educational initiatives focusing both on public education and lifelong learning
3. To enhance the arts as a vehicle for community vitality, WAC will pursue a plan to encourage arts-based community development
4. To ensure access to the enjoyment, understanding and practice of the arts, WAC will pursue a plan to improve access to the arts for everyone regardless of location, physical condition, ethnicity, income, race, color, national origin, gender, religion, age, political beliefs, sexual orientation, and marital or family status
5. To provide support for individual artists, WAC will continue to develop fellowships and associated programs that create an appreciation of and a heritage for the arts in the state
6. To provide resources and technical support for arts organizations, WAC will continue to develop grants and support programs. These programs will enhance and promote the first four goals and develop data that can be used in the long-range planning process
7. To promote public awareness both of the WAC and of the arts in general, the WAC will create and implement an aggressive public relations plan.
8. To bridge barriers of distance and isolation, the WAC will increase its efforts to serve the entire state as the networking "hub" for arts organizations and individuals.

## **Non-Discrimination Policy**

The Wyoming Arts Council complies with all local, state and federal laws and regulations concerning civil and human rights to ensure that WAC programs, grants and employment practices are free of any discrimination. No individual shall, on the grounds of race, color, national origin, gender, religion, age, disability, political beliefs, sexual orientation, and marital or family status, be excluded from participation in, be denied benefits of or be otherwise subjected to discrimination under any program, service or benefit advocated, authorized or provided by the Wyoming Arts Council.

## **Evaluation**

The WAC acknowledges that any effective long-term plan must be considered a living document which can and should be adjusted as necessary to accurately reflect changing circumstances and conditions and is in accordance with the non-discrimination policy listed above. The WAC further recognizes that ongoing evaluation is a key process in measuring progress toward achieving planning goals and in determining what changes and adjustments are necessary.

Therefore, the WAC will establish and conduct an ongoing evaluation process designed to serve as a tool for measuring progress toward achieving the eight goals identified. The evaluation process will include:

- The establishment of measurable benchmarks for each goal
- The creation of constituent surveys focused on measuring public opinion regarding progress toward achieving each goal
- The possible employment of an outside evaluator to measure the effectiveness of the plan.

## **Top Priorities (Goals One—Five)**

*As identified through constituent input and board retreats, the following goals will receive special attention*

### **GOAL ONE – ADVOCACY**

Arts advocacy has matured nationally, featuring healthy arts advocacy organizations and a wealth of advocacy data, training and techniques, however, arts advocacy in Wyoming has only received piecemeal attention over the years, and, unlike most states, Wyoming does not have a statewide advocacy organization. Consequently, the WAC has identified advocacy as an important priority for the Arts Council during the upcoming years. Consequently the following plan has been adopted to guide the Council’s advocacy efforts over the next five years. “Advocacy” is achieved through the following strategies:

#### **STRATEGIES**

##### **1. The WAC will provide education about advocacy through:**

- A. Training for the WAC staff and board by:
  - 1) Bringing in a consultant from Americans for the Arts (AFTA) or another advocacy organization to conduct an intensive training session
  - 2) Empowering and mobilizing WAC board members as ambassadors of the arts council, incorporating this role into WAC board job descriptions
  - 3) Providing support materials to the board on an ongoing basis
  - 4) Posting these materials where possible on the WAC website
- B. Creating and conducting a statewide arts advocacy training program. Provide ongoing tools, publications, and “best practices” information from the field to support our constituents’ ongoing work. Include this information where possible on the WAC website

##### **2. The WAC will foster the creation of a statewide arts advocacy organization through:**

- A. Supporting the organization and development of a statewide arts advocacy effort aimed at eventually establishing an independent statewide arts advocacy organization
- B. Approaching other statewide arts organizations about taking on advocacy work in the interim, particularly the Wyoming Arts Alliance (WyAA)
- C. Determining concrete ways to support the activities of Wyoming’s AFTA “Arts Advocacy Captain” (designated by AFTA as the state liaison for leading statewide advocacy efforts). Encourage AFTA to provide more support

##### **3. Recruit the support and involvement of strategic partners in overall statewide advocacy efforts including but not limited to:**

- A. Wyoming arts educators
- B. Wyoming Business Council
- C. Wyoming Travel and Tourism
- D. The Department of Family Services
- E. The University of Wyoming and the Community College system

