



# REPORT TO COUNCIL

## City of Sacramento

12

915 I Street, Sacramento, CA 95814-2604  
www. CityofSacramento.org

Staff Report  
**February 5, 2008**

**Honorable Mayor and  
Members of the City Council**

**Title:** 2008-2013 Metropolitan Arts Commission Strategic Business Plan

**Location/Council District:** The City and County of Sacramento. All Districts

**Recommendation:** Adopt a **Resolution** approving the 2008-2013 Sacramento Metropolitan Arts Commission Strategic Business Plan.

**Contact:** Rhyena Halpern, Executive Director, 566-3989; Ruth Rosenberg, SMAC Consultant, 566-3992

**Presenters:** Rhyena Halpern, Executive Director; Morrie Warshawski and Ruth Rosenberg, Business Plan Consultants, 566-3992

**Department:** Convention, Culture & Leisure

**Division:** Metropolitan Arts Division

**Organization No:** 4243

### **Description/Analysis**

**Issue:** The Arts Commission creates a business plan every five years. The Arts Commission last updated their Business Plan for the 2002-2007 term. A new plan is needed for 2008-2013.

**Policy Considerations:** Sacramento City Code section 2.84.080, subdivision O, requires the Arts Commission to “research the needs of artists and the community, and then develop, and regularly update and evaluate progress against a five-year plan for the growth of the arts in Sacramento”.

**Environmental Considerations:** Not Applicable.

**Commission Action:** The Sacramento Metropolitan Arts Commission approved the proposed 2008-2013 Strategic Business Plan at the regularly scheduled meeting on December 10, 2007. The vote to approve was passed with 10 yes, 0 no, 1 absent.

**Rationale for Recommendation:** The 2008-2013 Strategic Business Plan was developed in a transparent, inclusive manner, and represents 10 months of work. Nearly 3,000 people were involved in the initial assessment phase of the plan, through individual discovery interviews, roundtable meetings, a town hall meeting, and two Internet surveys. Those involved included business and civic leaders, multicultural artists and culturally specific arts organizations, SMAC staff and consultants, Cultural Arts Awards grantees and individual artists and arts patrons. This process provided valuable background for the creation of the new Plan, resulting in a set of strategic directions, major goals and objectives, as well as new mission, vision and values statements that will guide the Arts Commission during the life of the Business Plan.

There are four strategic directions contained in the Plan:

- Conduct Vigorous and Ongoing Arts Marketing Efforts
- Enhance Arts Funding Mechanisms
- Develop and Strengthen Partnerships
- Increase Organizational Effectiveness)

Each have clearly focused goals and objectives. The accompanying 12-24 month Action Plan is an internal document that delineates the actions to be taken in the first two years of the Plan. The Action Plan will be updated annually, allowing the agency to remain flexible and responsive to budgetary changes in the coming years.

**Financial Considerations:** Funding for the initiatives in the Business Plan is through the existing Arts Stabilization Fund budget. Additionally, it is planned that new funds be raised through fundraising, grant writing and development of public-private partnerships.

**Emerging Small Business Development (ESBD):** Not Applicable.

Respectfully Submitted by:



Rhyena Halpren  
Executive Director  
Sacramento Metropolitan Arts Commission

Approved by:



Barbara E. Bonebrake  
Director, Convention, Culture and Leisure Department

Recommendation Approved:

  
for Ray Kerridge  
City Manager

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## **Attachment 1 BACKGROUND**

The agency began the process of updating its Plan for 2008-2013 by conducting a nationwide search for a planning consultant at the close of 2006. Consultant Morrie Warshawski was selected for the contract based on his wide experience with arts agencies, business planning processes and strong references.

In February 2007, the agency launched a 10-month effort of extensive activities, beginning with a first phase of data gathering and assessment. In consultation with Director Rhyena Halpern, Consultant Morrie Warshawski and long-time SMAC consultant Ruth Rosenberg assessed community attitudes towards the arts and the arts community's current status. Warshawski conducted 31 one-on-one phone interviews, with representatives of the arts community, individual artists and business leaders. SMAC also held four roundtable meetings with:

- Business and civic leaders
- Members of the multi-cultural community and culturally specific arts organizations
- Artists and arts organization funded by SMAC
- Arts Commission staff.

