



children's creative project



THREE YEAR STRATEGIC PLAN
2019 - 2022

INTRODUCTION FROM THE BOARD PRESIDENT



Behind every successful organization is a strategic plan that accurately reflects its **vision**, **mission** and **values**; effectively appropriates its human, physical and financial resources; and undergirds its direction, its hopes and its dreams.

Children's Creative Project has such a plan.

As the newly elected Board President of Children's Creative Project (CCP), I feel especially privileged to be writing this message. This is a special time in our organization's history as we celebrate our successes, tremendous growth over the years, and engage in the strategic planning process to redefine our organizational structure.

The best, most effective strategic plan is one driven by the aspirations of those who live and breathe it every day. Our new strategic plan is the result of the collaborative efforts of a cross-section of the community, dedicated staff and board of directors of whose members are committed to the betterment of the organization and most of all, the education of our youth. The final product validates our commitment at CCP to shared governance and dedication to accomplish the goals set forth in this plan.

We are committed to bringing high-quality visual and performing arts education to our public schools by providing access to professional international, touring and resident artists. Looking ahead, we are focused on accelerating our reach within our school districts in which all students will be exposed to arts education and provided opportunities to engage in creative expression that permeates every school, every grade, every day.

I am thankful for the time, commitment, and contributions from our CCP staff, board and all the members of our community who participated in this planning process. My hope is that the new strategic plan will provide CCP with a dynamic guiding vision — one that is innovative, engaged and forward-thinking, ushering us to even greater heights of excellence. CCP is already stronger for their vision and their efforts, and I am truly excited to see where this leads us as we continue our mission to have a lasting positive impact in the lives of our youth and arts education in the communities we serve.

With thanks and appreciation,

A handwritten signature in black ink that reads "Bryan Kerner".

Bryan Kerner
President, Board of Directors

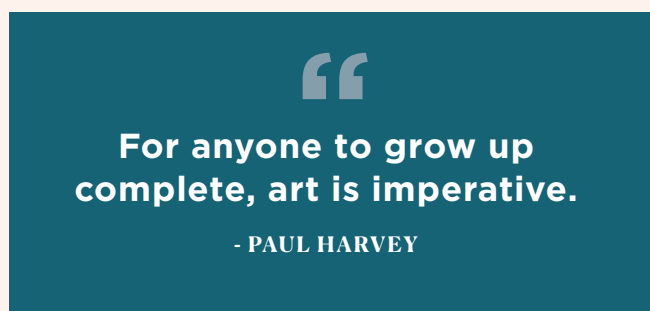




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STRATEGIC PLAN OVERVIEW

Decades of research show that experiencing the creative process develops critical thinking skills, engages students and fosters innovation. Yet, only 25 percent of California students have access to the four arts disciplines as required by the State of California's education code. The work of CCP is clearly needed now more than ever. How does an organization that has been the catalyst for arts education in Santa Barbara County for nearly five decades sustain its momentum and continue to thrive in a changing landscape?

In terms of organizational lifecycles, CCP is considered a mature organization. At this phase, some organizations are vulnerable to stagnation and decline while others pivot in the opposite direction emerging with renewed purpose and greater mission impact. Recognizing this critical point in its evolution, CCP's board chose to embark on a strategic planning process to proactively define its next chapter.

The goal of this planning process was to support CCP's board through a classic nonprofit lifecycle transition moving from a hands-on, event-focused organizational board to a governing body that engages in big-picture oversight, setting long-term goals and objectives, evaluating and monitoring organizational success, and actively managing financial resources. A key first step was to refresh CCP's mission and develop a vision and values that could collectively serve as the organization's north star (page 7). Next was the development of goals and strategies inspired by three overarching strategic priorities: Redefining CCP's Organizational Structure; Growing Community Awareness; and Expanding CCP's Program Reach and Impact (page 8). Also included in this plan are additional recommendations from the planning team and consultants on future planning initiatives, arts education advocacy, and technology upgrades (page 17).



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CCP keeps the arts alive in schools and employs artists.

