

**To: Council Members**

**From: Caitlin Fitzwater, Communications Director**

**Date: January 28, 2016**

**Re: Strategic Plan Progress Report**

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### **Background**

In January 2014, the Council adopted a new strategic plan intended to serve as a roadmap for our work for three to five years. The plan was carefully crafted with the input of hundreds of stakeholders from around the state. Many of the recent accomplishments of the Council are tied to the goals of our strategic plan, which, as a reminder, fall under four pillars:

1. Building public will and resources for the arts
2. Diversity, access, and partnerships
3. Thought leadership
4. Programs and services

### **Thank You**

We want to acknowledge the chair of our strategic planning process, Susan Steinhauser. Thank you to Susan for her many contributions that led to the development and adoption of this plan.

### **About the Progress Report Document**

At this time, we are providing an updated “progress report” which highlights some of the key accomplishments under each of the plan’s objectives (noted in blue text). This report was originally presented in June 2015. This is not an exhaustive tracking document, rather an overview of some of the progress made to date.

The report also highlights objectives where progress and activities are upcoming, noted in red. Any items requiring Council’s attention will be addressed in our discussion.

### **Council Review**

This report is intentionally concise, and we hope each member will have the opportunity to review it prior to our meeting. Please come prepared with any questions.

# Strategic Plan | January 2016 Progress Report

**Blue text** = highlights of key accomplishments and activities that have taken place and/or are in-progress  
(selected highlights only, not exhaustive)

**Red text** = upcoming tasks

## 1) BUILDING PUBLIC WILL AND RESOURCES FOR THE ARTS

**GOAL:** Ensure strong support for the arts statewide among the public, elected officials, and decision makers.

OBJECTIVES	
<b>1. Activate CAC constituents, the arts community, stakeholders, and the public</b>	
Tasks	a. Communicate success stories about the arts locally and statewide <i>Video series and accompanying social media campaign, Instagram, building public will pilot</i>
	b. Provide information to arts organizations <i>Upcoming 2016 convening series, program webinars, new programs flyers</i>
	c. Use research as a tool to drive and activate public will <i>Upcoming "think tanks" and white papers, building public will pilot, Otis report, upcoming NEA "Creativity Connects" report</i>
	d. Regularly and proactively communicate with constituents to stay abreast of developments from the field <i>Increased ArtBeat subscribers, social media growth, public appearances by Council and staff</i>
	e. Consider reinstating an Arts Day with activities in the Capitol as well as at the local level and implement ongoing outreach around its goals <i>Anniversary event, support of Spring 2016 statewide convening, produce proclamations for local arts events</i>
	f. Raise awareness of CAC-funded programs and events <i>Equip grantees with template press kits, Council members attendance at events, pitch high-interest events to reporters</i>
	g. Publish a calendar outlining key CAC events e.g. Council meetings, convenings, grant application deadlines, etc. <i>Calendar available on CAC website</i>
	h. Work with State-Local Partners as a key resource for communicating with local elected officials and recognizing excellence in local programs <i>Ongoing, upcoming UC Berkeley graduate school of public policy research project on impact of SLPs</i>
<b>2. Develop and provide messaging to Californians about the value of the arts and creativity to the state</b>	
Tasks	a. Create materials outlining the value of the arts in both print and digital formats <i>Video campaign, new CAC printed materials developed, support of Student Voices initiative, upcoming 40<sup>th</sup> anniversary book</i>
	b. Identify opportunities to garner media coverage of the arts <i>Develop relationships with new press contacts, actively pitch CAC funded initiatives and programs, acquire new media press database tools, write opinion pieces and garner placement in high-traffic media outlets (Huff Post, Zocalo Public Square)</i>
	c. Develop quotes and background information for reporters on emerging arts issues and legislation <i>Develop and maintain relationships with press contacts, keep contacts abreast of research and current arts topics</i>
	d. Keep abreast of, and implement as appropriate, best practices in effectively promoting the arts and creativity <i>Ongoing</i>
<b>3. Build renewed visibility for the arts and the CAC with California's elected officials</b>	
Tasks	a. Develop public hearing strategy around the arts <i>Testimony at recent arts education hearing, participation in development of future hearings</i>
	b. Develop and leverage state government relationships <i>Ongoing, continued development through staff and Council members</i>
	c. Provide information to elected officials regarding the benefits of the arts to their constituents <i>Ongoing, distribution of video campaign and upcoming 40<sup>th</sup> anniversary book</i>
	d. Encourage communication between constituents and elected officials