A Steering Committee comprised of two Commissioners and two Committee members was formed to provide further community feedback to the process.

Two internet surveys were also conducted. One was distributed to artists and arts organizations in the region, which elicited responses from 241 artists and 117 arts organizations in the Sacramento region. The other for the general public and patrons of Sacramento arts organizations and elicited over 2,300 responses.

Additionally, in order to learn more about best practices around the country, two surveys of arts agencies and national arts programs were conducted via the internet. Each survey received approximately 40 responses.

During two half-day retreats, Commissioners, staff and consultants worked with Warshawski to review and revise the agency's mission, vision and values statements. They also worked together to craft the "Strategic Directions" that would form the core of the Business Plan.

Following the second retreat on September 25, 2007, Warshawski developed a draft Plan, which was reviewed by the Steering Committee and SMAC staff and consultants. On November 13, Warshawski presented the draft Plan to the Commissioners in a workshop format, allowing them to give their feedback and suggestions.

The final 2008-2013 Strategic Business Plan is a long-term plan for implementing its strategic directions through major goals and objectives to be achieved in the next five years. Short-term specific action plans are enumerated in a separate 12-24 month Action Plan, which is an internal operation plan document that will be updated every

year throughout the life of this business plan. Annual updates allow the agency to remain flexible and responsive to budgetary changes in the coming years.

**Attachment 2**

**DRAFT for conversion to design-print document**



**SACRAMENTO METROPOLITAN ARTS COMMISSION**

**STRATEGIC BUSINESS PLAN**

**2008 – 2013**

**2030 Del Paso Blvd.  
Sacramento, CA 95815  
(916) 566-3992  
[www.SacMetroArts.org](http://www.SacMetroArts.org)**

Dear Colleagues and Friends:

In October 2007, the Sacramento Metropolitan Arts Commission (SMAC) celebrated its 30th anniversary and SMAC has proven itself to be a vital part of making the City of Sacramento the most livable, most creative and most interesting city in our region!

Artists and art organizations have thrived with the on-going assistance, encouragement and support of SMAC's public art, grant making and arts education programs. Sacramento's arts are growing and so is the city's appreciation for the great diversity of talent and creativity in all neighborhoods.

SMAC's new 5-year plan makes it clear no one is resting on their reputation – the commission is committed to increasing high quality service to the artists, arts organizations and especially to the residents of Sacramento.

Sincerely,

**HEATHER FARGO**  
MAYOR

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Dear Friends:

Sacramento County is blessed with an abundance of artistic resources, and daily we can observe arts and cultural organizations along with numerous talented artists plying their trade and working in a variety of venues training, teaching and performing throughout our community. Local residents and visitors alike are fortunate in that they can avail themselves of these highly talented and dedicated artists and their varied works.

The Sacramento Metropolitan Arts Commission is the primary avenue by which the County of Sacramento provides financial support for the arts including the Commission's grants programs, arts education initiatives and a nationally recognized *Art in Public Places Program*. This five-year plan is designed to ensure support for the arts will continue and hopefully grow in the years to come. It is an idealistic yet realistic plan which emphasized the role the arts play in community life while acknowledging the limited public resources available to the arts. I trust you will find it informative and thoughtful in helping guide our work over the next several years.

Sincerely,

**JIMMIE R. YEE, CHAIRMAN**  
SACRAMENTO COUNTY  
BOARD OF SUPERVISORS

I am proud to work with the dedicated group of professionals and volunteers at the Sacramento Metropolitan Arts Commission who firmly believe in the ability of the many art forms to add depth to our lives.

The development of the Business Plan has been a major accomplishment of my tenure as Chair. Not only was every effort taken to engage a wide variety of stakeholders during both the assessment and the creation phases of the plan, but the methods used during both phases were meaningful, thought-provoking and engaging.

