

REGIONAL	ARTS
STRATEGIC	PLAN

A project of the Sacramento Metropolitan Chamber of Commerce

Major funding provided by:
California State University, Sacramento
University of California, Davis

Additional funding provided by:
Sacramento Metro Chamber
Murphy Austin Adams Schoenfeld LLP
Diane Miller & Brian Van Camp
Arts & Business Council of Sacramento

Consultant:
AMS Planning & Research

REGIONAL ARTS STRATEGIC PLAN

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EXECUTIVE SUMMARY

Introduction

The mission of the Regional Arts Strategic Plan is to identify strategies and secure leadership and resources from the business sector to ensure a vibrant future for the Sacramento region's cultural assets, thereby enhancing the region's growing reputation as a great place to live, work and play.

The planning process, which was convened by the Sacramento Metropolitan Chamber of Commerce, is intended to break the cycle of crisis that has threatened the region's arts groups for over a decade and to motivate the support and involvement of the region's businesses and businesspeople. The overall premise underlying the Regional Arts Strategic Plan is that the arts are vital to the economic, educational and emotional well-being of the greater Sacramento region and that every neighborhood, town and city in the region will benefit from adequate cultural facilities and a thriving arts and cultural community.

Businesses, in particular, gain from a thriving arts and cultural community since:

- arts activities stimulate significant direct and indirect economic benefits,
- educated and creative workforces want to live in communities that boast an active arts and cultural scene,
- exposure to and participation in the arts prepares children for success in the workplace and throughout life.

Accordingly, the Regional Arts Strategic Plan furthers the Sacramento Metro Chamber's core mission of promoting economic prosperity in the Sacramento region. The Plan also represents an unprecedented effort by the Sacramento Metro Chamber to help to create a signature for our region, foster diversity and attract and retain employers and employees through the arts.

The plan was developed by a task force of thirty-four regional leaders from the business, education and government sectors, chaired by Steven Weiss, Director of Marketing & Public Affairs, The Sacramento Bee, that met from January to June 2002. AMS Planning & Research served as the consultant to the RASP Task Force. The work of the RASP Task Force was guided by several studies on the arts commissioned by the Sacramento Metro Arts Commission and other public agencies over the past eight years. These studies have addressed several aspects of arts in the region, including facilities, marketing, institutional finances, board development, and economic impact of the arts. Additional research, conducted by AMS Planning & Research, compared Sacramento region arts funding, markets and cultural institutions with six comparable metropolitan areas. Input from community leaders and arts organizations was also actively solicited for the Plan.

Recommendations

The Plan contains six recommendations for ensuring a vibrant future for the Sacramento region's cultural assets. In brief, these recommendations are:

- Pursue a new dedicated source of public funding for the arts.
- Establish a new source of private sector funding for the arts.
- Establish the Sacramento Arts Marketing Council, which will create and implement a community-wide image campaign for the arts and a variety of ongoing collaborative marketing services for arts and cultural groups.
- Provide economical and standardized shared business services for regional arts groups.
- Provide ongoing educational and training programs for arts administrators, staff, volunteers and boards.
- Establish a means whereby the Sacramento Metro Chamber can evaluate and make recommendations regarding proposals for cultural facilities.

The Regional Arts Strategic Plan further recommends that a Sacramento Regional Arts Initiatives Team, led by volunteers and supported by dedicated staff, be convened by the Sacramento Metro Chamber to implement the six recommendations put forth by the Plan.

Implementation

Implementation of the six recommendations contained within the Plan will be the responsibility of the Sacramento Metro Chamber and, specifically, the Sacramento Regional Arts Initiatives Team. This team will be co-chaired by Brice Harris, chancellor of the Los Rios Community College District, and Russell Austin, senior partner at Murphy Austin Adams Schoenfeld LLP. The team will be comprised of leadership from the regional business and government sectors and educational institutions; a core of members will be drawn from the RASP Task Force.

The role of the Sacramento Regional Arts Initiatives Team (SRAIT) will be to:

- Secure funding to underwrite the Sacramento Regional Arts Initiatives and hire professional staff to support its efforts.
- Enlist additional volunteers and community partners to support the initiatives.
- Coordinate the activities of various sub-committees convened to accomplish specific initiatives.
- Liaison with the leadership of the Sacramento Metro Chamber regarding the implementation of the initiatives.

The team, which will operate under the auspices of and with partial funding from the Sacramento Metro Chamber, will begin work in October 2002, subject to securing additional funds. (Funds will be sought from private foundations, area businesses and individuals, among other sources.) Support for the Sacramento Regional Arts Initiative Team has already been secured from California State University, Sacramento, Los Rios Community College District, UC Davis and the Arts & Business Council of Sacramento. The annual budget for the Sacramento Regional Arts Initiatives Team will be approximately \$100,000.

The team, along with its staff, is expected to accomplish the planning objectives within two to three years. Self-sufficient separate entities or permanent programs will be established for the administration of ongoing initiatives.

