



**Arts Council for Long Beach  
STRATEGIC PLANNING  
TNP Affiliate: Evonne Gallardo**

## **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**

This project will provide for a well-designed, facilitated strategic planning process which will take place over the course of one year. This process will cultivate a culture of strategic thinking for ACLB and will include internal assessment & analysis, deep public engagement intake through a series of town-hall style meetings, and general market analysis & review of best practices which will culminate in a 3-5 year plan with clear goals and objectives.

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: Process Approval, Board Retreat Prep**

- Present strategic planning process for approval
- Explore leadership structure for strategic planning process and implementation
- Establish schedule and content for Board and Staff Retreat to:
  - Review/clarify mission, vision and values
  - Review results of internal organizational assessment and public engagement activities
  - Identify and achieve consensus on first round of strategic planning goals



PHASE II: Conduct internal and external engagement activities

- One on one interviews with board, staff, and key stakeholders
- Internal assessment/electronic survey for board and staff
- 3 Community Meetings/Town Halls
- Partnering with staff to conceptualize effective external survey inquiries and engagement

PHASE III: Strategic Plan

- Goals and Strategic Planning Initiatives: Outline hopes, needs, and strategies for the next 3-5 years
- Resources and Recommendations: Review current internal resources available to carry out goals and objectives and to identify broader public initiatives and intersections that help advance goals and strategic planning initiatives.
- Strategic Plan Drafts and Final Submission

Post Strategic Planning (Optional)

- Implementation Plan and Working Groups
  - Develop implementation plan that includes strategic planning initiatives, tactics, timelines, and roles
  - Facilitate working groups for each goal to workshop specific objectives, tactics and timelines.
  - Assist staff in developing case for additional resources as necessary

TIMELINE

MONTH	ACTIVITY	PURPOSE/DETAILS
Month 1	Kick Off Meeting	<ul style="list-style-type: none"> <li>● Present proposed process</li> <li>● Finalize scope of work/budget/contract</li> <li>● Propose dates for board and staff retreat</li> <li>● Acquire and review governance materials</li> </ul>
Month 2/3/4	Internal and External Engagement Activities and Intake	<ul style="list-style-type: none"> <li>● Conduct interviews with board and staff</li> <li>● Distribute and collect results of Internal Assessment Survey</li> <li>● Finalization of town hall meeting dates</li> <li>● 3 town halls</li> <li>● Work with staff to provide guidance on external survey inquiries and engagement</li> </ul>
Months 5-6	Retreat Prep	<ul style="list-style-type: none"> <li>● Retreat scheduling and logistics</li> <li>● General market scan/trends in the field</li> <li>● Organizational materials and budget review and assessment</li> <li>● Retreat prep: agenda, presentation materials, scripts</li> </ul>
Month 7-8	Board/Staff Retreat/Primary Goals Established	<ul style="list-style-type: none"> <li>● Facilitation of retreat</li> <li>● Draft of primary goals and objectives for review</li> </ul>
<b>Post Strategic Planning (Optional)</b>		
TBD	Working Groups	<ul style="list-style-type: none"> <li>● Facilitate 3 working groups with thought leaders to outline strategies/tactics for each goal, as well as clarify key resources for preliminary budget and timelines.</li> <li>● Identify plan's board/staff roles and responsibilities.</li> </ul>



## Staffing and Project Management

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The design, planning, convening, and presentation of this project will be provided by Evonne Gallardo of Evonne Gallardo 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.

Evonne Gallardo has over 20 years of hands-on leadership experience in arts and culture, including strategic planning and feasibility studies, board development, revenue strategies, programming, community engagement, public art experiences, as well as cultural equity, and inclusion strategies. Evonne is an arts and culture consultant dedicated to honoring and valuing artists as critical components to a successful society. She works to advance and resource artists and the organizations that serve them, and has held leadership positions in a wide range of arts organizations, including museums, community-based art centers and artist-led ventures. Evonne received a B.A. in American History at Columbia University and an M.A. in the Sociology of Art from the New School for Social Research in New York City. In addition to consulting, Evonne serves as Vice Chair of the Board of Directors for the National Association of Latino Arts and Culture, and is a member of the mayor-appointed Cultural Affairs Commission for the City of Los Angeles.

## 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 \$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 (or 25%) 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.

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Michelle Byerly, Acting 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