The resulting, ambitious Plan sets forth long-range goals and hopes for the future of the arts in Sacramento. With its set of powerful initiatives - such as increasing the visibility of the arts, developing strong partnerships with the business community and seeking private sector funding - I know that this Plan will help the Commission keep pace with a growing community.

Successful implementation of this Business Plan will benefit our entire community with varied artistic opportunities for all our citizens and visitors.

Linda Merksamer  
Chair, Sacramento Metropolitan Arts Commission

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What takes 6,000 hands to knead, two years to bake, and five years to consume? The answer is either in your hands or on your computer screen right now – our new Five Year Strategic Business Plan.

I am so excited to have been a part of such an inclusive process at this critical juncture in the growth of Sacramento – the city and the region - and of our Arts Commission. Our intensive planning has enfolded a rich and diverse cross-section of our community. We met with and heard from artists, arts organizations, business owners, funders, and citizens throughout our region, as well as SMAC staff, committee members and Commissioners, and our work was immensely enriched by these conversations. Our constituents were honest in their assessment of our work, and passionate in their visions for a future Sacramento enlivened by arts and culture.

It is satisfying to be able to present to you a business plan that matches the needs of our agency and so closely mirrors the ambitions of the community. We now have a roadmap with a strong direction and focus for the coming years – a plan that does not give so much detail that it risks being rendered obsolete by unpredictable events, yet gives priority and focus to items that will ensure we never get mired in the quicksand of decision angst.

No one can predict what the months and years before us will bring. Even at this writing we are looking at budgets cuts that may cause us to shrink expectations. However, the open architecture of our new Plan is designed to allow us to be fluid while focused. We remain optimistic in the power of our own hard work combined with the support of you, our community.

Sincerely,  
Rhyena Halpern  
Executive Director

### OUR PLANNING PROCESS

“Vision without action is a daydream;  
action without vision is a nightmare.”  
-- Japanese Proverb

The Sacramento Metropolitan Arts Commission (SMAC) has engaged in an extensive, highly inclusive, and transparent process to create its new business plan. Under the leadership of its Executive Director, Rhyena Halpern, the agency began by conducting a nationwide search for a planning consultant at the close of 2006. That search resulted in the hiring of Morrie Warshawski, a strategic planning consultant with thirty years experience assisting arts organizations and communities throughout the United States. He was assisted in his work by Ruth Rosenberg, a long-time consultant to SMAC, and the efforts of SMAC's Executive Director, staff, Commission, and the arts community.

In February 2007 the agency launched a year-long effort of extensive activities. Those efforts began with a first phase of data gathering and assessment that took nine months to complete and included:

- ▶ One-on-one discovery interviews by the consultant with 31 individuals chosen by SMAC
- ▶ An internet survey of a total of 358 local arts organizations and individual artists
- ▶ An internet survey of the general public that garnered responses from a surprisingly large sampling of 2,321 people
- ▶ Town hall meetings open to all sectors of the arts community attended by approximately 65 artists and representatives of arts organizations
- ▶ Roundtable meetings with stakeholder groups (business and civic leaders, multicultural artists and culturally specific arts organizations, SMAC staff and consultants, Cultural Arts Awards grantees and individual artists) attended by over 75 individuals
- ▶ A National Public Art internet survey responded to by 40 public arts programs
- ▶ A National Arts Agency internet survey responded to by 40 agencies and individuals

In all, over 3,000 individuals have been involved in providing SMAC with valuable background for the creation of the new plan. The research resulted in four reports:

- ▶ "Business Plan Discovery Interviews"
- ▶ "Roundtables and Town Hall Meetings"
- ▶ "Arts and Culture Survey Results"
- ▶ "Artists and Arts Organization Survey Results"

These full reports, along with a brief Executive Summary of each, are available on SMAC's website. They make for fascinating reading for anyone interested in the current state of arts and culture in Sacramento. A few of the things learned from these are:

- ▶ There is a need for increased communication among arts groups and with the general public
- ▶ Grantees would like SMAC to reduce bureaucracy and paperwork
- ▶ There is a call to significantly increase funding from individuals, foundations, government, and small businesses for the arts and for SMAC
- ▶ SMAC has a fairly low level of recognition with the general public and needs to increase its profile with the arts community as well
- ▶ The region needs more small and mid-sized venues for rehearsals, performances and exhibitions
- ▶ Marketing of both the arts in the region and of SMAC as a major player in the arts is a major concern
- ▶ There is a need for more partnerships among arts groups and with the business community
- ▶ Citizens of Sacramento are proud of their home, would prefer to attend events locally, and are very family oriented

These are only a few highlights of the trends that can be found in the four reports. The information collected in this assessment phase, and the many lessons learned from the field, laid the groundwork for the next phase of planning which included:

- ▶ Half-day planning retreats with staff and Commissioners to discuss the results of all that was learned from the research and assessment phase, mission, vision, core values, strategic directions, major goals and objectives
- ▶ A number of smaller follow-up planning meetings with staff, Commissioners, and constituents
- ▶ The creation of a series of plan drafts critiqued by SMAC's Executive Director, staff, consultants, Commissioners, and constituents

The plan that follows is a reflection of everything that SMAC has learned through this extensive process. It is a result of many hours of work by a dedicated group of people intent on forging a productive future for SMAC and for the arts in the region. This brand new document begins with a set of statements about who SMAC is and what it promises the community – its mission, vision for the future, the core values underlying all its work, and its continued commitment to diversity. This is followed

by a powerful new set of strategic directions that will guide its actions during the life of this business plan, and major goals and objectives.

## MISSION, VISION, VALUES, AND DIVERSITY STATEMENT

“No pessimist ever discovered the secrets of the stars, or sailed to uncharted land, or opened a new doorway for the human spirit.”

--Helen Keller

### OUR MISSION

SACRAMENTO METROPOLITAN ARTS COMMISSION: ADVANCING COMMUNITY THROUGH ARTS AND CULTURE.

*Note: SMAC uses the word “community” to represent both the community of Sacramento County that it serves the residents, visitors, workers and children of Sacramento as well as the community of artists and arts organizations whose ideas, work and very presence enrich the larger community.*

### OUR VISION

#### WHAT WE WANT TO BE, BECOME AND BE KNOWN FOR

**Programs**—A broad range of dynamic, responsive programs that support the arts, build community, and contribute to making the region a major cultural destination for citizens and visitors alike.

**Funding**—Dedicated, diverse and increased funding sources ranging from both the public and private sectors, including fundraising and revenue generating activities.

**Partnering**—A dynamic partner in areas of economic and community development and advocacy.

**Outreach**—Vigorously advancing awareness of the values and existence of arts opportunities in the region. Promoting inclusion and celebration of diverse artists and artistic expressions in all initiatives.

**Staff**—A highly skilled, cross-trained, customer service and mission-oriented staff, with the resource capacity to handle the full workload and accomplish the mission of the agency.

**Facilities**—A versatile facility with accessible location, gallery storefront and adequate meeting space for on-site programs.

### OUR CORE VALUES

#### SMAC BELIEVES IN...

The power of the arts to touch the mind and soul, individually and collectively.

#### WE VALUE...

... the wealth in our community of artistic talent and commitment to continually strive for artistic excellence through exploration and advancement;

... the arts as a vital force for advancing economic opportunities and Sacramento's livability quotient;

... outreach to the widest and most diverse citizenry, including residents, cultural travelers, arts novices and veterans, and arts participants of all ages, neighborhoods, ethnicities and cultures;

... the vibrancy of a strong City-County partnership;

... a supportive and empowering environment and resource for artists and arts organizations;

... the tenets of inclusion, access, integrity, accountability, equity in all aspects of our agency's programs and operations;

...the significance of our role as a local arts agency in the fiber of our community.

### OUR STATEMENT ON DIVERSITY

The Sacramento Metropolitan Arts Commission is committed to inclusivity and accessibility. The Commission respects and seeks to achieve diversity in its leadership, partnerships and programs. The Commission is committed to cultural equity. Its goals will be achieved when:

- All individuals and organizations that make up our region have fair access to the information, financial resources and opportunities vital to full cultural expression;
- The opportunity to be represented in the development of arts policy and the distribution of arts resources;
- When all the cultures are expressed in thriving, visible arts organizations of all sizes; and lastly,
- When new institutions flourish whose programming reflects the experiences of historically underserved communities.

