

ALAMEDA COUNTY ARTS COMMISSION

2016 STRATEGIC PLAN

Vision

The Alameda County Arts Commission is a leader in developing a vibrant and innovative County where the arts and creativity are considered an essential component of this successful and thriving region.

Mission

The Alameda County Arts Commission is dedicated to improving the quality of life in Alameda County by nurturing, encouraging and advocating for arts and creativity for all. This is accomplished through:

- Nurturing a thriving and diverse artistic and cultural environment
- Promoting economic opportunities for the county's artists and arts organizations through programs such as arts grants, public art, arts education, and community engagement
- Encouraging inclusive public access and participation in the arts, and
- Actively advocating for the arts and creativity

Core Values and Beliefs

We believe the arts and creativity:

- Are essential for a vibrant, livable, and economically healthy community.
- Improve the quality of every life for all community members.
- Are integral to the healthy development of our children.
- Encourage the development and use of imagination, innovation, and expression.
- A vehicle for civic dialog, engagement and social change.
- Must be equitable and accessible to all.
- Connect us to our cultural heritage, humanity and each other.
- Contribute to public spaces that create social and cultural vitality.
- A powerful vehicle for collaboration among individuals, organizations, businesses, and civic leaders.
- Encourage individual, group, and community participation that contributes to the health of our nation and our world.
- A vehicle to act locally while thinking globally.
- Have the power to transform lives.

Outcomes

We aspire to:

- Help build a relevant, accessible, equitable, and sustainable arts community throughout Alameda County.
- Help create a sense of community and promote the quality of life throughout Alameda County.
- Celebrate and promote arts and creativity for all people in Alameda County.
- Build public will in a way that creates engagement and sustainability for the arts and creativity as a recognized, valued and expected part of everyday life.
- Unleash joy, beauty and imagination.

Goals

- 1. ADVOCATE AND BUILD PUBLIC WILL FOR THE ARTS AND CREATIVITY:**
Promote active participation in and support of the arts and creativity. Ensure a common understanding that the arts and creativity are an essential part of Alameda County's successful and thriving communities.
- 2. SUSTAIN ORGANIZATIONAL CAPACITY:**
Sustain the Arts Commission's organizational capacity to serve the individuals and communities of Alameda County by enhancing the systems and structures in place.
- 3. STRENGTHEN AND REFINE PROGRAMS:**
Continue to build and strengthen programs that advance the Arts Commission's mission, vision, and values.

Goals

1. **ADVOCATE AND BUILD PUBLIC WILL FOR THE ARTS AND CREATIVITY:**

Promote active participation in and support of the arts and creativity. Ensure a common understanding that the arts and creativity are an essential part of Alameda County's successful and thriving communities.

- A. Continue the Arts Commission's programs, such as the Annual Arts Leadership Awards and Art IS Education, to provide opportunities for the County leadership and the public to learn about and support arts and creativity.
- B. Strengthen the Arts Commission's programs, services, policies and communications to illustrate its arts advocacy efforts and encourage community members to recognize and support the role of the arts and creativity in their lives.
- C. Create and encourage coalition of arts advocates at the city and county levels and partnerships that advance the Arts Commission's arts advocacy goals.
- D. Connect with and support other county, state, and national arts advocacy efforts such as the California Arts Council, Californians for the Arts, California Arts Advocates, and Americans for the Arts.
- E. Commissioner and staff to actively advocate for arts and creativity while acting as a connector of artists, leaders, organizations, funders and audiences. Commissioner and staff work as resource builder of relationships and as informed voices and champions for Alameda County arts and creativity.

2. **SUSTAIN ORGANIZATIONAL CAPACITY:**

Sustain the Arts Commission's organizational capacity to serve the individuals and communities of Alameda County by enhancing the systems and structures in place.

Commission Structure

- A. Continue efforts to fill all Arts Commissioner vacancies by supplying timely recommendations of appointees to the Alameda County Board of Supervisors.
- B. Conduct an annual review of the Strategic Plan each summer to evaluate accomplishments and make improvements to the plan as needed.
- C. Continue to strengthen the structure and systems for the Members of the Arts Commission including the continuation of a newly appointed Commissioner introduction; encouraging participation in regular duties, including attendance at regular meetings; participation in committees and at Commission events.

