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Executive Summary

This outreach and equity plan has been created to guide the Regional Arts and Culture Council's diversity outreach efforts for the current year (July/2012-June/2013) and will be revisited annually. The plan was spurred by a number of factors, but first and foremost by population changes which our region has witnessed over the past decade (see Appendix Section 5) and the inequities which exist around access to arts and culture in RACC's service area. The plan is built on RACC's long-standing diversity commitments as well as our 2010-15 contract with the City of Portland, specifically Objective #6 to "build equal access to and diversity in local arts and culture" ([see Appendix Section 5](#)). It is intended to develop clear and measureable outreach strategies, to increase RACC's connections throughout our service area and specifically to ethnic, LGBTQ, and disabled communities.

SCOPE

The plan is intended to:

- guide and assist RACC's Outreach Specialist to provide a platform for consistent outreach efforts.
- organize knowledge of current community partners and build a list of future possible partners.
- build genuine relationships with identified diverse communities.
- identify areas for change in RACC's program processes and assist in developing resources and leadership around increased equity and inclusion.

3 primary goals:

1. Develop, maintain, and execute outreach and equity plan.
2. Cultivate equity in all RACC programs by reaching out to a broad range of constituents throughout RACC's service areas.
3. Improve service to RACC constituents within diverse communities.

Program Analysis based on interviews with staff and informal community contacts

- The program analysis and outreach and equity plan are part of a long-standing history of equity practices and joint efforts by RACC to increase diversity, inclusion and access to the arts and culture throughout the region ([see Appendix, Section 6](#)).
- Clear guidance, leadership and follow through with diversity outreach are needed.
 - RACC Staff seeks guidance and clarity from leadership.
 - All RACC departments are thinking about and are committed to diversity issues.

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- Goals and strategies are needed for each department to provide direction and allow for measurement.
- Staff seeks tools to assist meeting goals.
- RACC needs to demonstrate to the community our equity and diversity commitment.

ACCOMPLISHMENTS within RACC since 2010:

- Diversified board (on-going process for past 7 years):
 - Currently 25 board members
 - 68% Caucasian, 16% African American, 4% Asian, 4% Latino/Hispanic, 4% Native American, 4% Other
- Obtained special funding from the City in FY12 to establish a full-time outreach position and in FY13 to expand outreach, direct services to communities of color, and language services.
- Established Board and Staff Equity Task Force.
- Made new connections with community leaders and arts and culture organizations to exchange ideas and share best practices.
- Built Equity landing page on RACC’s website with ever increasing resources posted as available.
- Conducted internal diversity analysis of RACC Board, staff, panels, committees, grants applicants/recipients, public art commissions/purchases, Right Brain teaching artists, collateral materials, artists in the workplace.
- Published RACC’s year one progress report on Equity and Diversity (November, 2011).
- Began to require General Support Organizations to collect organizational data on diversity outreach.
- Met three times with General Support Organizations to engage in conversations around increased equity and inclusion, address concerns, and share strategies and best practices.
- Contracted with Colored Pencils in FY11-12 to provide six “Art and Culture Nights” reaching out to diverse populations.
 - Issued an Expanding Cultural Connections RFP in FY12-13 to organizations that provide similar services as Colored Pencils to broaden the range of funded projects.
- Focused Call to Artists for Portable Works on reaching artists who are not yet in the Public Art Collection. Outreach to new artists included specific outreach to diverse communities.

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- Added orientation sessions to introduce the Portable Works, Visual Chronicle and Portland Building Installation Space public art opportunities; staff also presented these program overviews off-site on multiple occasions.
- Posted RFPs for Portable Works and the Visual Chronicle in English and Spanish.
- Issued commissions for three of the largest Percent for Art projects in recent history awarded to artists not previously represented in the City or County public art collections and who represent diverse cultural backgrounds:
 - Portland Streetcar (two projects in 2011)
 - Sellwood Bridge (one project in 2012)
- Convened an Artist Diversity Task Force for The Right Brain Initiative.
- Translated The Right Brain Initiative brochure into Spanish, Vietnamese and Russian, and distributed copies in Spanish to all Right Brain schools.
- Increased diversity on Right Brain committees with 60 percent of new members from communities of color.
- Work for Art used Spanish-speaking translators and Spanish language campaign materials during events at workplaces with a high number of employees for whom English is their second language.
- Work for Art created a pool of volunteers that includes people from different counties and diverse cultural backgrounds.
- Constructed an internal outreach resource within RACC's Master List in FileMaker.
- Provided three staff diversity trainings.
- Established translation services to reduce language barriers.
- Translated the Arts for All brochures into Spanish, Vietnamese and Russian.