## OUR STRATEGIC DIRECTIONS, GOALS AND OBJECTIVES

“Things which matter most must never be at the mercy of things which matter least.” -- Johann Wolfgang von Goethe (1749-1832)

In order to achieve our vision over the next five years, we have created a powerful set of four Strategic Directions to guide and give focus to all our actions:

- I. CONDUCT VIGOROUS AND ONGOING ARTS MARKETING EFFORTS**
- II. ENHANCE ARTS FUNDING MECHANISMS**
- III. DEVELOP AND STRENGTHEN PARTNERSHIPS**
- IV. INCREASE ORGANIZATIONAL EFFECTIVENESS**

We are convinced that moving forward in these four strategic direction areas will significantly improve our agency and our effectiveness in the community. Below is the long term plan for implementing these strategic directions through major goals and objectives to be achieved in the next five years. Short-term specific action plans are enumerated in a separate internal operation plan document that will be updated every year throughout the life of this business plan.

### I CONDUCT VIGOROUS AND ONGOING ARTS MARKETING EFFORTS

**Intent:**

Understanding that the arts in our region would greatly benefit from heightened presence in all media and that SMAC has a modest level of recognition, this strategy proposes to significantly increase marketing efforts around visibility and awareness of the arts and of SMAC’s role in the arts.

**MAJOR GOAL:**

**A. INCREASE VISIBILITY OF THE ARTS IN THE REGION.**

**Objective:**

Achieve a larger, more visible presence for the arts community throughout the region

**MAJOR GOAL:**

**B. INCREASE PUBLIC & PRIVATE UNDERSTANDING OF SMAC’S ROLE IN THE COMMUNITY**

**Objective:**

Increase the public’s understanding of what SMAC does as the region’s principal public arts agency

## II ENHANCE ARTS FUNDING MECHANISMS

**Intent:** Funding has been stagnant and has even declined since early 2000's. We realize that to meet the needs of the arts community and the public, we can provide improved services by concentrating on increasing the region's overall financial support of the arts through encouraging new sources of funding, and appealing to both current and new funders to not only support individual organizations but also the entire arts community.

### **MAJOR GOAL:**

#### **A. ESTABLISH HIGHER LEVELS OF PRIVATE SECTOR FUNDING**

**Objective:** Secure more money for the agency's programs, without competing with our constituents or decreasing funding available to the arts community

### **MAJOR GOAL:**

#### **B. SIGNIFICANTLY INCREASE PUBLIC SECTOR FUNDING**

**Objective:** Ensure that the arts are recognized for their contribution to the economic development of the Sacramento metropolitan area and receive more support from government sources

## III DEVELOP AND STRENGTHEN PARTNERSHIPS

### **Intent:**

In a community that is currently undergoing rapid growth, we have an obligation and an unusual opportunity to position SMAC as the hub of the arts, through developing and strengthening partnerships across many sectors.

### **MAJOR GOAL:**

#### **A. BECOME A HUB AND PRIMARY RESOURCE FOR THE REGIONAL ARTS COMMUNITY**

**Objective:** Increase our effectiveness as a resource to and convener for artists and arts organizations

**Objective:** Offer more training opportunities to the arts community

**Objective:** Relocate office to location with adequate office space plus meeting space and exhibition space

### **MAJOR GOAL:**

#### **B. FOSTER EFFECTIVE COMMUNICATION AMONG STAKEHOLDERS**

**Objective:** Increase Convening and Facilitation Efforts in larger community

### **MAJOR GOAL:**

#### **C. BECOME A MAJOR PARTICIPANT IN ECONOMIC AND COMMUNITY**

**DEVELOPMENT**

**Objective:** Develop strong relationships in the public and private sectors

**IV**  
**INCREASE ORGANIZATIONAL EFFECTIVENESS**

**Intent:** To better serve the broader community as well as artists and arts organizations, and to make the most effective use of all of our resources – human, fiscal, capital – we must engage in aggressive efforts to increase our organizational effectiveness.

