



DAVIS ART CENTER

STRATEGIC PLAN 2011 – 2016

Completed by
Davis Art Center Board of Directors, Staff, Faculty, and Community Members

with Museum Management Consultants, Inc.

November 2011

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EXECUTIVE DIRECTOR'S FOREWORD

In 2010, the Davis Art Center (Art Center) celebrated its 50th anniversary as a cultural cornerstone of our community. Over the course of those fifty years, the organization transitioned from a small loosely-knit group of art teachers and students using a series of rented buildings, to a thriving center with our own building and a faculty of over 60 teachers. Today, as the only organization in the Sacramento region that provides such a wide range of multidisciplinary arts programs for all age groups, we have begun to expand our base to include more participants from Solano and Sacramento counties and beyond.

A successful organization is one that responds to the needs of those it serves and adapts to social and economic changes. In spite of our past achievements, we now stand at a crossroads. The vagaries of the current economic climate, the rapid growth of modern technology, and the evolving needs and interests of our participants are all factors driving us to make adaptive changes if we are to remain a vital center for the arts.

For most of our history, 80% of our income has come from enrollment fees for our core program of arts classes. While

this has enabled us to provide excellent arts education for those who can pay and who have the time and inclination to enroll in regularly scheduled classes, our ability to engage new audiences and to offer different kinds of creative experiences has been limited. A single income source has also put our fiscal stability at risk.

We must find ways to diversify our income to sustain our financial viability in the future. We must be consistent in collecting feedback from our participants to evaluate and improve our classes and other programs. We must focus our marketing strategies to bring greater visibility to the excellence of our programs throughout the region and improve our online communications methods to keep abreast of social media trends. We must be conscientious stewards of our facility, making sure that our spaces are put to the best use and that maintenance and upgrades are done in a timely manner. And as we grow, we must ensure that our Board and staff have the training and tools to oversee and implement these initiatives.

This Strategic Plan lays the groundwork for how these goals will be accomplished over the next five years. Funded by a

grant from the James Irvine Foundation and developed with the guidance of Museum Management Consultants, Inc., it represents the efforts of committed Board members, staff, teachers, students, community members, and professional experts who served on various task forces to develop clear objectives and strategies for the future. We are grateful to all those who gave their time and expertise to help us envision an Art Center that continues to be fiscally sound while engaging participants of all ages and from all walks of life in the joy of creative expression. We look forward to another half century of service as we come into our own as a regional art center of which our community can be proud.

Erie Vitiello
Executive Director

INTRODUCTION

This Strategic Plan is the result of a comprehensive process undertaken by the Davis Art Center (Art Center) during 2011. Museum Management Consultants, Inc. (MMC) worked with the Board of Directors, staff, and other stakeholders to address new directions and identify program priorities for the future.

The first phase of the planning process consisted of confidential interviews and a visioning workshop with Board, staff, and representatives from the community to determine the core issues facing the Art Center. As a result, several core issues were identified and these became the foundation for the planning sessions that followed. These issues focused on developing classes and programs that are relevant and progressive for various audiences based on a comprehensive evaluation program, increasing organizational capacity, building greater regional awareness about the Art Center, improving maintenance of the facilities, and ensuring long-term financial sustainability.

The second phase of planning included a series of brainstorming sessions with the Strategic Plan Steering

Committee and numerous task forces (see Appendix: List of Participants).

New mission, vision, core values, and planning strategies were developed that reflect the position of the Art Center as one that serves its regional residents by providing experiences that inspire “creative expression in people of all ages and fosters an environment for the arts to flourish.” Institutional goals and objectives were established for the next five years, accompanied by assigned accountabilities, timelines, and proposed resources that will be needed to realize these goals. A five-year budget accompanies the strategic goals. The plan is a living document and it will be important for Board and staff to track progress and update the plan as necessary to reflect the changing external and internal environment at the Art Center.

This resulting Strategic Plan builds on the past achievements of the Art Center and identifies areas for further work that will strengthen the ability of the Art Center to serve the region in the most effective and resourceful ways. Board and staff are committed to quality in the Art Center’s

operations and activities; this plan embraces that commitment and strategically positions the Art Center to thrive in the years ahead.

Adrienne Horn, President
Museum Management Consultants, Inc.

VISION 2016

This Strategic Plan sets a course for the Art Center through 2016. The following is an overview of the Board and staff vision for the Art Center:

Classes and Programs

The Art Center will retain the excellence of its traditional class programs for children and adults while also developing new programs to serve the evolving needs and interests of the community. An area of focused growth will be in the creation of family programs that are informal, spontaneous, and social in nature. The organization will also seek to expand its program offerings for seniors and teenagers. An ongoing priority will be in evaluating programs to ensure desired impact and fiscal sustainability.

Fundraising and Finance

The Board and staff will increase and diversify Art Center sources of revenue while continuing to carefully monitor expenses. In addition to maintaining a steady stream of income through class fees and other earned sources (such

as the Holiday Sale Fundraiser, gallery sales, and facility rentals), the organization will enhance its efforts to raise contributed income through grants, individual donations, and sponsorships. The Board will play a key role in fundraising for the Art Center, and the addition of a Development Director will further build the organization's fundraising capacity.

Marketing and Awareness

The Art Center will strengthen its brand as a “gathering place for dynamic engagement with the arts” by modernizing its logo, website, and other communications vehicles, such as its *Catalog of Classes and Workshops*. The organization will also develop and implement an integrated Marketing and Communications Plan, resulting in greater awareness of the organization and participation in programs.