BILL CIRONE

Retired Superintendent of SB County
Office of Education



CHILDREN'S CREATIVE PROJECT

Arts Education Leadership in Santa Barbara Since 1977

The history of Children's Creative Project ("CCP") is infused with the belief that all children should have access to high quality arts experiences. The organization began in 1972 when local artists started volunteering their time to provide free after-school visual and performing arts workshops to elementary school students at Franklin School. Two of these artists were founder Felicity Harley and long-time Executive Director, Kathy Koury. The group's work was born of necessity. In the 1970s voters dramatically changed how California

funded public education when Proposition 13 was passed. Property taxes dropped by almost sixty percent, decimating the funding available to schools at the local level. Between 1970 and 1997, per pupil spending in California fell more than fifteen percent relative to spending in other states, according to a report from the Public Policy Institute of California. Schools adapted by cutting programs, services and staff. What little arts education was being offered in public schools was eliminated or drastically reduced in many schools.

EARLY YEARS



CCP originated as a program under the Center for Community Education and Citizen Participation, then led by Bill Cirone who would go on to become Superintendent of Santa Barbara County Education Office from 1982 to 2017 and an enduring advocate for the importance of arts education. In 1975 CCP obtained its own nonprofit status with noted community activist Nancy Alexander serving as its first board president. Described by Bill Cirone as one of several 'hybrid' organizations established during this period, CCP was uniquely positioned to operate nimbly within the county's education bureaucracy and still raise outside funding and independently contract with professional artists. Kathy Koury, one of CCP's original volunteer teaching artists, became its first Executive Director in 1977—a position she still holds today.

Koury quickly began working with the California Arts Council and the National Endowment for the Arts to leverage government grants to expand CCP's after school program to all Santa Barbara Unified School District elementary schools. She also used these funds to initiate residencies to bring artists into classrooms during the school day to serve more students in a more consistent way. As CCP's programming took root, it began expanding, first into the South County school districts in Goleta, Carpinteria and Cold Spring, and eventually serving school districts in North Santa Barbara County and San Luis Obispo County.

I MADONNARI FESTIVAL AND CCP CRITICAL ACCLAIM

While grants funding fueled the launch of many of CCP's programs, Koury knew she could not rely on this funding source for the organization's long-term sustainability. She established an endowment fund for CCP early on, but building capital was challenging for her new board. In the late 1980s, photographer

Jesse Alexander showed Koury his images from an International Street Painting Competition in Italy. This inspired Koury to launch a street painting residency at Peabody School with Kurt Wenner, an artist who had practiced the artform in Italy. In 1986, she went to Grazie di Curtatone, Italy to see the

competition for herself and the seeds were planted to build a unique fundraiser connected to CCP's mission. Within less than a year, Koury had designed and launched the major arts event that blossomed into the I Madonnari Italian Street Painting Festival, a beloved Memorial Day weekend event for Santa Barbara natives and tourists alike held at the Old Mission. The I Madonnari Festival is the first festival of its kind in North America—and likely the Western Hemisphere—after which more than 200 similar festivals have followed. Built by I Madonnari festival revenues over the years, CCP's Endowment Fund is now a reliable revenue stream for the organization.

In 1999, CCP's pioneering work bringing professional artists into elementary schools to teach and perform was recognized as a national model by then First Lady Hillary Rodham Clinton in the report, *Gaining the Arts Advantage: Lessons from School Districts that Value Arts Education*. That same year CCP received "The Creative Ticket Schools of Excellence" award from the California Alliance for Arts Education. In 2015, Koury and CCP received the Santa Barbara County Supervisors & Arts Commission Arts Leadership Award District elementary schools.

CCP TODAY

Today CCP is best known as a trusted resource for connecting children to professional artists and the magic of creative expression. Each year its programs reach more than 50,000 children in 100 Santa Barbara and San Luis Obispo county schools. The nonprofit organization is a program of the Santa Barbara County Education Office which provides office space and employs its executive director. CCP is governed by an independent and engaged board of directors comprised of educators, artists, nonprofit and business leaders, school administrators and parents.

Thanks to CCP, Santa Barbara and San Luis Obispo county students from kindergarten to 12th grade have access to diverse and multicultural arts experiences exposing them to historic traditions and contemporary practices of both visual and performing artists. CCP's annual programs include:

- ▶ **15,000 resident artist workshops reaching more than 38,000 children**
- ▶ **Over 500 touring artist performances experienced by more than 39,000 students**
- ▶ **Free annual performances by world-renowned touring artists for 2,000-4,000 students at marquee venues including the Santa Barbara Bowl, Arlington and Granada theatres**

CCP's annual production of I Madonnari draws audiences of up to 25,000 during the three-day Memorial Day Weekend. More than 200 artists and young people work to create the festival's dramatic, large-scale street paintings using colorful chalk pastels on pavement. Under the direction of CCP's Festival Committee, more than 175 volunteers support the event's production.



