



**State of Montana**

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**Montana Arts Council  
IT Strategic Plan 2014**

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## 1. Executive Summary

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### Vision Statement

Montana is known far and wide as “The Land of Creativity,” where the arts are essential to the creativity, imagination and entrepreneurship that make Big Sky Country the very best place on Earth to live, learn, work and play.

### Mission Statement

The Montana Arts Council is the agency of state government established to develop the creative potential of all Montanans, advance education, spur economic vibrancy and revitalize communities through involvement in the arts.

### Founding Legislation

In recognition of the increasing importance of the arts in the lives of the citizens of Montana, of the need to provide opportunity for our young people to participate in the arts and to contribute to the great cultural heritage of our state and nation, and of the growing significance of the arts as an element which makes living, working and vacationing in Montana desirable to the people of other states, the Montana Arts Council is hereby created as an agency of state government. *(Statutory Authorization-Title 22, Chapter 2, Montana Codes Annotated; Enacted 1967)*

## Designing the Framework: Three Beams Emerge from the Research

### Economic Vitality

- Artists identified these predominant needs: career and market development assistance, training in marketing and business development skills, and creative partnership development.
- Arts organizations continue to value operational support funding, as well as professional development in fundraising, marketing, governance and community leadership issues.
- Montanans would like to see expanded technology used to overcome geographic isolation, provide services and lessen communication barriers.

### Arts Learning

- Arts education funding and programming remain a strong need. The agency will continue to seek deeper integration of the arts into key state education programs.
- People want access to high-quality experiences that provide an opportunity for life-long learning in the arts, in addition to programs that provide all the arts for students in all the schools.

### Public Value

- Political leaders in Montana value efforts that produce return on investment, entrepreneurial spirit, community trailblazers, hard-working partners, outstanding communities, creative minds and lasting legacies.
- Public value, defined as services, programs and products valuable to Montanans and worthy of state investment, is a key benchmark for all state agencies and needs to remain in the forefront of the arts council's goals.
- Montanans value the arts and believe they are important to their quality of life. State funding for the Montana Arts Council must grow to implement the priorities outlined in this plan.

## 2. Environment, Success, and Capabilities

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### A Framework for Economic Vitality

#### CREATIVITY AT WORK BOOSTS CAREERS, ECONOMIES AND COMMUNITY VITALITY

#### ECONOMIC VITALITY FRAME #1: Careers and Connections

##### Outcome We Want:

Healthy careers and vibrant businesses are built and enjoyed by artists, artisans and the staff and boards of arts organizations in every rural and urban region of the state

##### Why We Do It:

Promoting careers and connections through professional development (research and learning opportunities) and networks (local, regional, statewide and national) aligns with the state's workforce development efforts and are high-priority needs for artists, arts administrators and educators throughout Montana

Competencies in business and marketing skills, teaching the arts and making creative and economic connections across larger networks increase the opportunity to successfully establish, stabilize and grow careers and increase revenues and income

##### How We Do It:

- Provide workshops, grants, mentorships, peer-to-peer learning and customized consultations for artists, arts educators and arts organization leaders to build skills in teaching, marketing, business, fund raising, audience development, legal issues and leadership/governance
- Connect artists, arts educators and arts organizations to resources for capital and infrastructure support, including Americans with Disabilities Act access issues
- Produce publications, share arts industry information resources and research, and foster connections with local, statewide and national service organizations
- Effectively use available communications technologies to produce publications, share arts industry information resources and research, and foster connections with local, statewide and national service organizations
- Utilize available technology to maximize participation, facilitate grantsmaking and provide remote learning opportunities
- Establish baseline measurements where applicable to track career growth
- Produce *State of the Arts* newspaper, eNews, blogs and feeds for artists, arts organizations and arts educators

## **ECONOMIC VITALITY FRAME #2: Market Expansion**

### **Outcome We Want:**

Expanded markets and audience-building opportunities for rural and urban artists and arts organizations, including:

- Greater exposure to marketing outlets and resources
- Increased exhibition, arts participation and performance opportunities
- Expanded distribution channels and promotion opportunities

### **Why We Do It:**

When Montana's artists and arts organizations increase their income with sales of products and services, they improve the quality of their lives and advance local and statewide economic growth, successfully compete globally and enhance community vitality through their art and services

### **How We Do It:**

- Help artists learn more about entrepreneurship for market expansion, such as:
  - > Provide grass-roots learning through regional groups of artists working toward market readiness
  - > Create a process for "market-ready certification"
  - > Develop pathways to online market expansion
  - > Connect artists to networking opportunities with entities that can provide market access for Montana art
- Share industry information and provide custom consultations to arts organizations' staff and boards to develop income and expand audiences
- Establish baseline measurements where applicable to track artists' marketplace sales
- Provide grant funding for community outreach, participation building and market expansion for arts organizations and artists
- Connect artists, nonprofit and for-profit arts businesses to state cultural tourism efforts and continually advocate for the arts' inclusion in tourism promotion
- Connect artists, non-profit and for-profit arts businesses to state cultural tourism efforts and continually advocate for the arts' inclusion in tourism promotion

## **A Framework for Arts Learning**

**PROVIDE ACCESS TO QUALITY ARTS LEARNING TO DEVELOP THE CREATIVE POTENTIAL OF MONTANANS OF ALL AGES**

### **ARTS LEARNING FRAME #1: Life-long Learning**

#### **Outcome We Want:**

Montanans acquire knowledge and skills in the arts and experience life-long learning through creative expression, exploration and participation in the arts

#### **Why We Do It:**

- Opportunities for creative expression and aesthetic experience enhance the lives of individuals and their contributions to their communities
- Montanans value participating in and celebrating their cultural heritage

#### **How We Do It:**

- Organize workshops for teachers, teaching artists and arts organizations' staff on how to work with a diverse audience of learners
- Offer grants to develop artist residencies, professional development workshops, and strategic program

- planning in arts learning, as well as operating support grants for arts organizations' educational mission
- Offer technical assistance to staffs of arts organizations, schools and libraries, as well as community, healthcare and social service organizations and government agencies to improve the accessibility of their programs and facilities to a diverse audience of learners (Accessibility barriers can be: geographic, physical, emotional, age, economic, intellectual or cultural)
- Provide leadership to enhance knowledge and understanding about the contributions of the arts and the value of arts learning through agency representation on statewide boards and collaboration with other state agencies, Montana Tribal Nations and state/national arts organizations

## **ARTS LEARNING FRAME #2: Preschool - Grade 12**

### **Outcome We Want:**

Montana Preschool through Grade 12 students (public, private and home school) study a curriculum aligned with the Montana Board of Public Education's Standards for Arts

### **Why We Do It:**

- To assure that every Montana student has the opportunity to reap the emotional, intellectual, social, cultural and economic benefits provided by a high-quality education in the arts
- To provide an avenue through arts curriculum aligned with the Montana Standards for Arts for Preschool through Grade 12 children to better understand and make connections among ALL curriculum areas
- To nurture the intellectual, social and physical skills that children develop in the first five years of life through arts learning experiences in the early childhood setting
- To enable all students, through an education that includes the arts, to:
  - > Learn the fundamental skills and knowledge of an art form
  - > Develop the habits of mind that lead to a whole, healthy engaged citizen of the world
  - > Discover different avenues of learning (through hands-on participation)
  - > Develop the 21st Century Skills (Creativity, Collaboration, Communication and Critical Thinking) necessary to succeed in Montana's workforce and the global economy
  - > Access and understand our cultural heritage, which includes, among others, the distinct and unique cultural heritage of American Indians in Montana