**MAJOR GOAL:**

**A. INCREASE AGENCY EFFECTIVENESS**

**Objective:** Ensure that staffing is adequate for workload

**Objective:** Implement best business practices

**Objective:** Maintain a spirited and dynamic organizational culture

**Objective:** Ensure that governance structure - including policies and procedures - is effective

**MAJOR GOAL:**

**B. INCREASE PROGRAM EFFECTIVENESS**

**Objective:** Implement ongoing programmatic evaluation

## OUR COMMITMENT TO COUNTY AND CITY PLANS

“I have always thought that one man of tolerable abilities may work great changes, and accomplish great affairs among mankind, if he first forms a good plan.” -- Benjamin Franklin

Our new business plan is designed not only to further the mission of SMAC, but also to work hand-in-hand with the vision and goals of the County and the City of Sacramento.

We believe that our plan helps further all of the following items enumerated in County and City plans:

- ▶ To be the most livable community with the highest quality of public service
- ▶ To make Sacramento the primary center of government, employment, and culture
- ▶ To make every neighborhood a desirable place to live
- ▶ To ensure that Sacramento will continue to celebrate cultural and ethnic diversity
- ▶ That Sacramento will protect its historic and cultural resources
- ▶ To promote Sacramento as a cultural destination with arts and open space amenities throughout the city

## CONCLUSION

“The future is not some place we are going to, but one we are creating. The paths are not to be found but made, and the activity of making them changes both the maker and the destination.” -- Author Unknown

Sacramento is at a critical juncture in its evolution, and SMAC is uniquely positioned to play a major part in improving the quality of life for citizens as they witness their community undergoing change. SMAC takes this responsibility seriously. The agency has engaged in a very extensive, careful and transparent process over a full year in order to create a new business plan. Along the way, SMAC has reached over 3,000 people – many of them with little or no previous knowledge of the agency. It has learned much more about its internal workings, the nature and needs of its immediate constituents, and the attitudes of the general public. The process of planning has helped to “animate” the community – raise awareness of the arts and of SMAC’s role in the cultural environment – and to make the agency much more focused on the major strategies that are most likely to produce significant results in the future. SMAC’s new plan is poised to help it move into the future with strategic agility and with the intent to not only increase the effectiveness of artists and arts organizations, but to deeply affect the quality of life for all the citizens of the Sacramento region.

### Attachment 3

#### 12-24 Month Action Plan

While the 2008-2013 Strategic Business Plan contains the strategic directions for the next 5 years, SMAC also needs an internal operation plan. This 12-24 month Action Plan will guide the agency in the short term, and will be updated annually.

Adequate funding has been identified and projected from the agency's Arts Stabilization Fund. Described actions are projected and fluid, especially in the current budget climate.

#### STRATEGIC DIRECTION I

##### CONDUCT VIGOROUS AND ONGOING ARTS MARKETING EFFORTS

Intent:

Understanding that the arts in our region would greatly benefit from heightened presence in all media and that SMAC has a modest level of recognition, this strategy proposes to significantly increase marketing efforts around visibility and awareness of the arts and of SMAC's role in the arts.

#### MAJOR GOAL:

##### A. INCREASE VISIBILITY OF THE ARTS IN THE REGION.

Objective:

Achieve a larger, more visible presence for the arts community throughout the region

Actions (12-24 Months):

- Major ad campaign:
  - Radio, TV, print, magazine, bus, billboards, and web presence with ticket giveaways, flyers in business's bags
- Ad Campaign has related Call to Action and Cultural Tourism rollouts:
  - Create Annual Arts Festival
  - Create inclusive Sacramento Online Event Calendar
  - Explore Second Saturday and Restaurant tie in to marketing campaign
  - Position Friends of SMAC to support efforts
  - Integrate Branding of SMAC logo and slogans in everything
  - Launch new, major Airport Terminal Public Art program

#### MAJOR GOAL:

##### B. INCREASE PUBLIC & PRIVATE UNDERSTANDING OF SMAC'S ROLE IN THE COMMUNITY

Objective: Increase the public's understanding of what SMAC does as the region's principal public arts agency