RACC's Vision, Mission and Core Values are the foundation for equity and outreach.

RACC Vision

To enrich community life by working with partners to create an environment in which the arts and culture of the region flourish and prosper.

RACC Mission

Through vision, leadership and service the Regional Arts & Culture Council works to integrate arts and culture in all aspects of community life.

RACC Core Values

- We value freedom of artistic and cultural expression as a fundamental human right.
- We value a diversity of artistic and cultural experiences.
- We value a community in which everyone can participate in arts and culture.
- We value a community that celebrates and supports its artists, and its arts and cultural organizations.
- We value arts and culture as key elements in creating desirable places to live, work and visit.

Analysis of RACC Programs (through the lens of outreach)

In November and December of 2011, Tonisha Toler and Bill Flood interviewed RACC Department heads (Public Art, Grants, Right Brain Initiative, Communications, Work for Art) and/or their designated staff to: better understand the scope of current services; gain a sense of what is currently working and not working around diversity outreach and inclusion; and to identify areas where staff are seeking improvement. The following is a summary of key points from interviews.

All RACC Departments are thinking about diversity issues and seeking to foster a culture of equity and inclusion. Staff is looking for direction “from the top” to:

- Clarify RACC’s outreach vision and specific diversity goals and directions
- Define diversity
- Develop a range of strategies for staff to support diversity
- Determine how to measure success
 - Should a measure of success be funding organizations to diversify their audiences, more culturally specific organizations, or both?

The following ideas for immediate improvement were gained from RACC staff through the interviews:

- Develop and distribute a basic outreach protocol (how-to guide) to all RACC staff;
- Develop and maintain a database of contacts;
- Develop a system for identifying and training people, who represent the diversity of the tri-county region, to serve on grants and public art panels;
- Develop a system for identifying and training artists representing the diversity of the tri-county region to work in schools;
- Create a vehicle for communicating best practices among staff;
- Establish cultural growth sessions for staff.

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Goals and Strategies 2012: Outreach & Equity

Objectives (Ultimate aims of program/ project)	Strategies (Plan)	Outcomes (the change/specific measurable information)	Timeline
Lead in strategies: Outreach Specialists, multiple parties, Directors/Outreach Specialist			
Develop outreach & equity plan 2012-13	<ul style="list-style-type: none"> • Internally develop outreach and equity plan. • Incorporate feedback from RACC Equity Task Force. 	<ul style="list-style-type: none"> • Endorsement by RACC Board and other regional entities and the City of Portland. • Accessible on RACC site and to interested parties beyond RACC. • Staff will have a clear direction on outreach and equity goals. 	Fall
Cultivate equity in all RACC programs	<ul style="list-style-type: none"> • Each RACC Program to set program-specific outreach and equity goals. • Develop an infrastructure to share with staff outreach and equity information gathered. • Build in effective research to understand the barriers we place to access to RACC programs. • Continue to provide equity trainings for RACC Staff. 	<ul style="list-style-type: none"> • Staff has direction for integrating outreach and equity into daily programming. • Database developed for all Staff to access equity contacts. • Begin to institute changes that help more people access RACC programs. • Participants develop personal and professional cultural competencies. • Greater community satisfaction with RACC's interactions. 	Annually On-going

Goals and Strategies 2012: Outreach & Equity

		<ul style="list-style-type: none"> • RACC will be able to present measurable improvements within its own organizational structure and with respect to its role as a resource and leader for the community around increased equity and inclusion. 	
<p>Equitably serve constituents in our service region</p>	<ul style="list-style-type: none"> • Strengthen and diversify RACC's communication system to better reach constituents in our service region. • Build on existing partnerships. • Develop new partnerships in the community and with culturally specific organizations, immigrants and refugees as well as people with disabilities and the LGBTQ community. 	<ul style="list-style-type: none"> • Constituents accessing RACC's translation services. • RACC's site accessible to disabled and non-English speaking communities. • More unified effort with regional partners to provide equity across the region. • Work with general support organizations to increase equity and track progress. • New applicants for Grants programs, Public Art opportunities, workshops, Right Brain Artists, all committees and panels. 	