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Introduction

The mission of the Regional Arts Strategic Plan is to identify strategies and secure leadership and resources from the business sector to ensure a vibrant future for the Sacramento region's cultural assets, thereby enhancing the region's growing reputation as a great place to live, work and play.

The planning process, which was convened by the Sacramento Metropolitan Chamber of Commerce, was intended to break the cycle of crisis that has threatened the region's arts groups for over a decade and to motivate the support and involvement of the region's businesses and businesspeople. The primary impetus for the Regional Arts Strategic Plan is the belief that the arts are vital to the economic, educational and emotional well-being of the greater Sacramento region and that every neighborhood, town and city in the region will benefit from adequate cultural facilities and a thriving arts and cultural community.

Specifically, arts and cultural activities enrich a community by:

- manifesting, preserving and sharing the stories of a community's past, present and future,
- beautifying our physical surroundings, and
- boosting a community's self-esteem, morale and appeal through the success of nationally-recognized cultural institutions.

Businesses, in particular, gain from a thriving arts and cultural community since:

- arts activities stimulate significant direct and indirect economic benefits,
- educated and creative workforces want to live in communities that boast an active arts and cultural scene,
- exposure to and participation in the arts prepares children for success in the workplace and throughout life.

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The Plan was developed by a task force of thirty-four regional leaders from the business, education and government sectors that met from January to June 2002. (Please see Appendix B for a complete task force roster.) The task force was chaired by Steven Weiss, Director of Marketing & Public Affairs, The Sacramento Bee. Major funding for this planning project was provided by California State University,

Sacramento and University of California Davis, with additional support from the Metro Chamber, Diane Miller & Brian Van Camp, Murphy Austin Adams Schoenfeld LLP and the Arts & Business Council. AMS Planning & Research served as the consultant to the RASP Task Force.

The work of the RASP Task Force was guided by several studies on the arts commissioned by the Sacramento Metro Arts Commission and other public agencies over the past eight years. (Please see Appendix E for a list of studies referenced by the task force.) These studies have addressed several aspects of arts in the region, including facilities, marketing, institutional finances, board development, and economic impact of the arts. Additional research, conducted by AMS Planning & Research, compared Sacramento region arts funding, markets and cultural institutions with six comparable metropolitan areas.

A series of one-on-one, confidential interviews with key community leaders, along with advisory sessions involving numerous arts and cultural organizations, also informed the Regional Arts Strategic Plan.

The Plan is limited to issues concerning funding, marketing, facilities and institutional capacity; as such, the structure of the Plan is based on these four issues of concern.

Issue 1—Funding

Situation Analysis

A financial analysis of 18 Sacramento arts and cultural organizations conducted by the National Arts Stabilization Fund indicates that the Sacramento region's major arts organizations are "severely undercapitalized" with an estimated annual working capital shortfall of \$2.8 million and an endowment capital need of at least \$42 million¹. The study compared the Sacramento region to several benchmarks and noted the "extraordinary growth" of the arts in the region and "high levels of earned income," which, they suggest, is an indicator of a limited donor base. AMS's analysis of six metropolitan areas also suggests that public funding of the Sacramento region's arts organizations is substantially below par, i.e., about \$0.50 cents per capita whereas the range in the six metropolitan areas was between \$1 and \$15. (Please see Appendix F for detailed public funding comparisons.)

Community Leaders Input

Arts funders interviewed for this Plan were particularly concerned about the stability of the region's mid-size arts organizations. Many who contributed to the Sacramento Symphony feel "burned" by the bankruptcy of the organization. They are cautious about funding arts organizations with accumulated deficits, which many of Sacramento's mid-size organizations carry. Local philanthropists, foundations, corporate funders and even individuals who have not traditionally contributed to the arts express support for a unified approach to funding the region's arts organizations, if it is combined with a program to improve management and fiscal controls.

Arts Organizations Input

The region's arts organizations lament the lack of corporate headquarters and philanthropic tradition of individual donors. Some cite the difficulty of raising money to pay off accumulated deficits. They look to the region's business community to advocate for public and private support as a unified effort. Of particular concern is funding for general operations.

Recent successes of the California Musical Theatre and UC Davis with their large contributions from Wells Fargo and Robert Mondavi have brought about a cautious optimism among arts leaders. The current campaign for the expansion of the Crocker Museum will be an important test of the overall funding future beyond these two projects.

Considering collaboration, the region's professional organizations are cautious about cooperating on fundraising but would look to augment their existing efforts and expanding the pool of donors.

Comparable Metropolitan Areas

AMS's research into the public and private funding environment in six comparable metropolitan areas revealed that funding for the arts ranged up to almost \$16 per capita in Denver; the average was \$6.20. Sacramento's public funding for the arts is \$0.45 per capita.

¹ National Arts Stabilization provides arts organizations with managerial and financial skills training, funding for arts stabilization projects, executive education, evaluation research, and consulting. Their study, conducted in 2001, analyzed five years of financial statements of 18 Sacramento arts organizations.

