

Strategic Plan

Goals and Objectives

2011-2015

MISSION

The Council on the Arts and Humanities for Staten Island cultivates a sustainable and diverse cultural community for the people of Staten Island by:

- Making the arts accessible to every member of the community.
- Supporting and building recognition for artistic achievement.
- Providing artists, organizations, and arts educators the technical, financial and social resources to encourage cultural production.

Making the Arts Accessible to Every Member of the Community

Objective 1.1:

Increase quality and quantity of arts education for students in pre-K through 12 classrooms in public and private schools on Staten Island.

Strategies for 2011-2015:

Already in Place:

- Providing regrants to AIE programs
- Training teacher-artists
- Providing technical assistance to schools via programs and grant opportunities
- Strategic partnerships with organizations to provide a wide range of services to a more diverse group of schools
- Web-based Teaching Artist Registry

Improvements to Put in Place in 2011:

- Regrants will have a stronger assessment component put in place that allows COAHSI to measure real impact of regrants.
- Regrants will be more sequential and long-term and/or we will look for funding to do programs ourselves to have longer-term impact in schools
- The training for teacher-artists will be expanded to include artists already in-field and developing a second year of programming (working for a second-year with the first-round artists)

New Approaches to Put in Place:

- More work with principals and parent engagement through The Center for Arts Education partnership, starting 2011. A successful implementation would be having parent engagement in at least 3 schools a year and a principal outreach program at least once a year.
- Strategic partnerships that allows COAHSI to do programs in schools in a long-term approach: such as IRC literacy and dance; PS 20 and Valet Guadalupano/COAHSI Folk Arts, starting 2011-2012. A successful implementation would place at least one program in a school for longer than 8-weeks at a time, and repeating over the course of three years.
- More collaboration with Folk Arts in AIE, starting 2011. Successful implementation would result in at least one new AIE program in the schools with traditional artists as teaching-artists or demonstrators.

Objective 1.2:

Increase attendance at arts and cultural events in Staten Island.

Strategies for 2011-2015:

Already in Place:

- Sending out weekly E-blasts
- Publishing and distributing quarterly Newsletter
- Marketing local events via a calendar on the COAHSI website
- Networking events sponsored by COAHSI
- Collaborating with other organizations to tap into broader Staten Island community

Improvements to Put in Place in 2011:

- Analyze send-times for increased opens for E-blast
- Best practices training: to increase retention and sign-ups for E-blast
- Newsletter: change design on fold (back cover) to make it more identifiable when folded at venues
- Assess where the newsletter is being dropped off; expand to community businesses (for example, bodegas); institute a quarterly review of distribution points
- Have a regular bi-lingual component in the newsletter (Spanish/English): have tradition-bearers or ESL artists write in their own language about their work

New Approaches to Put in Place:

- Establish a collaboration of arts organizations working together on Staten Island marketing (and arts advocacy with legislators) with a leading consultant in field (funding component as well), starting in 2011. Successful implementation will have a functioning coalition founded with a work plan in place.
- Encourage creative outreach strategies through TA brainstorming with groups doing activities in the coming months; workshops that build these skills as well as a creative and nurturing mindset, starting in 2011. Successful implementation will be 2-3 workshops that serve over 30 individuals.
- Create a blog, starting in 2011. Successful implementation will have a blog, being posted to 1-3 times a week, with a defined mission and parameters for staff responsibility:
 - Who is the dedicated blogger?
 - What is the topic?
 - Is it just COAHSI, or the wider community?
 - Who is the audience?
- Make the newsletter digital as an online magazine, with a multimedia component (as opposed to PDF) in 2012.

- Re-brand COAHSI marketing in 2012. Currently there are two arms of COAHSI marketing: All Staten Island Events & COAHSI events. One dilutes the other as it is very hard to define and promote COAHSI events over the complex and noisy pattern of “All SI Events.” Successful implementation would be a public rebrand so that the public would have a perception of what COAHSI does and it would stand apart from SI events (ideally the SI events would be rebranded under art organization marketing colab)

Objective 1.3:

Increase outreach to and collaboration with diverse communities across Staten Island.

