

# National Assembly of State Arts Agencies

KNOWLEDGE ★ REPRESENTATION ★ COMMUNITY

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## Action Plan Highlights: Fiscal Year 2017

October 2016 – September 2017

Organized around NASAA's [strategic plan](#), this document highlights key activities and accomplishments during the 2017 membership year.

### Goal 1: Develop resources, relationships and public policies that advance state arts agencies.

#### 1A. Represent state arts agency interests to federal decision makers.

- **NASAA built inroads to presidential transition teams**, identifying key messages and messengers to convey the importance of the arts to the new administration. Immediately after the election we initiated contact with key members of the Trump administration.
- With the assistance of the Indiana Arts Commission, NASAA established a productive working relationship with **First Lady Karen Pence**. NASAA met with Mrs. Pence to renew her understanding of state arts agencies and to supply information relevant to her chief area of interest, the arts and health care. We researched model arts and healing demonstration sites, facilitated referrals to state arts agencies, and served as an advisor.
- NASAA expanded our work with **key House and Senate committees**. In addition to working with the Interior appropriations subcommittees we made connections with the full appropriations committees in both chambers to advocate for National Endowment for the Arts (NEA) appropriations. We underscored the importance of the arts, the impact of the NEA and the crucial role played by the 40% set aside for states and regions.
- NASAA took a proactive approach to **countering threats to the NEA's future**:
  - Starting in the fall, NASAA prepared state arts agencies for a full continuum of policy scenarios through frequent [status reports](#) and phone/web briefings.
  - Right after the election, we issued [Three Simple Ways to Advocate for the Arts](#), urging state arts agency grantees and council members to begin laying the groundwork for effective advocacy efforts.
  - NASAA co-convened the CEOs of 21 national arts service organizations in December and January. The meetings renewed conversations about shared policy goals and affirmed the importance of coalition efforts through the Cultural Advocacy Group.
  - As the winter progressed, NASAA helped state arts agencies respond to media inquiries and constituent concerns, fielding scores of calls and providing talking points specifically designed to debunk misconceptions about government funding.
  - In February, NASAA released a trio of new advocacy tools to help state arts agencies and their constituents make the case for federal and state arts support: [Fact vs. Fiction: Government Arts Funding](#), [You Can Shape Policy](#) and [Five Essential Arts Arguments](#). We also propagated succinct, shareable advocacy messages through NASAA's [Facebook](#) and [Twitter](#) accounts.
  - Following the President's proposed midyear [cuts to the NEA budget for FY2017](#), NASAA clarified the impact of the proposal on state arts agencies and activated



another wave of advocacy to [oppose the reductions](#), ultimately [securing a \\$2 million increase](#) for the agency for the remainder of FY2017.

*New in '17*

- In March, when the White House formally proposed eliminating the NEA for FY2018, NASAA moved swiftly to engage congressional decision makers and [mobilize member advocacy](#). We proactively conveyed [NASAA's position](#) to Congress, the media and the arts community. We also strategically recruited influential individuals to carry our message to key appropriators.
- As congressional debates about the FY2018 federal budget commenced, NASAA directed highly targeted advocacy efforts, focusing first on the [House Interior Appropriations Subcommittee](#), where a \$145 million appropriation recommendation was secured.
- On the Senate side, NASAA submitted [testimony](#) to the Senate Interior Appropriations Subcommittee, urging a \$155 million appropriation for the NEA. NASAA's Executive Committee [consulted with Senator Lisa Murkowski](#) (R-AK) on how best to ensure support for the arts given the numerous policy and budget pressures facing federal lawmakers for FY2018.



NASAA Executive Committee with Sen. Lisa Murkowski

*New in '17*

- In [consultation with NASAA](#), the House Budget Committee **removed negative language in its annual budget resolution** that, for several years, had suggested that federal investments in the arts "can no longer be justified."