The research identified three significant funding models that are worthy of consideration for the Sacramento region:

- Seattle’s Corporate Council for the Arts, founded in 1969, receives contributions from over 500 businesses in two Counties. In 2001 the Council provided over \$3 million in operating grants to 65 arts groups. The Council’s 66-member board is drawn from the city’s top business leaders.
- In the bi-State area around Kansas City, a Community Arts Fund operates under auspices of Greater Kansas Community Foundation providing about \$38 million annually in grants to arts and culture organizations in five counties. A five year Community Arts Initiative has allocated \$4 million from three foundations with a goal of increasing participation in the arts. A bi-State Tax Initiative, sports and arts ballot, will be voted on in November which will provide \$12 million per year for the arts.
- The Denver Scientific & Cultural Facilities District is a voter-approved assessment of a 1/10 cent sales tax from a multi-county regional transit district. It produces \$38 million annually in unrestricted funding for arts, culture and science

Observations

- The metropolitan areas research illustrates three national trends in funding the arts:
 - Dedicated source of revenue (Denver’s sales tax)
 - Collaborative Funding (Seattle and Kansas City)
 - Use of Quality of Life “Omnibus” funding strategies (Kansas’ Bi-State Initiative, Denver’s SCFD)
- In the 1990s, a group of Sacramento arts leaders initiated a regional tax initiative based on the successful Fresno Arts District ballot. The effort was abandoned after litigation over the Fresno plan confirmed that any such tax needed to meet the two-thirds approval requirement of Proposition 13.
- The region’s arts organizations could benefit from a collaborative approach to funding, especially if it succeeded in increasing the overall number of donors in the region.
- Successful collaborative funding strategies depend on the active and direct involvement of top business and political leaders.
- Education and training of business leaders on philanthropy and non-profit boards are a significant aspect of private sector funding initiatives.
- Arts organizations need to do a better job of developing and communicating their “case” to convince potential donors of their need for philanthropy.
- Tiered funding strategies address the diverse needs of large professional organizations as well as emerging and community-based groups.
- The proposed downtown arena may offer opportunity to secure a dedicated source of funding.
- Moneymaking social “venture enterprises” can provide revenue for arts organizations.

Task Force Recommendations

Recommendation 1. Pursue a new dedicated source of public funding for the arts.

- Task A. Research prior efforts in Sacramento, e.g., the “Arts to Zoo” initiative, as well as similar initiatives in other metropolitan areas, to develop public funding for the arts, and determine critical success factors.
- Task B. Explore partnership opportunities with arts, heritage, and environmental groups and the proposed downtown sports and entertainment district.
- Task C. Secure funding to assist with planning and organizing the initiative.
- Task D. Enlist support of local chambers of commerce, SACOG, SMAC, City Councils and County Boards of Supervisors.

Recommendation 2. Establish a new source of private sector funding for the arts.

- Task A. Research and evaluate models of collaborative private sector funding for the arts, including:
 - Corporate Council for the Arts (Seattle, WA)
 - Sacramento Regional Foundation
 - Community Arts Fund (Kansas City, MO)
- Task B. Recruit key business leaders and arts patrons to participate in establishing a new source of private sector support for the arts, including the Sacramento Metro Chamber, other chambers of commerce and the Sacramento Regional Foundation.
- Task C. Secure funding to assist with planning and organizing the initiative.
- Task D. Research and prepare a persuasive case statement that demonstrates the economic, educational and emotional benefits of business support for the arts in the Sacramento region.

Issue 2—Marketing/Audience Development

Situation Analysis

Research conducted for the Sacramento Metropolitan Arts Commission indicates there are “vast and diverse untapped audiences in the Sacramento region waiting to be engaged” and makes recommendations for marketing to the region, cross marketing, targeting “infrequent participants,” using customized “lifestyle” marketing materials, data management and segment-specific advertising.

When considering marketing strategies, it is appropriate to consider the region’s arts organizations in three categories as each has different capabilities and needs:

Large: UC Davis Presents, California Musical Theatre (CMT), Sacramento Traditional Jazz Society, Crocker Art Museum, KVIE

Mid-Size: Sacramento Theatre Company, Sacramento Ballet, Sacramento Opera, B Street Theatre Company

Small: All other and community-based arts organizations

Community Leaders Input

The breadth and quality of programs and activities is well understood by most of the region’s leaders but there is a widely held view that that arts marketing is weak and public awareness of offerings is low. There is a perception that marketing efforts by Sacramento’s large organizations are effective but other organizations’ advertising is inconsistent and irregular. The particular challenges of promoting the arts to the region’s suburban residents and enticing them to attend offerings both downtown and throughout the region were noted.

Key informants were eager to suggest some specific strategies to market the arts, such as collaborative scheduling and promotion, a unified box office and application of sophisticated methods such as database mining. The Sacramento region’s arts offerings remain largely unknown to residents from beyond and tourism officials were quick to suggest a strategy of up-marketing to current visitors. The tourism bureau considers its primary market residents living 2-plus hours distant (i.e., they generate an overnight hotel stay) thus the day-return visitor, a significant potential arts attendee, receives little or no attention from the bureau.