Facilities

Based on a comprehensive space needs analysis, the Art Center will carry out a Master Plan to optimize its facility in support of programs and administration. Facilities improvements will make the building more visible and welcoming, make better use of classroom studios and other spaces, improve circulation, and ensure that the facility is safe and well-maintained.

Collection

In July 2011, the Board agreed to deaccession and sell the Art Center's collection of regional art because of limitations in the organization's ability to properly steward the collection. The sale of the collection will be implemented thoughtfully as part of this Strategic Plan. Steps will include deciding upon the appropriate vehicle for the sale and taking the proper steps to inform donors and the public about the sale. With these actions, the Art Center will ensure for the care and maintenance of these works while using the resulting funds to establish a reserve fund that furthers its arts education mission.

Staff and Volunteers

To manage the growth of the Art Center, new staff in areas like fundraising and program administration will be hired. The organization will also establish a Volunteer Council to support the work of the staff and Board through activities such as managing special events. The Art Center will continue to foster a cohesive community of staff, contract teachers, and volunteers through consistent communication and acknowledgement of their contributions.

Governance

The Board will transition from a predominantly hands-on volunteer group to one more focused on strategic governance and fundraising. Board committees will be aligned with the goals set forth in this Strategic Plan. In addition, Board size, recruitment criteria, terms of service, orientation and training, and meeting format will be reviewed in light of the future needs of the organization.

MISSION

The Davis Art Center is a gathering place for dynamic engagement with the arts. Through multidisciplinary classes and programs for the regional community, the Art Center inspires creative expression in people of all ages and fosters an environment for the arts to flourish.

CORE VALUES

We value:

- Providing a welcoming environment for people of all ages and backgrounds to share in the making of art
- Promoting art experiences as essential components of individual growth and community life
- Adapting our programs and services as the needs of our community change
- Ensuring fiscal responsibility and financial sustainability
- Maintaining an organizational culture in which all staff and volunteers are respected, valued, and recognized

GOALS

GOAL 1

Enhance Art Center programs to engage and sustain community participation

CONTEXT

The Art Center provides over 100 multidisciplinary classes, camps, workshops, and events in the visual, literary, and performing arts each season. Some of the most popular offerings include ceramics, painting, weaving, yoga, and music. Participants and parents value the Art Center for its positive learning environment, quality of instruction, and level of instructor expertise.




In addition, the Art Center's Tsao Gallery presents nine exhibitions annually curated by the Art Center or community groups. The Gallery is part of the City's popular *2nd Friday ArtAbout*, a monthly evening of free open galleries and artists' receptions throughout Davis. Other special events that reach out to the community include *Junk*






2 Genius (a recycling art competition), concerts, and the annual Holiday Sale fundraiser.

While existing programs have served the community well over the past fifty years, an audience survey conducted in April 2010 revealed that current participants—most of whom are families with children under the age of 18—desire more informal artistic experiences that are spontaneous and social in nature. A majority would like to see programs involving the entire family without requiring a large time commitment. This Strategic Plan goal sets out ways to address the need for alternative modes of community engagement, while retaining the excellence of the Art Center's traditional class programs.

The Board and staff must ensure that the Art Center remains a viable organization in the future, with the ability to adapt to social and economic changes. Priorities include developing new classes and programs that are relevant and progressive; targeting programs for new audiences, such as

families and seniors; conducting evaluations to monitor program effectiveness; finding available space for new programs; and analyzing program pricing and sponsorship opportunities.

ACCOUNTABILITY	COMPLETION DATE	FINANCIAL RESOURCES	OBJECTIVES
Program Committee Chair Executive Director  Program Committee Chair Executive Director 	May 2013 and ongoing June 2012 Ongoing May 2013 and ongoing TBD Dec. 2012 	Aprox. \$4,000 for benches \$15,000 (funded by Irvine)	1.4.2 Study the feasibility and implement, as appropriate, new programs such as technology, animation, etc. (class topics should be 80% based on popularity; 20% based on new ideas) 1.4.3 Build a seating area offering quiet activities for parents waiting for children attending classes <u>Adults (i.e., age 30-50)</u> 1.4.4 Continue popular programs (ballet, yoga, music, art classes, and open studios) 1.4.5 Conduct a feasibility study to determine new programs to add and convenient times for classes 1.4.6 Implement new programs based on the criteria set forth in Objective 1.3 <u>Families</u> 1.4.7 Pilot one family program to evaluate effectiveness in meeting needs of families 1.4.7.1 Refer to criteria (see Objective 1.3) as classes/programs are established

ACCOUNTABILITY	COMPLETION DATE	FINANCIAL RESOURCES	OBJECTIVES
Executive Director  Program Committee Chair Executive Director 	June 2012 Dec. 2013 Dec. 2014 December 2011 and ongoing	 \$28,000 (funded by Irvine)	1.4.7.2 Conduct focus groups to test ideas for classes and programs 1.4.8 Based on evaluation of pilot family program, implement and evaluate additional family programs <u>Other Audiences and Partnerships</u> 1.4.9 Study the feasibility of developing programs for new audiences, such as seniors and teenagers 1.4.10 Explore community partnerships to develop collaborations and sponsorships
	Sept. 2013 and ongoing		1.5 Experiment with providing opportunities for participants to sample classes, through vehicles such as open houses, add/drop periods, etc.
Program Committee Chair 	Dec. 2013		1.6 Engage the Advisory Committee (see 1.3.1) in evaluating Tsao Gallery programs in relationship to Art Center mission
	Ongoing		1.7 Continue to offer popular special events (e.g., <i>Junk 2 Genius</i>, classical guitar series) and determine other events and opportunities that will attract target audiences (e.g., one day workshops, craft nights, community-based events, etc.)
Executive Director	Dec. 2013	\$35,000-\$40,000 annual salary + benefits	1.8 Hire a Program Manager

