

Scottsdale Cultural Council
STRATEGIC PLAN
Plan Detail

VISION

Excellence and innovation in the arts - for everyone

MISSION

To serve Scottsdale residents, visitors, cultural institutions, and artists by creating and advancing high quality arts and cultural experiences and opportunities.

VALUES

SERVICE	Leadership, transparency, and responsiveness to the community
EXCELLENCE	High standards in all that we do
DIVERSITY	Programming, audiences, leadership, and management that respect and reflect our communities
ACCOUNTABILITY	Reliability and sustainability
INNOVATION	Open to creative change and continuous improvement
INCLUSIVENESS	Partnership and collaboration
UNDERSTANDING	Education and participation in the arts



PART I

Preamble

- This plan has been developed with the assistance of many people who care about the arts in Scottsdale and the Scottsdale Cultural Council (SCC) – Board members, staff, volunteers, and community members.
- The process to develop this plan began with a Board Retreat and seven task forces of community members that discussed key opportunities for the arts in Scottsdale:
 - Arts Education/Life-Long Learning;
 - Branding/Marketing;
 - New ventures, Opportunities and Programs;
 - Facilities/Infrastructure;
 - Advancement and Finance;
 - Governance; and
 - Role and Leadership as an Arts Council.
- The discussion and input from these meetings served as the foundation for this plan.
- The Community Assessment, completed last year, also provided a community wide perspective on the desires of the citizens of Scottsdale.
- A final version of this plan was posted on the SCC website for community comment.
- The plan is visionary and, over time, is intended to take the SCC and its Operating Divisions - the Scottsdale Center for the Performing Arts (SCPA), the Scottsdale Museum of Contemporary Art (SMoCA) and Scottsdale Public Art (SPA) - to a new level of service and effectiveness.
- This plan should be regarded as a living document, to be reviewed and revised (as appropriate) each year. There will be annual progress reports, and the action steps may be modified based on what is learned and what is accomplished.



- Some of the action steps may not be achievable within the proposed time frame and available financial resources. However, the plan is aspirational and the intention is to continue to work toward its eventual accomplishment.



ACKNOWLEDGEMENTS

The Scottsdale Cultural Council (SCC) is deeply grateful to the **Industrial Development Authority** of the City of Scottsdale for its financial support in making this plan possible.

The SCC also wishes to express its profound gratitude to the City of Scottsdale for its support and for its acceptance of this plan as part of the SCC's contractual obligation to the City.

Finally, the SCC is grateful to all who contributed their ideas and insights that have played an important role in shaping and formulating this Plan. In particular, the SCC thanks everyone who participated in the SCC Strategic Planning Task Forces and those who served on the SCC Strategic Planning Committee.



PART II: BACKGROUND

Scottsdale has long been known as a community that is a leader in the arts. A major part of the Scottsdale Cultural Council's (SCC) role in the Scottsdale community has been to provide high quality arts offerings. It has also served its constituents through education programs and by coordinating and promoting programs of other cultural institutions.

In 1951, the town of Scottsdale, with a population of 10,000, was incorporated as a city. Throughout the '50s, and after, art galleries contributed to the growth of tourism in Scottsdale.

By 1970, 67,000 people lived in Scottsdale. The first Arts Festival was held in 1971. The first Art Walk was held in 1973. In 1975, the Scottsdale Center for the Arts opened. The Center for the Arts was considered a state-of-the-arts facility offering programs that were often unavailable elsewhere.

By 1980, Scottsdale had grown to a population of 88,000. The Scottsdale Artists School opened in 1983. In 1988, the Scottsdale Cultural Council, a private, non-profit organization, was given the contract to manage the City's arts and cultural activities including managing the Center for the Arts and the new Public Art program.

By 1990, 130,000 people called Scottsdale home. In 1992, Scottsdale Visioning, an eighteen month citizen driven process, identified the arts as a key theme that defined Scottsdale and would ensure Scottsdale uniqueness into the future. The shared vision and its "spin off" CityShape 2020 were validated through the General Plan update in 2000 through the citizen driven program Future in Focus.



By 2000, the City had grown to 202,000 people. The prior year, the Scottsdale Museum of Contemporary Art opened. In 2003, the Morrison Institute at Arizona State University completed "Which Way Scottsdale," and challenged the SCC to build on its legacy to ensure that arts and culture serve as a key pillar for a creative community in our evolving economy. Theater 4301 at the former Scottsdale Galleria opened in January 2004.

In 2007, the Scottsdale Community Cultural Assessment surveyed almost 2500 people and provided an understanding of the needs, preferences and desires of Scottsdale citizens.

This Strategic Plan builds on the SCC's legacy and charts a path for the SCC to continue its leadership role contributing to the vibrancy of Scottsdale in a changing environment characterized culturally by growing diversity in both the preferences of its constituents and the availability of the arts locally, regionally and from around the world.



PART III: GOAL STATEMENTS

GOAL I

Present and produce diverse arts experiences of the highest quality, ensuring growth and innovation in the arts.

Rationale: The citizens and visitors of Scottsdale expect the SCC to provide a vibrant, exciting, varied and world-class array of cultural experiences. The SCC's Divisions will provide performances, exhibitions, public art, and related programs that fulfill these expectations and serve a diverse public.

From an arts education perspective, those who participate in the arts when they are young are more likely to continue to be involved in the arts throughout their lives. The SCC will help to develop the next generation of audiences and, at the same time, contribute to the quality of education by expanding its commitment to serve young people.

The 2007 Scottsdale Community Cultural Assessment reveals that adults are increasingly looking for ways to create and participate in the arts. The SCC will also create life-long learning opportunities, provide family programming, and explore quality programming for an ever-more-active aging population. And the SCC's Public Art program, as part of the fabric of the community, will provide a key opportunity to extend the reach of the SCC's educational offerings and programs from border to border.

Many of the SCC's programs will be unique and well differentiated from other offerings in the region, helping to set Scottsdale apart from its neighbors and enhancing its reputation for excellence and innovation in the cultural sphere. Regional and national partnerships and collaborations will bring the best of the arts to the community.

GOAL II

Provide leadership and support to artists and arts organizations.

Rationale: The Management Services Agreement with the City of Scottsdale requires the SCC to provide leadership and tangible and technical support to other cultural entities and artists. Moreover, the City also expects the SCC to provide guidance to its planning agencies and decision-makers on all matters related to the arts and culture. The SCC will be a leader in all cultural planning for the City, serve as cultural liaison to other agencies and to important initiatives. The SCC will seek additional resources to expand grantmaking (emphasizing broad outreach) and to provide technical assistance to artists and organizations as well as incubate new ventures and ideas. Its CEO will serve as spokesperson and advocate on behalf of the arts



and artists. The SCC will liaison with the City and the private sector, serving as a convener building partnerships around new opportunities.