	<i>Grantees required to send thank you letters to representatives, support of Spring 2016 convening</i>
	e. Look for targeted opportunities to expose key elected officials to exceptional CAC grantee work <i>Video series, plan for future site visits (ex: Asm Lackey visit to Lancaster Prison/Arts in Corrections)</i>
<b>4. Leverage relationships and connections of Council Members within the arts community and throughout the public, private, and nonprofit sectors</b>	
Tasks	a. Map and leverage relationships and connections of Council Members within the arts community, the private sector, and local and state government <i>Legislative Liaison provides targeted support for Council Member efforts</i>
	b. Create a variety of methods to recognize outstanding work by California artists and arts organizations <i>Increased use of proclamations, visits by Council members, speeches at public events</i>
	c. Engage with and encourage involvement of alumni Council Members <i>40<sup>th</sup> Anniversary event, continued outreach planned</i>
<b>5. With invigorated public will, work to secure additional resources for CAC programs and services</b>	
Tasks	a. Ramp up marketing the California Arts License Plate <i>First forty campaign (lessons learned), exploring commercial plate question</i>
	b. Conduct outreach to maximize the potential of the Keep Arts in Schools Fund on state tax returns <i>Successful year-two campaign, year three underway w/ expanded outreach efforts, increased use of social media</i>
	c. Work to identify private sector support for CAC programs <i>Current activity and success of External Partnerships Committee</i>
	d. Work to acquire additional general fund monies <i>Permanent funding increase successful</i>
	e. Consider entrepreneurial opportunities in order to develop new resources <i>Current activity of External Partnerships Committee</i>

## 2) DIVERSITY, ACCESS, AND PARTNERSHIPS

**GOAL: Ensure the CAC's work is reflective of California's diverse populations and accessible to all.**

OBJECTIVES	
<b>1. Work to ensure that diverse voices help to shape arts policy</b>	
Tasks	a. Continue to empanel diverse experts to review grant applications <i>Diverse panelists engaged, open solicitation for panelists, Council members participate in panel recommendation process</i>
	b. Seek the counsel of diverse stakeholders from both within and outside the arts on an ad hoc basis <i>Input sought by Chair and Director on as-needed basis</i>
	c. Nurture ongoing relationships with geographically diverse and culturally-specific arts organizations <i>New Cultural Pathways and AAC programs, ongoing via Statewide Network and SLP program, specific improvements to Local Impact program and increased outreach</i>
	d. Cultivate relationships with and seek the input of voices outside the arts <i>Director engaged with interagency partners, additional input and relationship building from Council</i>
<b>2. Provide services for California's diverse population</b>	
Tasks	a. Continue to pursue working with populations reflective of the rich demographic makeup of California <i>Translation services offered via phone and email in Spanish, Cantonese and Mandarin. CAC website available in 14 languages, Council meetings held in diverse locations, diverse populations supported via grant programs and arts education initiatives</i>
	b. Strive to provide grants, resources and services that serve all geographic regions of the state <i>Cultivation of new State-Local Partner organizations, expanding Statewide and Regional Networks program</i>
	c. Work to enhance opportunities (career and participation) in the arts for people with disabilities <i>Continued engagement with UCLA Arts &amp; Disability Center</i>
<b>3. Strive to increase accessibility of CAC staff and Council Members</b>	
Tasks	a. Conduct Council meetings and/or convenings in geographically diverse locations and in venues representing various disciplines and organization sizes <i>Ongoing, meetings now include local performances</i>
	b. Use all methods to ensure accessibility of CAC Staff <i>Ongoing via website, social media, phone, travel of staff</i>