GOAL 2

Strengthen earned income and fundraising capacity to ensure long-term sustainability

CONTEXT

With an annual operating budget of approximately \$600,000, the Art Center receives the vast majority of its revenues through earned sources. Classes generate almost 80% of Art Center revenue, while other earned income is derived from the Holiday Sale Fundraiser, Gallery sales, and facility rentals. By contrast, contributed income constitutes a small percentage of overall Art Center revenues. Without any paid staff dedicated to fundraising, the Board has taken a leadership role in a limited number of revenue-generating events and secured a significant multi-year grant from the

James Irvine Foundation. However, the Board has not been involved with major donor solicitations.

While the Art Center's classes provide a steady stream of earned income that has kept its finances in the black, the vision for growth outlined in this plan will require greater diversification of revenue streams.

This Strategic Plan positions the Art Center to enhance existing revenue streams (classes, Gallery sales, special events, and membership) and develop new funding sources (individual donors, foundation grants, sponsorships) while continuing to minimize operational expenses.

GOAL 2: STRENGTHEN EARNED INCOME AND FUNDRAISING CAPACITY TO ENSURE LONG-TERM SUSTAINABILITY			
ACCOUNTABILITY	COMPLETION DATE	FINANCIAL RESOURCES	OBJECTIVES
<p>Executive Director</p> <p>Board President</p> <p>↓</p> <p>Development Director (see Obj. 2.7)</p> <p>↓</p>	<p>June 2012</p> <p>Dec. 2012 and ongoing</p> <p>↓</p> <p>Dec. 2012</p> <p>Dec. 2014</p> <p>↓</p>	<p>\$6,000 for consultant (funded by Irvine)</p>	<p>CONTRIBUTED INCOME</p> <p>2.1 Prepare a five-year Development Plan that outlines contributed income strategies in the following areas:</p> <p><u>Board of Directors</u></p> <p>2.1.1 Engage Board members in the identification and cultivation of potential and current donors; provide training opportunities as needed</p> <p>2.1.2 Recruit Board members with fundraising expertise</p> <p>2.1.3 Establish “give or get” policy for Board members</p> <p><u>Membership/Individual Giving</u></p> <p>2.1.4 Revise membership pricing and benefits with the goal of increasing membership by at least 50 households</p> <p>2.1.4.1 Consider establishing new membership categories (e.g., Artist’s Circle)</p> <p>2.1.5 Separate basic membership level from “giving society” levels, with attractive benefits that will move donors up the donor ladder</p>

ACCOUNTABILITY	COMPLETION DATE	FINANCIAL RESOURCES	OBJECTIVES
<p>Development Committee Chair</p> <p>Development Director</p> <p>Executive Director</p> <p style="text-align: center;">↓</p> <p>Development Director</p> <p>Board President</p> <p>Development Director</p>	<p>Dec. 2013 and ongoing</p> <p>June 2015</p> <p>Jan. 2012 and ongoing</p> <p>Dec. 2012-Dec. 2013 (prior to hiring Development Dir.)</p> <p>Dec. 2014</p> <p>Sept. 2012 and ongoing</p> <p>Dec. 2014</p>	<p>Aprox. \$5,000 in contractor fees</p>	<p>2.1.6 Develop a thorough donor prospect list</p> <p>2.1.6.1 Establish individualized cultivation and stewardship plans for top donor prospects</p> <p><u>Institutional Giving</u></p> <p>2.1.7 Develop relationships with program officers in relevant foundations</p> <p>2.1.8 Contract a grant writer as needed to maintain grant calendar, monitor opportunities, and write grant proposals</p> <p>2.1.9 Pursue corporate sponsorships for Art Center programs and events</p> <p><u>Special Events</u></p> <p>2.1.10 Re-position appropriate current Art Center events as “fundraisers” and evaluate potential for new fundraising events</p> <p>2.1.11 Increase the number of cultivation events offered to members and potential donors to familiarize them with the Art Center</p>
Executive Director	June 2014		2.2 Increase overall contributed revenue by \$20,000 as per Irvine grant contract

ACCOUNTABILITY	COMPLETION DATE	FINANCIAL RESOURCES	OBJECTIVES
See Objectives 1.1 and 1.3	See Objectives 1.1 and 1.3	See Objective 1.1	EARNED INCOME 2.3 Evaluate current and new Art Center classes/programs for maximum earned income potential and financial sustainability (see Objectives 1.1 and 1.3)
Facility Committee Chair Executive Director	Dec. 2013 June 2014		2.4 Study the pricing, visibility, and usage of the facility rental program 2.4.1 Based on findings, implement changes to facility rental program (e.g. fees, advertising, staffing)
Board President ↓	June 2013 ↓		OTHER INCOME 2.5 Establish a fund from the proceeds derived from the sale of the permanent collection (see Objective 5.7) 2.5.1 Develop detailed guidelines and restrictions for use of these funds
Executive Director ↓	Dec. 2012 Dec. 2014	 \$10,000	INFRASTRUCTURE 2.6 Evaluate fundraising database solutions to addresses the Art Center's needs 2.6.1 Implement fundraising database solution
↓	Dec. 2013	\$55,000-\$65,000 annual salary + benefits	2.7 Hire a Development Director

GOAL 3



Create marketing programs that build awareness and drive participation



CONTEXT

The Art Center has a strong reputation for the quality of its art education programs and for being a welcoming community space. In marketing terms, the Art Center has a well-established brand position. However, the Center's visual identity (i.e., logo and graphics) and communications vehicles need to be modernized and professionalized. There is also a need to generate greater awareness about the Art Center regionally to continue to grow participation by target audiences, which include children (12 and under), adults (i.e., age 30-50), and families.