### **Amplifying Arts Advocacy**

This year NASAA launched a major new initiative to strengthen our policy communications, grow NASAA's advocacy capacity, and galvanize more effective case-making on behalf of the NEA and state arts agencies. Achievements to date include:

- **Activating influential messengers:** We've recruited carefully chosen individuals whose voices carry special weight with Congress and mobilized their outreach to take place at strategic points in the budget process.
- **Working across the sectors:** We're engaging corporate and philanthropic leaders to facilitate their input into policy debates. For instance, we organized Capitol Hill meetings for Kickstarter, which was able to make a uniquely influential case for sustaining government funding of the arts.
- **Polling:** NASAA commissioned research from one of the nation's leading Republican strategy firms. The poll provided insights into conservative viewpoints on the prevailing political environment, federal spending on arts, and perceptions of the NEA and state arts agencies. A message-testing component is helping us make a customized case to this constituency.
- **Strategic communications:** NASAA has engaged a PR firm to help us develop a cohesive communications strategy for bringing more visibility to the community impact of the arts and the importance of public funding.

NASAA is supporting this work through a combination of foundation funding and individual contributions. Additional activities—designed to reframe a national conversation about support for the arts—will roll out in FY2018.

- NASAA met regularly with senior **NEA leadership**. We developed a productive working relationship with the **White House representatives** assigned to the NEA and supplied information on the state-federal partnership and top issues of concern to states.
- As a cosponsor of national **Arts Advocacy Day**, NASAA played an active role in developing consensus policy positions and leading training sessions for attendees. We also participated in **WESTAF's annual advocacy summit** in Washington, providing briefings, data and talking points to advocates from 13 western states.
- [Federal Updates](#) from NASAA provided **timely policy information** for state arts agencies. Regular Legislative Alert e-mails notified members about congressional actions affecting state arts agencies and their constituents.

### 1B. Foster support for state arts agencies among key policy audiences.

- To help governors and their top policy advisors recognize the arts as an economic development asset, NASAA renewed a partnership with the **National Governors Association (NGA)**. In partnership with the NEA, the NGA and NASAA will collaborate on a new research initiative designed to highlight how the arts can promote sustainable economic development in rural communities.

New in '17

- NASAA showcased creative economy resources at the NGA's convenings of the **Economic Policy Advisors Institute** and the **National Association of State Liaisons for Workforce Development Partnerships**. Alongside colleagues from the NEA, the Maryland State Arts Council, Creative Industries Hawai'i and the Oregon Arts Commission, NASAA shared examples of the state level impact of the creative industries and showcased the interactive [Creative Work Force State Profiles](#).

New in '17



Hawai'i, NASAA, NGA, NEA and Maryland at the Economic Policy Advisors Institute

- NASAA established a relationship with the **Rural Policy Research Institute (RUPRI)**, the nation's leading source of policy expertise and information on rural economic development. Together, NASAA and RUPRI began discussing opportunities to embed creative placemaking in rural development policy at the state, regional and federal levels. NASAA participated in the [Next Generation National Rural Creative Placemaking Summit](#) in Iowa in October.

New in '17

- CEO Pam Breaux joined representatives from RUPRI and the **U.S. Department of Agriculture Rural Development Agency** to support [The Art of Community: Rural SC](#) initiative of the South Carolina Arts Commission.

New in '17

- NASAA joined representatives from RUPRI, the National Association of Counties, the National Association of Development Organizations and the Local Initiatives Support Corporation in a working group to advise the **Delta Regional Authority** board of directors on a new creative placemaking initiative. The initiative will provide training and funding in support of creative placemaking in states within the Mississippi Delta region.

New in '17

- NASAA played a leadership role in the **Arts Education Partnership (AEP)**, operated by the [Education Commission of the States](#). AEP is helping states ensure that the [arts are](#)

[part of new education plans](#) being developed by states in accordance with the Every Student Succeeds Act.

- NASAA consulted with **Grantmakers in the Arts** on strategies to encourage more policy and advocacy engagement among private foundations supporting the arts. NASAA also collaborated with GIA to publish an [article on government arts funding trends](#) and to present on GIA's annual [webinar](#) on public and private arts support.
- In June, NASAA collaborated with **The Andrew W. Mellon Foundation** to release [Better Together: Public and Private Funding for the Arts](#). Authored by NASAA and published by The Mellon Foundation, this article emphasizes that private funding alone cannot replace a public investment in the arts. It summarizes recent research on the distribution of both public and private funding, highlighting the essential role of government dollars in reaching rural and underserved communities.
- NASAA managed the [National Arts and Humanities Youth Program Awards](#) for the **President's Committee on the Arts and the Humanities**, recognizing outstanding after-school creative youth development programs. A stirring White House event celebrated [12 U.S. awardees](#) for 2016 and included an [International Spotlight](#) award for creative youth development efforts in Cuba. The 2017 winners have been selected, and NASAA convened them in August for a Leadership Enhancement Conference to help them make the most of their awards.
- NASAA represented state arts agencies at the **national convenings** of Americans for the Arts, the Music Teachers National Association and the Association of African American Museums.