- F. Local and statewide business organizations
  - G. Chambers of commerce
  - H. Downtown development authorities
  - I. State legislators and their spouses
  - J. Artists
  - K. Other partners
- 4. The WAC will explore existing opportunities that support advocacy, such as statewide initiatives focused on community and economic development in Wyoming including but not limited to:**
- A. The Business Ready Communities initiative
  - B. The Main Street Program
  - C. The LEADS initiative
  - D. Others
- 5. The WAC will establish consistent methods of advocating with the State Legislature. Such methods may include:**
- A. Writing welcome letters to the legislature at the beginning of each session
  - B. Incorporating performances and presentations by Wyoming artists into legislative sessions
  - C. Directing advocacy by WAC board members with legislators in their districts
  - D. Identifying and tracking legislators who are supportive of the arts
  - E. Surveying political candidates to discover their stance on issues and policies affecting the arts during each election cycle
  - F. Requiring grantees to thank their legislators when they receive a grant, and to encourage their legislators to attend the funded event(s)
  - G. Encouraging grantees to publicly acknowledge any elected officials who attend their events
  - H. Writing congratulatory letters to new legislators and their spouses including introductory information on the Arts Council such as a brief fact sheet
  - I. Including information on the web site about how to identify and contact local legislators including pertinent links such as the Legislative Services Office’s website
  - J. Incorporating advocacy into statewide government-sponsored arts events such as the annual Governor’s Arts Awards and Governor’s Capitol Art Exhibition
- 6. The WAC will create a consistent arts presence in local government and business circles by encouraging arts advocates, including Arts Council staff and board, to serve on boards of organizations such as:**
- A. Chambers of Commerce
  - B. Business Councils
  - C. City Commissions
  - D. Others
- 7. The WAC will create innovative individual advocacy projects including:**
- A. An “Art on Loan” program in which artists loan their work for exhibition with an

- option to buy in community institutions like banks and corporate business offices with artists on Council lists
- B. A vanity license plate program, which would feature the development and sale of “arts advocacy” themed license plates, not replacing but enhancing the traditional “bucking horse and rider” logo in a way which indicates the arts
- 8. The WAC will incorporate arts topics into the agenda for major statewide gatherings including:**
- A. The Governor’s annual conference on tourism
- 9. The WAC will incorporate advocacy into the WAC grant process by:**
- A. Requiring grantees to advocate for their programs
- B. Strengthening the requirement for acknowledging WAC funded events and projects
- C. Allowing grantees to apply for funding local arts advocacy efforts and initiatives as part of their applications to the Open Door or Grant to Organizations programs
- 10. The WAC will reinstate a regular WAC newsletter which will:**
- A. Provide the “big picture” of the WAC and its activities
- B. List accomplishments of Wyoming artists, arts organizations and schools.
- C. Feature a regular advocacy column into the newsletter providing “tips” and showcasing initiatives and leaders around the state
- 11. The WAC will explore creation of a statewide annual Arts Advocacy Award through:**
- A. An Arts Council event
- B. Another statewide arts organization
- 12. The WAC will empower and mobilize WAC board members as ambassadors of the Arts Council, incorporating this role into WAC board job descriptions**
- 13. The WAC will encourage local arts supporters around the state to develop their own special programs similar to a “100 Days of Arts” campaign, which provides focus not only on the WAC, but also on artists, arts organizations and school art programs in local communities.**
- 14. The WAC will centrally position the WAC and the arts within Department of State Parks and Cultural Resources (SPCR) through:**
- A. Coordinating cross training opportunities between SPCR agencies
- B. Encouraging the creation of a department policy of displaying art by Wyoming artists in strategic areas of the Barrett building including but not limited to the lobby and other public areas.
- 15. The WAC will provide resources to assist with advocacy efforts by:**
- A. Equipping constituents with examples of advocacy approaches from the advocacy field

B. Developing an advocacy logo, mission statement, printed materials, stickers, fliers, buttons, etc.

## **GOAL TWO – ARTS IN EDUCATION**

*The Wyoming Arts Council envisions a state where:*

- Abundant opportunities to experience and participate in the arts are available to all, including underserved populations, elders, children, and adults;
- All children receive sequential art education as part of the K-12 curriculum in dance, folk arts, literature, music, theater and the visual arts as part of the academic curriculum;
- Citizens are aware of the importance of the arts and actively support school programs and other arts education opportunities;
- And all teachers receive training in all core academic content, including the arts;

*Because we believe that every citizen's life will be richer if they participate, and gain skills, in the arts. Some of the long term benefits to the state that we see include citizens who:*

- Participate in all aspects of community life;
- Value the rich diversity of arts practiced in Wyoming, the United States and the world;
- Contribute to the preservation of art forms and the creation of new work;
- Exercise creative thinking skills at work and in the greater community.