VISION, MISSION & VALUES

VISION The arts are an essential part of basic education and are seamlessly integrated into every child's experience in every school, every grade, every day.

MISSION The mission of the Children's Creative Project is to inspire and engage all students in the creative process through unique visual and performing arts education and cultural experiences. We collaborate with school districts, professional artists, and art organizations to ensure that the arts are included in every child's education.

BELIEFS + VALUES

We Believe...

THE ARTS CONNECT US: The arts are universal, transcend all barriers, and connect all people. They reflect our cultural values, beliefs and identities, and help to preserve the many communities that make up our world.

ARTISTS IN SCHOOLS ENHANCE LEARNING: Artists have unique knowledge, perspective, and skills to share with students, and through this special interaction, students...

- ▶ Have permission to experiment and take risks
- ▶ Develop imagination, skills, creative expression, artistic perception, and aesthetic valuing
- ▶ Develop self-confidence, self-esteem, self-discipline, and cooperation with others
- ▶ Become future artists & audiences for the arts
- ▶ Acquire an understanding of artists, the creative process, and historical and cultural arts heritage
- ▶ Gain inspiration and joy, and an increased desire to attend school
- ▶ Improve critical thinking skills, focus and concentration

We Value the visual and performing arts by

- ▶ Embracing the creativity in every child and working to ensure equitable access to the arts
- ▶ Respecting and valuing professional artists and expanding work opportunities for artists in schools
- ▶ Aligning our programs with the California Department of Education Visual & Performing Arts Content Standards
- ▶ Supporting proven research that involvement in the arts enhances academic learning and provides positive alternatives for youth
- ▶ Developing funds to support arts education programs in public schools



STRATEGIC PRIORITIES

OVERVIEW

Three clear overarching themes emerged from the strategic planning process that were shared by all constituents, including CCP's board, staff, artist network, program participants and community stakeholders:

DEVELOP ORGANIZATION STRUCTURE

With a new bold vision, revised mission, and guiding beliefs and values, CCP is primed to make the classic nonprofit lifecycle transition from a hands-on working board to a more mature organizational structure with a strategically-focused, governing board. Working in concert with staff, CCP's newly-reorganized board is poised to act on bold initiatives, engage new champions, and preserve its rich legacy

as a leader in bringing artists into schools. Further, this shift will ensure CCP has a long and thriving future as it prepares for an inevitable leadership succession down the road. Gracefully making this lifecycle transition is the key consideration of this plan as it will be critical to achieving all of the organization's long-term goals and objectives.

GROW COMMUNITY AWARENESS

CCP's long history and expertise as an arts provider is respected within Santa Barbara's arts education community, but its work and accomplishments are less known outside this inner circle. As more arts education providers offer creative services to schools, CCP's brand and communications strategy must speak powerfully to engage the broader community in its mission. This engagement is needed to grow school and artist participation in CCP programs,

as well as to garner greater investments in the organization by funders, sponsors, volunteers, and community partners. With some intentional actions, the highly-visible and beloved I Madonnari festival could become an effective forum for telling CCP's story. In addition, the organization must strategically invest in building its brand and employing multiple communication platforms for consistent messaging to audiences all year round.

EXPAND PROGRAM REACH & IMPACT

The foundation of a high-functioning governing board and increased community awareness will be a springboard for increasing CCP's programmatic impact. CCP can become the go-to organization for arts education planning and programming that meets Common Core state standards. Even more exciting, it has the resources to pursue this

opportunity. CCP's long track-record of providing diverse arts experiences for children combined with its deep relationships with individual schools, sustainable business model, and financial reserves are assets that can be collectively leveraged for greater mission impact.



BOARD COMMITTEES

CCP's three strategic priorities set the stage for the organization's next chapter. To guide this evolution, CCP will form the following committee structure to pursue the goals and strategies within each priority (further described below).