GOAL III

Ensure superior facilities and technology.

Rationale: Scottsdale deserves superior cultural facilities and technology infrastructure for performances, exhibitions, festivals, lectures, films, and other events throughout the community; and for its general operations in order to maintain its leadership in the arts. The SCC will develop and update from time to time a masterplan for facilities consistent with the City of Scottsdale's present and future planning efforts. The SCC's master plan will look into the future, identify its appropriate niche in the regional marketplace and work closely with the City of Scottsdale to ensure superior buildings, including new facilities. Related infrastructure in technology and innovative modes of presentation will be included.

GOAL IV

Develop governance and organizational structures that enable the SCC to accomplish its strategic plan.

Rationale: The SCC has experimented with a variety of governance structures that balance the requirements of responsible trusteeship and fiduciary responsibility with adequate oversight focus on the Divisions and their needs. As the strategic plan identifies the parameters of the SCC's future, there is a commitment to address the challenges and opportunities of governance to ensure broad involvement and investment from all parts of the community in all parts of the SCC family. The outcome will be an efficient and effective design that defines roles and structure for accountability, fiscal oversight, communications, fund raising, marketing responsibilities, and leadership. It will also provide oversight that supports the planning and work of its Divisions in a meaningful way.

GOAL V

Increase broad participation in the arts through effective outreach, including branding and marketing.

Rationale: The SCC must become more widely known. Coordinated branding of the SCC and its Divisions is a priority. So too is expanded marketing of the arts of Scottsdale, which must occur in cooperation with other entities that promote the City.

GOAL VI: Ensure organizational stability through strengthened fundraising and financial management.

Rationale: Financial support is crucial to realizing the ambitious aspirations of the plan. Fund raising must be further developed especially in the areas of



major gifts, planned giving, individual and corporate support, and endowment. The SCC will play a central role, coordinating the development efforts of its Divisions. Resources must be expanded as the SCC demonstrates its ability to make efficient and effective use of the public and private funds entrusted to it.



PART IV: STRATEGIES AND ACTION STEPS

GOAL I: PRESENT AND PRODUCE DIVERSE ARTS EXPERIENCES OF THE HIGHEST QUALITY, ENSURING GROWTH AND INNOVATION IN THE ARTS.

Strategy A: Create and present a fully integrated, multidisciplinary, organizational programs as part of Scottsdale's unique regular offerings in arts and cultural experiences.

Action 1: Develop internal cross-Division program planning committee with fundraising and marketing representatives to plan themes consistent with the programming concepts developed in Goal I, Strategy A, Action 1 with two years of lead time.

How: CEO establishes an SCC internal Program cross-Division Planning Committee that includes the senior development and marketing staff. The SCC Program cross-Division Planning Committee confirms themes and/or concepts for the subsequent two years and agrees on the following three years of themes on a preliminary basis. These annual theme concepts will be part of a sequence within an overarching multi-year concept that will provide programmatic direction. The Committee creates cross-Division programming that is integrated into each Operating Division's annual programming.

Who: CEO, Division Directors and senior staff.

When: Jan. 2009

Performance Criterion: Cross-Division collaborative programs begin to take place in 2009-10 season.

Costs/ Revenues (incremental by year): No incremental cost (will use current budgeted funding in new ways).

Action 2: Enable collaboration among SCC Operating Divisions on promotions, sales, sponsorship solicitations, and execution of programs.

How: At every level of management, encourage collaboration among operating divisions in implementing cross-Division programs by making such collaborations part of annual performance goals.

Who: All staff with supervisory responsibilities.

When: Starting in January 2009.

Performance Criterion: In 2009, clear evidence of collaboration. In 2010 and beyond, individual performance goals will include cross-Division collaboration.



Costs/Revenues (incremental by year): No other incremental costs/revenues (will use current budgeted funding in new ways).

Strategy B: Provide programming that will broaden audience participation, and community engagement.

Action 1: Evaluate and develop programming annually that encourages growth in audiences and maximizes attendance opportunities.

How: Develop a framework and conceptual programming plan for the SCC and its operating divisions that encompass at least two years and includes attendance goals for each event and for each year. Amend this plan as needed prior to the beginning of each fiscal year.

Who: Operating Division Directors and senior staff

When: By December 31, 2010, and each year by June 30.

Performance Criterion: Meet annual attendance goals set in the framework plan and the corresponding individual season, exhibition and event goals.

Costs/Revenues (incremental by year): N/A

Action 2: Develop recurring signature events or festivals to enhance the visibility of Scottsdale and the Valley and to attract national interest and funding.

How: Division Directors work with CEO to explore ideas and identify projects. CEO and development staff will test ideas with funders and, in the case of events requiring external collaboration, other regional and national partners.

Who: CEO and Senior Staff

When: First event in 2009-10 season on a small scale. Events develop further in subsequent years.

Performance Criterion: Event planning completed by the spring of 2009 for first year and event takes place in 2009-10 season.

Costs/Revenues (incremental by year): \$150,000 in fiscal year 2013; \$200,000 in fiscal year 2014; \$250,000 in fiscal year 2015 and thereafter (offset by contributions/sponsorships and ticket sales projected in Goals VI and VII).

Action 3: Develop innovative methods and offerings to engage a broad public. (May include but is not limited to activities proposed in Goal VI, Strategy B, Action 1)

How: Evaluate current methods of delivering programs, analyze which ones are generating greatest attendance, research other organizations' delivery techniques, and create at least two alternative methods per season to test effectiveness.

Who: Operating Division Senior Staff



When: Develop new methods by the spring of 2011 for following season and analyze results of previous season's test methods each fall.

Performance Criterion: New program delivery methods will be incorporated and tested each season with successful techniques becoming continuous.

Costs/Revenues (incremental by year): No incremental cost (will use current budgeted funding in new ways).

Action 4: Develop an annual showcase "celebration" with free programming, drawing on the resources of Scottsdale cultural organizations and artists.

How: SCC convenes local artistic resources to brainstorm how this might be done and then develop a funding and marketing strategy.

Who: Operating Division senior staff and management of other organizations.

When: First event in fiscal year 2011-2012

Performance Criterion: Plan completed by September 2011 and first festival implemented in 2012.