### **How We Do It:**

- Provide technical assistance on curriculum development, assessment tools and resources in person, by telephone and on our website
- Organize workshops for teachers and teaching artists in assessment, lesson planning, classroom management, and integration of the arts with other subjects such as STEM (science, technology, engineering, mathematics)
- Offer grants to develop arts curriculum, assessment, professional development, student internships/mentorships and artist residencies
- Partner with Montana Office of Public Instruction (OPI) to adapt, revise/create curriculum and identify best practices to support the Montana Standards for Arts which includes integrating quality Indian Education for All content in the standards and instructional practices
- Provide leadership to enhance Montanans' knowledge and understanding about the critical importance of arts learning through agency representation on statewide boards and state/national arts education organizations

## A Framework to Promote the Public Value of the Arts

CONVEY THE DIFFERENCE THE ARTS MAKE IN THE INDIVIDUAL AND COLLECTIVE LIVES OF MONTANANS

### **PUBLIC VALUE FRAME #1: Creativity and Innovation**

#### **Outcome We Want:**

Montanans utilize the power of the arts as a catalyst to develop creativity and innovative thinking

#### **Why We Do It:**

The arts produce creative minds. Creative minds develop whole, healthy, engaged human beings, and promote innovation. Creative enterprises fuel community and business development

#### **How We Do It:**

- Produce examples and promote research that support the connection between the arts, creativity, innovation and whole, healthy, engaged human beings
- Publish stories from Montana that illuminate the connections between the arts, creativity and innovation
- Share and reinforce the tools of creativity and innovation from the arts industry with people beyond the arts industry
- Reward and recognize creativity and innovative artistic talent in the state
- Work with the OPI to advance STEM to STEAM (Science- Technology-Engineering-Arts-Mathematics)
- Serve as the catalyst, and provide pertinent information, for non-arts industry leaders to carry the message of the creative and innovative benefits derived from the arts (Arts = Creativity = Innovation)
- Council members connect with non-arts industry leaders in their regions to make the case for the importance of the arts to foster creativity and innovation

### **PUBLIC VALUE FRAME #2: The Three Rs —Relationships, Relevance, and Return on Investment**

#### **Outcome We Want:**

Utilize The Three Rs (Relationships, Relevance and Return on Investment) to build bridges that connect the arts world to the worlds of politics, education, economics and civic engagement

A greater understanding of the return on investment of public dollars and statewide support for resources for all the arts will emerge

#### **Why We Do It:**

Montana Arts Council funding for arts organizations, artists, events, programs and arts education is very important to improve the quality of life and enhance the business climate of the state

The agency spends state and federal tax dollars on its programs and it demonstrates to the public the return on investment of these tax dollars

#### **How We Do It:**

- Find and define the relevance (connections, common values, goals and outcomes) among the arts field and politics, education and commerce
- Initiate opportunities to establish relationships among the arts council, artists and arts organizations and those who fund or provide services for the arts including civic, tribal and governmental leaders, as well as the private sector
- Continue building relationships with leaders of Indian Country in Montana, state tourism office and other

state agencies

- Initiate strategic investments and/or activities in non-arts social, civic and economic sectors to promote the public value produced by artists and arts organizations
- Partner with arts organizations' leadership and with artists to promote their own Three Rs:
  - > Build Relationships with arts audiences, funders, community and political leaders that will result in greater support of their mission and work
  - > Show how their mission and work is Relevant to audiences and supporters to increase participation (Relevance = Connection = Meaning)
  - > Show how their mission and Return on Investment produce public benefits

### **PUBLIC VALUE FRAME #3: Challenges and Solutions**

#### **Outcome We Want:**

Innovative and creative solutions for many challenges and new opportunities facing Montana and its leaders are arrived at through the involvement of arts organization leaders, artists and arts educators

#### **Why We Do It:**

Creativity, innovation and the arts are catalysts for new and expanded ways of thinking, seeing and solving problems

The arts council seeks to effectively respond, in creative and innovative ways, to new opportunities and to the state's educational, economic and civic challenges