Outreach Partnerships

Objectives: To have a clearer understanding of whom we are officially connected to; to clearly state who we have unofficial relationships with currently and who we would like to develop relationships with. Contract relationships have specific needs and expectations as per agreements. “No contract” relationships are geared towards supporting one another’s services by communicating opportunities to be shared with our respective constituencies as well as other partnering opportunities that arise.

Current Partners

Official (on-going contract agreement)

- City of Portland
- Multnomah County
- Clackamas County
- Washington County Cultural Coalition
- Westside Cultural Alliance (WA county)
- Clackamas County Arts Alliance
- Multnomah County Cultural Coalition

Contracted temporarily (FY11-12)

- Colored Pencils Art and Culture Council

Recipients of Special Funding Opportunity - Expanding Cultural Connections:

- Colored Pencils Art and Culture Council
- Immigrant and Refugee Community Organization (IRCO)
- Lao American Foundation
- Latino Art Now
- Micro Enterprise Services of Oregon (MESO)
- Miracle Theatre Group
- Native American Youth and Family Center (NAYA Family Center)
- VOZ Workers’ Rights Education Project

No contract agreement

- Multnomah County Office of Equity
- City of Portland Office of Equity and Human Rights
- Coalition of Communities of Color
- Beaverton
- Hillsboro
- Lake Oswego
- Gresham
- Our United Villages

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- NAYA

Potential Future Partners

- Tigard
- Tualatin
- Office of Neighborhood Involvement
- Northeast Coalition of Neighborhoods (NENC)
- Neighborhood Coalitions
- Immigrant and Refugee Community Organization (IRCO)
- Centro Cultural
- Africa House
- Hacienda CDC
- Center for Intercultural Organizing
- Portland State University
- Q Center
- Sisters of the Road
- JOIN
- Self Enhancement INC. (SEI)
- Asian Pacific American Network of Oregon (APPANO)
- Latino Artist Exchange
- Urban League
- Hispanic Metropolitan Chamber
- Philippine American Chamber of Commerce
- African American Chamber of Commerce
- Asian Pacific American Chamber of Commerce
- East Portland Arts Collective

A Note on Work in Progress

As stated in the Executive Summary, the purpose of this Outreach and Equity Plan is to provide guidance for RACC in its efforts to promote equity and inclusion in all of its programs. Fostering a culture of equity is an open ended, organic process, and so is this document. As we continue working towards our goals, initial strategies will be revisited and new strategies will be developed. The Outreach and Equity Plan has the purpose of documenting the work we have and will be doing around increased equity and inclusion, and shall serve as an ever-evolving resource for other organizations.

To ensure the successful implementation of RACC's outreach and equity initiatives, RACC established an Equity Task Force in early 2012. The task force, consisting of RACC staff and board members, meets periodically to develop new strategies and to oversee the progress of the diversity/inclusiveness goal within all RACC programs. After each meeting, the task force commits to reporting out to the full Board of Directors at the subsequent board meeting.

Comments, questions and suggestions help us in adjusting our goals and improving our efforts. We encourage our board, staff and the community to direct inquiries and feedback to our Outreach Specialist, Tonisha Toler: ttoler@racc.org; 503.823.5866.



Lina Garcia Seabold



Eloise Damrosch

RACC Outreach Principles and Protocol/Practice

<i>Principles (fundamental belief and foundation for management)</i>	<i>Protocol (how we practice)</i>
Outreach is part of RACC’s mission, not something new.	RACC’s mission, vision, values shall serve as the foundation of RACC’s programs and practices. Include the mission, vision, values when presenting to artists, partners, new groups.
Outreach, as part of RACC’s mission, should be an integral element of every project.	When starting a project/program, questions to ask include: How can new stakeholders become involved in this? How can this project more deeply involve stakeholders that have been underserved in the past?
Outreach is a process and not a one-time project. Cultural competence is not a state one reaches, but an ongoing process of learning and practice.	Set both short and long-term outreach goals and strategies specific to a project and department. Goals should be continually revisited and their success assessed.
Outreach demands sensitivity to and eagerness to learn about other cultures.	Listening skills are the basis for being clear and genuine. Confronting one’s own biases and acknowledging the need for help is part of the process. Full participation in trainings is the basis for honing one’s cultural competency. Curiosity about other people and cultures is a helpful tool in maintaining drive and motivation.