Strategies for 2011-2015:

Already in Place:

- Creating community-based committees for the traditional arts
- Networking by attending art and community-based events
- Presenting workshops and panels in neighborhoods all across Staten Island in an effort to reach/be available to all the different populations living in the borough
- Partnerships in programming with diverse cultural and social organizations
- JPMorgan Chase Arts in our Communities regrant
- Immigrant outreach committee (meets once a year to discuss how COAHSI can assist with outreach)
- Senior Center “Space for Art” program

New Approaches to Put in Place:

- Regrant applications in more languages by 2013. Successful implementation would have COAHSI addressing all logistical issues, such as back and forth translation of applications for panels and piloting a bi-lingual grant process in 2012; having bi-lingual applications in Spanish available for three grant opportunities by 2013; and all grant opportunities by 2014.
- Create sustainable committee models for cultural communities by 2015. Successful implementation has COAHSI piloting a model in 2011; evaluating the model & expanding it in 2012; and having five committees with two demonstrating long-term sustainability through state arts funding by 2015.
- Rotating exhibit network throughout Staten Island libraries by 2011.
- Cultivating a “neutral zone” for performances (without any sense of elitism or exclusivity) i.e. identify space where all can feel welcome in community by 2015. Successful implementation would mean a

performance space open & affordable to all communities, & used by diverse communities.

- Bring diverse groups together under one large “umbrella” theme by 2015. Successful implementation would be a themed-event, done in collaboration with other cultural partners that brings different contingents together through a common interest (i.e., the old idea of a “Harmony Fair.”

Artistic achievement is recognized

Objective 2.1:

Increased funding from regional and national funders for art and artists on Staten Island.

Strategies for 2011-2015:

Already in Place:

- Advocating for the arts with elected officials
- Attending events/workshops where COAHSI staff can network with professional grant-makers to increase visibility of the borough
- Individual technical assistance to help individuals and groups identify grants
- Providing direct one-on-one help in writing grants
- Helping organizations raise capacity to hire grant-makers or to write grants themselves (capacity re-grant or training)

Improvements to Put in Place:

- Hire additional COAHSI staff to help do more of the technical assistance and training that we are currently doing in 2012, especially targeted to grant writing/development for organizations. Successful implementation would have a trained staff member in place that spent approximately 20 hours per week doing outreach and one-on-one assistance with organizations.
- Guide immigrants/refugees/tradition-bearers to grants that are specific to their practice in 2011. Successful implementation will see an increase of these groups applying for regrants in the next year.

New Approaches to Put in Place:

- Establish a collaborative group of arts organizations working together to increase visibility with leading consultant (arts advocacy for funding and marketing) beginning in 2011. An initial sign of successful implementation would be to have a legislative breakfast with elected officials in fall 2010.
- Folk Arts apprenticeship program in 2012. Successful implementation would be having a NYSCA funded program in place.

Objective 2.2:

More audience members come from outside the borough to see the work.

Strategies for 2011-2015:

Already in Place:

- Networking and advocating off of Staten Island on behalf of Staten Island artists and events
- Technical assistance and funding organizations whose goal it is to reach an outside audience.
- E-blast marketing (weekly and folk arts)
- Presenting traditional art practices that are under-recognized in the wider New York area in an attempt to draw in audiences from those areas.
- Collaborating with city-wide organizations/participating in events to draw on their audience/marketing (Make Music NY, for instance)

Improvements to Put in Place in 2011:

- Work more consistently on getting outside press for Staten Island artists/organizations. Successful implementation would have COAHSI getting five stories or more in print/broadcast media that is based outside Staten Island in 2011.

New Approaches to Put in Place:

- Develop a space for other borough audiences to go to by 2015 that:
 - Is easy to travel to, with quality programs
 - Allows artists from other boroughs to bring their audiences here: an opportunity to introduce SI to new audiences
- Working with programs that exist in all the boroughs, including SI such as the Association of Performing Arts Presenter (APAP); and creating a quality program on SI in conjunction with their programming by 2012.
- Re-brand COAHSI marketing in 2012. (see Objective 1.2)

Objective 2.3:

More commissions and awards go to Staten Island artists.