The Wyoming Arts Council will initiate and participate in collaborative programs and projects to both increase access to lifelong arts learning opportunities and strengthen public arts education in Wyoming.

### **STRATEGIES**

#### **1. Educate the public and stakeholders by providing excellent technical assistance and professional development opportunities through:**

- A. Partnering with the Wyoming Department of Education to provide professional development and technical assistance services to teachers
  - 1) Create “tip sheets” to educate administrators about the needs of arts education programs
- B. Providing workshops on granting, national and state arts education issues
- C. Maintaining an updated arts education component of the WAC website
- D. Serving as an arts in education resource for the state of Wyoming

#### **2. Strengthen access to lifelong arts education by:**

- A. Supporting the development of sequential K-12 arts education in public, institutional and private schools in dance, folk arts, literature, music, theater and the visual arts
- B. Supporting the development of lifelong and non-school arts learning opportunities.
- C. Collecting data on arts learning opportunities for K-12 students to better advocate for arts programs in communities and schools. Such data will also be used for grant writing and to provide information for advocacy and the Legislature. Data should be gathered from:

- 1) Education administrators
  - 2) Teachers
  - 3) Non-school arts learning opportunities for K-12 students in the state
  - 4) Institutional schools
- 3. Create a statewide arts education plan for K-12 to provide direction for districts, the DOE, Legislature and others in building, maintaining and advocating for arts education by:**
- A. Building partnerships to encourage broad participation and ownership in the plan creation and implementation. Important partners would include:
    - 1) The University of Wyoming and the Community Colleges
    - 2) Museums
    - 3) Schools
    - 4) Professional teacher organizations
    - 5) Arts organizations
    - 6) Parent Teacher Associations
    - 7) Education administrator organizations
    - 8) Legislators
    - 9) Other stakeholders
- 4. Evaluate and restructure traditional components of the arts education program to better meet the needs of arts organizations and schools through**
- A. Determining a purpose for the grant program, and what ends it should accomplish
  - B. Determining and develop other program components.
  - C. Developing an evaluation strategy to determine if the program is achieving those ends.

## **GOAL THREE - COMMUNITY DEVELOPMENT**

The WAC will promote arts-based community development to enhance the quality of life for the people of Wyoming, to capitalize on new interest in the “creative economy,” and to promote community vitality. The program will develop information, identify resources, promote collaboration, sponsor projects, evaluate the results and plan for future efforts in this area.

### **STRATEGIES**

- 1. To serve as a source of information about arts-based community development and to stimulate such efforts, the WAC will distribute information about this topic through:**
  - A. Educating the WAC staff and board about the rationale for and tactics of arts-based development by:
    - 1) Hiring a consultant
    - 2) Sponsoring attendance at or producing workshops and conferences on Community Development and the Arts
  - B. Developing and disseminating resources about arts-based community development including:
    - 1) A toolkit of resources
    - 2) A handbook
    - 3) An archive of resource materials on the field
  - C. Educating the arts community and promoting community interest by:
    - 1) Making the connection between initiatives already in process so they self-identify as community development and the arts
    - 2) Meeting with the Business Council on creating a joint publication that addresses the above information
    - 3) Distributing joint publication and toolkit referenced above to relevant constituents
    - 4) Advertising the existence and availability of these resources
    - 5) Sponsoring attendance at conferences or producing local workshops on community development and the arts
    - 6) Coordinating meetings in key communities with city planners to educate them
    - 7) Cultivating a statewide mentor network including individuals and organizations representing successful efforts in community development and the arts in Wyoming
    - 8) Providing assistance and stimulus to targeted areas. The WAC will identify specific strategies to employ in communities around the state through research, community needs assessment, identification of strategic partners, and resource development
  
- 2. To stimulate creative collaborations to promote arts-based development, the WAC will provide synapses among the arts groups, economic development entities and the community as a whole in identifying broad priorities for the community and the role the arts can play in addressing these priorities by:**