New in '17

### 1C. Strengthen the advocacy practices of state arts agencies.

- Throughout the year, NASAA circulated calls to action around five new editions of **The Practical Advocate**, a [series](#) developed to promote effective case making by state arts advocates, state arts agency council members and state arts agency grantees.
- NASAA connected with **state arts advocacy organizations**. NASAA distributed funding and policy alerts and fulfilled numerous information requests from citizens' groups. NASAA also provided **on-site advocacy coaching** to citizen advocates in Alabama, Connecticut, Michigan, Nevada and West Virginia.
- We released a new edition of [Why Should Government Support the Arts?](#) The new version includes expanded discussion of questions relevant to current policy debates, such as: Who benefits from public support of the arts? Why can't the private sector pick up the costs? Is arts funding a partisan issue?
- NASAA's **state legislative tracking system** pinpoints bills affecting state arts agencies, their resources or their constituents. NASAA tracked 400 arts bills this year and synthesized the most relevant ones in the 2017 edition of NASAA's [State Legislative Roundup](#). NASAA initiated contact with states facing significant legislation to provide technical assistance and policy guidance and to synchronize our work with the media.

New in '17

New in '17

The screenshot shows a document titled "STATE POLICY BRIEFS" with the subtitle "Tools for Arts Decision Making". The main heading is "WHY SHOULD GOVERNMENT SUPPORT THE ARTS?". The text discusses the challenges of funding the arts in a competitive environment and provides a table of contents for the document.

**Contents**

1. Why are the arts a good public sector investment?	2	2. Aren't there more serious issues government should address?	7
3. Does every state fund the arts?	3	10. Don't arts funds mostly benefit big cities?	8
4. What do states currently spend on the arts?	4	11. Aren't the arts a pastime of the elite?	9
5. How do federal arts funds impact states?	4	12. Why support the arts as a lead sector?	10
6. Why can't the private sector do the job for itself?	5	13. Will cutting the arts help balance government budgets?	10
7. Why can't the private sector do the job for itself?	5	14. Does government arts funding cause dependence on public dollars?	10
8. Shouldn't the arts just be supported by those who attend?	7	15. Is support for the arts a partisan issue?	11
		16. What are state arts agencies responsible for?	12
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- NASAA provides **hands-on support during advocacy crises** occurring at the state level. In 2017 we provided in-depth assistance to two states facing major legislative threats (due to severe budget reductions and restructuring). We briefed agency leaders on issues, provided tactical advocacy advice, offered comparative data, drafted talking points and supported positive communications efforts. NASAA is strictly guided by our members in this work, avoiding the imposition of a D.C. agenda on state level decisions.
- To support state arts agencies' federal advocacy efforts, NASAA updated our annual [NEA Arts Investment Fact Sheets](#). Customized for all state arts agencies, these sheets distill key statistics and talking points about federal support for the arts and state arts agencies and show state and federal grant making by congressional district.
- NASAA participated in the **WESTAF symposium**, The Status and Future of State Arts Advocacy.

*New in '17*

## **Goal 2: Increase the knowledge and skills that state arts agencies use to serve the public effectively.**

### **2A. Maintain a comprehensive fact base about state arts agencies.**

- NASAA provided authoritative data on **state arts agency budgets**. NASAA's [State Arts Agency Revenues, Fiscal Year 2017](#) report provided a comprehensive analysis of all revenue sources and included appropriations, state rankings, line items and trends over time. The [FY2018 SAA Legislative Appropriations Preview](#) offered a succinct forecast of state arts agency funding for the year ahead.
- NASAA maintains comprehensive information on [state arts agency grant making](#). Using the latest Final Descriptive Report data from all of the states, NASAA generated maps and statistical analyses showing the distribution and impact of more than 20,000 awards.
- We issued an overview of state arts agency **staffing trends**, highlighting findings from a 2016 survey of [state arts agency staffing and compensation](#).
- At the request of the NEA, NASAA produced **state fact sheets** summarizing the demographics of each state, jurisdiction and region. These sheets, which also include a succinct state and federal funding history for each agency, are used by NEA Partnership Agreement panels every January.