#### **How We Do It:**

- Position "public value" (the impact of services and programs on the public) as a litmus test for prioritization to address:
  - > Agency funding and resource challenges
  - > Sound, strategic investments with agency dollars and staff, including making realistic decisions about capacity
  - > Ability to be nimble and have flexible responses to the potential impact of new directions within agency programming and project funding decisions
- Anticipate new directions and challenges that will be important to the lives of Montanans and their communities, including:
  - > Populations - changing demographics in the state (including age, race, ethnicity, geography, income)
  - > Health - healthcare and aging
  - > Technology – accessibility, communications and trends
  - > Access - resources for all Montanans, regardless of the remoteness of their locations
  - > "Big Data" – current nationwide and worldwide arts industry research
- Define and convey to those who affect state and local resources how their challenges can be met through increased revenues and resources for the arts
- Build a statewide coalition to mobilize college and university faculty, school administrators, superintendents, parent organizations and school board members to advocate for arts learning in the schools
- Build a network of resources for artists', arts educators' and arts organizations' capital and infrastructure support (including Americans with Disabilities Act access issues)
- Pursue diverse streams of revenue to increase the agency's financial resources, or other resources
- Continually optimize agency performance and staff continuity/succession planning

### **3. IT Contributions and Strategies**

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Our goal is to use the most efficient, practical, simple and cost-effective methods available to provide services and support for our constituency and staff.

### **4. IT Principles**

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IT Principles must support the agency strategic plan.

### **5. IT Governance**

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All decisions are made based on three basic factors. Is it cost-effective (free)? Does our staff have the capacity, skills & training to do it? Does it serve to achieve the over-arching goals of the agency strategic plan? Parties involved include staff, council, outside IT resources, constituents, legislature, community (citizens), other state agencies, other national agencies and/or organizations.

### **6. IT Financial Management**

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If we can't do it for free, we don't do it. We have a very limited budget and very limited staff.

### **7. IT Metrics**

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The objectives are to maintain day-to-day operations.

### **8. IT Services and Processes**

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None.

### **9. IT Infrastructure, Staffing and Resources**

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None.

### **10. Risks and Issues**

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Risks include lack of funding and the usual funding problems of a very small state agency. These funding problems are not understood by authorizing officials and include a very small percentage of one employee's FTE being dedicated to IT and a lack of other available staff to meet the ever increasing demands of state government as IT challenges increase. The agency must also meet budget requirements while attempting to keep up with ever-evolving technologies with ever increasing price tags.

### **11. IT Goals and Objectives**

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Day-to-day operations.

Website redesign in 2014.

## 12. IT Projects

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None.

## 13. Security and Business Continuity Programs

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We have not incorporated NIST standards into any of our security programs at this time. NIST is very complicated and beyond the capacity and skill level of our staff. We do have intentions to incorporate NIST to the best of our capacity in the future and have an outline of how this might be accomplished.

The *Montana Arts Council* (MAC) has plans to implement a department-wide (agency) information security management plan compliant with §2-15-114, MCA and State Information Technology Systems Division *Information Security Programs* policy 1240.X08 with support from the Programs Office for training and implementation. The construct of this plan and implementation will follow the National Institute of Standards and Technology (NIST) Special Publication 800 series as guides for establishing appropriate security procedures and controls. This is in alignment with the State Information Technology Service's direction for an enterprise approach to protect sensitive and critical information being housed and shared on Department, State, and/or external/commercial information assets or systems.

As described in NIST SP 800-39, the agency is developing an Information Risk Management Strategy to guide the agency through information security lifecycle architecture with application of risk management. This structure will provide a programmatic approach to reducing the level of risk to an acceptable level, while ensuring legal and regulatory mandates are met in accordance with MCA §2-15-114.

The agency's Information Security Plan will address four components, which interact with each other in a continuous improvement cycle. They are as follows:

- Risk Frame – Establish the context for making risk-based decisions
- Risk Assessment – Address how the agency will assess risk within the context of the risk frame; identifying threats, harm, impact, vulnerabilities and likelihood of occurrence
- Risk Response – Address how the agency will respond to risk once the level of risk is determined based on the results of the risk assessment; e.g., avoid, mitigate, accept risk, share or transfer
- Risk Monitoring – Address how the agency will monitor risk over time; "Are we achieving desired outcomes?"