EXECUTIVE COMMITTEE will oversee and assess performance of the full board and staff. This will include implementing governance best practices, overseeing the formation and evaluation of board committees, and evaluating overall board performance. The Executive Committee also will lead on recruitment and orientation of new board members to ensure a well-rounded board. This Committee will include the board officers and the Executive Director.

FINANCE & FUND DEVELOPMENT COMMITTEE will be responsible for monitoring and communicating to the board about CCP's overall financial health including the development, approval and monitoring of the budgeting process, financial policies, long range financial planning and reporting. In addition, the committee's job is not simply to raise money. Instead, it will be responsible for overseeing CCP's overall fundraising goals and strategies and, in particular, directing the fundraising done by the board. The Finance and Fund Development Committee will consist of the Treasurer and additional board members and community members with appropriate expertise.

I MADONNARI EVENT COMMITTEE will produce the *I Madonnari Italian Street Painting Festival* to raise funds for CCP. This committee will oversee and direct all aspects of the festival. It will monitor and evaluate the event's performance annually and make recommendations to ensure its long-term sustainability and continued excellence. The I Madonnari Event Committee will include staff, board members, National Charity League representatives, and other community members.

MARKETING & BRANDING COMMITTEE will enhance awareness of CCP and its programs in furtherance of CCP's goals to increase program participation as well as funding for its programs. This committee will oversee the development of CCP's brand and monitor its use across programs, events, and platforms to ensure consistency. The committee also will oversee and evaluate CCP's marketing strategies including PR, social media and partnerships. The Marketing and Branding Committee will consist of board members as well as community members with relevant expertise.

SCHOOL & COMMUNITY OUTREACH COMMITTEE will lead CCP's efforts to increase access to and participation in its programs. This committee will oversee the development of a network of liaisons, representatives, and partners for outreach throughout the county's education system. It will monitor and evaluate these outreach strategies for effectiveness on a regular basis. The School and Community Outreach Committee will consist of board members and community members representing diverse networks.

PROGRAM COMMITTEE will oversee and evaluate the performance of CCP's programs. This committee will lead a process for effective evaluation of each program's performance. It also will implement strategies to improve program excellence including developing resources to support CCP artists' professional development. This committee will include board members as well as community members such as school administrators, artists, and others with relevant expertise.

COMMITTEE GOALS & STRATEGIES

The newly developed committees identified the following goals and strategies to pursue within the three-year timeframe of this strategic plan. Set forth below is each committee, its goal, the strategies it

will use to reach this goal, the resources needed to get there, and the metrics for how they will evaluate the organization's performance on each goal by 2022.

PRIORITY 1 DEVELOP ORGANIZATION STRUCTURE

EXECUTIVE COMMITTEE

GOAL Increase the board's capacity to pursue organizational goals and ensure CCP's future longevity by evolving from a working board to a governing board.

STRATEGIES & OBJECTIVES FOR 2019-2022

- ▶ Implement best practices for a governing board to make board operations more effective and efficient
- ▶ Develop and implement an effective committee structure (described herein)
- ▶ Review and update CCP's bylaws to reflect new committee structure and governance practices
- ▶ Develop a process for recruiting and orienting board members to get the right people on board, give them the tools to succeed, and fully utilize each board member's unique talents
- ▶ Develop a management succession plan to ensure long-term preservation of CCP's unique culture and history
- ▶ Plan and conduct team building activities to foster a more cohesive and engaged board

RESOURCES NEEDED

- ▶ Board recruitment tools (board development matrix and job descriptions for CCP's board as a whole, an individual board member and each committee)
- ▶ Board management software platform, orientation materials and process
- ▶ Legal expertise to review bylaws and make revisions as needed
- ▶ Expertise to plan and implement succession planning process (see more on page 17)
- ▶ Documentation of staff roles and responsibilities (job descriptions, manuals for processes)

PERFORMANCE METRICS

- ▶ Board is operating in a governing role
- ▶ CCP's bylaws are current
- ▶ Board self-evaluates effectiveness of its own performance based on the organization's progress on its overall goals
- ▶ Board committees are highly functioning and fully staffed
- ▶ Board uses an intentional recruitment strategy and orientation process
- ▶ Organization is "succession ready"

FINANCE & FUND DEVELOPMENT COMMITTEE

GOAL Meaningfully engage the board in financial oversight and fundraising to ensure CCP continues to have excellent financial health.