### **2B. Facilitate members' use of information for planning, decision making and case making.**

- NASAA fulfilled an estimated 542 **information requests** in FY2017. Many of these requests concentrated on federal funding uncertainty, but we also answered questions about state arts agency programs, policies and operations. Most inquiries come from members. Nonmembers, including the NEA, advocacy groups, consultants and students also request information. Every inquiry receives a customized response.
- NASAA's **interactive data tools** help members use information in dynamic ways. We refreshed our [Per Capita Appropriations map](#), the [Per Capita Ranking Estimation Tool](#) and our [Appropriations Explorer](#). These tools are popular with members and advocates alike. NASAA also promoted our Grant-Making Explorers. These on-line tools graph a [decade of data](#) and showcase awards by [discipline and type of grantee](#). We also announced a new addition to our suite of grants data visualizations, [State Arts Agency Support for Folk Arts](#).
- In April NASAA released the new [Creative Work Force State Profiles](#), an on-line tool members can use to mine state level information on employment in the arts and culture sectors. Produced in cooperation with the NEA, the profiles draw from the U.S. Bureau of

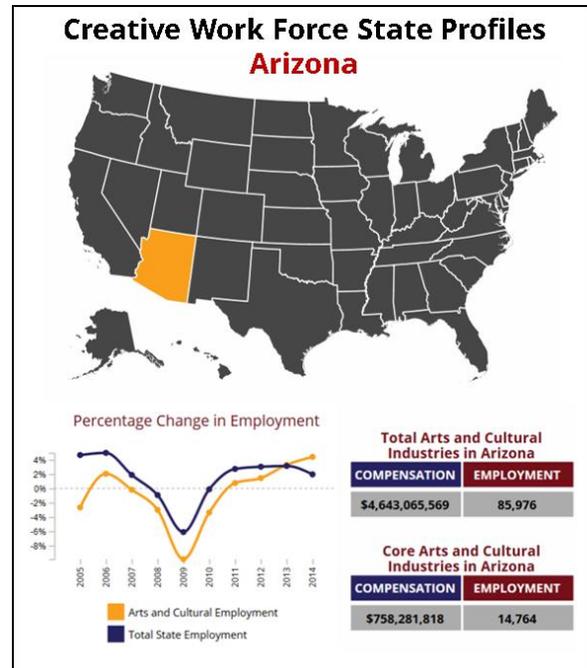
*New in '17*

*New in '17*

Economic Analysis Arts and Cultural Production Satellite Account. The interactive dashboard allows users to explore arts jobs and compensation data along with key industry statistics and trends over time.

*New in '17*

- Mississippi hired NASAA to conduct a **customized constituent survey**. NASAA designed and administered the survey to yield insights into the diverse needs of grantees, educators, artists and allied groups.
- NASAA provided **strategic planning assistance** to six state arts agencies. We offered counsel on best practices for engaging constituents, supplied benchmarking data and served as a sounding board for reviewing draft documents. Our [Tips for Preparing NEA Partnership Agreement Applications<sup>M</sup>](#) helped state arts agencies understand federal expectations regarding strategic planning.



## 2C. Provide analysis of current trends and key issues affecting state arts agencies.

*New in '17*

- NASAA compiled an [interactive funding history of the NEA](#) showing how both Republican and Democratic majorities have supported the agency over time. Advocates are using this data to show how **the arts have garnered bipartisan support** at the federal level. Similar information about state party majorities and legislative appropriations is available upon request.
- To help state arts agencies consider **alternative funding streams**, NASAA revised our [State Arts Agency Dedicated Revenue Strategies](#) report. This policy brief addresses funding secured from special taxes, gaming, license plates, tax checkoffs, bonds, cultural trusts and private contributions.
- Thoughtful **curation of research relevant to state arts agencies** is one of NASAA's trademark services. We shared research on diversity, equity and inclusion; state budget forecasts; the arts and medicine; and military partnerships, to name just a few topics of note.
- NASAA provided strategic **communications guidance** to help state arts agencies and arts advocates respond to current events. A Practical Advocate on Communicating About Arts Controversies includes best practice recommendations for crisis communications. NASAA also provided specific resources to help members support civic dialogue around Confederate monument controversies.