Costs/Revenues (incremental by year): \$25,000 in fiscal year 2012 and thereafter to be contingent by project-specific funding.

Action 5: Identify audience segments in the community and develop programming that appeals to their unique interests and needs (for example family oriented programming, ethnic programming, programs for single, young professionals).

How: Convene a task force to identify underrepresented audience segments in the community and determine programming concepts that will target them by serving their unique interests and needs. Following this, staff will create programs for the next two years that serve this purpose.

Who: CEO and Operating Division Directors with selected members of SCC Boards.

When: December 2008 - March 2009

Performance Criterion: By June 2011, a complete new program season is announced that includes programming to appeal to the identified underrepresented sectors of the community.

Costs/Revenues (incremental by year): \$100,000 per year in fiscal year 2010 and beyond; \$50,000 to be offset by contributions/sponsorships and ticket sales projected in Goals VI and VII; the remainder of costs will be included in current budgeted funding used in new ways.

Strategy C: Increase the scope and awareness of the SCC's Public Art program.

Action 1: Revise comprehensive Scottsdale Public Art Masterplan.



How: Work with a joint task force to complete the revision of the new SPA Masterplan.

Who: Scottsdale Public Art (SPA) Director and Associate Director, SPA Board and Subcommittees, CEO, City Contract Administrator, Citizen Taskforces.

When: By the fall of 2011

Performance Criterion: Citizen input on SPA Masterplan and subsequent final plan approved by SPA and SCC Boards by Fall 2011.

Costs/Revenues (incremental by year): \$100,000 (City funded in fiscal year 2012).

Action 2: Develop creative partnerships with area citizens, developers, businesses, corporations, the CVB, and others to support growth, greater reach, and sustained viability of public art projects and events.

How: Develop creative partnerships with area citizens, developers, businesses, corporations, the CVB, and others to support growth, greater reach, and sustained viability of program art projects and events.

Who: Scottsdale Public Art (SPA) Director and Associate Director, SPA Board and Subcommittees, CEO, City Contract Administrator, Citizen Taskforces.

When: Start in January 2009.

Performance Criterion: Broad based participation in creative partnerships and service on related taskforces and committees by July 2011.

Costs/Revenues (incremental by year): N/A

Strategy D: Ensure that Operating Division programs support this Strategic Plan.

Action 1: Review SMOCA's planning documents in the context of this Plan and report to the Scottsdale Cultural Council Board of Trustees.

How: Convene the SMOCA Strategic Planning Committee to review its planning documents in the context of the SCC Strategic Plan and report to the SCC Board.

Who: SMOCA Strategic Planning Committee, CEO and SMOCA Director.

When: Spring of 2011.

Performance Criterion: New SMOCA Strategic Plan is adopted by the SCC Board.

Costs/Revenues (incremental by year): N/A



Action 2: Review and revise SCPA's planning documents in the context of this Plan and report to the Scottsdale Cultural Council Board of Trustees.

How: Convene the SCPA Strategic Planning Committee to review its planning documents in the context of the SCC Strategic Plan and report to the SCC Board.

Who: SCPA Strategic Planning Committee, CEO and SCPA Director.

When: Fall of 2011.

Performance Criterion: New SCPA Strategic Plan is adopted by the SCC Board.

Costs/Revenues (incremental by year): N/A

Action 3: Review and revise SPA's Master plan in the context of this Plan and report to the Scottsdale Cultural Council Board of Trustees.

How: Convene the Scottsdale Public Art (SPA) Strategic Planning Committee to review its Master Plan in the context of the SCC Strategic Plan and report to the SCC Board.

Who: SPA Strategic Planning Committee, CEO and SPA Director

When: January-June 2011.

Performance Criterion: New SPA Strategic Plan is adopted by the SCC Board.

Costs/Revenues (incremental by year): N/A

Strategy E: Increase engagement and involvement in the arts through arts education and life-long learning programs that are integrated into the operating division programs

Action 1: Operating Divisions establish their own strategies and actions for creating arts education and life-long learning programs that support their ongoing presenting programs.

How: Each OD creates new education and life-long learning programs and/or realigns existing programs to support their core presenting programs so as to enhance marketing and community outreach initiatives connected with those core programs.

Who: CEO, CFO and OD Directors

When: Annually beginning in FY 2011

Performance Criterion: All SCC arts education and lifelong learning programs are operating in support of each OD core programs by the end of FY 2011

Costs/Revenues: No additional or new costs

Strategy F: Ensure that SCC programming meets national standards for quality, breadth, and variety.



Action 1: Ensure the relevance and impact of existing programs and the success of new initiatives through consistent critical review and analysis.

How: Create procedure to propose and analyze new projects on an annual basis to assure that we are meeting expectations based on original project proposal and encouraging new initiatives and programming creativity.

Who: CEO, CFO and OD Directors

When: Annually beginning with the conclusion of FY11

Performance Criterion:

Costs/Revenues: Staff time

Action 2: Research, visit and create consistent communication and partnerships with other respected organizations to compare structure and programs.

How: Identify 2-3 organizations per division widely considered to be prominent, respected comparable organizations. Conduct research, analysis, site visits and ongoing relationship with staff in order to maintain exchange of information and ideas.

Who: OD Directors

When:

Performance Criterion:

Costs/Revenues: Site visits

Action 3: Establish the SCC's position and reputation as a vital contributor to the national and international arts field and dialogue.

How: Encourage active representation on at least one national or international organization by all SCC divisions.

Who: Division Directors and Staff

When: Immediately

Performance Criterion: All SCC Divisions have active representation in at least one national or international organization by June 30, 2011. Each year a report is made to the board on these activities that includes costs and benefits derived.

Costs/Revenues: Membership Fees and Meeting Travel.



GOAL II: PROVIDE LEADERSHIP AND SUPPORT TO ARTISTS AND ARTS ORGANIZATIONS

Strategy A: Build SCC role as convener and advocate for arts and culture in Scottsdale

Action 1: Convene an annual meeting of the leadership of key Scottsdale-based cultural organizations and organizations that serve the Scottsdale community with activities within its borders to discuss how best to work together to advance arts and culture in Scottsdale.

How: SCC will take the leadership in convening meetings of Scottsdale cultural leaders to discuss latest plans, strategies, issues and other topics selected from solicited input by all the participants. The outcome will be to learn from participants' collective experiences and to plan specific multi-year goals and strategies to address issues of City-wide relevance and annual collaborative initiatives to realize these goals.

Who: CEO and Operating Division Directors.

When: Summer of each year.

Performance Criterion: Meetings begin in fiscal year 2012.

