

## CAHA Strategic Plan 2021-2026

Vision: To inspire creativity and expression

Mission Statement: CAHA exists to encourage and promote the artistic practice of our artisans and create opportunities for Guam residents to learn, experience express and appreciate art and artistic talent in all its forms.

Motto: Weaving Arts & Humanities into our daily lives

Goal 1: To build the capacity of CAHA and Guam's artistic community to advocate for, create, direct, oversee and implement programs and activities that increase public awareness, interest, promotion, participation and support for the arts & humanities.

### Objectives:

- 1.a Move the CAHA office into a location that also includes space for offices and an art gallery no later than the end of the 1<sup>st</sup> quarter of FY2021.
- 1.b Break ground for a study for the construction of a CAHA facility and space that is centrally located that can serve as the island's community hub for the arts & humanities by the end of the FY2025.
- 1.c Upgrade CAHAs use of technology to streamline work processes and increase the reach of the Council's programs and activities and provide opportunities to generate income for CAHA and member artists by the end of FY2021.

Activity 1: Upgrade current website by end of the first quarter FY2021 to include: a crowd funding platform, a section for Artists that includes resources for artists, grant/funding opportunities, education and professional development; a community section to include a virtual art bank, artist directory, online exhibits, classes and demonstrations, calendar of events and an online store.

Activity 2: Train staff member(s) to manage the website by end of the second quarter FY2021.

Activity 3: Publicly launch the upgraded website by end of third quarter FY2021.

Activity 4: Train staff and grant reviewers to use the grant management software by the end for the first quarter FY2021.

Activity 5: Develop materials for virtual grant program using grant management software end of first quarter FY2021.

Activity 6: Utilize the virtual grant application for the FY2022 grant cycle.

Activity 7: Obtain updated cloud based financial management software by end of first quarter FY2021.

Activity 8: Produce a training video for the crowdfunding platform for users by end of the second quarter.

- 1.d Conduct a half-day workshop and/or other professional development opportunity once every quarter for all CAHA staff starting FY2021.
- Activity 1: Identify topics for 4 workshops or professional development opportunities by 15 November FY2020.
  - Activity 2: Develop agenda and obtain resources for 4 workshops by 1 December 2020.
  - Activity 3: Implement 4 half-day workshops or other professional development opportunity by the end for FY2021.[Use same timeline for each year]
- 1.e Develop 2 collaborations with outside agencies, nonprofit groups and businesses to deliver arts & humanities programming to a wider audience each fiscal year.
- Activity 1: Collaborate with Department of Parks and Recreation, the Center for Island Sustainability and EPA to create a public arts program installing sustainable artwork at island parks and beaches – by end of FY2022.
  - Activity 2: Collaborate with the Small Business Development Center and the Guam Visitors Bureau to establish an internship program to assist CAHA with marketing and professional development programs – by end of FY2021
- 1.f Develop a strategy for income generation by the end of the first quarter of FY2021.
- Activity 1. Identify a list of potential funding sources.
  - Activity 2. Assess and update the CAHA fee schedule for all Council activities.
  - Activity 3. Develop a fundraising plan and set a fundraising goal.
- 1.g Develop standard operating procedures and an evaluation program to streamline operations and ensure efficiency and accountability by the end of the first quarter of FY2021.
- 1.h Research and apply for a planning and development grant to setup a nonprofit, nongovernment foundation to support CAHA by the end of the second quarter of FY2021.
- 1.i Develop an educational and professional development program for members of Guam’s artistic/cultural community by the end of the third quarter of FY2021.  
[Workshops/lectures/forums/demonstrations/interview& discussions etc...]
- Activity 1. Establish an internship program for artists [All levels - professional through aspiring young artists]
  - Activity 2. Publicize the artist in residence and the fellowship programs.
  - Activity 3. Develop virtual educational and professional development programs.

1.j Develop informational and instructional resources to inform the public about the role that the arts & humanities plays in society by the end of the fiscal year 2022.

1.k Revise grant application materials to make them more user friendly.

Activity 1: Develop a simple mini-grant application for entry level and/or the underserved that has a limit of \$500.00 to encourage increased submissions from these communities. [Paper and virtual application]

Activity 2: Require CAHA staff to assist members of the community who need assistance in completing the application process.

Activity 3: Develop a mini-grant application for professional/organizational development [POD] to assist non-profit arts & cultural organizations, artists, arts administrators, and arts educators to improve their management and/or brings the artist or arts organization to another level artistically. The POD mini-grant has a cap of \$1500.00 and requires online submission.