## Actions (12-24 Months):

- Updated and dynamic agency collateral materials and logo
- Distribution and display tools for public displays
- Significant ongoing presence and outreach campaign:
  - New website design
  - New online signup form
  - Launch e-newsletter
- Unveil APP digital collection
- Expand Teaching artist directory

## STRATEGIC DIRECTION II

### ENHANCE ARTS FUNDING MECHANISMS

Intent: Funding has been stagnant and has even declined since early 2000's. We realize that to meet the needs of the arts community and the public, we can provide improved services by concentrating on increasing the region's overall financial support of the arts through encouraging new sources of funding, and appealing to both current and new funders to not only support individual organizations but also the entire arts community.

## MAJOR GOAL:

## A. ESTABLISH HIGHER LEVELS OF PRIVATE SECTOR FUNDING

Objective: Secure more money for the agency's programs, without competing with our constituents or decreasing funding available to the arts community

## Actions (12-24 Months):

- Develop strategies regarding capacity building, revenue generation and sustainability:
  - Fundraising, including releasing an RFP for development consultant
  - Grantwriting
  - Revenue generating activities
  - Integrate with marketing campaign
- Planning and development on:
  - Positioning of Friends as fiscal receiver for private sector funds
  - Collection and distribution of national research on arts funding
  - Loan program to arts groups
  - Endowment grant program for arts groups

## MAJOR GOAL:

## B. SIGNIFICANTLY INCREASE PUBLIC SECTOR FUNDING

Objective: Ensure that the arts are recognized for their contribution to the economic development of the Sacramento metropolitan area and receive more support from

government sources

Actions (12-24 Months):

- Develop services to generate revenue from new cities
- Be involved with community and regional efforts to create legislation
- Keep building strong relationships and support for the arts in public sector

**STRATEGIC DIRECTION III**  
**DEVELOP AND STRENGTHEN PARTNERSHIPS**

Intent:

In a community that is currently undergoing rapid growth, we have an obligation and an unusual opportunity to position SMAC as the hub of the arts, through developing and strengthening partnerships across many sectors

MAJOR GOAL:

**A. BECOME A HUB AND PRIMARY RESOURCE FOR THE REGIONAL ARTS COMMUNITY**

Objective: Increase our effectiveness as a resource to and convenor for artists and arts organizations

Actions (12-24 Months):

- Include artists and informal arts groups in Stabilization program
- Offer Professional Support Materials grant
- Serve as a convenor for arts related workshops and presentations
- Maintain facilitator status of Symphonic Music Lending Library
- Add agency Grant Accountability, Conflict of Interest and Disclosure Statements to website
- Link arts orgs to SMAC website
- Partner on Irvine Foundation's California Cultural Data Project
- Partner with arts service organizations
- Launch E-newsletter and Online Event Calendar to enhance arts community's ability to communicate internally and externally, with eventual plans for arts blog and streaming video.

Objective: Offer more training opportunities to the arts community

Actions (12-24 Months):

- Expand training programs to create more public artists, enlarge pool of teaching artists, as well as next generation artists and arts administrators
- Develop APP's Mentor Opportunity Program
- Expand Stabilization program (including Microgrants, Organizational Development program, resume writing, Professional Support Materials grant, Planning and Marketing Mini-Grants)
- Expand Artist Residency Institute

Objective: Relocate office space to location with adequate office space plus meeting space and exhibition space

Actions (12-24 Months):

- Develop criteria for office space
- Explore new sites and develop plan for SMAC to relocate to by July 2010, when current lease expires
- Develop planning committee composed of SMAC staff, volunteers and community members to plan and market relocation

MAJOR GOAL:

B. FOSTER EFFECTIVE COMMUNICATION AMONG STAKEHOLDERS

Objective: Increase Convening and Facilitation Efforts in larger community

Actions (12-24 Months):

- Expand partnering with community organizations, foundations, etc., to host workshops, etc
- Help facilitate performing arts study assess needs of visual and performing arts community
- Launch E-newsletter