Costs/Revenues (incremental by year): \$2,000.

Action 2: Partner in Valley-wide arts advocacy and other initiatives.

How: Maintain active membership in valley-wide initiatives such as the Maricopa Partnership for Arts and Culture (MPAC) and facilitate collaboration with other valley arts institutions.

Who: CEO and Operating Division senior staff.

When: Active engagement by the end of fiscal year 2010.

Performance Criterion: SCC representation in valley-wide organizations and initiatives by the end of fiscal year 2011 and report annually to be SCC Board on these activities.

Costs/Revenues (incremental by year): N/A

Action 3: Leverage relations with other organizations that serve Scottsdale, such as the Convention and Visitors Bureau, the Chamber of Commerce, Long-term Planning Office of the City of Scottsdale, etc. to advance the goals of the SCC.

How: SCC senior management will develop influential roles within these organizations to stimulate collaboration with them toward achieving respective organizational goals. This can include SCC representatives serving on Boards, volunteering, or joining membership support groups.

Who: SCC senior management.



When: Starting in January 2011.

Performance Criterion: SCC has representation in leading organizations that serve to advance the goals of Scottsdale by fiscal year 2011 and demonstrate annually how these partnerships further the goals of the SCC.

Costs/Revenues (incremental by year): N/A

Action 4: Leverage relations with other private/public organizations that serve Scottsdale business sectors, such as the Gallery Association of Downtown and organizations serving realtors, hotels, restaurants; and geographic business areas such as north Scottsdale and the airport.

How: SCC senior management will develop partnerships and influential roles within these private and public commercial interest organizations to stimulate collaboration with them toward achieving mutual goals. This can include SCC representatives serving on Boards or joining membership in these organizations.

Who: SCC senior management.

When: Starting in July 2009.

Performance Criterion: SCC has representation in leading organizations that serve to advance the goals of Scottsdale. Report annually to the SCC Board on the costs and benefits of these activities.

Costs/Revenues (incremental by year): \$1,000 in fiscal year 2010 and beyond for membership fees.

Strategy B: Expand support of cultural organizations in Scottsdale

Action 1: Expand the community grant program.

How: Incrementally increase SCC's current granting program, eventually creating a separate Operating Division within the SCC in charge of an expanded granting program in support of cultural and arts education organizations that serve Scottsdale citizens and visitors.

Who: CEO and CFO

When: Increase SCC granting program by 5% annually beginning in fiscal year 2012 and establish an Operating Division for this program in Fiscal year 2015

Performance Criterion: Total grants begin increasing in fiscal year 2012 and an SCC Operating Division to administer community cultural granting program is established in fiscal year 2015 with an annual budget of \$1 million and its own volunteer leadership body that mirrors those of the other Operating Divisions.

Costs/Revenues (incremental by year): Subject to City funding.



Action 2: Annually review and revise SCC granting procedures as needed.

How: Establish an internal staff committee with Operating Division representation to review annually granting policies and corresponding guidelines and procedures.

Who: CEO and Operating Division Directors.

When: Fiscal year 2010.

Performance Criterion: Grants Committee meets annually and includes representation from the new grants Operating Division in 2013.

Costs/Revenues (incremental by year): N/A

Action 3: Provide technical support to local cultural organizations.

How: Once the SCC current technology upgrade is complete, develop programs that provide technical capacity building support to other organizations. These programs can provide technical support in the areas of finances and human resources; ticketing and marketing; and in the delivery of arts and cultural experiences that use current technologies.

Who: CFO and Operating Division Directors.

When: Fiscal year 2012.

Performance Criterion: One or more organizations that serve the Scottsdale community avail themselves of the technical support opportunities the SCC offers by the end of fiscal year 2012.

Costs/Revenues (incremental by year): Revenue neutral.

Action 4: Seek collaborative projects with local cultural organizations and secure joint funding for these projects.

How: Create partnerships with other arts organizations and work together to create annual events that showcase both organizations collaboratively.

Who: Operating Division Senior Staff.

When: By Spring 2011.

Performance Criterion: Have at least two events per year in place by the 2011-2012 season that are co-produced events with other Scottsdale arts organizations.

Costs/Revenues (incremental by year): \$20,000 in 2012 and beyond to be offset by program specific contributions/sponsorships and earned revenues.

Strategy C: Provide support to individual artists in Scottsdale

Action 1: Expand the commissioning and presenting of new works.

How: Develop programs that provide financial support to individual artists. This will include the establishment of an SCC Artist Resource Fund dedicated to securing contributions in support of a commissioning program.



Who: CFO and Operating Division Directors.

When: Fiscal year 2012.

Performance Criterion: Commissions are awarded annually by the end of fiscal year 2015.

Costs/Revenues (incremental by year): \$25,000 in 2013, \$50,000 in fiscal year 2014, and \$75,000/year thereafter to be offset by contributions each year to the SCC Artist Resource Fund.

GOAL III: ENSURE SUPERIOR FACILITIES AND TECHNOLOGY

Strategy A: Develop and implement an arts and culture facilities masterplan in conjunction with the City's own planning efforts.

Action 1: Define the arts and cultural facility needs of Scottsdale, including the potential uses of a world class outdoor amphitheater, possible replacement/enhancement of the downtown campus, live/work spaces for artists, and expanded education space (See Goal II, Strategy A, Action 2 and Goal III, Strategy B, Action 4).

How: Form a Scottsdale Cultural Facilities Planning Committee and retain a facilities consultant to create a Facilities Master Plan for the City.

Who: Membership of the Scottsdale Cultural Facilities Planning Committee will have representation from the SCC Boards and the community, including the City of Scottsdale, the Scottsdale Area Chamber of Commerce, the CVB and other interested parties.

When: January 2011.

Performance Criterion: Complete the Facilities Master Plan by Dec. 2009.

Costs/Revenues (incremental by year): \$150,000 to be offset by project specific funding.

Action 2: Conduct research on relevant creative models of how other communities have met their facility needs.

How: The Facilities Master Plan will include research on relevant creative models of how other communities have met their facility needs.

Who: Scottsdale Cultural Facilities Planning Committee with the facilities consultant.

When: Consultant selected by March 2009.

Performance Criterion: Feasibility Study completed by December 2009.

Costs/Revenues (incremental by year): Included in Action 1.

Action 3: Develop a business/operating plan for identified facilities, including capital cost estimates.



How: The Facilities Master Plan will include a business/operating plan for each facility along with capital cost estimates.