STRATEGIES & OBJECTIVES FOR 2019-2022

- ▶ Develop and implement financial review and reporting processes
- ▶ Develop board policies to guide CCP's long-term financial management
- ▶ Create an annual fundraising plan and engage the board with hands-on development activities focused on generating additional contributed revenue beyond I Madonnari
- ▶ Review allocation of CCP reserve funds and make recommendations that would increase equitable, quality programming for all schools served by CCP
- ▶ Include CCP's financial status in the organization's annual printed impact report

RESOURCES NEEDED

- ▶ Financial expertise to develop effective financial reports
- ▶ Fundraising expertise to create an annual development plan
- ▶ Policies for fund management, such as endowment spending, reserve fund and investment policies

PERFORMANCE METRICS

- ▶ The entire board feels well-informed about the organization's finances as determined by self-evaluation
- ▶ Financial monitoring & reporting procedures are actively utilized by the board at each board meeting
- ▶ Board member donation participation at 100% as part of new board "Give or Get" policy"
- ▶ Growth of donations from other private and institutional donors by 10% each year



I MADONNARI EVENT COMMITTEE

GOAL Engage community members and strategic partners in the production of the I Madonnari Italian Street Painting Festival to increase long-term event sustainability and excellence.

STRATEGIES & OBJECTIVES FOR 2019-2022

- ▶ Skillfully transition production of I Madonnari from full board engagement to a board sub-committee, thereby allowing for distinct roles and responsibilities of the board and this subcommittee
- ▶ Explore partnership with key civic organizations such as the National Charity League, Boys Team Charity, Rotary and/or Boys Scouts to support planning and execution of I Madonnari
- ▶ Grow volunteer support for I Madonnari
- ▶ Create training and orientation systems to increase volunteer capacity and leadership
- ▶ Grow event sponsorship

RESOURCES NEEDED

- ▶ Key partner for planning and execution
- ▶ Training program for partners and new volunteers (on topics such as customer service, handling money, supervision and logistics)
- ▶ Documentation of I Madonnari processes (including booth manager manuals, square layout, stenciling, parking, pastel and chalk making, and more)
- ▶ Communication plan for key constituents on new committee structure and goals

PERFORMANCE METRICS

- ▶ I Madonnari is produced in partnership with a community organization and driven by non-board member volunteers
- ▶ Event volunteer roles are fully staffed through long term relationships with a minimum of three civic organizations
- ▶ The committee sets a goal for minimum Net Income percentage for I Madonnari
- ▶ Board has increased capacity for governing as evaluated by progress on overall organizational goals





PRIORITY 2 **GROW COMMUNITY AWARENESS**

MARKETING & BRANDING COMMITTEE

GOAL 1 Present a powerful visual identity for CCP in all communications to support its organizational goals, primarily increasing access to and participation in CCP's programs as well as funding to support these programs.

STRATEGIES & OBJECTIVES FOR 2019-2022

- ▶ Evaluate and inventory existing branding assets
- ▶ Develop a strong and unified brand for CCP, including a new logo
- ▶ Unify CCP and I Madonnari brands so that they reinforce each other
- ▶ Identify branding opportunities for CCP
- ▶ Produce an annual "Impact Report" on CCP's accomplishments
- ▶ Provide marketing resources to support Finance & Fund Development Committee's private donor solicitation efforts
- ▶ Provide marketing resources to support School & Community Outreach Committee efforts

RESOURCES NEEDED

- ▶ Access to all existing brand assets
- ▶ Graphic design expertise to develop new brand for CCP
- ▶ Production of updated signage and marketing materials
- ▶ Production of new branding materials (such as t-shirts, aprons, mailers, video)

PERFORMANCE METRICS

- ▶ All CCP communications employ new brand assets
- ▶ Growth of awareness of CCP's mission among I Madonnari attendees surveyed by 10% each year
- ▶ Current and former "CCP Youth" engage in and support the organization
- ▶ Committee sets annual marketing performance metrics

GOAL 2 Promote CCP's role in bringing the visual and performing arts to schools through effective marketing across a variety of media platforms.