Arts Organizations Input

While the Sacramento region’s large organizations appear to be relatively successful in their local marketing efforts, they indicated a need to improve their marketing to visitors and residents from throughout the greater Sacramento region (e.g., Central Valley). There also appears to be interest in greater collaboration among these groups. Each of these organizations has professional marketing staffs that could assist the region’s smaller arts organizations in their marketing efforts and benefit from increased collaboration.

Sacramento's small and mid-size organizations in the region indicated they have many marketing needs that could benefit from assistance from the business community and collaborative strategies. Among those identified by the advisory groups were:

- Reducing the cost of advertising
- Sharing production/graphic design
- Sharing Staffing skills and experience
- Establishing tourism marketing
- Increasing public awareness of arts offerings
- Scheduling and coordination of events
- Cross marketing
- Reaching non-traditional audiences

Comparable Metropolitan Areas

Collaborative efforts in several metropolitan areas (e.g., San Francisco, New York, Boston) have focused on improved ticketing with centralized box offices and discount ticketing. Others (e.g., Dallas) have developed cooperative data management in support of direct marketing. Charlotte has created a comprehensive Marketing Support Organization that provides a range of services to arts organizations including typical advertising agency functions (i.e., market research and planning, graphic design and production, media buying) as well as data management and ticketing services (subscription, group and single ticket sales). In San José a comprehensive planning process has led to the establishment of "The Cultural Marketing Partnership," which will provide an information clearinghouse, a central publicity service, a cultural information and ticket center, e-marketing support and services and a customer database cooperative all under the guidance of a Steering Committee working under the auspices of the Arts Council of Silicon Valley.

In general the collaborative efforts may be summarized as follows:

- The basic idea behind the programs is to expand marketing resources by collaborating;
- Successful programs serve the diverse marketing needs of all types and sizes of cultural organizations in the community;
- Private funders and public agencies usually play a major role in the planning and implementation; and
- Organization and project leadership drawn from key community leaders are keys to success.

Observations

One collaborative marketing program has met with significant success in the Sacramento region, the Arts à la Carte program; other efforts have been limited to occasional database sharing. There are a number of areas where strategic investments could have greater impact.

The arts and cultural community in the Sacramento region stands to gain a great deal by working together on cultural marketing programs. Public awareness of the region's cultural assets is low and many are under-utilized. There are eight inter-related areas for strategic investment: people, technology, knowledge, information and distribution channels, cooperative marketing programs, constituent development, customer service, and product development. Considerable planning will be required to understand and document the needs in the region and build successful collaborations.

There are a number of potential organizational models that might be employed to support collaborative cultural marketing in Metro Sacramento. While substantial capabilities are already in place among the region's large organizations (e.g., UC Davis, Jazz Society, KVIE, California Musical Theatre, KXPR), there is a need to upgrade marketing capacity, especially among the "Mid-Size" theater, classical music, opera and ballet organizations and community-based arts groups. There is also a benefit to enlist the assistance of local public relations firms and advertising agencies along with media companies to develop a model program similar to one developed by the National Advertising Council that could provide a coordinated campaign to support the arts in the region.

Task Force Recommendations

Recommendation 3. Establish the Sacramento Arts Marketing Council, which will create and implement a community-wide image campaign for the arts and a variety of collaborative marketing services for arts and cultural groups. (Please see Appendix A for detailed proposal.)

- Task A. Research and evaluate models of collaborative marketing services for the arts, including:
 - Marketing Support Organization (Charlotte, NC)
 - Cultural Marketing Partnership (San Jose, CA)
- Task B. Recruit marketing experts from the region's advertising agencies, media and other related businesses to contribute to the Sacramento Arts Marketing Council.
- Task C. Secure funding to assist with planning and organizing the initiative.

Issue 3—Institutional Capacity and Stability

This aspect of the Plan is perhaps the most important component because successful implementation of the recommendations will depend upon ensuring the capacity and stability of the region's arts organizations. The ability to raise funds, market their activities and programs and build and sustain facilities is inextricably tied to the governance, management and fiscal administration capabilities within arts organizations themselves.

Situation Analysis

The primary source of information related to the institutional capacity and stability of the Sacramento region's arts organizations is the National Arts Stabilization Fund study (see Funding section). The ArtHouse study of facility needs also relates to institutional capacity in its identification of the need for administrative support facilities for the region's arts organizations. There is, however, no comprehensive information regarding the management and financial capabilities of local arts organizations.

Community Leaders Input

There is a wide recognition of a management and financial crisis in the Sacramento region's mid-size arts organizations, in particular the ballet, opera and classical music. Many believe that arts organizations are poorly managed; most believe that the cause is a lack of resources and skilled personnel. There is support for providing a broad range of management assistance and making available the knowledge, skills and resources of the region's corporate sector.