Who: Scottsdale Cultural Facilities Planning Committee in consultation with the facilities consultant, with participation from the appropriate City offices, and in consultation with experts in performance and cultural venues, including acousticians and architects.

When: By Dec. 2009.

Performance Criterion: Facilities Master Plan completed by Dec. 2009.

Costs/Revenues (incremental by year): Included in Action 1.

Action 4: Explore the residency company relationships for a new facility.

How: Conduct meetings with Valley cultural organizations to explore residency company relationships and other programming relationships.

Who: CEO, Operating Division Directors, and Scottsdale Cultural Facilities Planning Committee representatives with Valley cultural organization leaders.

When: Between Spring of 2009 and Dec. 2009.

Performance Criterion: Working relations with other Valley cultural organizations as they relate to Scottsdale's new facilities are defined on a preliminary basis.

Costs/Revenues (incremental by year): N/A

Action 5: Build community support for new facilities, building on the opportunities to engage younger people, expand arts education offerings, reach new audiences, and enhance community development.

How: As part of the process of creating a Facilities Master Plan, conduct town hall meetings to create opportunities for community input, meetings with Scottsdale area school district representatives, meetings with Scottsdale Community College representatives and organize other forums to reach potential younger audiences.

Who: Scottsdale Cultural Facilities Planning Committee with CEO, Operating Division Directors.

When: Fall of 2009.

Performance Criterion: Documentation of all findings from the above process of public input.

Costs/Revenues (incremental by year): \$10,000 as a one time cost in fiscal year 2010 to be offset by project specific funding.

Action 6: Identify/develop off-campus, geographically distributed venues for programmatic offerings to build access to programs and develop contemporary activities in non-traditional venues that incorporate new uses of technology and cross-disciplinary activities focused on younger artists/patrons.



How: Identify other Scottsdale cultural venues of special attraction in locations such as office building lobbies, parks, community centers, commercial galleries and hospitality facilities (hotels and resorts), and even the privacy of people's homes that can be used in conjunction with SCC managed venues. Present appropriate venue specific programs and series that provide cultural/arts experiences. These activities will stand apart from other programming of a multi-disciplinary and participatory nature in that they will involve active participation with multimedia technologies (internet and web-based interactivity, web-cast lectures with Q&A's in anticipation of upcoming events, public forums, etc.) and increase access to cultural experiences.

Who: CEO and senior staff.

When: By Dec. 2010.

Performance Criterion: SCC programs include an array of activities at alternative venues beginning in the 2011-2012 season.

Costs/Revenues (incremental by year): \$100,000 in fiscal year 2011 and beyond to be off-set by project specific earned revenues.

Strategy B: Develop a long-term Information Technology Masterplan.

Action 1: Formulate an Information Technology Masterplan and update it annually.

How: Identify IT infrastructure needs to maintain operational efficiency and draft an IT Masterplan for Board adoption in fiscal year 2010.

Report to the SCC Board on its state of IT once per year, identifying actions to be taken in the following fiscal year to maintain updated IT systems in accordance with IT Masterplan.

Who: CFO, IT Director and Operating Division Directors.

When: Beginning in fiscal year 2011.

Performance Criterion: IT Plan adopted for implementation in fiscal year 2010.

Costs/Revenues (incremental by year): Beginning in fiscal year 2010, \$50,000 is added to the \$50,000 already included in SCC annual budgets for IT.

Action 2: Identify ways to improve public access to information about programs and activities, including web and other multi-media.

How: Plan and adopt marketing programs that use the internet and other current technologies to broaden the reach of the SCC's marketing. These marketing programs should coordinate the marketing needs of all the OD's and form part of the IT Masterplan.

Who: Operating Division Marketing Directors and IT Director with external consultants.

When: Beginning in fiscal year 2011.



Performance Criterion: New IT based marketing programs are in use by the end of fiscal year 2011.

Costs/ Revenues (incremental by year): No incremental costs/revenues (will use current budgeted funding in new ways).

Action 3: Identify ways to use technology in programming as well as in the distribution of programming and make the use of current technologies a standard feature in SCC programming.

How: Increase programming that uses the latest in technology for the delivery of arts and cultural programs.

Who: Operating Division Directors and SCC IT Director.

When: Begin in fiscal year 2011 and make it standard practice in general programming from 2012 on.

Performance Criterion: SCC programming becomes recognized for its technology innovation by fiscal year 2013.

Costs/ Revenues: Contingent on project related funding.



GOAL IV: DEVELOP GOVERNANCE AND ORGANIZATIONAL STRUCTURES THAT ENABLE THE SCC TO ACCOMPLISH ITS STRATEGIC PLAN

Strategy A: Define roles and responsibilities of SCC leadership entities.

Action 1: Re-affirm the role and activities of the SCC Board of Trustees as the legal governing Board.

How: Governance Committee annually reviews the Roles and Responsibilities document, amended it as necessary and presents its to be Board of Trustee for approval.

Who: SCC Governance Committee.

When: By June 2009 and thereafter annually.

Performance Criterion: Board approves Roles and Responsibilities document.

Costs/ Revenues (incremental by year): N/A

Action 2: Define the role of each Operating Division Board to recognize the unique needs of each Operating Division; its role in advancing community engagement, including audience development and fund-raising; and its advisory and oversight functions in strategic planning and in setting broad programmatic policies.

How: Each Operating Division Board drafts/ revises its Roles and Responsibilities document for approval by the SCC Board.

Who: Operating Division Boards and the SCC Board.

When: By June 2009.

Performance Criterion: SCC Board approves Operating Division Board Roles and the Responsibilities documents.

Costs/ Revenues (incremental by year): N/A

Action 3: The Board of Trustees sets annual Goals and Objectives in the context of their Roles and Responsibilities and conducts annual board evaluations to ensure an active, engaged leadership group.

How: Board of Trustees and/or Governance Committee annually reviews the goals and objectives of the Board of Trustees and acts on it by evaluating Board-wide as well as individual Trustee performance.

Who: Governance Committee.

When: By June of each year.

Performance Criterion: Governance Committee meets for this stated purpose and takes action accordingly.

Costs/ Revenues (incremental by year): N/A



Action 4: Operating Division Boards set annual Goals and Objectives in the context of their Roles and Responsibilities document and report annually to the Board of Trustees on their performance.

How: Operating Division Boards annually set and review their Goals and Objectives and report to the Board of Trustees on their performance.

Who: Operating Division Boards.

When: By June of each year.

Performance Criterion: Reports are made to the Board of Trustees by the end of each fiscal year.

Costs/Revenues (incremental by year): N/A

Action 5: Adopt a Charter for all Operating Divisions that replaces their bylaws and reflects all changes related to Goal V.