To address these issues, the Board and staff plan to update the Art Center's visual representation of its brand, including the logo and website, as well as other important communications vehicles, such as the *Catalog of Classes and Workshops* and exterior signage. Another key priority is to evaluate current marketing strategies and then develop a Marketing and Communications Plan with specific tactics to best reach target audiences. Crucial to the success of future marketing initiatives will be devoting adequate human (staff, Board, and volunteer) and financial resources towards these efforts.

ACCOUNTABILITY	COMPLETION DATE	FINANCIAL RESOURCES	OBJECTIVES
Marketing Committee Chair Executive Director Marketing Committee Chair	Dec. 2013 ↓ Dec. 2014 and ongoing	 Approx. \$5,000 \$1,000 annually	3.2 Re-design the <i>Catalog of Classes and Workshops</i> 3.2.1 Evaluate current catalog template and identify areas for improvement 3.2.2 Contract a graphic designer to create a new catalog template 3.2.3 Evaluate and refresh catalog template annually
Executive Director ↓	June 2013 ↓	\$20,000 (funded by Irvine) for web design services	3.3 Create new website <ul style="list-style-type: none"> • Identify desired features/functions of website (e.g., online class registration, carpooling message board, online gallery, etc.) • Hire web designer to develop site <ul style="list-style-type: none"> ○ Beta-test the website ○ Train staff, teachers, and Board members, as needed, to utilize website ○ Go live with website ○ Evaluate and refine website

ACCOUNTABILITY	COMPLETION DATE	FINANCIAL RESOURCES	OBJECTIVES
Marketing Committee Chair	Dec. 2014	\$15,000 for market study fees	3.4.1.3 Conduct a regional market study to examine non-users' awareness and perceptions of Art Center
Executive Director 	Dec. 2012 and ongoing 		<p>3.5 Implement the Marketing and Communications Plan with strategies including, but not limited to, the following:</p> <p>3.5.1 Utilize volunteers [e.g., high school students, interns Volunteer Council members (when established)] to increase distribution of the <i>Catalog of Classes and Workshops</i> and other printed materials throughout Davis, Woodland, Winters, and West Sacramento (to schools, coffee shops, etc.)</p> <p>3.5.2 Develop cross-promotional partnerships with regional entities, such as:</p> <ul style="list-style-type: none"> • Arts and artist organizations • Libraries • UC Davis • Community groups (clubs/associations, parent groups, etc.) • Senior centers/organizations • Chambers of Commerce • Local online resources (e.g., iSeeDavis.com)

ACCOUNTABILITY	COMPLETION DATE	FINANCIAL RESOURCES	OBJECTIVES
<p>Executive Director</p>  <p>Volunteer Council Chair</p>	<p>Dec. 2013</p>  <p>June 2013</p> <p>Dec. 2012 and ongoing</p> <p>Dec. 2016</p> <p>Dec. 2013 and ongoing</p>		<p>3.5.3 Standardize the methodology and messages used by Art Center teachers to market their classes</p> <p>3.5.3.1 Develop documentation and hold workshops to train teachers in new marketing standards</p> <p>3.5.4 Develop an Art Center press packet</p> <p>3.5.5 Enhance the use of Facebook and other social media (by adding pictures and relevant content, etc.) to reach target audiences</p> <p>3.5.6 Increase e-newsletter subscriptions from 3,700 to 5,000</p> <p>3.5.7 Utilize volunteers to increase participation/visibility at community events (e.g., tabling at festivals, farmers markets, etc.)</p>
Executive Director	July 2013 and ongoing	\$5,000 annually starting FY 13-14	3.6 Contract marketing expertise, as needed, to assist with implementation strategies



GOAL 4

Optimize the facility in support of the mission and programs

CONTEXT

Built in 1986 and located in the City's Community Park, the Art Center facility is a 10,000-square-foot building that contains classroom studios, the Tsao Gallery, indoor and outdoor stages, administrative offices, and other spaces. In the early 2000s, the Art Center launched a capital campaign to expand the facility; however, changes in the economy led to a Board decision to discontinue growth plans.

Today, priorities for the facility include optimizing the building in its current footprint to best meet the future needs of Art Center programming and administration. Issues to be addressed inside the building include creating a more welcoming facility, re-considering the best use of classroom studios and other spaces, improving circulation throughout the building, and ensuring that the facility is safe and well-maintained. The primary exterior issue is the need to make the building more visible from the street through signage and other improvements.

