

ADOPTED | 9/26/18

# 2018 Strategic Plan | Arts Council Napa Valley

July 2018 - June 2021 | Updated September 26, 2018



*Arts Council Napa Valley provides leadership that unites, supports, and enhances our exceptional arts and culture community.*

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### **Mission**

Arts Council Napa Valley provides leadership that unites, supports, and enhances our exceptional arts and culture community.

### **Vision**

Throughout Napa County the arts are celebrated, fostering a cultural center that inspires the world.

### **Values**

Innovation. Inclusivity. Collaboration. Integrity. Strategy. Fun.

*Arts Council Napa Valley serves as the leading authority on and advocate for arts & culture for the benefit of the Napa County public. ACNV shall employ advocacy and partnerships as the primary method of implementation. The following plan outlines priority areas of action through June 2021.*

### **About the Strategic Plan**

ACNV began work on the following plan in January 2018. The content was constructed with consideration of ACNV's need to streamline impact areas and align with the needs of our core constituents. Evidence for these strategies came from the 2015 Advocacy Survey, 2018 Arts Ecosystem Survey, 2018 Arts Ecosystem Report research, and two years of program evaluation and anecdotal constituent feedback. This three-year plan was adopted by the board to set a course for new leadership in 2019.

ACNV will commence Phase 2 of this plan following the new CEO's orientation. In the early Spring, the staff and board will host a series of stakeholder meetings to vet the forthcoming Arts Ecosystem Report findings and further refine implementation of the strategic plan. We will revisit the objectives and proposed actions in the Spring for potential amendment.

### **Definition of "Arts"**

For the purposes of this strategic plan and the mission of the organization, "arts and culture" are defined as the fine and commercial practices of dance, theater, film, 2D and 3D visual arts, digital media, music, craft and related multidisciplinary or interdisciplinary activities.

While there is a clear need for leadership in heritage and historical preservation, this is not the core competence of this organization. The definition of "culture" and need for history and heritage leadership shall be addressed in the March 2019 Board Retreat.

### **Principles of Approach**

In its approach to all goals and objectives, ACNV shall:

1. Seek systemic changes through policy-level initiatives and long-term outlooks
2. Put the needs and interest of the public above all else
3. Consciously seek equity in access to, engagement in, and *normalization* of the cultural representations
4. Prioritize partnerships to deliver services and never compete where a need is already served
5. Utilize quantitative and qualitative measures to establish gap areas, needs, and therefore priorities and action
6. Prioritize revenue sources that are invested in the real work of the agency as a policy level organization, never intentionally competing for funds with constituents and seeking to leverage relationships to grow resources for artists and arts organizations

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7. Prioritize expenses that demonstrate value of our artists and arts community
8. Serve as the hub for *collective impact* among the arts, fostering these five conditions:
  - 8.1. Common Agenda
  - 8.2. Shared Measurement
  - 8.3. Mutually Reinforcing Activities
  - 8.4. Continuous Communication
  - 8.5. Coordinated backbone support