How: An SCC OD Charter task force will propose a charter for the Operating Divisions in the context of this Strategic Plan and in consultation with the Operating Division Boards.

Who: SCC OD Charter Task Force and Operating Division Boards.

When: By June 2010.

Performance Criterion: SCC Board approves the OD Charter.

Costs/Revenues (incremental by year): N/A

Strategy B: Create opportunities for community input and participation.

Action 1: Conduct annual web-based surveys to enhance community communication, input and collaboration.

How: Conduct a web-based survey once a year to tap into the community for input and community perspectives on all SCC activities.

Who: OD marketing staff coordinates and conducts the survey.

When: First meeting by the end of fiscal year 2011.

Performance Criterion: SCC survey becomes an annual SCC activity.

Costs/Revenues: N/A.

Action 2: Use the Community Assessment Report as a resource for future planning.

How: Identify opportunities from the Community Assessment Report and work to develop programs to meet these needs.

Who: Operating Division Directors with the SCC Community Arts and Culture Council.

When: By the end of fiscal year 2011.

Performance Criterion: Programs specifically designed to act on the Community Assessment Report are implemented in fiscal year 2012.



Costs/Revenues (incremental by year): \$15,000 in fiscal year 2011 and beyond.

Strategy C: Clarify processes for collaboration and improved communication between SCC Boards.

Action 1: Establish SCC/OD Board Committees around areas of responsibility such as development and marketing.

How: Establish SCC task forces around areas of responsibility whereby participation from Operating Division representatives is required.

Who: SCC Governance Committee and CEO.

When: By June 2011.

Performance Criterion: Task forces meet quarterly.

Costs/Revenues (incremental by year): N/A

Action 2: BoT conducts an annual end-of-the-year meeting of all SCC Boards to review the year's accomplishments, plan for the following year, and to demonstrate appreciation and gratitude to the OD Advisory Boards for their efforts in support of their programs.

How: Hold an organization-wide Board meeting at the end of each year.

Who: CEO and the chairmen of all the SCC Boards.

When: Beginning in January 2011.

Performance Criterion: First meeting is held in 2011.

Costs/Revenues (incremental by year): \$5,000 in fiscal year 2011 and beyond.

Action 3: Review current Board nomination and election policies and procedures and recommend changes as needed to enhance opportunities for collaboration and improved communication.

How: SCC Governance Committee will review and recommend changes as needed to the nomination and election policies and procedures for all SCC Boards to ensure collaboration and improved communication among Operating Division Advisory Boards and the Board of Trustees.

Who: Governance Committee, CEO and the leadership of Operating Division Advisory Boards.

When: By June 2010.

Performance Criterion: SCC Board adopts new policies by June 2010.

Costs/Revenues (incremental by year): N/A.

Strategy D: Establish an infrastructure that supports an ongoing focus on strategic planning for SCC.

Action 1: Establish a Strategic Planning Committee of the SCC Board and conduct annual reviews of the Strategic Plan, evaluate its



progress, amend the plan as needed, and establish next steps and priorities.

How: The Executive Committee takes on the responsibilities of a Strategic Planning Committee of the SCC Board and meets annually to review the SCC Strategic Plan, report on progress and recommend revisions for Board adoption.

Who: Executive Committee.

When: By January 2011.

Performance Criterion: Committee meets for the first time in December 2010 to organize and set goals and then meets annually in May.

Costs/Revenues (incremental by year): N/A

Strategy E: Ensure an infrastructure that supports the existence of highly skilled and committed staff.

Action 1: Review and update organization professional development goals.

How: HR Committee working with senior staff identifies areas where professional development is needed and proposes programs and corresponding annual budgets for professional development.

Who: HR Committee, CEO, CFO and Operating Division Directors.

When: Beginning in FY 2012.

Performance Criterion: First significant professional development budget is incorporated into the fiscal year 2012 budget.

Costs/Revenues (incremental by year): \$10,000.

Action 2: Conduct comparative compensation research to ascertain appropriate salary levels.

How: SCC HR department conducts tri-annual comparative compensation research to ascertain appropriate industry comparable salary levels and workplace competitiveness of SCC compensation levels. The findings are reported to the HR Committee and the SCC Board for action.

Who: CFO and SCC Director of Human Resources.

When: In fiscal year 2011.

Performance Criterion: Subject to favorable economic conditions, market based adjustments to SCC salaries are made incrementally over a three year period to make SCC compensation levels comparable to market standards.

Costs/Revenues (incremental by year): Beginning in fiscal year 2012, SCC salary budget is increased by \$50,000/year over normal/historical annual salary budget adjustments (3% in recent years) until market comparable salary levels are reached, probably by fiscal year 2015.



Action 3: Ensure HR policies and benefits are fair and competitive in order to maximize staff retention and make the SCC a preferred employer.

How: SCC HR department conducts ongoing research to ascertain appropriate industry comparable personnel policies and benefits and their competitiveness. The findings are reported to the HR Committee and the SCC Board for action.

Who: CFO and SCC Director of Human Resources.

When: In fiscal year 2010.

Performance Criterion: Subject to favorable economic conditions, market based changes to SCC policies and benefits are made over a three year period to make them comparable to industry standards.

Costs/Revenues (incremental by year): Beginning in fiscal year 2010, \$10,000/year.



GOAL V: INCREASE BROAD PARTICIPATION IN THE ARTS THROUGH EFFECTIVE OUTREACH, INCLUDING BRANDING AND MARKETING

Strategy A: Strengthen the image/brand of SCC.

Action 1: Establish a strong "brand" for the organization, including a consideration of organization's name, programmatic themes and concepts, logo, and graphics.

How: Research brand development in other multi disciplinary organizations to identify the desired image/perception of the SCC and incorporate it into SCC-wide branding strategies.

Who: Leadership group consisting of SCC and Operating Division Board members, CEO, marketing staff, (including representative from SPA), and community members.

When: Beginning January 201 for the 2012-2013 season launch.

Performance Criterion: Greater awareness begins to develop in 2009-10 season, increasing in subsequent seasons.

Costs/Revenues (incremental by year): \$75,000 one time cost in fiscal year 2012 for consultant and materials and \$25,000 additional in fiscal year 2013 and beyond.

Action 2: Integrate marketing strategies across the Operating Divisions.

How: Establish a centralized marketing program and standards. Identify cross-Operating Division promotional opportunities to creatively connect/relate all Operating Divisions and to increase the overall impact of marketing on awareness of all the programs of the SCC and its Operating Divisions.