Administrative Structure

- A. Continue current management of administration, programs, and services following the County's standard policies and procedures.
- B. Ensure staff members are supported with regular County systems and office operations.
- C. Explore new opportunities to generate more support and collaborative efforts from other county agencies.

- 3. STRENGTHEN AND REFINE PROGRAMS:**
Continue to build and strengthen programs that advance the Arts Commission's mission, vision, and values.

Advocacy Program

Provide and participate in arts advocacy programs and events that support the overall goal of advocating and building public will for arts and creativity.

- A. Conduct programs, such as the Arts Commission's Annual Arts Leadership Awards and Art IS Education, to provide opportunities for the County leadership and the public to learn about and support arts and creativity.
- B. Continue staff participation in advocacy organizations and events that promote information sharing and collaborations.
- C. Continue to share advocacy information with Commissioners and the public.
- D. Enhance public awareness of the services and opportunities offered by ACAC through social media, press and print promotion, online media, events, etc.

Creative Community Engagement Program

Provide leadership and key direct service arts engagement programs to benefit community members and other programs and collaborations

- A. Provide leadership to advance countywide arts education efforts for people of all ages.
- B. Provide direct arts education and community engagement services, such as Art IS Education and 100 Families Alameda County, through direct programs, as part of public art projects, and through other strategically funded opportunities.
- C. Continue to present temporary exhibitions, such as in the County Administration Building and Highland Care Pavilion, and temporary window displays, such as on the front of County Administration Building, to further the awareness of and participation with community arts organizations.

- D. Partner with other organizations, county agencies and local networks, such as the CSSSA and Poetry Out Loud, to help promote arts learning opportunities for community members across Alameda County.

Public Art Program

Maintain a quality, innovative public art program and collection that enlivens public spaces and inspires the community.

- A. Continue to coordinate new County public art projects in County facilities.
- B. Continue to improve documentation and database of public art projects and county art collection. Provide access to and promote the County's art collection through the ACAC website and social media.
- C. Continue to broaden the involvement of new and diverse artists at all levels of their careers in the public art program.
- D. Develop new projects that include a variety of artistic methods and media.
- E. Create a system that provides for ongoing maintenance and conservation of collection.
- F. Provide countywide leadership in the area of public art.

Cultural Funding Program

Provide increased and sustainable countywide funding for the arts and arts programs through an accessible, user-friendly grants program.

- A. Develop strategies for expansion of the ARTSFUND Grants Program. Continue to explore opportunities to expand revenue and to consider beneficial partnerships that are aligned to ACAC goals.
- B. Continue to review application guidelines and make recommendations to enhance the program by refining the guidelines.
- C. Continue to award grants to support arts and creativity programs throughout Alameda County.

The County of Alameda’s mission, vision, and values and the diversity policy are presented in this plan to encourage a strong relationship between the whole County and the work of the Arts Commission.

County of Alameda Mission, Vision, & Values

Mission

To enrich the lives of Alameda County residents through visionary policies and accessible, responsive, and effective services

Vision

Alameda County is recognized as one of the best counties in which to live, work and do business.

Values

- Integrity, honesty and respect fostering mutual trust.
- Transparency and accountability achieved through open communications and involvement of diverse community voices.
- Fiscal stewardship reflecting the responsible management of resources.
- Customer service built on commitment, accessibility and responsiveness.
- Excellence in performance based on strong leadership, teamwork and a willingness to take risks.
- Diversity recognizing the unique qualities of every individual and his or her perspective.
- Environmental stewardship to preserve, protect and restore our natural resources.
- Social responsibility promoting self-sufficiency, economic independence and an interdependent system of care and support.
- Compassion ensuring all people are treated with respect, dignity and fairness.

Diversity Policy

Diversity:

- includes everybody;
- focuses on and empowers all employees;
- facilitates change and transition;
- fully utilizes the talents and skills of all employees;
- has a positive impact in the workplace and on the communities and citizens we serve;
- strengthens and raises our standards;
- improves the quality of the work environment;

Purpose:

To promote an organization where groups, as well as individuals, are appreciated for their differences; where everyone understands and appreciates the heritage and culture of many different groups, as well as being responsive to the uniqueness of each individual. Where individuals reach beyond their own experience to appreciate and work effectively with people who are different from themselves.