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	Mistakes are expected to be made along the way.
Building relationships is key to successful outreach.	Take opportunities to build relationships with organizations serving culturally-specific groups. These are potential partners to reach new audiences. Follow-up (with at least a quick note) to value the (new) partner’s time and commitment.
Not all cultures communicate the same way	Note that different cultures have different ways of communicating. (Email messaging is not always effective with cultures that are relationship-based.) Identifying and reaching out to a “cultural informant” can help in clarifying culturally specific communication channels.
Outreach demands innovative thinking	Flexibility and the willingness to move away from habits and regular practices may be required.
Follow-through, assessment, and documentation is important. RACC is being evaluated according to how it is carrying through with its own outreach efforts.	For the sake of continual development/improvement of RACC’s outreach, contacts should be documented via the RACC Outreach database.
Access available resources	Utilize RACC’s outreach database. The Outreach Specialist can provide assistance if needed.

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Glossary of Terms

Please note: No term (except for "equity" which was drawn from the City of Portland Office of Equity) comes from one source. They are drawn from several sources, then distilled into a definition that we hope will serve RACC, or at least serve as a starting point for discussion and clarification.

1. Race

The term race is generally used to describe genetic heritage and the major categories of people who share common physical characteristics.

2. Ethnicity

A group of people whose members identify through a shared cultural heritage, often including a common language, a common culture and/or an ideology.

3. Culture

Shared attitudes, values, beliefs, practices, ways of living and communicating that characterize a group of people. Culture is active, is constantly changing, and is affected by one's relationship to place.

4. Diversity

The range of unique characteristics of individuals including race, ethnicity, gender, sexual orientation, socio-economic status, age, physical abilities, religious beliefs or other ideologies, and relationship to place (rural/urban).

5. Equity

When everyone has full and equal access to opportunities necessary to meet their essential needs, advance their well-being, and achieve their full potential (City of Portland Office of Equity).

6. Cultural Competency and Fluency

The ability to interact effectively with people of different cultures. Just as culture is constantly changing, we continually strive for a deeper understanding of ourselves and others.

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Demographics of Diversity: Multnomah, Washington, Clackamas Counties

County Populations (from PSU Population Research Center)¹

Multnomah County

	2000	2010	% Change
Total Population	660,486	735,334	11.3%
Hispanic or Latino of any race	49,607	80,138	61.5%
White Alone	505,492	530,303	4.9%
Black or African American Alone	36,592	39,919	9.1%
Am Indian and Alaska Native Alone	5,754	5,527	-3.9%
Asian Alone	37,344	47,508	27.2%
Native Hawaiian and Other Pac. Islander Alone	2,206	3,870	75.4%
Some other Race Alone	1,216	1,520	25%
Two or More Races	22,275	26,549	19.2%

2010: White (72.1%), Non-White Including Mixed Race (27.9%)

Washington County

	2000	2010	% Change
Total Population	445,342	529,710	18.9%
Hispanic or Latino of any race	49,735	83,270	67.4%
White Alone	346,251	369,453	6.7%
Black or African American Alone	4,778	8,861	85.5%
Am Indian and Alaska Native Alone	2,335	2,559	9.6%
Asian Alone	29,552	45,354	53.5%
Native Hawaiian and Other Pac. Islander Alone	1,249	2,269	81.7%
Some other Race Alone	650	940	44.6%
Two or More Races	10,792	17,004	57.6%

2010: White (69.7%), Non-White Including Mixed Race (30.3%)

Clackamas County

	2000	2010	% Change
Total Population	338,391	375,992	11.1%
Hispanic or Latino of any race	16,744	29,138	74%
White Alone	301,548	317,648	5.3%
Black or African American Alone	2,056	2,761	34.3%
Am Indian and Alaska Native Alone	2,090	2,340	12%

¹ Please note: The Coalition of Communities of Color reports that, for a variety of reasons, these census figures undercount communities of color. (see [Appendix Section 6](#))

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Asian Alone	8,216	13,575	65.2%
Native Hawaiian and Other Pac. Islander Alone	521	815	56.4%
Some other Race Alone	317	438	38.2%
Two or More Races	6,899	9,277	34.5%

2010: White (84.5%), Non-White Including Mixed Race (15.5%)

(From Mayor Adam's January 2012 Presentation to RACC General Support Organizations)

- Communities of color are young and make up 45% of local public school students.
- Poverty levels among communities of color are at least double those who are white. Communities of color child poverty rate, collectively, is 33.3%, while that of white children is 12.5%.