The agency's information security management plan is challenged with limited resources; manpower and funding. Previous structure was executed through informal and Ad hoc applications with dependency on SITSD for executing appropriate Information Technology (IT) controls. While alternatives are reviewed and mitigation efforts are implemented the level of acceptable risk is constantly challenged by the ever changing technology and associated risks from growing attacks and social structure changes. Specific vulnerabilities have been identified which require restructure, new equipment, or personnel positions (funds increase), and are addressed below in our future plans.

## Future Security Program Plans

Over this strategic period we plan to continue working with the Programs Office, Department of Administration in further developing and enhancing the MAC Information Security program through a documented effort for short-term and long-term focuses:

- 1) Planning & Implementation
  - a. Using a continuity book approach compile and document all elements of the MAC Information Security program.
  - b. Ensure clarification is established between State Information Technology Services Division (SITSD) role, responsibilities, and system security controls from internal Montana Arts Council role, responsibilities, and system security controls.
  - c. Identify all sensitive information managed by the MAC projects, grants, and services offered to their constituency.
  - d. Maintain IT inventories
- 2) Annual tasks after Planning and Implementation
  - a. Realign and reassess the MAC Information Security controls as needed responding to technological changes, program or cultural change, personnel turnover, and other influences which produce vulnerabilities on securing sensitive information. This would involve but not be limited to a review of National Institute of Standards and Technology (NIST) Federal Information Processing Standards (FIPS) and Special Publications (SPs) for updated or new standards and guides. Monitoring industry standards and reporting resources for vulnerability awareness and best practices application to MAC requirements.
  - b. Develop and maintain Risk Management tool for application and use with MAC Information Security Management Program to define requirements, risk assessment involving vulnerabilities, defined response posture to risk, and monitoring over time the success or failure of controls for continuous improvement.
  - c. Conduct an initial Risk Assessment to determine any shortfalls in the MAC Information Security Program and develop appropriate corrective actions.
  - d. Update security system related inventories every December.
  - e. Update as needed MAC IT Plans; annual reviews and bi-annual submissions.
  - f. Conduct annual Information Security program review with Executive Director Certification indicating an internal review has been conducted, program accomplishments are documented, and no material weakness exists or that mitigation structure is in place with a documented plan of action to resolve finding(s).
  - g. Ensure sustainability of appropriate information security controls through integration with Continuity Services initiatives (COOP/COG L-10 system) and Secretary of State Records Management programs.

## Continuity of Operations (COOP) Capability Program General Description

The Montana Arts Council has not joined with the Department of Administration *Continuity Services* at this time for the development of our agency's Continuity of Operations Capabilities, which will provide the plans and structure to facilitate response and recovery capabilities to ensure the continued performance of the State Essential Functions of Government. The COOP program is not a standalone process in that information which is identified and recorded under this structure can and often exists in the Records Management Program and associates with Information Security Management Program requirements. The Montana Arts Council recognizes that the integration of these three programs is critical to the confidentiality, integrity, and availability of information, which is associated with each program.

### Future COOP Program Plans

Over this strategic period we plan to work with the Continuity Services Office in developing and implementing our agency's Continuity of Operations Capabilities. COOP involves two Blocks of focus; the first is to complete the Business Continuity Plans (BCP) involving two phases, the second Block works on the specific business processes or activity plans such as Emergency Action Plans (EAP), Information System Contingency Plan (ISCP), Communications Plans, Incident Management Plans, and more. We will coordinate with Continuity Services for an appropriate timeline during the second quarter of fiscal year 2013 (October - December 2012) for completing the Business Continuity Plan block one phase.

## 14. Planned IT Expenditures

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	FY2014	FY2015	FY2016	FY2017	FY2018	FY2019
IT personal services	85,540	85,573	89,852	94,345		
IT operating expenses	37,961	37,961	45,000	45,000		
IT initiatives	0	0	0	0		
Equipment	2,634	4,500	7,500	7,500		
Total	123,135	128,034	142,352	146,845		

## 15. Administrative Information

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