GOAL 4: OPTIMIZE THE FACILITY IN SUPPORT OF THE MISSION AND PROGRAMS			
ACCOUNTABILITY	COMPLETION DATE	FINANCIAL RESOURCES	OBJECTIVES
Facility Committee Chair  Board President	Dec. 2014  June 2014 July 2015	Approx. \$15,000 for architectural fees; pro bono if possible	4.1 Hire an architect to conduct a facility/space needs analysis and Master Plan for exterior and interior improvements, addressing issues such as: <ul style="list-style-type: none"> • Visibility of the building from the street • Exterior signage • Building entrance/welcome desk placement • Interior circulation • Space utilization (classrooms, stage, offices, storage, lounge area, flexible/multi-purpose spaces, etc.) • Sound and lighting systems • Security • Parking • Exterior and interior re-painting • Other <p>4.1.1 Develop a phased plan for implementing exterior and interior facility improvements (specifying timeframes and costs)</p> <p>4.1.2 Work with the City to negotiate for assistance with exterior improvements</p> <p>4.1.3 Allocate and/or raise funds to support implementation of exterior and interior improvements</p>

ACCOUNTABILITY	COMPLETION DATE	FINANCIAL RESOURCES	OBJECTIVES
Executive Director	July 2015		4.1.3.1 Contact individuals who donated to the 2002 capital campaign and the Theater Fund to ask about using their donation to support facility upgrades
Board President	↓		4.1.3.2 Determine the appropriateness and feasibility of launching a capital campaign to support facility upgrades
Executive Director	TBD	TBD	4.1.4 Implement facilities improvements based on determined phasing and availability of funds
Facility Committee Chair	June 2012	Approx. \$10,000	4.2 Install lighting enhancements for outdoor space
↓	Dec. 2012		4.3 Develop a phased Maintenance Plan to address short-term and long-term issues related to areas such as restrooms, lighting, painting, floors, roof, electrical systems, etc.
	Dec. 2013 (floor upgrade)	\$2,500 for floor upgrade	4.3.1 Implement upgrades as outlined in the Maintenance Plan
Executive Director	June 2012		4.4 Review security systems and procedures
↓	Dec. 2011		4.4.1 Improve weekend security by ensuring that an adequate number of individuals (staff or volunteer) are present
Facility Committee Chair	June 2012		4.4.2 Establish a Security Task Force to ensure that the Art Center has policies and procedures in place to address all foreseeable hazards to participants, staff, and volunteers (e.g., emergency plans)

ACCOUNTABILITY	COMPLETION DATE	FINANCIAL RESOURCES	OBJECTIVES
Facility Committee Chair	Dec. 2012		4.5 Establish a Technology Task Force to study technology infrastructure and develop a plan to upgrade systems hardware and software over time as necessary
Program Committee Chair	Dec. 2015		4.6 Create public art opportunities (exterior murals, outdoor sculptures, etc.) to draw attention to the Art Center facility

GOAL 5

Leverage the collection to build a fund that furthers arts education

CONTEXT

In 1967, Art Center Board members and volunteers formed a committee to establish a permanent art collection by acquiring the work of regional artists. The Permanent Collection Committee acquired art through purchases and donations made by visiting artists and UC Davis students and faculty. The collection was made accessible to the public through exhibitions originated by the Art Center and other organizations; in addition, a public rental program placed artwork in local businesses for a six-month period. Acquisition activities continued through the 1980s. Today, the collection includes almost 200 artworks by over 100 artists, many of whom became icons in the art world. Works include ceramics, paintings, drawings, lithographs, photographs, mixed media, woodblocks, and textiles.

Over the past 30 years, the Art Center's mission has evolved to focus on arts education and engagement, to the

exclusion of collecting art. With a busy exhibition schedule in the Tsao Gallery, the collection has spent most of its time in storage. Without adequate facilities and resources to care for, maintain, and make the collection accessible to the public, the Board commissioned a study in the late 2000s to review the collection and decide upon its future. The collection was documented, repackaged to minimize damage, and partially appraised, but these solutions were temporary. Due to existing limitations in the organization's ability to properly steward the collection, the Board has agreed to deaccession and sell the collection (Board motion passed July 11, 2011).

Next steps include deciding upon the appropriate vehicle for sale of the collection and taking the proper steps to inform donors and the public about the decision. With these actions, the Art Center hopes to ensure for the care and maintenance of these works while using the resulting funds from the sale to establish a reserve fund.

GOAL 5: LEVERAGE THE COLLECTION TO BUILD A FUND THAT FURTHERS ARTS EDUCATION			
ACCOUNTABILITY	COMPLETION DATE	FINANCIAL RESOURCES	OBJECTIVES
Executive Director	Oct. 2011		5.1 Research options related to the sale of the Art Center collection: <ul style="list-style-type: none"> Professional auction house (Bonhams & Butterfield) Local auction/fundraising gala (auctioneer provided free of charge) Gallery consignment Auction via website Other 5.1.1 Select the most appropriate vehicle based on potential for sale, costs, timeline, staff resources needed, etc.
Board President	Dec. 2011		
Executive Director	↓		5.2 Based on the research, make recommendation for method of sale to the Art Center Board of Directors
↓	Feb. 2012	Pro bono	5.3 Seek counsel from public relations and legal professionals to ensure clear messaging and proper handling of collection disposal
Permanent Collection Task Force Chair	↓		5.4 Review all gift restrictions for donated works in the collection and notify donors of intended sale
Board President	↓	TBD	5.5 Evaluate the feasibility of making fine art prints of key works in the collection before these works are sold

ACCOUNTABILITY	COMPLETION DATE	FINANCIAL RESOURCES	OBJECTIVES
Executive Director	Jan. 2013	Approx. \$25,000	5.6 Implement the sale of the collection
Board President	June 2013		5.7 Establish a fund with the sale proceeds (See Objective 2.5)

GOAL 6

Foster a quality work environment for staff and volunteers

CONTEXT

Led by its Executive Director, the Art Center has a small but dedicated staff that manages the day-to-day operation of the organization. Classes are taught by a faculty of over 60 talented teachers who work for the Art Center as independent contractors.

