



**Arts Council for Long Beach
STRATEGIC PLANNING
TNP Affiliate: NPO Solutions**

Background

For more than 30 years, the Public Corporation for the Arts, more commonly known as the Arts Council for Long Beach (ACLB), has fostered and supported the creation and presentation of arts and culture activities by arts organizations and local artists. The mission of ACLB is to foster creativity and culture, enliven communities and enable a thriving creative economy. They fulfill this mission by helping to create a vibrant arts scene that makes Long Beach a premiere destination for residents, businesses, students and visitors. Today, ACLB is a dynamic organization that receives and distributes public funds, raises funds through private donations, foundations, corporations and contracts for services and advocates for the wide variety of art projects, entities, artists and programming in the city.

The Nonprofit Partnership (Partnership) is a nonprofit support organization with a vision of successful nonprofits supporting thriving communities. The Partnership works with regional organizations, public sector entities and nonprofit organizations to address organizational growth and capacity building through a variety of support services. In addition, the Partnership has become the regional source for convening of the nonprofit sector to share ideas and information, build and strengthen partnership, and advocate for the sector.

Understanding of Need

The past five years have marked a period of growth for ACLB. The organization has built community among artists, brokered connections between artists and communities, elevated the quality and depth of arts education in local schools, and helped connect the public to meaningful arts experiences. As ACLB approaches the final year in its current strategic plan, the organization is poised for continued growth and development.

Scope of Services

Through its affiliate consultant, TNP presents a scope of work to ACLB that supports an engaging and comprehensive strategic process. TNP's affiliate consultant, NPO Solutions, will guide the process and prepare a strategic plan that is nuanced, holistic, and representative of broad stakeholder interests, needs, and aspirations. The scope of work was informed by discussions with ACLB and prior client engagements of the affiliate consultant. The process for ACLB assumes two key bodies guiding the planning process: a **Planning Committee**, usually two-three senior staff and board members, who meet every two-three weeks to confirm the scope of work and provide ongoing guidance and coordination support and a **Strategic Planning Task Force**, which brings together a larger group of staff, board members, and other stakeholders at key intervals in the process.

The process will be marked by four phases of overlapping activity spanning 9-12 months. While there is flexibility in the start date, the process will conclude no later than July or August 2020 (well in advance of the October 1 fiscal year start date).

The key activities and deliverables associated with each phase of work:

PHASE I: Process Design & Context: This phase involves laying the foundation for an engaging and meaningful planning process. It assumes a strong working relationship with the key organizational representatives who will serve as our primary points of contact for the duration of the engagement.



- Facilitate an orientation meeting(s) with the Planning Committee to confirm the goals and expectations of the process and to finalize the work plan. This step includes a discussion of the different stakeholders and the development of an engagement plan that outlines the engagement methodology by stakeholder.
- Review internal documents and data to establish the context for the organization, including a review of internal data practices.

Deliverables: Finalized project workplan, including a stakeholder engagement plan.

PHASE II: Data Collection/Broad Stakeholder Engagement: This phase involves a robust stakeholder engagement process and the systematic gathering of qualitative and quantitative information to paint a complete picture of the landscape of opportunities.

- Solicit input from a range of internal and external stakeholders (please see Figure 1 below).
- In all cases, the affiliate will develop the materials and tools for data collection (e.g., survey instruments, interview and focus group protocols) for review by the Planning Committee. The affiliate takes the lead in facilitation of activities with the participation and support of ACLB staff and board.
- Review current practices and developments in the field, including, but not limited to reports from LA County Arts Commission, California Arts Council, LA County Arts Ordinances, area art funders, City of Long Beach General Plan, City of Long Beach needs assessments, etc.
- Develop and organizational theory of change (or update an existing theory of change) that confirms key activities and focus areas and links outputs and outcomes to organizational efforts.

Deliverables: Summary report of findings from research and stakeholder engagement activities; organizational theory of change.

Figure 1. Sample of Stakeholder Engagement Activities –A detailed engagement plan will be further built out in conversations with the Planning Committee as part of Phase 1.

| Stakeholder | Potential Engagement Method(s) |
|--|--|
| Local Artists | <ul style="list-style-type: none"> ● Survey of artists in the registry for broad input ● Follow-on focus groups for deeper discussion of select themes ● Open Conversations session(s) |
| Community Members | <ul style="list-style-type: none"> ● Survey of community members for broad input ● Follow-on focus groups in targeted communities for deeper discussion (potentially organized in partnership or as a component of existing community meetings) ● Open Conversations session(s) |
| Elected Officials (including Mayor, all nine City Council members, City Manager) | <ul style="list-style-type: none"> ● Individual Interviews ● Option to convene a panel of elected, community leaders, and subject matter experts as part of an Open Conversation (or other gathering) to invite a broader group to share in the learning |



| Stakeholder | Potential Engagement Method(s) |
|--|--|
| Community Leaders, Subject Matter Experts (e.g., area funders, LBUSD, Arts Commission, etc.) | <ul style="list-style-type: none"> • Individual Interviews • Option to convene a panel of elected, community leaders, and subject matter experts as part of an Open Conversation (or other gathering) to invite a broader group to share in the learning |
| Staff Members | <ul style="list-style-type: none"> • SWOT (Strengths, Weaknesses, Opportunities, Threats) Analyses (1-2) • Individual Interviews (select members) |
| Board of Directors | <ul style="list-style-type: none"> • Launch meeting (including a process overview and visioning exercise) • Process updates at board meetings • Board retreat (half-day) to review the draft plan (see Phase 4) |

PHASE III: Planning Meetings: In this phase, the Strategic Planning Task Force meets at key intervals – moving through a structured discovery process to identify the strategic plan goals. The Planning Committee also meets regularly (every two to three weeks) to oversee and manage the process.

