



**Arts Council for Long Beach  
STRATEGIC PLANNING  
TNP Affiliate: COMMUNITY WORKS CONSULTING**

## **Background**

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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**

In 2015, ACLB launched a five-year strategic plan that outlined an approach and specific initiatives that would drive the organization's growth until 2020. With renewed focus on the future, and strengthened by its wide network of collaborations and supporters, ACLB looks to this future with great optimism. Enthusiastic about engaging various stakeholders, ACLB now seeks to initiate a process that will result in the identification of new goals and opportunities that will serve to further support the growth of a vibrant community.

## **Scope of Services**

Through its affiliate consultant, TNP presents a scope of work to ACLB that supports an engaging and comprehensive strategic planning process. The plan and the process will be nuanced, holistic, and representative of the broad stakeholder interests, needs, and aspirations. TNP's affiliate consultant will ensure that the planning process inspires internal and external stakeholders to fully participate in this process.

Working closely with ACLB's Board of Directors, staff and key stakeholders, the Partnership's affiliate consultant will provide the following services and deliverables according the timeline described herein:

**PHASE I: Discovery/Launch:** The initial launch meeting will help uncover the focus and lens that will guide the whole process and timeline.

**Deliverables:** Meeting notes.

**PHASE II: Board and staff retreat:** The affiliate will co-design and deliver a board and staff retreat that will be the event that 'launches' the strategic planning process for ACLB. This meeting will be used as a critical juncture where information will be gathered from the board of directors and staff on ACLB's vision for its future strategies. The retreat will be held on August 10, 2019.

- The affiliate will co-design the agenda and create facilitation-related support materials for this day
- Facilitation (set up, facilitate, break down) of the retreat



- Affiliate will provide notes of general feedback, agreements and key points
- Deliverables: agendas, notes.

PHASE III: Data Collection: This phase encapsulates the preparation for and various approaches to collecting relevant data from a broad and diverse constituency and includes the analysis and preparation of that data for planning purposes.

- **Data Collection Design:** This will include up to two (2), 2-hour sessions with the committee to co-design a plan for data collection. At this meetings, it will be determined who (stakeholders) will be included in the outreach, the methods for data collection, and the key questions that will be used. This will also include pre-session calls with the Executive Director or other leadership to prepare for the meetings. Deliverables: Data collection plan, interview guide, survey questions, focus group outlines (if focus groups are used).
- **Community Gatherings:** Affiliate will co-design and attend up to three (3), 90-minute community gatherings. Depending upon the size of these gatherings and their ultimate design, affiliate may facilitate to gain feedback, or there may be many people helping to gain feedback. If it is the later, Affiliate will guide and coach the ACLB representatives (staff, committee members) on facilitating at tables to gather feedback. Deliverables: Notes for each one of the three community gatherings.
- **Interviews:** Affiliate will co-create interview guides and conduct up to three (3), 30-minute interviews with individuals mutually agreed upon to be best interviewed by a non-staff or board member of ACLB. ACLB will likely require more interviews, and will lead those interviews where it is best conducted by executive staff or board members. Deliverables: interview guides, notes from interviews conducted by Affiliate.
- **Surveys:** Affiliate will provide assistance in designing surveys that can be administered by staff and volunteers of ACLB.
- **Data Analysis:** ACLB will provide the raw data to the Affiliate from its various sources and where Affiliate does not already possess data (ie., surveys, interviews, gatherings, etc.). Affiliate will submit a summary of findings to the planning committee in preparation for Phase IV. Deliverables: Presentation of summarized data.

PHASE IV: Committee Planning Sessions: This phase captures the work of the planning committee in identifying trends and goals that will shape ACLB's strategic plan. Guided by the affiliate, the committee will meet and discuss data in addition to completing "homework" assignments in-between meetings. The phase will culminate in a written plan that will be submitted to the committee for review.