	<p>c. Strive for geographic, ethnic, and professionally diverse makeup of Council Members and Staff <i>Ongoing, encourage diverse Council applicants</i></p>
<b>4. Use technology to maximize accessibility</b>	
Tasks	<p>a. Utilize webinars and other virtual methods to facilitate free and accessible events <i>February 4 programs webinar, upcoming 2016 online convening series</i></p>
	<p>b. Provide resources for the field and public via the CAC website and social media platforms <i>Growing library of research and resources posted to CAC platforms</i></p>
	<p>c. Explore the development of online platforms to showcase CAC grantee photos, videos, and stories <i>Video communications campaign, guest blogs</i></p>
	<p>d. Maintain an online arts resources library on the CAC website <i>Ongoing</i></p>
	<p>e. Explore ways to make CAC programs and services accessible to those on the far side of the digital divide <i>Council meetings held in diverse and rural locations, technical assistance provided to constituents via phone</i></p>
<b>5. Collaborate and partner with other government agencies to maximize the potential for the integration of the arts across state government</b>	
Tasks	<p>a. Continue work on arts education with the California Department of Education <i>CREATE CA growth, relationship building with new CDE advisor</i></p>
	<p>b. Ramp up relationships in development with state agencies (such as the Department of Corrections, GoBiz, etc.) <i>Multi-year commitment from CDCR, ongoing relationship with GoBiz</i></p>
	<p>c. Identify state agencies to determine if the arts are or could be incorporated into collaborative work <i>Ongoing</i></p>
<b>6. Pursue collaborations and partnerships with the private sector</b>	
Tasks	<p>a. Establish list of opportunities conducive to private sector collaboration and conduct outreach to potential partners <i>Progress of External Partnership Committee</i></p>
	<p>b. Participate in events and conferences that draw attendees from the private sector <i>Ongoing, examples: CA Main Street Association Conference, STEAM Conference, SLO Creative Economy Conference</i></p>
	<p>c. Identify go-to leaders in California’s creative economic industries. Regularly seek their counsel and provide periodic updates on issues of interest to them. <i>Ongoing efforts of staff and Council</i></p>
	<p>d. Identify businesses that rely on creative people to become champions of the arts, including participation in hearings and outreach to state legislators <i>Ongoing hearing strategy, work of External Partnerships committee</i></p>

### 3) THOUGHT LEADERSHIP

**GOAL: Establish the CAC as a leading authority and champion for the arts in California, regionally, and nationally.**

OBJECTIVES	
<b>1. Provide leadership and facilitate conversations to address issues where the arts may inform the conversation</b>	
Tasks	<p>a. Call on the state’s arts experts and other stakeholders to convene ad hoc task forces on an as needed basis to seek new ideas and input on specific issues <i>Chair and Director seek input on as needed basis</i></p>
	<p>b. Host in-person and online convenings for arts practitioners and leaders <i>February 4 programs webinar, support of spring 2016 convening, upcoming 2016 Online Convening Series</i></p>
	<p>c. Pursue opportunities, such as trainings, speaking engagements, panel involvement and conference attendance, etc., for Staff and Council Members to effectively engage and grow their expertise on arts issues <i>Ongoing, increased Council and staff participation at public events and conferences</i></p>
	<p>d. Maintain productive relationships with regional and national arts groups <i>Strong relationship with NEA Chairman, ongoing partnerships with NASAA, AFTA, WESTAF</i></p>
<b>2. Help shape state and local policy</b>	
Tasks	<p>a. Make examples of best practices, success stories, and prototype models available to local arts communities for developing local policies <i>Video communications campaign, 40<sup>th</sup> Anniversary Book</i></p>
	<p>b. Explore legislation that would advance the arts</p>