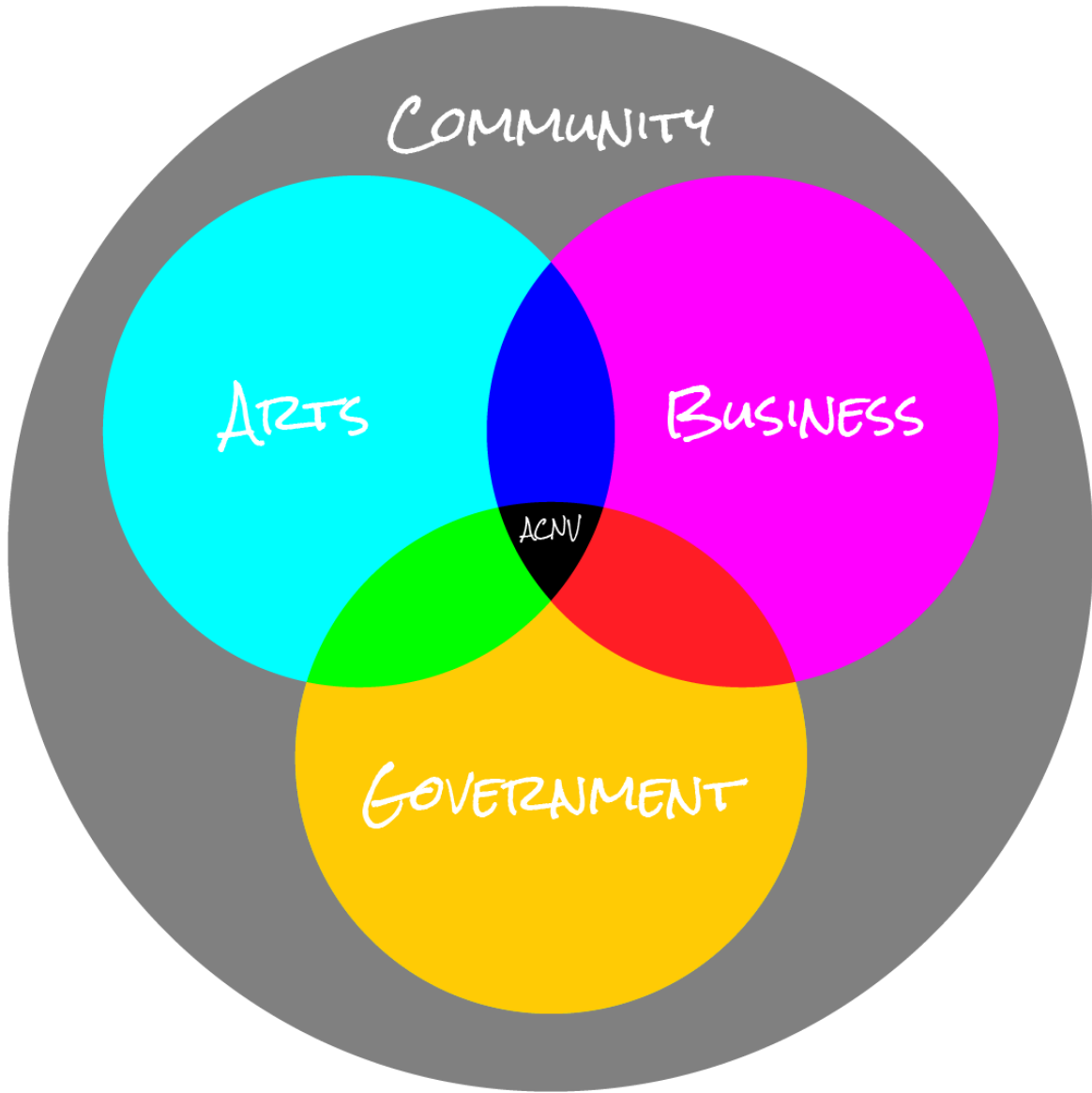
## 2018 Goals:

**Goal 1:** “Champion and position engagement in arts and culture to enhance quality of life for all residents.”

**Goal 2:** “Empower the arts community to build their own successful creative endeavors to foster a vital arts scene and enrich the local environment”

**Goal 3:** ”Ensure that the Arts Council’s work is reflective of Napa County’s diverse population, embodying our value that self-expression is everyone’s birthright”

**Goal 4:** “Sustain excellence in mission-driven programs and services to ensure the future of a culturally thriving community”



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**Goal 1: “Champion and position engagement in arts and culture to enhance quality of life for all residents.”**

Reasoning: As a leading authority on the arts in Napa County, ACNV is uniquely positioned to improve public will for the arts by aligning the benefits with community values.