Arts Organizations Input

The arts community acknowledges its lack of resources and inability to attract and retain skilled managers. High debt levels inhibit the ability to acquire management systems and administrative personnel. Year to year funding cycles of the donor community preclude long range planning. The lack of a major local foundation or base of individual patrons and corporate donors with a significant commitment to the arts has led to piecemeal solutions rather than an all-inclusive approach to increasing management capacity. The lack of an ongoing program dedicated to recruiting and training arts managers, volunteers and board members is seen as an obstacle to stable and effective organizations.

Comparable Metropolitan Areas

The analysis of the six comparable metropolitan areas points to the predicament faced by the Sacramento region's arts organizations. Looking at the five major arts organizations providing opera, classical music, ballet, professional stage plays and the art museum in the six metropolitan areas reveals that the total operating budgets are five times greater than the Sacramento region's organizations on a per capita basis. For example, Austin's five traditional arts organizations have a total operating budget of \$17.6 million (\$15 per capita), versus the Sacramento region's total of \$6.5 million (\$4 per capita). Considering endowments, the total endowments of the region's music, theater, ballet and art museum are less than one-seventh the average per capita of the six metropolitan areas (\$2.00 vs. \$14.50 per capita).

Observations

There are three critical aspects of institutional stability and capacity impacting the Sacramento region's arts organizations. These are:

- Inefficiency of business operations
- Lack of skilled personnel
- Participation of the community's leadership on boards and donor rolls

The administrative inefficiency of the region's arts organizations arises from many factors. Their small scale does not provide for specialized personnel. Low wages and short-term funding lead to staff turnover. There are insufficient training opportunities for arts managers. The community's business leaders are reluctant to become board members because of the instability of the organizations. But this is an area that business community leadership and expertise could be applied to increasing the operational efficiency, effectiveness and stability of the region's arts organizations in order to facilitate the fulfillment of their artistic missions.

Task Force Recommendations

Recommendation 4. Provide economical and standardized shared business services for regional arts groups, which may include:

- Financial planning, management and advice
- Purchasing
- Back office services and equipment
- Fundraising
- Marketing
- Personnel and human services
- Education and outreach programs
- Shared and joint use space

Recommendation 5. Provide ongoing educational and training programs for arts administrators, staff, volunteers and boards.

Issue 4—Arts Facilities

Situation Analysis

Research conducted in 1994 into performing arts facilities in the City of Sacramento identified a need for a mid-size theater of up to 1,500 seats and at least one small theater of about 200 to 300 seats. This study, which only addressed the City and not the regional needs, examined a number of downtown locations for a multi-venue arts center. A study conducted for SMAC evaluating space needs is to be released in mid-2002 and will focus on a small (300-500 seat) theater and administrative needs (i.e., co-location or incubator). There appears to have been no investigation of the regional arts facility situation nor of visual arts or artists live / work space needs.

There are several major arts facilities in the various stages of planning and development, including the Mondavi Performing Arts Center on the UC Davis Campus, Crocker Art Museum, B Street Theatre, Community Center Theater renovation, Sacramento Theatre Company renovation and expansion, California Musical Theatre performance facility and CSU Sacramento mid-size theater. In addition, there are a number of facility development efforts in communities such as Roseville, El Dorado Hills, Davis, Folsom and Elk Grove to create theaters and visual arts spaces.

Community Leaders Input

Community leaders interviewed for this Plan are generally unaware of the facility situation and needs of the region's arts organizations. Many focus on the need to activate downtown and the role they see arts facilities can play in this. Some express concern about the balance between facilities in suburban communities and downtown and potential competition for audiences and funding. The B Street Theatre project is cited as a potential model for meeting arts facility needs through mixed-use developments.

Arts Organizations Input

Research conducted for SMAC on organizational capacity noted that the availability of suitable venues is the primary constraint to the future of the region's arts organizations. Discussions with arts groups for this Plan reinforced these research results and they cited many needs for performance, exhibiting, administrative, rehearsal space. Additionally, issues such as the condition of existing arts facilities, cost of using some facilities, signage and way-finding were identified. Of particular concern were the need for renovation of the Community Center Theater and equipping it so arts organizations are not faced with steep costs of renting stage equipment.

Comparable Metropolitan Areas

Comparing the Sacramento region to the comparable metropolitan areas indicates that the region is underserved with respect to major (1,000 seats or more) performance venues. The lack of a mid-size (1,000 to 1,500 seat) theater appears to be the most obvious shortcoming.

Observations

The Task Force recognizes the need for new and improved arts facilities both downtown and throughout the Sacramento region. There is a need to establish an equitable means to evaluate funding priorities and appropriate roles for the business community in the development of the region's arts and cultural facilities. Cultural facility proposals should be considered in the context of existing arts facilities

throughout the region, including performance, visual art, live / work, administrative, and rehearsal spaces. Facilities assessments and proposals should also consider renovation and upgrading of existing venues, mixed and multiple use, and adaptive reuse.