	<i>Support of theater and dance credential</i>
	c. Explore methods to develop new resources for the arts <i>Early level policy conversations with key legislators</i>
<b>3. Highlight and promote arts innovation, the value of the arts, and successful arts programs</b>	
Ta sks	a. Support research that informs various sectors on the value of the arts <i>Third year of Otis Report, Building Public Will pilot and research, upcoming Arts on the Air and Touring think tanks</i>
	b. Maximize CAC website and newsletters as effective communication tools <i>Blog, website translator added, increased ArtBeat subscribers</i>
	c. Help to develop and publicize successful case studies and grantee stories <i>Video campaign, upcoming 40<sup>th</sup> Anniversary book, grantees highlighted on blog, website, social media, correspondence with media and legislature</i>
	d. Assemble collateral from events and symposia and make available to the field, as appropriate <i>Ongoing on CAC website and ArtBeat newsletter</i>
	e. Honor and recognize artists, arts organizations, arts leaders and supporters <i>Increased use of proclamations by Council members and staff</i>
	f. Consider reinstating a statewide arts award to recognize excellence among California artists <i>Under review by staff</i>
<b>4. Work to provide practical services to working artists and constituent organizations</b>	
Ta sks	a. Maintain professional development and networking opportunities <i>Professional Development &amp; Consulting grant program, addition of receptions to selected Council meetings</i>
	b. Maintain resource library for artists seeking support information <i>Ongoing</i>
	c. Explore collaborations with arts service organizations to address the needs of the field <i>Growth of Statewide Network program, Arts-in-Corrections training and conference</i>
	d. Support the development of emerging arts leaders <i>Cultural Pathways program, support of in-development arts education emerging leaders strategy from CREATE CA</i>
	e. Promote new and existing strategies to harness the collective buying power of arts organizations <i>Staff exploring strategies</i>

## 4) PROGRAMS AND SERVICES

**GOAL: Ensure programmatic excellence, effectiveness, and relevance in all of the CAC’s programs and services.**

OBJECTIVES	
<b>1. Effectively manage and evolve CAC resources to address changing needs</b>	
Ta sks	a. Continue support of arts organizations through grants and services <i>Ongoing</i>
	b. Provide relevant and valuable technical assistance to arts organizations and artists <i>Ongoing, February 4 programs webinar</i>
	c. Explore avenues of support for individual artists <i>Artists Activating Communities program</i>
	d. Leverage public and private partnerships and collaborations to create valuable programs that improve the lives of Californians <i>40<sup>th</sup> Anniversary event, Poetry Out Loud</i>
	e. Continue to support the California Poet Laureate <i>Manage nomination process, appointment of Dana Gioia</i>
<b>2. Keep abreast of current program strategies and best practices in arts grantmaking</b>	
Ta sks	a. Maximize use of Cultural Data Project to inform programs and services <i>Now called Data Arts, programs staff pursuing completed additional Data Arts training, staying abreast of developments</i>
	b. Identify and support new and innovative ideas, as possible and appropriate <i>New programs, Cultural Pathways, Artists Activating Communities. Upcoming think tanks for Arts on the Air and touring</i>
	c. Encourage lifelong arts participation <i>Director engaged with Arts &amp; Aging conference and field developments, Council/programs conversation pending</i>

### 3. Maintain commitment to arts education

Tasks	a. Sustain funding to Artists in Schools, or a variation on that program <i>Ongoing, addition of new professional development category</i>
	b. Continue participation in CREATE CA coalition <i>Ongoing</i>
	c. Explore pilot projects within the field to support innovative models that address systemic change <i>Cultural Pathways, Artists Activating Communities</i>

### 4. Continually examine CAC grant application eligibility, guidelines, and funding levels

Tasks	a. Examine funding formulas for existing grants programs to ensure that funds are tailored to support organizations according to their needs <i>Improvements to guidelines and application process, upcoming program evaluation efforts</i>
	b. Review grant evaluation procedures to ensure accountability and facilitate transparency <i>Engagement of panel chairs at Council Meetings, standardized panel note taking and dissemination to applicants, procedural recommendations from panelists</i>
	c. Ensure clear, measurable outcomes are met by aligning evaluation requirements with Strategic Plan priorities <i>Ongoing</i>
	d. Use research to inform actions <i>Upcoming think tanks for Arts on the Air and touring and upcoming program evaluation efforts</i>
	e. Use the expertise of California's arts community to inform and guide CAC activities <i>Programs staff solicit program and policy feedback from high caliber panelists</i>