*New in '17*

## 2D. Deliver educational programs that strengthen members' knowledge and leadership skills.

- Eleven members engaged NASAA to **lead sessions** at statewide conferences or **conduct briefings** via Skype or webinar. Topics included arts advocacy, funding trends, fundraising, cultural district development and mindfulness. NASAA provided on-site **technical assistance** training or consultations sessions to staff teams from four additional state arts agencies.

- NASAA **web seminars** engaged 263 participants from 43 states in sessions on Bureau of Economic Analysis data; Addressing Diversity, Equity and Inclusion; Innovations in Public-Sector Grant Making; and After the Election. [Session resources](#) for all NASAA web seminars are available on-line.
- The [2017 Arts Education Managers Professional Development Institute](#) (PDI) was conducted in cooperation with the NEA. Hosted by the Oklahoma Arts Council, the PDI convened state arts agency arts education managers and their counterparts from state departments of education. The agenda focused on addressing equity gaps in education and using data to strengthen policy and practice in arts education.



The 2017 PDI in Oklahoma City

- NASAA participated in—and served as fiscal agent for—the 2017 meeting of state arts agency **community development managers** following the Americans for the Arts convention.
- The **NASAA 2017 Leadership Institute** meets in Portland, Oregon, October 11-13. Hosted by the [Oregon Arts Commission](#), the Institute convenes the top decision makers from state arts agencies for [two days](#) of leadership development sessions, networking opportunities and active-learning excursions. This year's program focuses on building public will, strategic communications and crisis leadership skills.
- Site selection was completed for **NASAA Assembly 2018**. All state arts agency staff and council members are invited to Baltimore, Maryland, in fall 2018!

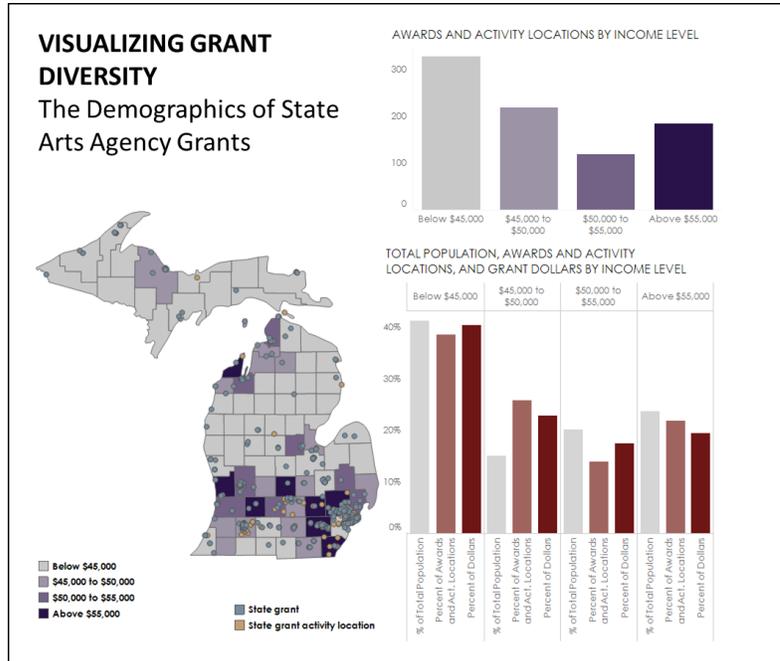
## 2E. Catalyze state arts agency innovation, evaluation, improvement and change.

- State to State, a monthly column in the NASAA Notes newsletter, profiled 36 **innovative state arts agency initiatives**. Examples of recently featured programs include efforts in Georgia, Mississippi, Ohio and Tennessee to [fund underserved counties](#); Vermont's [Head Start Arts Integration Grant](#); Virginia's [Creative Forces Arts Summit](#); New York's [Creativity Incubator](#); Connecticut's [Arts Workforce Initiative](#); Arizona's [Next50](#) and Colorado's [Music Strategy](#).
- NASAA conducted a scan of **governor's arts awards programs**. A new [strategy sampler](#) describes how such programs are structured and ways that they can help state arts agencies attain a variety of policy and publicity goals.
- NASAA advised the NEA, state arts agencies and Americans for the Arts on the expansion of the [Creative Forces: Military Healing Arts Network initiative](#).
- NASAA collaborated with the NEA and the National Coalition for Arts Preparedness and Emergency Response (NCAPER) to support states and jurisdictions affected by **hurricanes Harvey and Irma**. We circulated readiness and recovery resources and helped to inform follow-up strategies. NASAA Board Secretary Suzanne Wise (ED-NE) served as NASAA's leadership liaison to the NCAPER network.