Task Force Recommendations

Recommendation 6. Establish a means whereby the Sacramento Metro Chamber can evaluate and make recommendations regarding proposals for cultural facilities.

Summary of Recommendations

Recommendation 1. Pursue a new dedicated source of public funding for the arts.

Task A. Research prior efforts in Sacramento, e.g., the “Arts to Zoo” initiative, as well as similar initiatives in other metropolitan areas, to develop public funding for the arts, and determine critical success factors.

Task B. Explore partnership opportunities with arts, heritage, and environmental groups and the proposed downtown sports and entertainment district.

Task C. Secure funding to assist with planning and organizing the initiative.

Task D. Enlist support of local chambers of commerce, SACOG, SMAC, City Councils and County Boards of Supervisors.

Recommendation 2. Establish a new source of private sector funding for the arts.

Task A. Research and evaluate models of collaborative private sector funding for the arts, including:

- Corporate Council for the Arts (Seattle, WA)
- Sacramento Regional Foundation
- Community Arts Fund (Kansas City, MO)

Task B. Recruit key business leaders and arts patrons to participate in establishing a new source of private sector support for the arts, including the Sacramento Metro Chamber, other chambers of commerce and the Sacramento Regional Foundation.

Task C. Secure funding to assist with planning and organizing the initiative.

Task D. Research and prepare a persuasive case statement that demonstrates the economic, educational and emotional benefits of business support for the arts in the Sacramento region.

Recommendation 3. Establish the Sacramento Arts Marketing Council, which will create a community-wide image campaign for the arts and a variety of collaborative marketing services for arts and cultural groups.

Task A. Research and evaluate models of collaborative marketing services for the arts, including:

- Marketing Support Organization (Charlotte, NC)
- Cultural Marketing Partnership (San Jose, CA)

Task B. Recruit marketing experts from the region’s advertising agencies, media and other related businesses to contribute to the Sacramento Arts Marketing Council.

Task C. Secure funding to assist with planning and organizing the initiative.

Recommendation 4. Provide economical and standardized shared business services for regional arts groups, which may include:

- Financial planning, management and advice
- Purchasing
- Back office services and equipment
- Fundraising
- Marketing
- Personnel and human services
- Education and outreach programs
- Shared and joint use space

Recommendation 5. Provide ongoing educational and training programs for arts administrators, staff, volunteers and boards.

Recommendation 6. Establish a means whereby the Sacramento Metro Chamber can evaluate and make recommendations regarding proposals for cultural facilities.

Implementation

Implementation of the six initiatives contained within the Plan will be the responsibility of the Sacramento Metro Chamber and, specifically, the Sacramento Regional Arts Initiatives Team, which will be led by volunteers and supported by dedicated staff. The team will be co-chaired by Brice Harris, chancellor of the Los Rios Community College District, and Russell Austin, senior partner at Murphy Austin Adams Schoenfeld LLP. The team will be comprised of leadership from the regional business and government sectors and educational institutions; a core of members will be drawn from the RASP Task Force.

The role of the Sacramento Regional Arts Initiatives Team (SRAIT) will be to:

- Secure funding to underwrite the Sacramento Regional Arts Initiatives and hire professional staff to support its efforts.
- Enlist additional volunteers and community partners to support the initiatives.
- Coordinate the activities of various sub-committees convened to accomplish specific initiatives.
- Liaison with the leadership of the Sacramento Metro Chamber regarding the implementation of the initiatives.

Sub-committees will be convened to accomplish specific initiatives and will be composed of area businesspeople and other community partners recruited through the Metro Chamber. (Please see Appendix C for an organizational chart.)

The team will require a staff composed of:

- a full-time project coordinator,
- a fund development specialist on contract,
- a part-time administrative assistant; and,
- a consultant to be retained on an as-needed basis.

The staff will be responsible for coordinating the efforts the team and its sub-committees, developing a plan of action and securing funding for each initiative.

The Metro Chamber will donate office space, use of office machines and office supplies for the Sacramento Regional Arts Initiatives Team; the Arts & Business Council of Sacramento will serve as a fiscal agent for the Sacramento Regional Arts Initiatives Team and donate additional office space and accounting services

The annual budget for the Sacramento Regional Arts Initiatives Team will be approximately \$100,000.

The team will begin work in October 2002, subject to securing additional funds. (Funds will be sought from private foundations, area businesses and individuals, among other sources.) Support for the Sacramento Regional Arts Initiative Team has already been secured from the Sacramento Metro Chamber, California State University, Sacramento, Los Rios Community College District, UC Davis and the Arts & Business Council of Sacramento.

The team, along with its staff, is expected to accomplish the planning objectives within two to three years. Self-sufficient separate entities or permanent programs will be established for the administration of ongoing initiatives. (Please see Appendix D for a timeline.)

