

# Commission on the Arts and Humanities FY2017

## FY2017 Performance Accountability Report

The Performance Accountability Report (PAR) measures each agency's performance for the fiscal year against the agency's performance plan and includes major accomplishments, updates on initiatives, and key performance indicators (KPIs).

## Mission

The mission of the DC Commission on the Arts and Humanities (CAH) is to provide grants, programs and educational activities that encourage diverse artistic expressions and learning opportunities, so that all District of Columbia residents and visitors can experience the rich culture of our city.

## Summary of Services

CAH offers a diverse range of grant programs and cultural activities to support practicing artists, arts organizations and community groups. In partnership with the community both nationally and locally, CAH initiates and supports lifelong cultural experiences that are reflective of the diversity of Washington, DC.

## FY17 Top Accomplishments

Accomplishment	Impact on Agency	Impact on Residents
Expansion of agency grant programs, including the FY17 midyear cycle and the FY18 grants launch.	Central to the agency's mission and strategic plan is the expansion of opportunities for DC-based individuals and nonprofit organizations to access funding. The expansion of the agency's grant programs provided the opportunity for CAH to be responsive to direct needs that arise within its constituent base in a more timely manner. The process of developing and executing multiple grant programs at various points throughout the year has required the agency to examine the roles of its grants staff and seek solutions to grow its infrastructure to be successful in these efforts.	The expansion of CAH grant programs provides much needed operating and project support to DC-based nonprofit arts and humanities organizations, and to individual artists and humanities practitioners. In year's past, CAH had a single application cycle per year. For FY17, CAH added two additional cycles of grant applications in the fall and spring months. These additional grant periods resulted in CAH awarding \$2.8 million for public art, community-based festivals, projects impacting communities in wards 7 and 8, artist fellowships and field trip opportunities for DC Public School students. For FY18, CAH launched and vetted (in FY17) expanded general operating support grants to include, for the first time, smaller budgeted nonprofits and arts and humanities service organizations.
Greater accountability with grantmaking and procurement.	CAH has realigned its grantmaking and procurement systems to better reflect the requirements set forth by the DC Office of Partnerships and Grants (OPGS). Internal agency management and operations were clarified and further defined to support best practices and operational efficacy. Standards have been set for designating grants and contracts to ensure compliance, equity, effectiveness and reporting. The CAH board of commissioners has revised its policy for determining grant awards to ensure greater due diligence within all CAH grantmaking.	Clarifying CAH's internal processes and understanding of agency programs and mechanisms to reach the cultural sector is imperative to the success of the agency. Throughout FY17, CAH examined its grantmaking and procurement procedures to ensure competitive practices and transparency of internal processes. As a result, members of the public receive greater customer service through opportunities to participate in CAH initiatives. Guidelines for grants have been revised to provide greater clarity to the intent and criteria of each program, and front-line staff is present in the community for workshops or information sessions to better address inquiries as they arise. This accountability program has helped to realign and redefine the agency's mission and objectives in respect to its grantmaking and procurement protocols. Furthermore, these efforts brought CAH into greater compliance with District standards and policy, bolstering its commitment to public service and accountability. CAH has worked to strengthen reporting on grants and better define the deliverables and responsibilities of contractors.

<p>Greater funding opportunities for wards 7 and 8.</p>	<p>Recognizing the past disparities in funding and opportunity, CAH diligently works to ensure that applicants from wards 7 and 8 have equal access to agency grants. Targeted outreach by CAH staff occurs throughout the year in the form of site visits, technical assistance and in utilizing the Office of the Deputy Mayor for Greater Economic Opportunity to host community grants workshops. During grant adjudication panels for grant applicants from wards 7 and 8, there is an opportunity for applicants to present a live work sample in front of the panel to supplement the written narrative. The careful coordination of such efforts ensures that CAH is connecting to all residents, including those in wards 7 and 8, and providing access to funding.</p>	<p>CAH's longstanding East of the River (EOR) grant program is specifically targeted to organizations that reside in or provide programs and services to communities in wards 7 and 8. A staff member is assigned to manage this program and to foster positive relationships within East End communities. This ensures that arts and humanities organizations and individuals have access to the opportunities provided by the agency. In FY17, grant support for organizations applying for the EOR program expanded, and additional funds awarded to ward 7 and 8 artists and organizations were provided through CAH's other grant programs, such as the Arts and Humanities Fellowship, Facilities and Buildings, Operating Support and special project grant categories.</p>
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## 2017 Strategic Objectives