- **Planning Sessions:** The affiliate will design and prepare materials for up to six (6), 2-hour Committee Planning Sessions. Moreover, the affiliate will facilitate these sessions, define and assign "homework" to help prepare for each of the sessions. Deliverables: agendas, notes, working materials.

The scope of work above assumes the following:

- ACLB will provide logistical support, including interpretation/translation, for all community gatherings.
- ACLB will coordinate all aspects of community gatherings, including finding locations, promoting, providing any refreshments, etc. If design requires additional data collection support, ACLB will identify staff or committee members who can serve in this capacity.
- Surveys will be translated and administered by ACLB.
- Planning committee will engage in planning sessions and will commit to doing 'homework' between meetings.



POST STRATEGIC PLANNING (Optional)

- **Operational Plan:** Affiliate will design the agenda and support materials for up to two (2), 2-hour sessions to develop the first year’s annual working plan. Affiliate will also facilitate these discussions. Deliverables: Agendas, working materials, notes.
- **Operational Plan Writing:** Affiliate will gather all data and provide ACLB with Year 1 Operating Plan. Deliverable: Year 1 Operating Plan

TIMELINE

MONTH	PHASE	PURPOSE/DETAILS
Month 1	Discovery/Launch	The initial launch meeting will help uncover the focus and lens that will guide the whole process and timeline.
Months 2/3	Board & Staff Retreat	The affiliate will design and deliver a board and staff retreat that will be the event that ‘launches’ the strategic planning process for ACLB. This meeting will be used as a critical juncture where information will be gathered from the board of directors and staff on ACLB’s vision for its future strategies.
Months 3/4/5/6/7/8	Data Collection	This phase encapsulates the various approaches to collect relevant data and the analysis of it. Timing is impacted by how quickly scheduling happens for interviews and community gatherings.
Months 8/9/10/11/12/13	Committee Planning Sessions	This phase captures the work of the planning committee in identifying trends and goals that will shape ACLB’s strategic plan. Guided by the affiliate, the committee will meet and discuss data in addition to completing “homework” assignments in-between meetings. This timing assumes a monthly meeting with the committee for 6 meetings.
<b>Post Strategic Planning (Optional)</b>		
TBD	Working Groups	Affiliate will design the agenda and support materials for up to two (2), 2-hour sessions to develop the first year’s annual working plan. Affiliate will gather all data and provide ACLB with Year 1 Operating Plan

**Staffing and Project Management**

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The design, planning, convening, and presentation of this project will be provided by Carol Hass of Community Works Consulting, 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.



Carol A. Hass is the founder, President and CEO of Community Works Consulting Inc. In this position, she manages a team of 9 staff and affiliates, who together, secure \$2.5 - \$3-million in foundation and corporate grant funding annually, provide tailored facilitation services for complex planning purposes, and provide a range of support designed to build the capacity for the nonprofit sector. Carol brings to her position more than 20 years' experience working and volunteering in and with community-based nonprofit organizations. She has a proven track record of creating environments where staff, volunteers and contractors thrive and deliver consistent, high-end results. Before launching Community Works Consulting in 2005, Carol directed the day-to-day operations for the development department of the L.A. Gay & Lesbian Center, a multi-million dollar social service, health and community services center. In this position Carol successfully managed a \$1.4 million expense budget and directed an 11 person team, collectively raising \$4 million annually from individuals, foundations and corporations.

### **Fees and Expenses**

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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 \$43,223 and includes all preparation, facilitation, and administrative costs as described in the Scope of Services. Upon agreement and signature, \$10,806 or 25% will be due to the Partnership to begin the work. Upon completion of Phase II, as identified above, \$10,806 will be due. The remaining amount, \$21,611 (or 50%) will be due at the completion of the project.

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

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Michelle Byerly, Executive Director  
The Nonprofit Partnership

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Griselda Suarez, Executive Director  
Arts Council for Long Beach

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Date

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Date