STRATEGIES & OBJECTIVES FOR 2019-2022

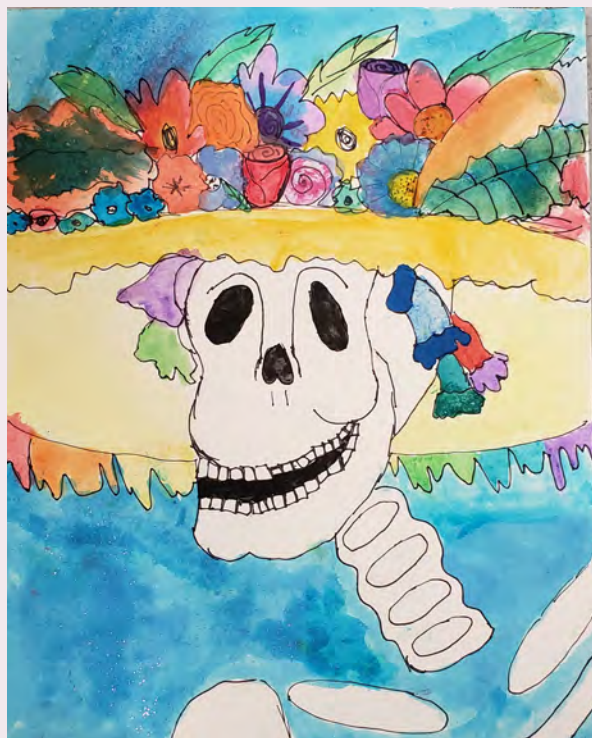
- ▶ Use social media effectively to tell CCP's story and engage the community with its work
- ▶ Seek media coverage of CCP, its artists and its impact across various platforms
- ▶ Update CCP website to include a calendar of performances and profiles of artist workshops
- ▶ Publish a comprehensive and interactive online CCP Arts Catalog

RESOURCES NEEDED

- ▶ Social media expertise to develop a social media strategy
- ▶ PR expertise and media relationships
- ▶ PR materials including press releases, press networks, etc.
- ▶ Marketing materials including social media and online content (including hashtags, social media posts, announcements, testimonials, artist spotlights, and artist showcases)
- ▶ Partnerships to affordably generate online and video content

PERFORMANCE METRICS

- ▶ Committee to set annual advertising and marketing budget
- ▶ Growth of number of media articles about CCP by 10% each year
- ▶ Growth in number of social media followers by 10% each year
- ▶ Growth in traffic to CCP website by 10% each year
- ▶ Growth of donations from private donors by 10% each year



PRIORITY 3 **EXPAND PROGRAM REACH & IMPACT**

SCHOOL & COMMUNITY OUTREACH COMMITTEE

GOAL Grow access to and participation in CCP programs.

STRATEGIES & OBJECTIVES FOR 2019-2022

- ▶ Develop a comprehensive baseline understanding of current school participation in CCP programs
- ▶ Identify a cadre of CCP liaisons to partner with school administrators in all Santa Barbara County communities served by CCP to develop annual plans for arts education in their schools
- ▶ Represent CCP at county and statewide arts advocacy events and key meetings of funders, schools, districts, and school boards
- ▶ Annually reactivate the South County Arts Network & launch a North County Arts Network
- ▶ Refresh CCP website content with news of outreach committee meetings and accomplishments

RESOURCES NEEDED

- ▶ Access to existing CCP program data
- ▶ Tools to gather new data to establish a baseline (surveys, feedback form)
- ▶ Representatives from additional community networks on the committee
- ▶ Talking points and training materials for CCP representatives

PERFORMANCE METRICS

- ▶ School liaison assigned to each school
- ▶ Consistent CCP liaison representation and participation in Arts Network meetings and other outreach activities
- ▶ Growth in attendance of the number of schools and districts represented at Touring Artist Showcase by 10% each year
- ▶ Growth of number of schools participating in CCP programs by 10% each year

PROGRAM COMMITTEE

GOAL 1 Increase excellence of CCP's programs by building the capacity of our teaching artists and aligning programs with the State Board of Education Visual & Performing Arts ("VAPA") Standards.