Objective Number	Strategic Objective
1	GRANTMAKING - Provide investments through grantmaking that strengthen the District's creative sector of nonprofits arts and humanities organizations and practitioners to stimulate a thriving creative economy, enhance the quality of life of DC residents and provides access to all.
2	ARTS EDUCATION - Promote systemic improvement in pre-K – 12 arts education both in- and out-of-school through arts integration, arts experience, and arts learning utilizing a collective impact approach, aligning the mutual efforts of the numerous stakeholders in the educational ecosystem.
3	POLICY LEADERSHIP - Establish policy and program initiatives that will further promote arts and cultural development of the District while acting as a convener within the arts and humanities community to leverage the myriad ways in which the District government intersects with the interests of the arts, cultural and creative sectors.
4	BUILDING COMMUNITY - Promote inclusiveness and a sense of belonging to neighborhoods while bringing diverse peoples together through the arts, utilizing creative placemaking to improve the vibrancy of place, by building community as a means of improving quality of life.
5	PUBLIC ART - Establish and maintain artworks that are bold and befitting of a world-class city, while remaining grounded in the tradition of supporting local artists and enriching District neighborhoods.
6	Create and maintain a highly efficient, transparent and responsive District government.**

## 2017 Key Performance Indicators

Measure	Freq	Target	Q1	Q2	Q3	Q4	FY 2017	KPI Status	Explanation
<b>1 - GRANTMAKING - Provide investments through grantmaking that strengthen the District's creative sector of nonprofits arts and humanities organizations and practitioners to stimulate a thriving creative economy, enhance the quality of life of DC residents and provides access to all. (3 Measures)</b>									
Percent of First Time Applicants to CAH	Quarterly	12%	28.8%	29.9%	26.1%	4.5%	27.2%	Met	

Amount of Grant Dollars Requested	Quarterly	35050000	18603570	4887689	6805133	623431	30919823	Neutral Measure	Number of applicants and amount of grant requests fluctuate. CAH seeks to increase new-to-file applicants annually. The measure only reflects total dollar amount of requests to the agency.
Percent of Grant Payments Processed Within Six to Eight Weeks	Quarterly	100%	96%	98.7%	100%	100%	98.9%	Nearly Met	Payment processing is a multistep process. Contributing delay factors include outdated grantee information, invoicing delays, conflicts in the PASS system, etc. which all contribute to the unmet target.

**2 - ARTS EDUCATION - Promote systemic improvement in pre-K – 12 arts education both in- and out-of-school through arts integration, arts experience, and arts learning utilizing a collective impact approach, aligning the mutual efforts of the numerous stakeholders in the educational ecosystem. (3 Measures)**

Number of Arts Education Experiences for Students in DC Schools (fields trips and residencies)	Quarterly	31000	0	27157	6172	2092	35421	Met	
Number of DC Teachers, Teaching Artists and Nonprofit Arts Administrators Engaged in CAH-Supported Professional Development Practices, Trainings, or Workshops	Quarterly	150	81	150	1009	800	2040	Met	
Number of Schools, Child Development and Community-Based Centers receiving CAH-funded programming	Quarterly	150	0	88	49	43	180	Met	

**3 - POLICY LEADERSHIP - Establish policy and program initiatives that will further promote arts and cultural development of the District while acting as a convener within the arts and humanities community to leverage the myriad ways in which the District government intersects with the interests of the arts, cultural and creative sectors. (2 Measures)**

Dollars invested from non-District Government Sources Per \$1 Investment by CAH	Annually	\$10.12	Annual Measure	Annual Measure	Annual Measure	Annual Measure	\$10	Nearly Met	The 2017 target reached 98.8% of the goal. This measure takes into account only those grant programs that require a dollar-for-dollar match to the CAH award amount.
Per Capita Spending on the Arts in the District	Annually	23.11	Annual Measure	Annual Measure	Annual Measure	Annual Measure	23.44	Neutral Measure	

**4 - BUILDING COMMUNITY - Promote inclusiveness and a sense of belonging to neighborhoods while bringing diverse peoples together through the arts, utilizing creative placemaking to improve the vibrancy of place, by building community as a means of improving quality of life. (2 Measures)**

Number of Days of CAH-produced community engagement activities	Quarterly	8	0	2	3	8	13	Met	
Number of Days of Non-CAH-produced activities in CAH controlled venues	Quarterly	24	6	3	6	3	18	Unmet	Demand from the community fluctuates annually. CAH continues to promote the availability of support it provides for its controlled venue to community organizations.

**5 - PUBLIC ART - Establish and maintain artworks that are bold and befitting of a world-class city, while remaining grounded in the tradition of supporting local artists and enriching District neighborhoods. (3 Measures)**

Percentage of Public Art Projects Completed Within Projected Timeframe	Annually	100%	Annual Measure	Annual Measure	Annual Measure	Annual Measure	95.7%	Nearly Met	Overall, CAH public art projects maintained their projected
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									schedules. Four projects were met with delays due to external factors beyond the agency's control. These factors included permitting and scheduling delays.
Number of New Works Acquired into the Art Bank Collection/The Washingtonia Collection	Annually	60	Annual Measure	Annual Measure	Annual Measure	Annual Measure	96	Neutral Measure	
Number of Public Art Projects Granted	Quarterly	20	13	8	8	14	43	Met	

We've revisited a project to standardize District wide measures for the Objective "Create and maintain a highly efficient, transparent and responsive District government." New measures will be tracked in FY18 and FY19 and published starting in the FY19 Performance Plan.