Appendix A: Sacramento Arts Marketing Council

The Sacramento Arts Marketing Council will be comprised of marketing executives from leading businesses, advertising/public relations agencies, and media entities who will provide leadership and guidance to promote and support the arts in the Sacramento region. This council will work in coordination with an advisory group of representatives of the region's arts organizations. Three strategic programs are envisioned:

Image campaign for the Arts:

- Develop an overall image campaign to promote participation in and giving to the arts.
- Secure in-kind placement and leveraged media buys to run a year-round advertising campaign.
- Develop year-round public relations campaign to promote the arts and its impact on the region.
- Orchestrate a targeted marketing campaign involving the arts organizations and the region's hospitality industry.

Campaign Support:

- Select on an annual basis a one or more arts organizations to receive pro-bono comprehensive advertising and public relations support from a local ad agency.
- Secure in-kind placement and leveraged media buys to run a targeted, full season campaign.

Technical Assistance:

- Hire a senior-level marketing officer to work with the region's arts organizations to provide ongoing counsel, support, and expertise to help build audiences and support for the arts.
- Specific areas might include, database support, cross-marketing opportunities, co-op advertising purchases, ticketing, etc.
- Facilitate a formal mechanism for an ongoing exchange of information and collaboration between the region's arts organizations.
- Drawing upon business expertise, develop training programs and benchmarks for the region's arts organizations to further professionalize the marketing activities of arts organizations.

For an arts group to benefit from any of these three programs, it will be required to provide a specified level of support to the marketing campaign, e.g., playbill ads, box office signage, newsletter articles/ads, lobby signage, etc.

Appendix B: Regional Arts Strategic Plan Task Force Members

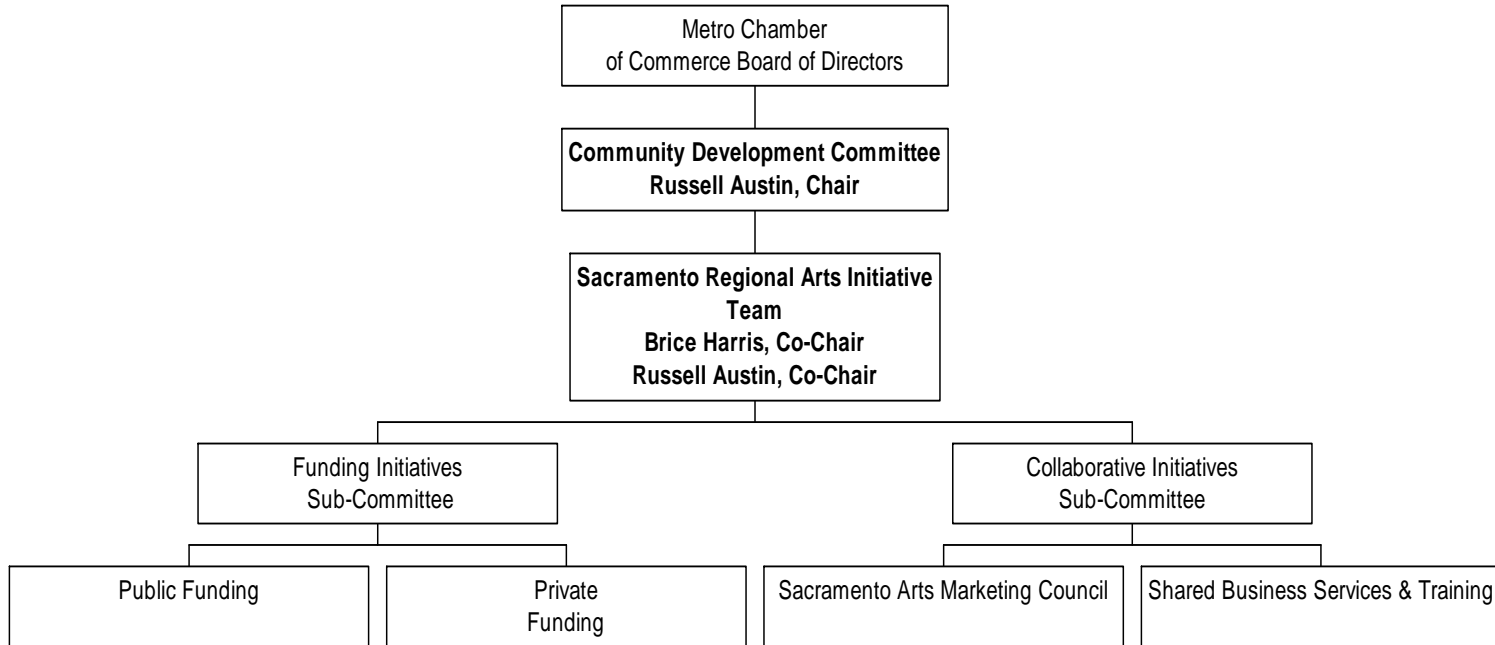
- Russell Austin, Senior Partner, Murphy Austin Adams Schoenfeld LLP
- Jamie Clark, Director of Communications & Public Affairs, Raley's & Bel Air
- Judith D'Amico, Vice President, Wetsel-Oviatt Lumber Company
- Chuck Dalldorf, Chief of Staff to Mayor Heather Fargo, City of Sacramento
- Peter Drozdoff, Executive Director, Corporate Marketing, SureWest Communications
- Rob Fong, Managing Partner, Mackenroth Ryan & Fong
- Marcy Friedman, Member, California Arts Council
- Claudia Gamar, Mayor, City of Roseville
- Daphne Gawthrop, Executive Director, Rumsey Community Fund
- Gina Garbolino, Councilmember, City of Roseville
- Brice Harris, Chancellor, Los Rios Community College District
- Lloyd Harvego, Owner, The Firehouse Restaurant
- Bob Hemond, Executive Vice President, Sacramento River Cats Baseball Club, LLC
- Richard Hernandez, Director of Human Resources, Hyatt Regency Sacramento
- Muriel Johnson, Supervisor, Sacramento County
- Nick Kalanges, V.P. Administrative and Legal Affairs, Pacific Coast Building Products
- Gerry Kamilos, Owner, Gerry N. Kamilos, LLC
- Dennis Mangers, Senior Vice President, California Cable & Telecommunications Association
- Paul McClure, Vice President, Glass McClure Advertising, Inc.
- Diane Miller, President, Wilcox Miller & Nelson
- Betty Moulds, Vice President & Chief of Staff, California State University, Sacramento
- Mercedes Paz, Member, President's Committee on the Arts and the Humanities
- Celeste Rose, Vice Chancellor, UC Davis
- Dan Silva, Supervisor, Sutter County
- Bob Slobe, Vice President, North Sacramento Land Company
- Sandy Smoley, Chairman & CEO, The Sandy Smoley Group
- Tom Stallard, Supervisor, Yolo County
- John Thomas, President, Sacramento Kings
- Shirlee Tully-Fong, Director of Marketing & Communication, AT&T Broadband
- Loretta Walker, Vice President of External Affairs, SBC Pacific Bell
- Frank Washington, Chairman & Founder, Moon Shot Communications
- Steven Weiss, Director of Marketing & Public Affairs, The Sacramento Bee (**Chair, RASP Task Force**)