Objective:

To create a high performing and productive organization where each person is valued for their unique gifts and talents, in order to capitalize on the innovation inherent in diverse work groups; and, to assure that each person is valued based on their genuine potential of employee characteristics rather than based on stereotypes or assumptions. This is essential in order to deliver quality and appropriate services to our diverse community and to create a workplace where all people feel included.

Business Necessity:

Workplace cultures are usually based on assimilation, which calls for shaping people to the style already dominant in the organization. In contrast, with an increasingly diverse workforce, the County's culture must change so that the norms will accommodate a wide range of employees. Breaking away from assimilation involves increasing the consciousness and appreciation of differences associated with heritage, characteristics, consciousness, and appreciation of differences associated with heritage, characteristics, and values of many different groups, as well as respecting the uniqueness of each individual. With that in mind, the Board of Supervisors endorses the following goals:

- Acknowledge changing demographics and strive for a workforce that mirrors the community in an effort to be more responsive to its needs.
- To continue to provide responsive and quality services.
- To encourage the public to communicate their assessment of the services we provide.
- Maximize the pool of talent that we can draw from and ensure that all employees feel their contributions are valued.
- Create an organizational climate that encourages employees to reach their full potential, thereby developing the highest caliber of employees.

Program Benefits:

The program will provide an opportunity for all employees to learn about diversity and its values. All departments will work toward maximizing diversity while honoring and pursuing the fundamental goals and values of the County. These together will create the climate of a more open, flexible, responsive, and responsible work environment where people feel valued and are able to be more efficient and productive.

For these benefits to occur, the following topics must be addressed in developing this program:

- New skills for managers/supervisors
- Flexibility in how we get to results
- Assimilation vs. inclusion
- Minimizing tensions and problems or culture clashes
- Mentoring and development programs for employees

THEREFORE, this policy for Alameda County regarding diversity has been adopted that clearly:

1. Articulates and identifies the purpose and objective that our organization is striving to achieve;
2. Discusses diversity in broad multidimensional terms, both explicitly and inclusively; and
3. Identifies the benefits and values of diversity.

The policy was approved by the Board of Supervisors on December 14, 1993.

About the Alameda County Arts Commission

The Alameda County Arts Commission (ACAC) was established in 1965 by ordinance of the Alameda County Board of Supervisors.

Enabling Legislation within the Alameda County Administrative Code: The Board of Supervisors of the County of Alameda, State of California, declares it will serve the best interests of our citizens and promote the public health, safety and general welfare of our County by encouraging the performing arts, artists, architects, landscape architects, designers, art patrons and institutions of art, to the end that our County be developed and enriched by the performing arts and by works of art; and to provide at the County level leadership and encouragement to all the cities, local areas and other governmental subdivisions of the County to accomplish said purposes. The purpose of the Alameda County Arts Commission is to act in an advisory capacity to the Alameda County Board of Supervisors concerning the arts and cultural environment in the County.

The Arts Commission is comprised of the following individual members appointed by the Alameda County Board of Supervisors:

- Fifteen citizens, three from each of the five districts of Alameda County Board of Supervisors,
- Up to seven ex-officio members representing three major County departments and four leading Alameda County educational and cultural institutions.

The Arts Commission's Executive Committee is comprised of:

- Chairperson, Vice-Chairperson, Secretary; plus one or more additional Arts Commissioners appointed by the Chairperson and Commission

Meetings:

All meetings of the Arts Commission and its committees are open to the public. Meeting information is available to the public at the Arts Commission website www.acgov.org/arts

Regular Meetings of the Alameda County Arts Commission are held on the second Wednesday of each month from 4:00 to 6:00 p.m.

Alameda County Public Art Advisory Committee Meetings are held on the fourth Thursday of each month from 3:30 to 5:30 p.m.

Alameda County Arts Commission Executive Committee Meetings are held on the last Wednesday of each month from 3:30 to 5:00 p.m.

All Meetings are held at 1401 Lakeside Drive, 11th Floor, Oakland, CA 94612