- A. Identifying an appropriate standard process to work with city planners
  - B. Consulting community assessment documents and data where they exist
  - C. Coordinating meetings between local artists, arts organizations and/or arts councils and community and/or economic development people such as:
    - 1) Public art committees
    - 2) City planners
    - 3) Business organizations
  - D. Engaging the WAC board as community development ambassadors and encouraging them to proactively communicate and work with entities such as:
    - 1) City councils
    - 2) City planners
    - 3) Legislators
    - 4) County officials
    - 5) Service clubs
    - 6) Chambers of Commerce
    - 7) Downtown Development Authorities
- 3. The WAC will encourage and promote the development of Cultural Tourism that includes and engages the arts community through:**
- A. Meetings with local stakeholders
  - B. Collaboratively developing visitor travel packages
  - C. Working with the Wyoming Department of Travel & Tourism
  - D. Working with local and regional cultural organizations.
- 4. The WAC will identify partners who could work together on arts-based development such as:**
- A. Government agencies
  - B. Community leaders
  - C. Artists
  - D. Business leaders
  - E. Arts patrons
  - F. The University of Wyoming and the Community Colleges
  - G. National Association of State Legislatures
  - H. Foundations
  - I. National Governors' Association
- 5. The WAC will identify and develop funding resources that could pay for arts-based development projects such as:**
- A. New state funding for old school renovation
  - B. Wyoming Cultural Trust Fund
  - C. Foundations
  - D. Federal grants
  - E. Private donors
  - F. Corporate partnerships

- 6. In order to identify targeted areas for arts-based development WAC will assess the status and needs in communities around the State of Wyoming by:**
  - A. Recruiting Western States Arts Federations (WESTAF) and/or National Assembly of State Arts Agencies (NASAA) for research assistance
  - B. Consulting local community assessments
  - C. Recruiting business councils' involvement
  - D. Consulting with independent research entities such as an Arts Market
  
- 7. The WAC will develop a public relations strategy that reports on and promotes such efforts, identifies their advantages and encourages and shows constituents how to participate in them in order to encourage arts-based development and spread the involvement in such efforts widely**
  
- 8. The WAC will identify and assist initiatives in specific communities to showcases examples of arts-based community development including:**
  - A. Identifying specific criteria for prioritizing projects
  - B. Applying the criteria in identifying 3-5 demonstration projects
  - C. Working with strategic partners to develop project goals, descriptions and plans, task lists and timelines for projects identified
  - D. Developing measurable benchmarks for each of the goals identified
  - E. Conducting ongoing public relations and promotion for each project
  - F. Publicizing results for statewide stakeholders, using a before-and-after perspective
  
- 9. To promote the collaboration necessary for arts-based development, the WAC will encourage the creation of more local arts councils so that there is at least one in each community of over 5,000 people**
  
- 10. To ensure timely, effective and accountable implementation of this plan, the WAC will hire a full time Community Development and the Arts specialist who will take a leadership role and bear significant responsibility in implementing and administrating this plan**

## **GOAL FOUR - ACCESS**

Wyoming is known as the “Equality State” because of the rights women have traditionally known here. The WAC’s goal is to apply the “Equality State” philosophy to the arts by building programs that make Wyoming a state where diverse populations and those who are disadvantaged or living in institutions, rural or isolated communities have the same access to arts programming as those in the larger urban areas or in communities with more economic means, arts organizations and facilities.

Many factors impact equal access to the arts, such as ability or age. In Wyoming, over 25 percent of the people between 5-64 years of age live with at least one disability and the fastest growing population is over 55 years of age. Equality in arts access in Wyoming will come through expanded program focus and the devotion of more resources and funding for programmatic and material support, physical access, and the development and model of policy within the Council and for arts constituents.

### **STRATEGIES**

- 1. The WAC will educate the public, staff and board about the Americans with Disabilities Act (ADA), the Civil Rights Act of 1964, and other federal and state regulations in order to ensure that access is incorporated into all the WAC’s work and to heighten awareness of the needs of individuals with disabilities by:**
  - A. Developing and implementing programs for and about individuals with disabilities and the laws and regulations that are pertinent to protecting their rights including:
    - 1) Creating e-mail and/or printed newsletters for artists with disabilities and service providers
    - 2) Holding a statewide “Arts and Disability “meeting
    - 3) Holding regional technical workshops for WAC grantees on accessibility
    - 4) Developing and providing an ADA self-evaluation survey tool for grantees and other arts venues
    - 5) Planning regional technical assistance workshops about physical and programmatic accessibility to the arts
    - 6) Providing copies of *Design for Accessibility: A Cultural Administrator’s Handbook*
  - B. Bringing WAC offices and services into full compliance with the letter and spirit of the law including:
    - 1) Providing a designation on the mailing list so ADA specific information can be mailed out
    - 2) Creating a form for staff to record requests for accommodations and resources
    - 3) Creating a checklist for use on site visits by staff or board
    - 4) Using the Graphic Arts Guild access symbols
    - 5) Strengthening the access advisory committee or community
    - 6) Reviewing budget needs for ADA related programs
    - 7) Reviewing all WAC-created documents for accessibility
    - 8) Considering requesting optional self-identification as “artist with a disability” where appropriate