New in '17

New in '17

- To support state arts agency consideration of **diversity, equity and inclusion in grant making**, NASAA developed a suite of [analytic tools](#) to help state arts agencies better understand which communities their funds are reaching. The tools help members to assess the distribution of their awards by various demographic factors, including race/ethnicity, income, age and disability status. NASAA is providing customized consultations to member agencies to explore the dashboards, which have been tailored to each state.



- NASAA supplied state arts agency data to **cultural research efforts** under way by other national organizations, including the NEA, the American Alliance of Museums, the Brooklyn Academy of Arts, The Sustain Arts Project at the Foundation Center, the National Center for Arts Research at Southern Methodist University (SMU), the Bush School of Government and Public Service at Texas A&M University, and Dance/USA. NASAA's research director authored a [blog](#) for SMU and sits on the steering committee of the Cultural Research Network.
- NASAA helped states comply with **new federal reporting requirements**, including the collection and use of details on activity locations and beneficiary groups.

**Goal 3: Sustain a strong Assembly to support the work of state arts agencies now and in the future.**

**3A. Keep state arts agencies informed and connected with one another.**

- NASAA unveiled a **new website** in spring 2017. [Nasaa-arts.org](#) has been completely redesigned to offer more intuitive user navigation, streamline our content, enliven our design and comply with industry best practices. The site features improved mobile compatibility and makes back-end maintenance more efficient through a content management system.



New in '17

New in '17

- NASAA welcomed many **new or interim executive directors** to the state arts agency network. Since October, we've welcomed new or interim executives in 13 states, nearly a quarter of our membership. Each new leader receives onboarding consultation from

NASAA. We also supply advice and information to councils undergoing transition. A [Welcome, Newcomers](#) page on our site offers quick-start menus for individuals joining the state arts agency field.

- NASAA issued Report to Councils in [December](#), [March](#), [June](#) and [September](#). Specifically designed for **volunteer leaders**, this report offers highlights of NASAA activities and serves as a handy insert in council meeting materials. The [For Council Members](#) web page gives appointed state arts agency leaders **streamlined access** to popular resources.
- NASAA used our [Facebook](#) page to promote the good work of our members and share news of note with the state arts agency community. Especially popular items included our 2017 per capita arts funding map (garnering a total post reach of more than 10,600 people) and our advocacy alert on NEA elimination (with a total reach of more than 13,000 people). Help widen our network by liking our page yourself!
- Monthly issues of the [NASAA Notes newsletter](#) shared current news and resource alerts useful to state arts agencies, state arts advocacy organizations and arts allies.
- NASAA maintained **listservs** for executive directors, deputies, accessibility coordinators, public information officers, grants officers, arts education managers, community development managers and folk and traditional arts managers. Our membership uses these listservs to share news and ask colleagues for advice.

### 3B. Engage state arts agencies in the work of the Assembly.

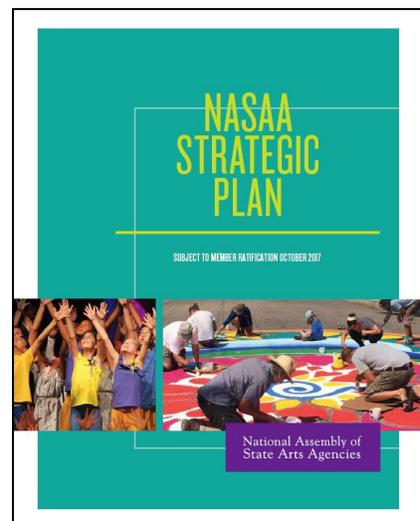
*New in '17*

- NASAA's **Governance Committee** developed a new [statement on diversity, equity and inclusion](#) to guide NASAA's current and future work. The policy, approved by the board, draws on extensive dialogue with the membership, and every state and jurisdiction was invited to weigh in on the draft. The Governance Committee also updated NASAA's bylaws, subject to member approval in October 2017.
- NASAA's **Nominating Committee** gathered broad input from agency executive directors and chairs to develop NASAA's board leadership slate for 2018. This year set a new high-water mark for member engagement: 93 member interviews were completed.
- **Member participation** in other aspects of NASAA's work has been extensive: 53 member agencies were active as board or committee volunteers, event faculty, conference attendees, donors and/or information users.