- Maintain regular communication with the Planning Committee (written and phone correspondence, consistent check-in calls).
- Facilitate four meetings of the Strategic Planning Task Force:
 - Meeting 1: Current state of the organization, process expectations, hopes for the future.
 - Meeting 2: Data findings, strategic issues and opportunities.
 - Meeting 3; Draft strategic plan framework.
 - Meeting 4: Draft strategic plan review.

Deliverables: Meeting materials, draft strategic plan framework.

PHASE IV: Plan Development and Implementation Planning: This phase includes the development of the Strategic Plan, presentation of the plan to the Board of Directors and community stakeholders. We will also establish the groundwork to move from planning to implementation.

- Work closely with the senior leaders through an iterative process to draft a Strategic Plan that articulates a shared vision and roadmap for the next five (5) years.
- Prepare a final draft for review and approval by the Board of Directors.
- Help senior leaders prepare for a community meeting to present the plan.
- Facilitate a closing meeting of the Planning Committee to reflect on the process and confirm next steps for communication and implementation.

Deliverables: A comprehensive, 5-year Strategic Plan tailored to meet the communication requirements of ACLB; a dashboard of proxy indicators to support monitoring; tools to support implementation (e.g., operating plan template, financial planning tool).



TIMELINE

| MONTH | PHASE | PURPOSE/DETAILS |
|-------------------|---|--|
| Months 1, 2 | I. Process Design and Context | This phase will lay out the foundation for an engaging and meaningful process. |
| Months 3, 4, 5, 6 | II. Data Collection/ Broad Stakeholder Engagement | This phase will utilize a multi-method approach to data collection and stakeholder engagement to surface key issues, opportunities and recommendations. |
| Months 6, 7, 8 | III. Planning Meetings | This phase will move through a series of facilitated meetings to co-develop goals and strategies. |
| Months 9, 10, 11 | IV. Plan Development & Implementation | This phase will synthesize data discussions into a clear and compelling strategic plan for internal and external audiences; this will prepare ACLB for implementation. |

Staffing and Project Management

The design, planning, convening, and presentation of this project will be provided by Warren Riley and Betsy Uhrman of NPO Solutions, an affiliate consultant of the Partnership. Support for the project, including contracting, invoicing, and evaluation, will be provided by Carolina Quezada, Community Engagement Manager of the Partnership. The ACLB Executive Director, Griselda Suarez, will be providing overall supervision of the process and deliverables for this project.

NPO Solutions comes to this work with a breadth and depth of experience in planning and organizational capacity building. For over 30 years, they have partnered with nonprofit and public sector agencies – spanning issue area, size, and funding model across Southern California--- and bring decades of experience supporting and strengthening arts and culture and other organizations across Los Angeles County, including several engagements in Long Beach and surrounding communities. In each project, NPO Solution engages a cross-section of stakeholders and informants, builds consensus among leadership teams and governing bodies, and synthesizes information into high-quality deliverables. Recent strategic planning examples include: Inner-City Arts, Long Beach Day Nursery, The Guidance Center (in progress), Los Angeles County Department of Public Health Oral Health Program (in progress), Wayfinder Family Services (in progress) and Child Care Resource Center (in progress). NPO Solutions has a long history of supporting arts and culture and education organizations in LA County, including Inner-City Arts, LA STAGE Alliance, Symphonic Jazz Orchestra, Harmony Project, the Los Angeles Philharmonic, and Santa Cecilia Arts & Learning Center, among others. These engagements spanned strategic planning, board development, evaluation and data coaching, and multi-stakeholder collaborative planning. In all of their engagements, NPO Solutions is committed to delivering results efficiently, cost-effectively, and within stated timeframes.



Fees and Expenses

The Partnership is committed to providing the best services to meet your needs while providing a great value for your investment in our management consulting services. The fee for this project is estimated at \$40,000 and includes all preparation, facilitation, and administrative costs as described in the Scope of Services.

Upon agreement and signature, \$10,000 or 25% will be due to the Partnership to begin the work. Upon completion of Phase II, as identified above, \$10,000 will be due. The remaining amount, \$20,000 (or 50%) will be due at the completion of the project.

Your signature below indicates acceptance of this proposal and its terms.

Michelle Byerly, Executive Director
The Nonprofit Partnership

Griselda Suarez, Executive Director
Arts Council for Long Beach

Date

Date