- 9) Creating a checklist for meeting space accessibility and holding meetings only in accessible venues.
  - 10) Advertising the WAC board meeting access
  - 11) Advertising availability of WAC services in accessibility
  - C. Incorporating artists or other individuals with disabilities onto granting panels.
2. **The WAC will educate WAC constituents about individuals from diverse backgrounds through:**
    - A. Increasing awareness of the diverse communities in Wyoming
    - B. Incorporating artists or other individuals of diverse communities onto granting panels.
    - C. Creating more opportunities for the WAC to meet with rural artists
    - D. Searching out artists of diverse communities and creating networking opportunities
  3. **The WAC will continue to strengthen the grant programs that specifically serve underserved communities by:**
    - A. Committing a percentage of all other available grant funding towards making the arts accessible to all Wyoming residents and visitors
    - B. Funding capital improvements to bring arts facilities into compliance
    - C. Seeking additional funds for folk and traditional arts grants and projects
  4. **The WAC will promote the accessibility and diversity of the arts in Wyoming through:**
    - A. Providing information regarding designing and assessing for accessibility
    - B. Creating lists of resources of ADA related services
    - C. Making the WAC access statement big and prominent
    - D. Providing grants to ADA professionals to attend regional and national meetings, including NASAA Peer meetings
    - E. Conducting an ADA self-evaluation survey of the grantee organizations, presenting facilities, etc.
    - F. Encouraging arts organizations to review their mission statements and create or review access plans.
    - G. Requiring that all projects and events receiving financial support from the Arts Council make reasonable accommodations in access compliance
  5. **The WAC will develop partnerships with other state agencies and other organizations to create opportunities for artists with disabilities and arts accessibility through the state by:**
    - A. Working with the Cultural Resource Division to provide ADA services
    - B. Identifying conferences that can be used to further knowledge
    - C. Networking and collaborating with the Department of Education, other state agencies and other organizations
    - D. Planning for joint meetings with the VSA arts of Wyoming

## **GOAL FIVE – FOLK AND TRADITIONAL ARTS**

For the past 20 years, Wyoming’s folk and traditional arts have been underserved, receiving less support from the Council, both financially and programmatically than other disciplines. Beginning in 1999, the WAC started to reinvigorate the Folk and Traditional Arts Program, then a component of the Arts Access (Underserved) program, through careful study, outreach and advocacy. In 2005, Arts Access established two new grant categories through funds from a National Endowment for the Arts Folk Arts Infrastructure grant. WAC continued to secure additional funding through the NEA for FY2006 and in December 2005 hired the first full time Folk and Traditional Arts Specialist since 1985. Maintaining the momentum generated by Arts Access, the WAC will continue to build and sustain a Folk and Traditional Arts Program.

The mission of the Folk and Traditional Arts Program is to *identify, document, preserve, present, and honor* Wyoming’s folk arts and traditions. Its primary purpose is to support artistic traditions and customs practiced within community and/or cultural groups found in Wyoming. The term ‘folk’ refers to groups of people who share a common history and identity including families, churches, ethnic heritage organizations, tribal affiliations, many occupations, as well as place-based or regional communities. The term ‘traditional’ refers to skills, customs and beliefs that are passed on primarily by word-of-mouth, example, or observation and imitation from one generation to the next, rather than through academic or formal means. Examples of ‘folk and traditional arts’ in Wyoming include Shoshone beaded moccasins, Sheridan-style custom-built saddles, Mexican ballet folklorico dances, Scottish haggis, old-time fiddle contests, Native American hand game songs, Basque bertsolari (poetry), and Mormon temple quilts.