Strategies for 2011-2015:

Already in Place:

- Sending out Art Opportunities E-Blast
- Doing targeted outreach for good opportunities that fit specific people/organizations
- Raising the profiles of artists, organizations, tradition-bearers by organizing programs that raise awareness
- Doing workshops with business organizations and grant-makers to raise awareness and educate artists/art organizations about what is available to them (this also provides opportunities for face time).

Improvements to Put in Place in 2011:

- Outside press for Staten Island artists and organizations (see Objective 2.2)

New Approaches to Put in Place:

- Include tradition-bearing artists more in 2011 and beyond. Successful implementation would have more opportunities for tradition-bearing artists during COAHSI events, such as at the COAHSI award ceremony.
- Look for opportunities to nominate SI artists/organizations for existing programs in 2011. Successful implementation would be nominating artists and organizations for inclusion in programs such as “Place Matters” run by City Lore and the Municipal Art Society.

Artists, Organizations, and Arts Educators have the Technical, Financial, and Social Resources to Encourage Cultural Production

Strategies for 2011-2015:

Already in Place:

- Re-grants
- Technical assistance and workshops
- Networking Opportunities
- Helping artists find venues
- Web-based artist registry

Improvements to Put in Place in 2011:

- In 2011, staff needs to continue to pursue our own professional development and best practices because that is what helps us help others. Successful implementation will have staff attending at least 6 professional development opportunities over the course of the year in targeted areas to expand their knowledge and experience.
- In 2011, COAHSI will implement better regrant reporting from grantees, so that COAHSI has analytics on audience numbers and the impact of grant for organization (depending on grant this measurable would change).

New Approaches to Put in Place:

- Develop a space to present work: performance space and gallery space for visual art by 2015. (See Objectives 1.3 and 2.2 as well)
- Develop/Identify bigger & better meeting spaces for workshops/technical assistance by 2015.
- Offer artists and organizations professional training in online tech and software programs for better work samples, marketing, etc. starting in 2011. Successful implementation would be two workshops in 2011 focused on this topic.
- Rehearsal space assistance that helps artists and organizations locate possible rehearsal spaces, in 2011. A first step would be a listing of available spaces online in 2011, along with detailed performance venue list.

- Access to tools and equipment for artists and organizations to produce work or props/tools for work (workshop area akin to Third Ward) by 2015.

COAHSI PROGRAMS	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
AIE Programs students reached	600 Students	700 students	800 Students	950 Students	1100 Students
Teaching Artist Training First Year:	20	0	20	0	20
Second Year:	20	20	0	20	0
Veterans:	8	25	40	40	60
Teaching Artist Registry Members	40	55	60	75	80
E-Blast Subscribers:	2250	2500	Reassess? New Technology?		
Opens:	400	500			
Newsletter : (Valuable distribution points)	60 Way of tracking when/how many each location uses Incentivized self reporting	80 Hire another distributor Incentivized self reporting	Reassess: Is it working? Or Is print media dead?		
COAHSI Web site: (7,404 Absolute Unique Visitors in 2010)	Unique visitors grow by 15% to 8524	Web hits grow by 15% to 9802	Web hits grow by 15% to 11272	Web hits grow by 15% to 12963	Web hits grow by 15% to 14907
Marketing/Advocacy Brand SI-wide marketing	Start Marketing/Advocacy collaboration with 15 org members and brand SI-wide marketing	Assess and grow to 25 org members	Assess and grow to 30 org members		

Community Cultural Initiative Committees (CCI)	Model program in place	Second program in place	Third	Fourth (1 st is going to NYSCA directly for funding)	Fifth (+2 are going to NYSCA)
Regrant Program Growth (123 in 2010 for fall grants only)	15% for a total of 141 applicants in fall grants	15% for a total of 162 applicants in fall grants	15% for a total of 186 applicants in fall grants	15% for a total of 214 applicants in fall grants	15% for a total of 246 applicants in fall grants
Technical Assistance: Workshops Attendance	12 240	15 300	18 360	18 400	18 450

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