Who: Operating Division directors and marketing staff (including a SPA staff member) and CEO.

When: Starting in January 2012.

Performance Criterion: Cross-promotion begins in the 2009-10 season, full implementation of a cross-marketing strategy begins with the 2011-12 season.

Costs/Revenues (incremental by year): N/A Using current Operating Division marketing activities at minimal incremental cost to implementing new strategies.

Action 3: Use the Public Art program's city wide reach to increase the visibility of the SCC and the programs of its other Divisions.

How: Develop vehicles to showcase SCC, SCPA, and SMOCA at Public Art events and collaborate with other Operating Divisions on events in



general. Provide creative promotional opportunities for SCC and other Operating Divisions as well as capture patron information. Improve website links from all directions. Include SCC identification in Public Art signage.

Who: Operating Division Senior Staff and SCC Director of IT.

When: Beginning FY 2011.

Performance Criterion: Raise profile of SCC and provide visibility for SCPA and SMOCA at public art events. Cross promote SPA events within SCPA program and SMOCA newsletter. Utilize and showcase SCPA and SMOCA artists and exhibition components at SPA events.

Costs/Revenues (incremental by year): No incremental cost for Public Art (will use current budgeted funding in new ways). \$5,000 in fiscal year 2011 and beyond for increase in artist fees and promotional materials.

Strategy B: Enhance, coordinate, and strengthen organizational marketing efforts.

Action 1: Seek innovative ways to inform and engage the community (may include but is not limited to Goal IV, Strategy B, Action 2).

How: Leverage traditional marketing techniques while identifying new marketing tools, including social networking sites, grass roots efforts, etc. Implement ongoing efforts for community involvement and feedback through volunteerism, surveys and committees.

Who: Operating Division specific marketing staff (incl. rep from SPA), CEO and community advisory group (“influencers”).

When: January 2011.

Performance Criterion: Clearly demonstrated increases in cross-promotion and in organizational awareness of SCC and its Operating Divisions by fiscal year 2012.

Costs/Revenues (incremental by year): Earned revenues, including ticket sales and admissions return to fiscal year 2008 levels in fiscal year 2012, and increase by 10% per year in fiscal year 2013, 10% in fiscal 2014, and 5% thereafter. Costs are nominal, can be done through some current marketing activities.

Action 2: Ensure that communication methods and partnerships efficiently and effectively reach potential audiences in Scottsdale, the Valley, Arizona, the US, and the world.

How: Identify untapped potential audiences, particularly in connection to new, annual signature events and other high-profile programming, and broaden efforts through Web and social media, feeder-city publications and AZ tourism publications, and regional-targeted marketing programs proposed in Action 1 above.

Who: Operating Division specific marketing staff (including SPA staff)



When: January 2009 and beyond.

Performance Criterion: Increase exposure and awareness to target audiences to be accessed annually during a three-year period. Meet earned revenue goals established in Goal VI, Strategy A, Action 1.

Costs/Revenues (incremental by year): \$75,000 in fiscal year 2012 and beyond for feeder-city and broader tourism marketing.

Action 3: Improve signage for the downtown campus.

How: Work with City staff to increase signage of roads and highways leading to the SCC campus; improve driver/pedestrian level signage around SCC buildings, parking lots, civic center mall and especially on 2nd Street and Drinkwater Boulevard. Improve signage on buildings to include SCPA and SMOCA signage visible for patrons exiting parking lot near Los Olivos or AZ 88. Add signage throughout the gallery district, by shopping areas (downtown shops, Fashion Square, near Safari drive, etc). Modify Public Art signage to include SCC identification.

Who: Marketing staff and City of Scottsdale staff.

When: By the end of fiscal year 2010.

Performance Criterion: Increased signage, less patrons'/visitors' complaints/frustrations regarding way-finding and increased awareness by passer-bys (driving and walking). Present a signage proposal to the CoS by July 2011.

Costs/Revenues (incremental by year): \$150,000 one time subject to project specific funding.

Action 4: Seek co-promotion opportunities to partner with other Scottsdale entities, e.g. the CVB, etc.

How: Identify opportunities to piggy-back on current marketing activities that dovetail with the SCC strategic goals. Organizations will include the CVB, Chamber of Commerce, Signature Events, Planned Communities (e.g. DC Ranch, Troon, Desert Mountain, etc.), restaurants, retail entities and other groups.

Who: Marketing staff (including SPA staff), CEO, appropriate board members as needed, staff from partnership entities.

When: May 2009 and beyond.

Performance Criterion: Strengthened and increased community-wide partnerships.

Costs/Revenues (incremental by year): \$20,000 in fiscal year 2010 and beyond for materials and advertising.

Action 5: Establish methods for evaluating marketing effectiveness on an ongoing basis.

How: Marketing Task Force establishes a methodology for measuring marketing success.



Who: Marketing staff (including SPA staff), CEO, appropriate board members as needed, staff from partnership entities.

When: Spring 2011 and beyond.

Performance Criterion. SCC has a strong and effective marketing program that drives annual earned revenue increases by 10% per year.

Costs/Revenues (incremental by year): \$50,000 in fiscal year 2012 and beyond for materials and advertising to be offset by savings in other budget line items.



GOAL VI: ENSURE ORGANIZATIONAL STABILITY THROUGH STRENGTHENED FUNDRAISING AND FINANCIAL MANAGEMENT

Strategy A: Maximize contributed revenues to SCC.

Action 1: Integrate fund-raising across Operating Divisions, with CEO as central "point person."

How: Modify reporting structure so that the SCPA and SMoCA development directors report directly to the CEO. Establish a regular meeting schedule to develop strategies and goals, and to monitor progress.

Who: CEO, OD Directors, SCPA Director of Development, SMoCA Director of Development

When: Starting October 2010.

Performance Criterion: Formalize the reporting structure through human resources. Make adjustments to job descriptions and SCC organizational chart.

Costs/Revenues (incremental by year): N/A

Action 2: Establish fundraising goals and corresponding strategies to expand gifts from existing donors and expand the SCC's donor base.

How: Create a master development plan for FY 2010 and beyond.

Who: CEO, SCPA Director of Development, SMoCA Director of Development.

When: November 2008.

Performance Criterion: Budget goals met for FY 2010. New contributed revenue sources and donors are tracked and secured in accordance with the development plan. New ticket buyers secured through Detour Season marketing initiatives become donors.