### **STRATEGIES**

1. **The WAC will educate the public, staff and board about the importance of Wyoming’s folk and traditional arts, culture and heritage through the following:**
  - A. Publications
    - 1) Email newsletter – wyofolk
    - 2) Feature articles in periodicals
    - 3) Special issue or topical booklets
    - 4) Update the Wyoming Folk Arts Handbook
    - 5) Other
  - B. Public presentations
    - 1) Radio interviews
    - 2) Lectures
  - C. Special Projects
    - 1) Hispanic Performance Traditions
    - 2) Highway 85 corridor
    - 3) Occupational surveys
    - 4) Foodways
    - 5) other

- D. Maintaining the Wyoming Folk Arts Coalition by:
    - 1) Convening an annual statewide meeting
    - 2) Convening regional and topic-specific meetings as needed
    - 3) Using members for on-going grants panelists
  - E. Continue folk arts staff professional development by:
    - 1) Attending national and regional peer meetings
    - 2) Obtaining membership in national and regional peer organizations
    - 3) Seeking opportunities for networking nationally and regionally
    - 4) Participating in national and regional Folklife events
- 2. The WAC will actively conduct folklife fieldwork to identify individual artists and community organizations to assess the needs of Wyoming's folk and traditional artists through the following:**
- A. Staff will document projects that receive WAC funding such as
    - 1) National Basque Festival
    - 2) Cinco de Mayo
    - 3) Yiddish Food Festival
    - 4) Cowboy Songs and Range Ballads
    - 5) Others
  - B. Staff will document special events such as
    - 1) Shoshone Treaty Reenactment
    - 2) Polka concert
    - 3) Community Celebrations
    - 4) Others
  - C. Hire month-long summer internships through UW
  - D. Hire professional fieldworkers for special initiatives (see special project list above)
- 3. The WAC will create and maintain the Wyoming Folklife Collection of photographs and field recordings through:**
- A. Purchasing state-of-the-art camera and sound-recording equipment
  - B. Managing collection with PastPerfect software
  - C. Generating a keyword search list for database
  - D. Providing access to researchers of Wyoming history and culture
  - E. Providing images and sound files to outside not-for-profit educational publications
  - F. Locating a professional repository for preservation and archiving
- 4. The WAC will provide financial support to folk and traditional community organizations through maintaining and developing the following programs:**
- A. Festival Grants
  - B. Project Grants
  - C. Referrals
  - D. Workshops
  - E. Individualized professional assistance

5. **The WAC will provide financial support to folk and traditional artists through maintaining and developing the following programs:**
  - A. Apprenticeships
  - B. Individual Artist Professional Development Grants
  - C. Artist Roster
  - D. Maintaining a database of artists for referrals
  - E. Workshops
  
6. **Advocate for Wyoming's folk and traditional artists and communities in:**
  - A. Cultural Tourism initiatives
  - B. Economic development opportunities
  - C. National arena through referrals
  
7. **Actively seeking opportunities for programming partnerships:**
  - A. Interagency partners
    - 1) State Parks
    - 2) State Historic Preservation Office
    - 3) State Museum
    - 4) State Archives
  - B. Wyoming partners
    - 1) Eastern Shoshone Tribe
    - 2) Northern Arapaho Tribe
    - 3) Wyoming Council on the Humanities
    - 4) The University of Wyoming (particularly the American Studies program)
    - 5) Community Colleges
    - 6) Wyoming Heritage Project
    - 7) Wyoming Historical Society
    - 8) American Heritage Center
    - 9) Buffalo Bill Heritage Center
    - 10) Dancing Bear Folk Center
    - 11) Old West Museum
    - 12) County and City Museums
    - 13) Other
  - C. Regional partners
    - 1) WESTAF
    - 2) Western Folklife Center
    - 3) Northwest Folklife Center
    - 4) Border states folk arts programs
    - 5) Other
  - D. National
    - 1) American Folklife Center
    - 2) Smithsonian Center for Folklife and Cultural Heritage
    - 3) National Heritage Awards through the National Endowment for the Arts
    - 4) Other

## **ADDITIONAL PRIORITIES (GOALS SIX—NINE)**

*The WAC staff identified the following goals which reflect constituent support for ongoing activities and new developments related to WAC's work*

### **GOAL SIX – SUPPORT FOR INDIVIDUALS**

The Wyoming Arts Council supports individual artists with awards and associated programs designed to create an appreciation and a heritage for the arts in Wyoming to benefit the economic and cultural climate of its residents.