To support the growth of the Art Center as outlined in the Strategic Plan, new staff in areas like fundraising, facilities management, and program support will need to be hired over time. In addition, it will be critical to establish a Volunteer Council to support the work of the staff and

Board through activities such as managing special events, promoting the Art Center, etc.

A key to the future success of the Art Center is the ability to continue to attract, develop, and retain excellent staff, contractors, and volunteers. To do so will require an ongoing commitment to training and professional development opportunities as needed, fostering effective communication throughout the organization, ensuring that compensation for staff and contractors is competitive within the nonprofit arts sector and the Davis region, and celebrating individual and group achievements.

GOAL 6: FOSTER A QUALITY WORK ENVIRONMENT FOR STAFF AND VOLUNTEERS			
ACCOUNTABILITY	COMPLETION DATE	FINANCIAL RESOURCES	OBJECTIVES
Executive Director ↓	Dec. 2011 and ongoing ↓		6.1 Provide training/professional development for Art Center staff 6.1.1 Set expectations for professional conduct of front-line employees 6.1.2 Utilize annual performance evaluations as an opportunity to identify individual professional development needs
Personnel Committee Chair	↓		6.2 Strive to ensure that staff and teacher compensation is competitive within the nonprofit arts sector and the Davis area
↓	Dec. 2013 ↓		6.3 Establish and develop a Volunteer Council 6.3.1 Assess the breadth of volunteer needs/opportunities 6.3.2 Establish leadership roles, policies, etc. for the management of the Volunteer Council 6.3.3 Create recruitment plans/procedures 6.3.4 Develop job descriptions and orientation procedures for volunteers 6.3.5 Create a program for volunteer evaluation 6.3.6 Acknowledge the contribution of volunteers through events and other recognition activities

ACCOUNTABILITY	COMPLETION DATE	FINANCIAL RESOURCES	OBJECTIVES
Executive Director	Ongoing		6.4 Evaluate future staffing needs as the Art Center grows
↓	↓		6.5 Continue to foster a cohesive community of staff, teachers, and volunteers through consistent communication, opportunities to celebrate group achievements, etc.

GOAL 7

Ensure effective governance by the Board of Directors

CONTEXT

The Board of Directors takes a hands-on approach in the Art Center's operations and activities; the 15-member Board organizes fundraising events, curates Gallery exhibitions, and writes grant proposals. The Board is evaluating its roles and responsibilities in order to ensure the support necessary to implement the Art Center's five-year vision. Board size,

committees, terms of service, orientation and training, and meeting format will be reviewed to transition to a more strategic governing body. Growth in the Board's fundraising capacity will be essential to the Art Center's goal to diversify its revenue sources in support of its new vision. Toward that end, recruitment of new Board members with expertise in fundraising and other disciplines will be fundamental to increasing the Art Center's capacity.

GOAL 7: ENSURE EFFECTIVE GOVERNANCE BY THE BOARD OF DIRECTORS			
ACCOUNTABILITY	COMPLETION DATE	FINANCIAL RESOURCES	OBJECTIVES
Board President	<div>Dec. 2012</div> <div>↓</div> <div>Dec. 2011</div> <div>↓</div>		<p>7.1 Revise Art Center bylaws</p> <p>7.1.1 Redefine roles and responsibilities of Board officers and members</p> <p>7.1.2 Increase maximum size of Board</p> <p>7.1.3 Establish staggered schedule of Board member and officer elections; nominate Board members year round</p> <p>7.1.4 Revise terms of service to two, three-year terms</p> <p>7.1.5 Adjust frequency of meetings to every other month with committee meetings in the off months</p> <p>7.1.6 Revise committee structure (made up of Board members and outside expertise) to align with the Strategic Plan and ensure oversight of the following key areas of operations:</p> <ul style="list-style-type: none"> • Programs • Finance • Fundraising • Facility • Personnel • Board development • Marketing • Strategic Plan

ACCOUNTABILITY	COMPLETION DATE	FINANCIAL RESOURCES	OBJECTIVES
Board President	Dec. 2011 and ongoing		7.1.7 Use committees as vehicles for recruiting, cultivating, and assessing potential candidates for Board service
	Dec. 2012		7.1.8 Create an advocacy task force to cultivate the Art Center's relationship with the City of Davis and local and regional agencies
			7.2 Establish Board recruitment criteria to include: <ul style="list-style-type: none"> • Expertise in particular areas (e.g. marketing, finance) • Prior experience on nonprofit boards • Civic leadership • Fundraising capacity and experience • Representation of diverse constituencies • Past relationship with the Art Center
			7.3. Develop a Board contract that outlines the roles and expectations of being a Board member
	Dec. 2012 and ongoing		7.4 Update Board orientation and training to include overview of financials, budgeting, and fundraising
	June 2012 and annually thereafter		7.5 Hold annual one-day Board retreat to review and evaluate operations and revise the Strategic Plan as necessary
	Dec. 2011 and ongoing		7.6 Institute a program for peer review and evaluation of Board members