## 2017 Workload Measures

Measure	Freq	Q1	Q2	Q3	Q4	FY 2017
<b>1 - Supporting arts and humanities practitioners through professional development, technical assistance, site visits and grants. (2 Measures)</b>						
Number of Grant Recipients	Quarterly	497	29	73	70	669
Dollar Amount of Grants Awarded	Quarterly	\$11474339	\$911650	\$978087	\$1003635	\$14367711
<b>4 - Discipline-based events and programs. (1 Measure)</b>						
Estimated Number of Participants in CAH-produced public events	Quarterly	0	900	200	9750	10850
<b>5 - Commission public art projects. (1 Measure)</b>						
Number of Commissioned Public Art Projects in Progress and Completed	Quarterly	13	8	34	31	86
<b>5 - Installation and exhibition of public and fine art. (1 Measure)</b>						
Number of Public Art Grants	Quarterly	13	8	8	14	43
<b>6 - Initiatives and programming that focus on I.D.E.A. (Inclusion, Diversity, Equity and Access), ensuring the public in all 8 Wards have opportunities to engage in the arts and humanities (1 Measure)</b>						
Number of E-Museum Website Visits	Quarterly	414	4299	21486	10085	36284

Title	Description	Complete to Date	Status Update	Explanation
<b>ARTS BUILDING COMMUNITIES (1 Strategic Initiative)</b>				
Initiate and implement public art projects.	CAH will work with several DC agencies and public and private stakeholders to initiate and implement public art projects. Artists and organizations create artworks in response to input and desires of the local community. The creation and installation of these artworks ensure cultural development and enhancement, and often span beyond one fiscal year. The revised Public Art Master Plan will identify ways to proactively solicit proposals.	Complete	Public art often entails multi-year planning and implementation processes that span more than one fiscal year. Several public art commissions have been initiated and are in the fabrication or installation stages of development.	
<b>ARTS LEARNING FOR YOUTH (2 Strategic initiatives)</b>				
Create opportunities for students to enhance their educational experience and cultural development through participation in arts and humanities experiences.	CAH will work with DCPS and DCPCS administrators to ensure schoolchildren from DC's 8 Wards have equal opportunities to experience programs at local arts institutions throughout the city. Through an arts engagement project targeting 1st, 4th and 7th grades District-wide, DC nonprofits will receive grants to provide field trip experiences and in-depth workshops aligned to curriculum for youth and their teachers. An assessment will address effectiveness of these arts experiences.	Complete	A new Field Trip Experiences grant program awarded funds to 14 nonprofit organizations with programs bringing sequential arts and humanities field trips to schoolchildren. An additional 28 organizations were awarded funds for afterschool or other arts education-related programming.	
Enhance the creative economy through training opportunities for local artists and arts and humanities administrators.	Building on the success of past CAH-sponsored professional development seminars, CAH will provide in-depth learning opportunities for both local arts, humanities and arts education practitioners. A workshop series will continue to build business skills for individual artists. For those working with youth and schools, training on best practices will fortify educational skills. An assessment will evaluate the effectiveness and applicability of each workshop. These initiatives will grow the field of knowledge of all participants to create a community of practice that ensures the delivery of excellent programming to DC residents.	Complete	To better prepare community members and nonprofit organizations for CAH's grant opportunities, workshops are held throughout the year detailing the best practices in submitting applications for funding. Additional skill building sessions occur throughout the year to advance the knowledge of the artistic and humanities community.	
<b>LEGISLATIVE AND GRANTS MANAGEMENT (2 Strategic initiatives)</b>				
Implementation of the new strategic plan.	CAH's strategic plan was adopted in September 2015. This stakeholder-driven plan included strategies to engage the DC community through the arts and humanities. The second year of the plan (2016-17) will include implementation of sequential arts education programs, the renewal and update of the Public Art Master Plan for future community projects throughout the city, and	Complete	FY17 is the second year of implementation for CAH's strategic plan. CAH has made positive strides to address key action items.	

	enhanced access to training opportunities that address the needs of the creative sector through increase in targeted programs and workshops.			
Support nonprofit arts and humanities organizations through capacity building.	CAH will create a competitive grant program to elevate nascent nonprofit organizations through a capacity building initiative. This program will be developed as CAH's new Lift-Off grant program, which includes individualized business development and funding to support infrastructure needs of those select organizations. The new Lift-Off program complements the existing UPSTART program which serves mid-sized nonprofits.	Complete	The new LiftOff program, modeled after CAH's successful Upstart program, will work with smaller-sized nonprofit organizational leadership (budgets under \$250,000). Projected targets are favorably tracking.	
<b>NEIGHBORHOOD &amp; PUBLIC ART (1 Strategic Initiative)</b>				
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