Activity 4: Revise the general grant application to make it more streamlined and requiring online submission. The general grant has a cap of \$10,000.00

Activity 5: Revise the fellowship application to make it more streamlined and requiring online submission. The fellowship has a cap of \$3000.00

1l. Establish grant funding priorities based on community needs identified in focus groups, surveys and special community ad hoc

1m. Create a board enhancement program comprised of an orientation for members of the board of directors, a workshop series including topics such as the role and duties of a board member, fiduciary and legal responsibilities, resource development and relationship between board and staff.

1n. Support and enhance the integration of arts in the public and private school curriculum starting from the pre-K level through high school. [STEAM]

Goal 2: To build a vibrant Arts and Humanities Community where arts, humanities and culture are recognized as vital components of community life that are worthy of investment and support from the public, private and non-profit sectors.

2.a Form partnerships and cross-sector alliances with GDOE, GEDA, GVB and GEDA, Chambers of Commerce, SBDC, UOG, GCC and other organizations that facilitate cooperation and joint planning among public and private agencies. [involved with related issues such as economic development, heritage tourism and arts education]

Activity 1. Convene a meeting of stakeholders [Think Tank] by the end of FY 2021 to discuss issues and potential activities related to:

- Contribution of the arts to the economy
- How the arts contribute to society and help build community cohesiveness

- The role of the creative arts in tourism
- The value of investing in arts education

Activity 2. Develop community centric arts educational opportunities for the public such as after-school programs, workshops, presentations and discussions by end of the 1<sup>st</sup> quarter of 2023.

Activity 3. Encourage a public-private-nonprofit partnership to restore an arts-centric community to under-utilized public places and obtain a creative placemaking grant [NEA].

Activity 4. In collaboration with PREL conduct Arts-related workshops for teachers and students once a year.

2.b Launch a re-branding and marketing campaign by FY2022.

Activity 1. Create a brand and marketing plan by 3<sup>rd</sup> Quarter FY2021

Activity 2. Implement the plan by FY2022

Activity 3. Celebrate 40 years of CAHA December 2022

2c. Create places/activities that encourage the establishment of a vibrant cohesive community of diverse artists:

Activity 1. Design a resource center [virtual and physical] for artists that includes professional development materials, funding and career opportunities, instructional videos, tool kits for artists, places to connect with other artists to initiate dialogue and facilitate engagement and collaboration between professional and amateur artists and other useful resources by 3<sup>rd</sup> quarter FY 2021

Activity 2. Support the establishment of an umbrella artist group that includes all genres and all artists and meets regularly to connect and share with one another by the end of the first quarter 2021.

Activity 3. Encourage the implementation of bi-annual multi-genre community projects.

Activity 4. Establish a multi-cultural fair that highlights the diversity of Guam's population and brings together artists of all genres to showcase their work in February 2022.

Activity 5. Re-establish the Governor's Arts Awards in October FY2022 to take place every four years.

Activity 6. Develop opportunities for residents and artists to experience high caliber world renowned artists/celebrities of all genres at least twice during the 5 – year plan period.

3. Plan and organized Guam's participation in the 13<sup>th</sup> Festival of the Pacific Arts in 2024.

Activity 1. Re-assess entire Festpac planning and develop SOPs by end of FY2021.

Activity 2. Select the delegation by end of 2<sup>nd</sup> quarter FY2022

Activity 3. Create a fundraising plan utilizing the delegation by end of 2<sup>nd</sup> quarter FY2022

Activity 4. Present the program to the Guam community in March FY2024.

Activity 5. Showcase Guam at 13<sup>th</sup> Festival of the Pacific Arts June 2024.

Goal 3: To build community engagement to increase access to arts & humanities related opportunities, programming and activities for Guam's visitors and residents alike.

- 1.a Develop an outreach program for young artists by end of the third quarter 2021
- 1.b Develop a series of virtual classes, demonstrations, exhibits for general public
- 1.c Develop a section of the resource center that contains copies of the products of grants funded by CAHA, samples of successful grant applications, and other arts-related material
- 1d. Create pop up events for artists during the holiday season beginning FY2022.
- 1e. Create and multi-cultural, inter-generational apprenticeship program by FY 2023.
- 1f. Develop a quarterly, year-long sequence of activities that showcase the various arts disciplines, to include music, theater, dance, literary events, culinary arts and visual arts exhibitions, as well as festivals devoted to diverse ethnic where each activity would be separately defined and promoted so as to maintain its distinctive character and recognition, but the timing and scope of activity would be coordinated to maximize their market appeal and minimize schedule conflicts.
  - Activity 1. Produce a calendar of events for the first year.
  - Activity 2. Determine the lineup of events for the five-year period [20 events]
  - Activity 3. Obtain sponsors and collaborators for each event.