#### **STRATEGIES**

- 1. The WAC will provide financial support opportunities to individuals through maintaining and developing the following programs:**
  - A. Fellowship awards
  - B. Patron awards
  - C. Master/Apprentice grants
  - D. Purchase awards for artwork
  - E. Individual Artist Professional Development grants
  
- 2. The WAC will sponsor and expand programs and publications that promote individual artist activities including:**
  - A. The Artist Roster
  - B. Electronic publications
  - C. Internal publications
  - D. External publications
  - E. Events
  - F. Block-booking
  
- 3. The WAC will provide opportunities for touring, exhibitions, readings, showcasing, and other events including:**
  - A. The Governor's Capitol Art Exhibition
  - B. The Biennial Fellowship Exhibition
  - C. Continued development of the WAC Gallery
  - D. Artist Roundtables
  - E. Support and encouragement of statewide, regional and local book festival(s)
  - F. Support for the Casper College Literary Conference
  - G. Encouraging Wyoming artists to participate in Art in Public Buildings state funded projects
  - H. Arts Across Wyoming grants
  - I. The Artist Roster
  - J. Other WAC grant programs
  - K. WyAA's block-booking program
  - L. A scholarship for high school seniors in partnership with other organizations

- 4. The WAC will provide professional information and referral services to the state's artists by:**
  - A. Sponsoring workshops, roundtables and institutes to further professional development
  - B. Referring artists to career-enhancing opportunities, e.g. marketing tool kits
- 5. The WAC will maintain lists and registries of Wyoming artists, e.g. The Artist Image Registry (A.I.R. )for visual artists.**
- 6. The WAC will provide access to economic development and stabilization resources by:**
  - A. Referring discipline-based organizations to resources that develop and stabilize their services to individual artists

## **GOAL SEVEN - SUPPORT FOR ORGANIZATIONS**

Constituents tell us repeatedly that the WAC's technical assistance and financial support are essential in the ability of arts organizations to continue programming in their communities. Wyoming's arts organizations are prime conduits through which the arts are enjoyed, supported, and advanced. Because these organizations operate in challenging fiscal and operational environments, the WAC will provide ongoing support for arts organizations through current grant programs, new programs deemed necessary for the public good, development of supplemental funding streams, and training opportunities in organizational development.

### **STRATEGIES**

#### **1. The WAC will provide support for Wyoming arts organizations by maintaining and developing its existing grant programs and creating new programs through:**

- A. Existing grants and programs including:
  - 1) Grants To Organizations
  - 2) Arts In Education
  - 3) Arts Across Wyoming
  - 4) Tumblewords
  - 5) Folk Arts projects and festivals
  - 6) Technology in the Arts
  - 7) Access
  - 8) Open Door
  - 9) American Masterpieces
  - 10) Educator Exchange Program
  - 11) Professional Development for Teachers
  - 12) Poetry Out Loud
- B. Reviewing and revising existing grant programs by possibly:
  - 1) Developing a two-year grant cycle
  - 2) Blending the Technology in the Arts program with Arts in Education or Open Door programs
  - 3) Providing a multi-tier structure with varied deadlines for several categories
  - 4) Providing two major grant deadlines per year
  - 5) Considering progressive grant steps which encourage grantees to begin with simpler grants and less funding and work up to major grant categories
- C. The consideration of possible new grant categories to further benefit Wyoming constituents such as:
  - 1) A Fast Track Grant using National Endowment for the Arts funds
  - 2) Grants for general operating support to help arts organizations accomplish their missions.
  - 3) A Community Development Planning Grant
  - 4) A program to build organizational capacity—salary support, staff, training, equipment, office space—and help for organizations to reach the next level
  - 5) A Capitol Development 'small cap' Grant
  - 6) Director's Discretionary Funds to be used for emergency funds and partnerships, which would approved be at the SPCR division level

- 2. The WAC will actively seek to cultivate additional funding sources to enable us to continue with current programs as well as expand programs by:**
  - A. Working closely with the Cultural Trust Fund
  - B. Advocating for increases in state and federal grant funds
  - C. Seeking grants from other state and federal sources
  - D. Continuing to cultivate financial resources outside the WAC
  - E. Seeking donations from the private sector
  - F. Seeking grants from foundations
  
- 3. The WAC will actively seek to cultivate additional funding streams for organizations through:**
  - A. Tax districts
  - B. The Cultural Trust Fund
  - C. Other community resources
  - D. NEA grants to Wyoming organizations
  - E. WESTAF TourWest grants
  
- 4. The WAC will continue to provide quality training to Wyoming constituents to enable them to build strong organizations and submit successful grant applications through:**
  - A. Formal grant writing workshops
  - B. ADA evaluation
  - C. Professional development training, which includes fundraising, board development, etc
  