Costs/Revenues (incremental by year): Meet fiscal year 2010 contributed income budgeted goals; increase fiscal year 2012 contributed income budget by 15% over fiscal year 2011 (base year); increase contributed income results by 10% per year in fiscal year 2013, and 5% per year thereafter. No other incremental costs (will use current budgeted funding in new ways).

Action 3: Develop a planned giving program for SCC.

How: Include a planned giving plan in the master development plan. Develop a marketing plan to include collateral material, internet applications and recognition packages.

Who: CEO, SCPA Director of Development, SMoCA Director of Development, planned giving committee to include board members and representation of industry experts.



When: Planning begins in fiscal year 2012.

Performance Criterion: The planned giving program is fully integrated into the SCC development program in fiscal year 2013. Increased Legacy Society goals are met in accordance with the plan.

Costs/Revenues (incremental by year): \$3,000 one time cost in fiscal year 2012 for printed materials.

Action 4: Develop strategies to attract funding through corporate sponsorship and marketing.

How: Create sponsorship packages that offer opportunities for corporations to align themselves with the SCC as one of the leading arts organizations in the Southwest. After the renovation, determine sponsorship pricing, including possible commission of a sponsorship evaluation from the Chicago-based International Events Group (IEG) to establish quantifiable sponsorship benefits.

Who: SCPA Director of Development, SMOCA Director of Development, development department members, marketing department members and CEO.

When: Spring of 2011.

Performance Criterion: High-quality sponsorship packages and material are produced in accordance, possibly based on the IEG analysis. Revenue from corporate sponsorship increases.

Costs/Revenues (incremental by year): \$20,000 one time cost for IEG sponsorship audit and materials in fiscal year 2012. Corporate sponsorship revenues increase by \$75,000/year starting in fiscal year 2012, primarily from signature event sponsorships. This is included in contributed revenue goals established in Goal VII, Strategy A, Action 2.

Action 5: Develop a case and plan for an endowment campaign.

How: Send RFPs to endowment campaign consultants. Select a consultant to conduct a capital campaign feasibility study to include analysis of the institution's fundraising capacity, creation of a case statement and development of an endowment campaign plan.

Who: CEO, SCPA Director of Development, SMOCA Director of Development, Board development committees.

When: Starting FY 2013.

Performance Criterion: Completion of a thorough study and endowment plan. Endowment campaign is launched in fiscal year 2013.

Costs/Revenues (incremental by year): \$50,000 one time cost in fiscal year 2013.

Action 6: In close cooperation with the City, develop strategies to secure resources for expanded facilities, including capital campaigns and bond issues.



How: Work with city leaders to develop Scottsdale’s first “arts and culture bond” which will secure funding for expanded cultural facilities and amenities. Identify other stakeholders in the community. Hire consultants to lead a campaign to get the bond on the ballot and approved by the electorate.

Who: CEO, SCPA Director of Development, SMOCA Director of Development, board leadership committee.

When: FY 2012.

Performance Criterion: The bond is defined – what will be funded, amount of funding, etc. The bond is placed on the ballot and successfully passed.

Costs/Revenues (incremental by year): Subject to project specific funding.

Action 7: Explore public funding initiatives as a means to fund new arts programs and facilities comparable to those in other leadership arts communities.

How: Explore alternative means of funding and conduct a study of funding mechanisms used by other arts communities.

Who: CEO, Operating Division Directors, selected Trustees, City Project Manager and City staff.

When: FY 2012.

Performance Criterion: A menu of potential funding initiatives is created and presented to City officials for action.

Costs/Revenues (incremental by year): N/A

Strategy B: Strengthen and stabilize financial management of SCC.

Action 1: Complete contract negotiations with the City of Scottsdale by negotiating funding.

How: Present a proposal to City authorities outlining a new base funding proposal to be incorporated into the Management Services contract. This proposal will be based on securing funding for new and expanded strategic initiatives as outlined in this strategic plan as well as redressing historical under-funding of current activities.

Who: CEO/CFO.

When: FY 2010.

Performance Criterion: Agreement on annual City contract payments.

Costs/Revenues (incremental by year): Revenue contingent on City agreement and action.

Action 2: Develop strategies to expand earned revenue base through retail operations and fee-based services.

How: Seek out partnerships and opportunities to expand earned revenue, and analyze possible ROI.



Who: Division Directors and appropriate department heads.

When: Starting in 2011.

Performance Criterion: Increased earned revenue by category.

Costs/Revenues (incremental by year): See Goal VI, Strategy B, Action 1.

Action 3: Establish a working capital reserve equivalent to the level necessary to maintain core operations for a minimum of three months.

How: Incorporate a realistic reserve contribution to annual budget process

Who: CEO/CFO.

When: Beginning in FY 2012 thru FY 2015.

Performance Criterion: Unrestricted working capital reserves of three months core operating expenses by 2015.

Costs/Revenues (incremental by year): \$1,500,000 by fiscal year 2015; beginning with \$100,000 in the 2012 budget and increasing by \$100,000 per year through fiscal year 2015.¹

Action 4: Enhance detailed financial reporting to fully reflect program financial expenses and results, and to accurately record manager performance.

How: Implement new accounting software system, with better capabilities for budgeting and reporting, and train managers in the use of that system

Who: CFO/Controller.

When: FY 2009.

Performance Criterion: Improved report clarity, better tracking of restricted funds, ongoing and widespread organizational use of software.

Costs/Revenues (incremental by year): None (currently financed under Piper Trust grant.)

Action 5: Maintain effective financial controls and full compliance with terms of City Management Services contract.

How: Track use of earmarked City funding, and work closely where possible with City financial staff.

Who: CFO, VP for Public Art, Controller.

When: FY 2009.

Performance Criterion: Absence of material weaknesses in audits; prompt resolution of City reporting issues; and adherence to all financial deadlines in City contract.

Costs/Revenues (incremental by year): N/A

¹ Note that this calculation is based on core operations, which includes staff salaries and other overhead expenses. It does not include direct programmatic costs.



Action 6: Revise Public Art ordinances to ensure stable funding mechanisms for public art. (See Goal I, Strategy C, Action 1 and 2)

How: Work with Joint Task Force for the Arts to revise, complete, and approve City's Art in Private Development (AIPD) Ordinance and approve the City's Art in Public Places (AIPP) Ordinance accordingly; or negotiate alternative funding mechanism to preserve public art funding stability.

Who: VP for Public Art, CEO, CFO.

When: FY 2012.

Performance Criterion: New AIPD ordinance that preserves essential funding streams for this program.

Costs/Revenues (incremental by year): \$0 – Additional revenues to be earmarked on new and existing Public Art projects.