

## Strategic Plan 2010

In the 34-year history of the agency, the California Arts Council has contributed to the artistic and creative fabric of California primarily through thousands of grants, services and initiatives that affected hundreds of artists and organizations, and in turn, millions of Californians.

This Strategic Plan was created over nine months in fall 2009 and spring 2010 in an effort to address the current and foreseen environment for the arts and for this state agency. A series of targeted interviews were conducted, and input by the field via online surveys was solicited and received.

### **The following Mission, Vision and Values Statement informed the creation of the Strategic Plan:**

#### **MISSION**

The California Arts Council's mission is to advance Californians through the Arts and Creativity. The agency encourages widespread public participation in the arts; helps build strong arts organizations at the local level; assists with the professional development of arts leaders; promotes awareness of the value of the arts; and directly supports arts programs and education for children and communities.

#### **VISION**

California will be a state in which:

- a diverse spectrum of arts and culture is accessible to and valued by all Californians
- arts and culture are viewed by residents and policymakers alike as not just important, but indispensable to quality of life, to healthy communities and to state and local economies
- appreciation of and participation in arts and culture are nurtured by pre-K and K-12 arts education and by opportunities for lifelong learning

#### **VALUES**

- State government has a role to play in funding the arts in California.
- Council should work vigorously to increase revenues so that the agency may more effectively serve the people of California.
- The CAC must strive for an equitable distribution of funds and services among all counties.
- Arts and culture have a direct impact on the health and welfare of communities.
- Arts education is essential for healthy human development and should include pre-K, K-12, after-school, and lifelong learning.
- Arts and culture are not separate from other aspects of civic life; they are effective tools to address issues in all arenas.
- CAC is committed to engaging in partnerships and collaborations with other government agencies, business and nonprofit and philanthropic entities and actively promotes this value with its grantees.

Issues	Goals	Objectives
<p><b>1. Sustain and Increase Revenue</b></p> <p>Council affirms that arts and culture for all Californians should continue to be supported through the state general fund, even as that funding is augmented through the sale of license plates and other strategies.</p>	<p><b>A.</b> State of California continues to support arts and culture, and arts education from its general fund.</p>	<ul style="list-style-type: none"> <li>■ Sustain general fund allocation at current level until the California economy rebounds.</li> <li>■ Identify and grow other sources of state funding.</li> </ul>
	<p><b>B.</b> California moves from last to near the top in per capita funding for the arts.</p>	<ul style="list-style-type: none"> <li>■ Sell one million license plates FY10-11 - 100,000 new FY11-12 - 400,000 new FY12-13 - 400,000 new</li> </ul>
		<ul style="list-style-type: none"> <li>■ Explore and implement other revenue generating opportunities.</li> </ul>
		<ul style="list-style-type: none"> <li>■ Generate funds through tax return check off, authorized by SB 1076.</li> </ul>
<p><b>2. Increase awareness and visibility of the arts</b></p> <p>The case for the arts must continue to be made, both to elected officials and policy makers, the business community, and to Californians.</p>	<p><b>A.</b> An increased number of elected officials and their staff support arts and culture</p>	<ul style="list-style-type: none"> <li>■ Council members collectively meet with 40 members of the legislature each year-four/ member; report to Council on results of meetings.</li> </ul>
	<p><b>B.</b> An increased number of government agencies and/or business sectors understand the importance of arts and culture to their concerns and actively support them.</p>	<ul style="list-style-type: none"> <li>■ Select one sector per year; cultivate government, private and nonprofit entities and make the case for arts involvement with this sector.</li> </ul>
<p><b>3. Increase impact and effectiveness of CAC efforts</b></p> <p>Council will ensure that resources are being used in the best way possible to benefit all Californians.</p>	<p><b>A.</b> Grant programs and other services address top priority arts needs of Californians.</p>	<ul style="list-style-type: none"> <li>■ Outcomes of each grant program are demonstrated by annual assessment.</li> </ul>
	<p><b>B.</b> Strategic dissemination of information about grant outcomes builds support for CAC.</p>	<ul style="list-style-type: none"> <li>■ Governor and staff, legislators and staff, local governments and school districts, Council members and the public are apprised of grant outcomes.</li> </ul>
	<p><b>C.</b> CAC's Director is hired by Council, rather than appointed by the Governor.</p>	<ul style="list-style-type: none"> <li>■ Pass legislation and hire new Director by June 2011.</li> </ul>
	<p><b>D.</b> Technology and the skills to use it are upgraded to improve communications with the field.</p>	<ul style="list-style-type: none"> <li>■ Executive team, Communications staff and program staff increase capacity to utilize various technologies for external communication, including social media, electronic grant applications, and webinars.</li> </ul>
<p><b>4. Invest in the Future</b></p> <p>The CAC anticipates and responds to changes that impact the way arts and culture are created, funded, delivered and experienced.</p>	<p><b>A.</b> Council policies are in step with current trends in art making, arts funding, arts participation and arts education.</p>	<ul style="list-style-type: none"> <li>■ Council annually receives report on trends and reviews policies.</li> </ul>
	<p><b>B.</b> CAC continues to be an advocate for and funder of arts education and programs for children and youth.</p>	<ul style="list-style-type: none"> <li>■ 50% of grant funding continues to be directed to arts education.</li> </ul>
	<p><b>C.</b> CAC supports more research, policy analysis, and think tank activity.</p>	<ul style="list-style-type: none"> <li>■ CAC engages as sponsor, partner or initiator of at least three research studies or policy statements.</li> </ul>