- 5. The WAC will explore the feasibility of compiling a Consultant Roster**
  
- 6. The WAC will continue to support the annual Wyoming Arts Alliance (WyAA) Block Booking Conference, so Wyoming arts organizations may:**
  - A. Coordinate tours of out-of-state artists
  - B. Share the cost of bringing out-of-state artists to Wyoming audiences

## **GOAL EIGHT - PUBLIC RELATIONS**

Effective communication is central to the WAC's ability to meet the goals and strategies outlined in this long-term plan. However, the WAC needs to create an organized, deliberate, strategic approach to public relations. Compounding this challenge is conventional wisdom which dictates that the arts tend to play a minor role in our public consciousness and dialogue. To address this situation, the WAC will implement the following strategies to increase public awareness of the WAC and the arts in Wyoming.

### **STRATEGIES**

**1. The WAC will mount a PR campaign aimed at raising awareness of the arts in Wyoming by:**

- A. Encouraging the writing of editorials and op-ed pieces by advocates in local communities and collecting, distributing, and including on the web site, samples of effective op-ed pieces to aid this purpose.
- B. Budgeting for the purchase of paid advocacy advertisements in the major Wyoming newspapers and solicit advertising sponsorships through:
  - 1) Facilitating meetings with newspaper publishers and editorial boards to encourage coverage of the arts
  - 2) Working with the local entities (economic development groups, chambers of commerce, printing companies etc.) to create brochures featuring local cultural institutions, galleries, arts organizations, cultural heritage sites, etc. for distribution in local communities

**2. The WAC will produce events that showcase Wyoming arts including:**

- A. The Governor's Arts Awards
- B. A Book Festival
- C. An inaugural statewide Summit on the Arts

**3. The WAC staff and board will continue to travel and maintain outreach statewide to provide a personal touch and to reach lesser-served and non-traditional constituents by:**

- A. Attending conferences as attendees, presenters and staffing resource tables
- B. Holding WAC board meetings around the state, invite locals, plan receptions, lunches or other community events
- C. Attending WAC funded events
- D. Inviting legislators to present checks at WAC funded events
- E. Encouraging the WAC board to attend WAC trainings and other programs
- F. Encouraging the WAC staff and board to join boards, commissions, auxiliary groups to become a stronger voice in the broader context
- G. Providing WAC board with information, talking points or PowerPoint presentations and publications
- H. Increasing the number of site visits by WAC staff and board

- 4. The WAC will support or produce publications which highlight Wyoming arts including:**
- A. The Wyoming Cultural Guide
  - B. A comprehensive quarterly newsletter
  - C. Brochures
  - D. A web-based calendar of events

## **GOAL NINE - NETWORKING**

The WAC acknowledges that serving in the arts in Wyoming can be an isolating experience. Distances and lack of population density are two of the major causes of isolation. In response to broad-based constituent feedback, The WAC will provide vital services in helping to connect organizations, services and people across the state.

### **STRATEGIES**

- 1. WAC will serve as a “hub” of information for individuals and organizations seeking information about the arts by providing:**
  - A. Assistance with fundraising efforts through tool kits
  - B. A mentoring program
  - C. Presentations to organizations
  - D. Guidance for relations between and referrals to like organizations
  - E. Communications with local organizations
  - F. Connections for organizations to state officials
  
- 2. WAC will provide a user-friendly and data-rich website by:**
  - A. The building a searchable database of:
    - 1) Wyoming artists
    - 2) Non-profit and commercial arts organizations of all disciplines
  - B. Incorporating links to:
    - 1) The Legislative Services Office Website
    - 2) Community and economic development resources
    - 3) Additional funding resources
    - 4) Board development, nonprofit management, advocacy, accessibility resources
    - 5) Opportunities for awards, exhibiting, touring, and scholarships from state and national sources
    - 6) Existing Wyoming newsletters
    - 7) Others as appropriate
  - C. Incorporating a calendar of WAC events
  - D. Creating an intradepartmental calendar listing outreach, customer service, site visits, personal meetings
  - E. Creating publications
    - 1) Training resources including audience development, community & economic development, advocacy and other topics
  - F. Allowing online submission of WAC grants and award applications
  
- 3. To connect Wyoming artists, arts organizations and others, The WAC will create and maintain a comprehensive printed newsletter published quarterly**
  
- 4. The WAC will host a first ever statewide Summit on the Arts in 2007 and seek to establish a biennial arts conference**