ACCOUNTABILITY	COMPLETION DATE	FINANCIAL RESOURCES	OBJECTIVES
Board President	Ongoing		7.7 Introduce social activities to build camaraderie among Board members

Appendix A: Strategic Planning Participants

Strategic Plan Steering Committee

Robert J. Bakke, Board Member, Chair of Strategic Plan Steering Committee

John Brennan, Past Board President

Shelly Gilbride, Former Board Member

Katie Bolich, Former Board Member

Jean Korinke, Board President

Erie Vitiello, Executive Director

Assessment Interviewees

Linda Bair, Art Center Teacher

Robert J. Bakke, Board Member, Chair of Strategic Plan Steering Committee

Heidi Bekebrede, Art Center Teacher

Betty Berteaux, Art Center Teacher

Katie Bolich, Former Board Member

Verena Borton, Art Center Teacher

John Brennan, Past Board President

Dia Diamant, Art Center Parent/Participant

Shelley Dunning, Art Center Parent/Participant

Linda Fitz Gibbon, Art Center Teacher

Melanie Glover, Former Publicity and Program Manager

Emily Henderson, Art Center Teacher

Nancy Hilden, Artist

Shelly Gilbride, Former Board Member

Joyce and Mark Jonsson, Art Center Supporters

Jean Korinke, Board President

Bill Maul, Art Center Parent/Participant

Pam Mainini, CPA

Courtney McNeil, Art Center Teacher

Dorothy Meehan, Art Center Parent/Participant/Supporter

Sara Post, Art Center Teacher

Vicki Plutchok, Former Board Member

Bill Roe, Former Board Member

Kate Sedillo, Art Center Parent/ Participant

Liz Sheridan, Art Center Parent/Participant

Michele Taylor-Hamilton, Special Collections Curator

Dani Thomas, Executive Director of the Yolo County Arts Council

Johanna Trueblood, Former Board Member

Cindy Wilson, Former Board Member and Teacher

Erie Vitiello, Executive Director

Visioning Workshop Participants

Liz Ashwood, Board Member

Linda Bair, Art Center Teacher

Robert J. Bakke, Board Member, Chair of Strategic Plan Steering Committee

Heidi Bekebrede, Art Center Teacher

Cheri Benson, Board Vice-President

Katie Bolich, Former Board Member

Madeline Brattesani, Board Treasurer

John Brennan, Past Board President

Patricia Dunn, Board Member

Melody Ewey, Board Secretary

Danielle Fodor, Art Center Teacher

Shelly Gilbride, Former Board Member

Melanie Glover, Former Publicity and Program Manager

Emily Henderson, Art Center Teacher

Jean Korinke, Board President

Maki Kuper, Art Center Teacher

Romain Nelsen, Osher Lifelong Learning Institute Board Member

Courtney McNeil, Art Center Teacher

Babette Orendain, Board Member

Pamela Pearl, Board Member

Sara Post, Art Center Teacher

Marcia Ruth, Art Center Teacher/Participant

Roberta Savage, Board Member

Ellen Sherman, Art Center Participant

Erie Vitiello, Executive Director

Programs Task Force(Goal 1)

Liz Ashwood, Board Member

Shelly Gilbride, Former Board Member

Melanie Glover, Former Publicity and Program Manager

Sara Post, Art Center Teacher

Bob Reich, Coordinator of Davis Civic Arts Commission

Liz Sheridan, Art Center Parent/Participant

Erie Vitiello, Executive Director

Finance/Fundraising Task Force(Goal 2)

Robert J. Bakke, Board Member, Chair of Strategic Plan Steering Committee

Madeline Brattesani, Board Treasurer

John Brennan, Past Board President

Melody Ewey, Board Secretary

Shelly Gilbride, Former Board Member

Jean Korinke, Board President

Erie Vitiello, Executive Director

Marketing Task Force(Goal 3)

Cheri Benson, Board Vice-President

Madeline Brattesani, Board Treasurer

Diana Coss, Board Member

Shelly Gilbride, Former Board Member

Melanie Glover, Former Publicity and Program Manager

Scott Stevenson, Former Board Member

Erie Vitiello, Executive Director

Facilities Task Force(Goal 4)

Liz Ashwood, Board Member

Richard Berteaux, Architect

John Brennan, Past Board President

Pamela Pearl, Board Member

Cindy Wilson, Former Board Member

Erie Vitiello, Executive Director

Collections Task Force(Goal 5)

Katie Bolich, Former Board Member

Patricia Dunn, Board Member

Elliott Fouts, Director of Elliott Fouts Gallery

Kristina Perea Gilmore, Former Board Member

Pamela Pearl, Board Member

Renny Pritikin, Director of UC Davis Nelson Gallery

Michele Taylor-Hamilton, Special Collections Curator

Erie Vitiello, Executive Director

Human Resources Task Force(Goal 6)

Robert J. Bakke, Board Member, Chair of Strategic Plan Steering Committee

John Brennan, Past Board President

Shelly Gilbride, Former Board Member

Erie Vitiello, Executive Director

Governance Task Force(Goal 7)