Educational Attainment, Multnomah County, 2008

- If Caucasian, have 1/14 chance of not graduating high school. If a person of color, almost 1/3 do not graduate high school.
- Chance of having a degree? 40.2% for Caucasians and 20.8% for people of color.

Equity is when everyone has access to the opportunities necessary to satisfy their essential needs, advance their well-being and achieve their full potential. We have a shared fate as individuals within a community and communities within society. All communities need the ability to shape their own present and future. Equity is both a means to a healthy community and an end that benefits us all.

(From Portland Public Schools, Student Enrollment and Language Counts as of October 3, 2011)

First language: language first acquired by student

<i>Language</i>	<i>Count</i>	<i>Percentage</i>
English	37,891	80.4%
Spanish	4,401	9.3%
Vietnamese	1,287	2.7%
Chinese – Cantonese	449	1%
Somali	363	.8%
Russian	339	.7%
Unspecified	326	.7%
Chinese – Mandarin	127	.3%
Hmong	125	.3%
Arabic	103	.2%
Other	103	.2%

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Japanese	96	.2%
Maay-Maay (spoken by some Somalis)	90	.2%
Chuukese (by people from Pohnpei and Guam)	83	.2%
Oromo (ethnic group in E. Africa)	82	.2%
Ukranian	81	.2%
Lao	76	.2%

Note that these figures do not include other Portland School districts (Parkrose, David Douglas, etc.) with high ethnic populations.

Persons with Disabilities

(From 2008 Oregon Study of Health and Disability)

People are considered to have a disability if they answer “Yes” to one or both of the following questions:

- Are you limited in any activities because of physical, mental, or emotional problems?
- Do you now have any health problem that requires you to use special equipment, such as a cane, a wheelchair, a special bed, or a special telephone?

How many people in Oregon have a disability? 25.7% of the population.

This number may be higher in Portland due to the services available here. (Patrick Philpott, City of Portland Disability Commission)

Sexual Orientation

(From The Williams Institute, University of California/UCLA, 2011)

- An estimated 3.5% of adults in the U.S. identify as lesbian, gay, or bisexual, and an estimated .3% of adults are transgender.

(From Wikipedia)

- American Community Survey (2000) ranked Portland as 7th highest gay, lesbian, bisexual population among cities in the U.S.: 8.8% or 35,413.

Some Excellent Local Resources

City of Portland Disability Commission

Coalition of Communities of Color

Portland State University Center for Population Research

Portland State University Institute for Metropolitan Studies

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Q Center (Portland’s LGBTQ Community Center)

The Williams Institute (at UCLA) for LGBT data

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Section 4

History of RACC Outreach

<i>Date</i>	<i>Development or Change in RACC Outreach</i>
1973	Metropolitan Arts Commission (MAC) founded
Early 1980's	With NEA funding MAC created the Multi-Arts Program and provided technical assistance to ethnic minority artists and organizations which did not have a history of involvement in the process of application for or allocation of funds.
Late 1980's	With NEA support MAC expanded staff and committed increased funding to cultural inclusiveness and support for multicultural arts organizations. MAC also worked with Portland's largest cultural institutions to encourage diversity in their governance and operations, while increasing outreach and funding support to minority artists and organizations.
1992	Arts Plan 2000+
1995	MAC became RACC and reinvention of the organization began.
1995	Hired a manager of technical assistance and outreach.
1995-2003	RACC initiated Neighborhood Arts Program with the following mission. The Neighborhood Arts Programs (NAP) seeks opportunities for cultural and arts programs and services that impact a variety of citizens by helping to provide a greater sense of community and place. The program promotes connection between individual to self, individual and communities, and individual and families.
1998	Arts Plan 2000+ updated
2005 – ongoing	Diversifying RACC's Board of Directors
2007 – ongoing (sporadically)	Work for Art used Spanish-speaking translators and Spanish language campaign materials during events at workplaces with a high number of employees for whom English is their second language.
2010-2011	Conducted internal diversity analysis of RACC Board, staff, panels, committees, grants applicants/recipients, public art commission/purchases, Right Brain teaching artists,