MAJOR GOAL:

C. BECOME A MAJOR PARTICIPANT IN ECONOMIC AND COMMUNITY DEVELOPMENT

Objective: Develop strong relationships in the public and private sectors

Actions (12-24 Months):

- Host meetings with business and philanthropic communities
- Establish stronger relations with public sector's Economic Development departments, including in the new cities
- Partner with other organizations working to increase quality of life issues, including SRCF and Valley Vision
- Be active in region's efforts to create more performing arts venues spaces
- Explore and analyze legislative options regarding funding
- Continue to develop relationship with key Sacramento and regional organizations and individuals
- Hold hands-on arts workshops in all new Cities in County and relevant venues

STRATEGIC DIRECTION IV

INCREASE ORGANIZATIONAL EFFECTIVENESS

Intent: To better serve the broader community as well as artists and arts organizations, and to make the most effective use of all of our resources – human, fiscal, capital – we must engage in aggressive efforts to increase our organizational effectiveness.

**MAJOR GOAL:**

**A. INCREASE AGENCY EFFECTIVENESS**

Objective: Ensure that staffing is adequate for workload

Actions (12-24 Months):

- Update Personnel Plan, with staff input to meet changing needs of organization within confines of the cyclic expansion and contraction of public sector's budget.
- Add Arts Administrator position, pending adequate funding
- Fill one more APP position, pending adequate funding
- Continue fiscal commitment for strong marketing and technology support, pending adequate funding
- Regularly evaluate and prioritize workload in relation to personnel resources city and county budget climate shifts.

Objective: Implement best business practices

Actions (12-24 Months):

- Update disclosure policy for all staff and volunteers
- Develop professional development training plan by position
- Offer staff professional development and training opportunities, pending adequate funding
- Create Agency archives
- Continue process mapping and create asset mapping
- Use evaluation methodologies to maintain an agile and responsive slate of programs
- Improve APP's Business Practices, pending adequate funding, including, but not limited to:
  - APP education and outreach program
  - Develop APP Docent interactive walking tours
  - Complete collection management initiative
  - Develop and implement conservation plan, maintenance and repair
- Develop strategic technological infrastructure
  - Move towards integrated data management, pending adequate funding
  - Integrate website, e-newsletter, database
  - Integrate artist directories, online grantmaking, APP collection
  - Continue transition to online grantmaking
  - Partner with Irvine Foundation's CA Cultural Data Project

Objective: Maintain a spirited and dynamic organizational culture

Actions (12-24 Months):

- Expand employee recognition program

- Continue and increase time devoted to staff field trips, arts conversations, lunches
- Reach adequate number of staff positions, pending adequate funding

Objective: Ensure that governance structure - including policies and procedures - is effective

Actions (12-24 Months):

- Review and update governance documents and processes
- Review and begin to update APP governance documents
- Ensure SMAC's governance structure aligns with City and County ordinances and policies.
- Work with City and County staff, including legal council, to create best practices.

MAJOR GOAL:

B. INCREASE PROGRAM EFFECTIVENESS

Objective: Implement ongoing programmatic evaluation

Actions (12-24 Months):

- Institute Internal Data Review
- Ongoing Annual Report
- Institute evaluation training

**RESOLUTION NO.**

Adopted by the Sacramento City Council

**SACRAMENTO METROPOLITAN ARTS COMMISSION  
2008-2013 STRATEGIC BUSINESS PLAN**

**BACKGROUND**

- A. The Arts Commission creates a business plan every five years. The Arts Commission last updated their Business Plan for the 2002-2007 term. A new plan is needed for 2008-2013.
- B. Sacramento City Code section 2.84.080, subd. O, requires the Arts Commission to “research the needs of artists and the community, and then develop, and regularly update and evaluate progress against a five-year plan for the growth of the arts in Sacramento

**BASED ON THE FACTS SET FORTH IN THE BACKGROUND, THE CITY COUNCIL  
RESOLVES AS FOLLOWS:**

- Section 1. The 2008-2013 Strategic Plan for the Sacramento Metropolitan Arts Commission is approved.