Liz Ashwood, Board Member

Robert J. Bakke, Board Member, Chair of Strategic Plan Steering Committee

Cheri Benson, Board Vice-President

Katie Bolich, Former Board Member

Madeline Brattesani, Board Treasurer

John Brennan, Past Board President

Patricia Dunn, Board Member

Melody Ewey, Board Secretary

Shelly Gilbride, Former Board Member

Jean Korinke, Board President

Babette Orendain, Board Member

Pamela Pearl, Board Member

Roberta Savage, Board Member

Erie Vitiello, Executive Director

Appendix B: Budget Projections

Davis Art Center Operating Revenue and Expense Projections 2011-2016

REVENUE	FY11-12		FY12-13		FY13-14		FY14-15		FY15-16	
Contributed	\$ 115,184.77	18.0%	\$ 136,222.47	20.0%	\$ 171,124.64	23.4%	\$ 234,708.38	29.2%	\$ 237,324.63	29.0%
Earned	523,850.00	81.9%	538,613.00	79.0%	553,534.63	75.6%	564,486.72	70.1%	575,660.33	70.5%
Government	0.00	0.0%	0.00	0.0%	0.00	0.0%	0.00	0.0%	0.00	0.0%
Investment	500.00	0.1%	6,926.00	1.0%	7,726.00	1.1%	5,919.50	0.7%	4,113.00	0.5%
Total Revenue:	\$ 639,534.77	100.0%	\$ 681,761.47	100.0%	\$ 732,385.27	100.0%	\$ 805,114.60	100.0%	\$ 817,097.96	100.0%

EXPENSES	FY11-12		FY12-13		FY13-14		FY14-15		FY15-16	
Personnel	\$ 144,533.88	23.2%	\$ 165,569.79	24.5%	\$ 219,408.80	30.0%	\$ 295,611.14	36.7%	\$ 303,650.13	38.8%
Admin. & Development	87,359.14	14.1%	63,640.13	9.4%	64,247.01	8.8%	60,871.61	7.6%	51,514.48	6.6%
Facility	60,802.79	9.8%	48,206.88	7.1%	52,153.08	7.1%	66,142.68	8.2%	52,676.96	6.7%
Programs	314,296.26	50.6%	357,659.18	53.0%	363,785.66	49.8%	354,502.16	44.1%	346,356.00	44.3%
Marketing & PR	13,073.00	2.1%	38,276.19	5.7%	29,185.48	4.0%	25,731.04	3.2%	26,292.97	3.4%
Other	1,685.82	0.3%	1,736.40	0.3%	1,788.49	0.2%	1,842.14	0.2%	1,897.41	0.2%
Total Expenses:	\$ 621,750.89	100.0%	\$ 675,088.56	100.0%	\$ 730,568.53	100.0%	\$ 804,700.77	100.0%	\$ 782,387.95	100.0%

NET INCOME:	\$ 17,783.88		\$ 6,672.91		\$ 1,816.74		\$ 413.84		\$ 34,710.02	
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The revenue and expense projections above are based on the organizational vision detailed in this Strategic Plan. The following budget narrative highlights only those changes in revenues and expenses that significantly impact the budget; this information reflects the information found in the “Financial Resources” column in the Strategic Plan.

Expense Categories

Personnel: Two new positions will be added to the Art Center staff in FY2014: Director of Development and Program Manager. Salaries for these positions were estimated by MMC and the Art Center based on industry and regional standards. Existing salaries are assumed to increase by 3% each year.

Admin. & Development: These figures include the costs associated with creating a Development Plan in FY2012, contracting with a grantwriter in FY2013, and continuing to contract with a grantwriter and purchasing a fundraising database in FY2014.

Facility: In addition to ongoing facility costs, the budget includes fees associated with creating a seating area and instituting lighting enhancements in FY2012, floor upgrades in FY2014, and space planning services in FY2015.

Programs: Changes to program costs include an evaluation of Art Center classes/programs in FY2012; development and evaluation of a pilot family program, and sale of the Art Center collection in FY2013; implementation and evaluation of additional family programs, and sale of any remaining items in the collection in FY2014; and a one-time market study in FY2015.

Marketing & Public Relations: This category includes development of a marketing plan and website design and implementation in FY2013; catalog redesign, ongoing marketing consultation, and website maintenance costs in FY2014; and updates to the catalog, ongoing marketing consultation, and website maintenance in FY2015 and FY2016.

Other: Costs were increased by 3% each year, based on previous miscellaneous expenses in this category.

Revenue Categories

Contributed: The greatest area of growth outlined in the Strategic Plan is within the category of contributed income. The Art Center will expand its development efforts significantly, starting with the assistance of a consultant in formulating a Development Plan (FY2012), hiring a grantwriter (FY2013), and finally, hiring a Development Director (FY2014). A three-year grant from the James Irvine Foundation provides most of the contributed funds in the budget from FY2011-FY2013. In

subsequent years, the budget assumes a combination of restricted and unrestricted funds from individuals, corporations, and foundations to sustain operations.

Earned: It is assumed that earned income, which includes classes, the Holiday Sale, facility rentals, and the gallery, will increase steadily as a result of the evaluation and growth outlined in the Strategic Plan.

Government: Based on previous years, the Art Center is not expected to receive funds from government sources.

Investment: With the sale of the collection and establishment of a reserve fund with the sale proceeds in FY2013, investment revenues will increase. It is expected that the Art Center will receive a 4% return on their investment in the first year. Assuming that the collection is sold in two phases, another increase in revenue will occur in FY2014 with the sale of the remaining pieces in the collection. The interest on the investment will decrease after FY2014 as the fund is depleted.