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	collateral materials, artists in the workplace.
2010-2011	Contract with City of Portland stipulates that RACC will over time ensure that grants and services represent the diversity of the City.
2011-2012	Obtained special funding from the City to establish a full-time Outreach Specialist position.
November 2011	Published RACC’s year one progress report on Equity and Diversity.
2011-12	New Outreach & Equity Plan developed.
2011-12	Established Board and Staff Equity Task Force.
2011-12	Made new connections with community leaders and arts and culture organizations to exchange ideas and share best practices.
2011-12	Contracted with Colored Pencils to provide six “Art and Culture Nights” reaching out to diverse populations.
2011-2012	Began posting RFPs for Portable Works and the Visual Chronicle in English and Spanish.
2011 & 2012	Issued commissions for three of the largest Percent for Art projects in recent history awarded to artists not previously represented in the City or County public art collections and who represent diverse cultural backgrounds: <ul style="list-style-type: none"> - Portland Streetcar (two projects in 2011) - Sellwood Bridge (one project in 2012)
2012-2013	Obtained special funding from the City to expand outreach, direct services to communities of color, and language services.
2012	Added orientation sessions to introduce the Portable Works, Visual Chronicle and Portland Building Installation Space public art opportunities; staff also presented these program overviews off-site on multiple occasions.
2012	Built Equity landing page on RACC’s website with ever increasing resources posted as available.
2012	Began to require General Support Organizations to collect organizational data on diversity outreach.
2012	Met three times with General Support Organizations to engage in conversations around increased equity and inclusion, address concerns, and share strategies and best practices.

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2012	Focused Call to Artists for Portable Works on reaching artists who are not yet in the Public Art Collection. Outreach to new artists included specific outreach to diverse communities.
2012	Convened an Artist Diversity Task Force for The Right Brain Initiative.
2012	Translated The Right Brain Initiative brochure into three other languages and distributed copies in Spanish to all Right Brain schools.
2012	Increased diversity on Right Brain committees with 60 percent of new members from communities of color.
2012	Work for Art created a pool of volunteers that includes people from different counties and diverse cultural backgrounds.
2012	Constructed an internal outreach resource within RACC's Master List in FileMaker.
2012	Provided three staff diversity trainings.
2012	Established translation services to reduce language barriers.
2012	Translated the Arts for All brochures into Spanish, Vietnamese and Russian.
2012	Issued an Expanding Cultural Connections RFP to organizations that provide similar services as Colored Pencils to broaden the range of funded projects in FY12-13.

Excerpt from RACC’s contract with the City of Portland (“Performance Measures”)

Objective #6: Build equal access to and diversity in local arts and culture

In order to build diversity in the arts, and increase outreach to culturally diverse populations, RACC will:

- a) Maintain composition of Board of Directors, grants review panels and selection committees that reflects the diversity of the City and region’s population. Educate board members, grant review panels and selection committees about equity issues.
- b) Conduct and report annual outreach to identify partnership opportunities with groups and organizations serving culturally specific populations. Develop inclusive outreach strategies and achieve socio-demographic equity in grant-making, activities using best practices to dedicate funds to culturally specific local arts and cultural activities, artists, non-profit organizations, and public art commissions. Actively solicit input from diverse populations and artists on barriers to their full participation in RACC programs and opportunities and work to eliminate such barriers.

In order to build diversity in the arts, and increase outreach to culturally specific populations, RACC will:

- c) Provide grants and services that over time proportionately reflect the vibrancy and diversity of various cultures in the City of Portland. The City has established an aspirational goal of investing 30% in culturally specific promotions, advocacy, outreach and grantmaking. RACC will meet that goal by:
 - expanding existing outreach efforts and partnerships;
 - internally tracking diversity data on all grants and public art applicants,
 - tracking demographic information for Right Brain Initiative providers, teachers and students;
 - asking that all grant recipients provide a plan for reporting culturally specific programming, outreach to diverse populations and audience development.

In order to measure the success of its efforts to build diversity and increase cultural outreach, RACC will:

- a) Report annually on its culturally-specific results.
- b) Develop accurate methods to collect and report on its and all information about culturally specific efforts in local arts and culture initiatives.
- c) Assess goals and measureable progress on a yearly basis.