### 3C. Develop and maintain the financial, human and operational capacities required to serve and advance state arts agencies.

*New in '17*

- NASAA developed a new **strategic plan** to take effect in 2018. Highlights of our inclusive, comprehensive process included:
  - establishing a [strategic planning hub](#) to invite public input and make our efforts transparent to members;
  - [forecasting](#) the future of state arts agencies and NASAA;
  - casting a wide net for diverse perspectives through [interviews](#) and [forums](#) that engaged [regional arts organizations](#)<sup>M</sup>, arts advocates, donors, government associations, and individuals in the business, rural, education, health and philanthropy sectors;



- conducting a [longitudinal assessment of information requests](#) and a [benchmarking analysis](#) comparing NASAA to 41 other nonprofits;
- inviting state arts agency feedback and ideas through a [membership opinion poll](#) that garnered responses from nearly every state and jurisdiction; and
- tapping the expertise of [facilitators](#) and [design consultants](#) to help us engage stakeholders and effectively communicate our findings to multiple audiences.

- **Contributed support** for NASAA was strong in FY2017, totaling **\$486,210**. NASAA received \$83,710 in [gifts](#) and pledges from 222 individuals, with donations ranging in size from \$10 to \$10,000. NASAA also secured \$300,000 from a private foundation for a major new advocacy and policy communications initiative, and \$102,500 in cash and in-kind support from foundations, corporations, individuals, the NEA and the state of Oregon for our 2017 Leadership Institute.

New in '17

- The Development Committee reviewed and endorsed a new fundraising plan. This plan is grounded in the recommendations that came out of last year's committee work, which included an in-depth **analysis of NASAA's contributed income** from corporate, foundation and individual sources, as well as an extensive prospect-research project. Those findings informed fundraising goals and tactics for 2017 as well as longer-term fundraising strategies connected to the new strategic plan.

- We **sustained core revenues** from federal cooperative agreements, our NEA National Services grant and member dues.

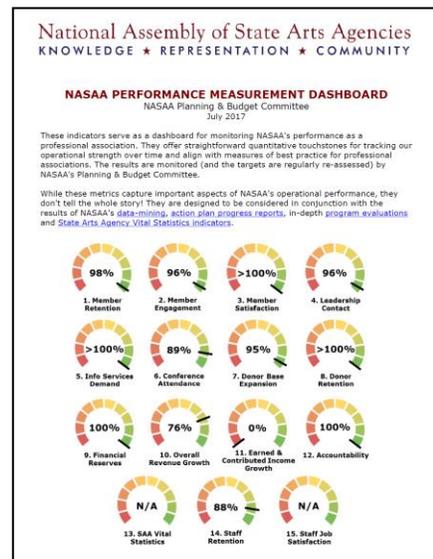
- NASAA's Audit Committee completed the search and selection of a new auditing firm and supervised a successful **annual independent audit** of our finances and internal controls.

- We implemented NASAA's **investment policy** guiding the management of our board-designated reserve.

New in '17

- NASAA monitors a robust suite of operational **performance metrics**, which we expanded in conjunction with our strategic planning process. The [new targets](#) are informed by best practices among professional associations. We also designed a new set of strategic indicators of state arts agency strength and capacity. These [State Arts Agency Vital Statistics](#) will help state arts agencies and NASAA to track progress toward our long-term goals.

- NASAA conducted **evaluations** of [Assembly 2016](#), the 2016 Arts Education Professional Development Institute and our web seminars. We also analyzed metrics relating to our website, e-mail communications open rates and Facebook engagement. We draw on these resources to inform annual action planning and ongoing performance improvement.



New in '17

- NASAA is **addressing staff transitions**: We hired a new development manager, an operations manager, a special projects manager and a special assistant to the CEO. We also created and filled a new learning services director position.

- The Executive Committee and NASAA's attorney revised our **Employee Handbook**.

New in '17

- The NASAA board adopted a new suite of **operational policies** that govern standards of conduct, ethics and political activities.