Objectives

1. Serve as researcher and convener for initiatives in arts education (ACNV Education Alliance)
2. Serve as advisor and information source for initiatives in public art and arts in public spaces
3. Build public awareness and serve as an information source of existing arts offerings (*proactive & responsive*)
4. Execute campaigns that demonstrates the benefit of the arts in line with the values of the community

Performance Indicators:

- # of students served through Ed Alliance programs against total
- Volume of site views & bounce rate for all online programs/campaigns
- Constituent satisfaction rate
- Government partner investment & satisfaction rate

**Goal 2: “Empower the arts community to build their own successful creative endeavors to foster a vital arts scene and enrich the local environment”**

Reasoning: For long-term success of the arts ecosystem, ACNV is dedicated to creating an environment where the arts community is empowered with the tools.

Objectives (Individual success of arts organizations and individual artists):

1. Develop a strong, informed, disciplinarily diverse, countywide local arts network (creative community)
2. Expand resources available for diverse activities and organizations
3. Promote leadership in the arts; political, administrative and artistic
4. Advance opportunity for incubation of emerging artists and our creative class
5. Address inefficient systems or roadblocks through arts-friendly policies, such as government funding, zoning and permits

Performance Indicators:

- Constituent Satisfaction Rate against Target
- # Constituents Served by All Services (Events, Professional Development, Fellows, Referrals, etc.)
- Volume of Site Views & Bounce Rate - All Websites
- Newsletter Subscribers Rate

**Goal 3: Ensure that the Arts Council’s work is reflective of Napa County’s diverse population, embodying our value that self-expression is everyone’s birthright**

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Reasoning: Diversity and access to the arts informs all of the Arts Council's work. ACNV believes that public investment should reflect the public that funds it. The Arts Council is committed to being responsive to the current and evolving demographics of Napa County, whether ethnicity, geography, socio-economic status, age, gender, sexual orientation, or other. The Arts Council's aim is to expand our impact into more sectors of our community and develop new partnerships to benefit all Napa County residents.

Objectives

1. Active outreach to build beyond current network
2. Challenge existing structures and assumptions in building program engagement
3. Develop cross-sector partnerships
4. Ensure staff and board are accessible to and reflective of the public
5. Convene stakeholders to address relevant issues to share findings and best practices regarding building equity and access

Performance Indicators:

- Diversity of artistic disciplines represented in Creative Directory
- % of industry represented with active Basic profiles
- % of industry represented in ACNV Creative Industries Census
- Diversity of Board & Staff Demographics
- Board Skills & Industry Composition
- Dollars invested in arts in public education

**Goal 4: "Sustain excellence in mission-driven programs and services to ensure the future of a culturally thriving community"**

Reasoning: In order for the community to have confidence that the Arts Council will provide reliable and effective countywide service, we must build a sustainable mission-driven operating model. Additionally, it is important that this goal not only be focused on revenue but also to human resources, board governance, and priority expenses (being strategic in use of capital maximize impact for the creative community, not only through greater grant-making but through program expenses - eg. prioritizing paying artists and performers).

Objectives

1. Maintain a 3-year budget that focuses on mission-driven spending
2. Develop and implement a mission-aligned revenue and reserve growth strategy to ensure a well capitalized organization
3. Maximize use of technology and streamlined operations for efficient and cost-effective implementation of programs and services
4. Prioritization of rollout plans for goals and objectives
5. Design & implement methods and indicators for benchmarking the development of the arts
6. Recruit and retain passionate and skilled staff (human resources)
7. Recruit and retain directors with experience and skills for effective leadership and best practices in governance (board member recruitment)

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Performance Indicators:

- Amount of funds invested per jurisdiction through all grants; % change year over year
- Revenue against target
  - Earned revenue against targets
  - # of Individual & Corporate Donors
  - Volume and diversity of government and corporate contributions; against like-communities
- Staff FTE and compensation against target
- Expense against target
  - Volume of total dollars spent and diversity of supported performers and artists; against target
- Satisfactory attainment of annual programmatic targets