Staff:

Bob Bailey, AMS Planning & Consulting, Consultant

Jill Kaiser, Arts & Business Council of Sacramento, Administrative Support

Appendix C: Regional Arts Initiative Team Organizational Chart



Appendix D: Sacramento Regional Arts Initiatives Team Timeline

Recommendation	Primary Responsibility	Additional Participants	Timeline
Public Funding	SRAIT Funding Initiatives Sub-Committee	SMAC, SACOG, local chambers, City councils and County boards, downtown sports and entertainment district	Finish: Target election, Spring 2004
Private Sector Funding	SRAIT Funding Initiatives Sub-Committee	Sacramento Regional Foundation	Start: 10/02 Finish: 10/04
Sacramento Arts Marketing Council	SRAIT Collaborative Programs Sub-Committee	Arts & Business Council	Start: 10/02 Finish: 10/05
Arts Facility Recommendations	Metro Chamber		Ongoing
Shared Business Services	SRAIT Collaborative Programs Sub-Committee	Arts & Business Council	Start: 10/02 Finish: 10/04
Education and Training	SRAIT Collaborative Programs Sub-Committee	Nonprofit Resource Center (Board Link), Arts & Business Council	Start: 10/02 Finish: 10/03

SRAIT=Sacramento Regional Arts Initiatives Team

Appendix E: Partial List of Referenced Studies*

“1999 Study Mission—Seattle, Washington Special Report,” Sacramento Metro Chamber, 1999

“2000 Study Mission—Austin, Texas Special Report,” Sacramento Metro Chamber, 2000

“2001 Study Mission—Denver, Colorado Special Report,” Sacramento Metro Chamber, 2001

“Analysis of a New Downtown Sports & Entertainment District at the UP Railyards (Sacramento),” Goal Group Consulting, LLC, SportsEconomics, Keyer Marston Associates, Inc, March 15, 2002

“Arts Board Development Project Assessment Report,” The Cultural + Planning Group, June 2001

“California Arts Initiative—Public Opinion Survey,” BRS Group, 2001

“Cultural Business Plan: A Summary Report Presented by the Sacramento Metropolitan Arts Commission,” Sacramento Metropolitan Arts Commission, March 28, 2002

“Economic Impact of the Arts Summary,” Economic Research Associates, October 2001

“Financial Analysis of Eighteen Sacramento Arts and Cultural Organizations,” National Arts Stabilization, May 2001

“Sacramento Metropolitan Arts Commission Geodemographic Analysis,” ArtsMarket, August 2000

“Symphonic Music in Sacramento—Key Issues Paper,” AEA Consulting, December 2001

*Additional research was conducted and compiled by AMS Planning &. Research

Appendix F: Public Funding Comparison
[TO BE INSERTED]