STRATEGIES & OBJECTIVES FOR 2019-2022

- ▶ Evaluate which of CCP's current offerings meet VAPA standards
- ▶ Increase capacity of CCP resident artists to offer programs meeting VAPA standards
- ▶ Increase the teaching & classroom management skills of CCP resident artists
- ▶ Build and maintain a robust and outstanding network of resident and performing artists
- ▶ Collaborate with other organizations to bring in nationally-recognized experts in child development and the arts

RESOURCES NEEDED

- ▶ Access to existing CCP program data
- ▶ Tools to gather new data to establish a baseline (surveys, feedback form)
- ▶ Resources for teaching artists (lesson plan templates, training, staff previews of presentations)
- ▶ Legal expertise on permitted training of independent contractors

PERFORMANCE METRICS

- ▶ Growth in number of CCP programs meeting VAPA standards by 10% each year
- ▶ Growth in number of CCP resident artists indicating confidence with classroom management on annual survey of CCP artists by 10% each year
- ▶ Consistently achieve a 90% or higher rating of overall satisfaction with CCP programs on annual survey of participating schools

GOAL 2 Evaluate and enhance CCP's program offerings.

STRATEGIES & OBJECTIVES FOR 2019-2022

- ▶ Develop a comprehensive understanding of CCP's current programs
- ▶ Develop and implement a process for ongoing evaluation of program performance
- ▶ Document program impact on CCP website and annual impact report

RESOURCES NEEDED

- ▶ Access to existing CCP program data & feedback
- ▶ Tools to gather new data to establish a baseline (surveys, feedback form)
- ▶ Expertise to develop effective evaluation tools and processes

PERFORMANCE METRICS

- ▶ The entire board feels well-informed about the organization's programs as determined by self-evaluation
- ▶ The Program Committee engages in evaluation of CCP's programs on a regular basis
- ▶ The Program Committee's recommendations for improving CCP's programs are considered and implemented by staff
- ▶ Documented programmatic impact attracts new institutional funders

ADDITIONAL RECOMMENDATIONS

PLAN FOR THE FUTURE

Building and growing a nonprofit is a dynamic process. CCP staff and board members need to remain open and embrace change while maintaining the systems necessary to fulfill its mission. This strategic plan is designed to put structures into place that will allow for consistent oversight and evaluation as CCP addresses both planned and unexpected changes going forward. It also will allow for the dissemination of institutional knowledge and responsibilities across a broader group of individuals.

The Executive Committee is committed to leading the implementation of the strategic plan working in concert with the board's newly formed subcommittees. We encourage CCP to prioritize the recommendations below for becoming "future ready" to gain consensus and transparency for the pursuit of both long-term strategic planning goals and more immediate administrative and programmatic needs.

RECOMMENDATIONS

- ▶ Establish a commitment to an ideal leadership succession plan and timeline (suggest a minimum of one year) as well as a period of overlap with an incoming Executive Director
- ▶ Plan a future board retreat dedicated to transition planning to address risk of losing institutional knowledge and strategies to prepare for and ease transition
- ▶ Prioritize needs and plan for staff growth in programs, communications and community outreach and education
- ▶ Draft and adopt key documents to support staff and board transitions, including a written succession strategy, job descriptions and an onboarding process for incoming staff, board and committee members
- ▶ Assess CCP's current and future workspace and equipment needs to accommodate staff growth

LEAD ARTS EDUCATION ADVOCACY

The Santa Barbara region has a wealth of arts nonprofits offering educational outreach as part of their mission. Many provide free or low-cost arts education in schools parallel to the services provided by CCP. Professional artist-educators also provide services either independently or under the umbrella of other local nonprofits. Still, significant gaps remain in schools' ability to find, fund and deliver consistent, standards-based arts education.

As CCP builds its capacity to support its own program growth and fundraising infrastructure, it has the opportunity to fill a critical gap as a leader and convener for arts education initiatives, advocacy and professional development throughout the Central Coast region. This work is consistent with CCP's mission and would enhance its own ability to attract funding and talent.

RECOMMENDATIONS

- ▶ Partner with the Santa Barbara County Alliance for Arts Education and the California Arts Council to commission and fund a comprehensive study of the region's arts education landscape; maintain a database to support and update the study's findings
- ▶ Take a leadership role in the Santa Barbara County Alliance for Arts Education
- ▶ Convene other groups working to strengthen access to high-quality arts education in schools
- ▶ Offer and promote professional development opportunities for all teaching artists and educators
- ▶ Share research, data, and exemplary models to support districts with writing arts education goals into their Local Control Accountability Plans
- ▶ Offer online resources for arts education grants, scholarships and other funding opportunities relevant to CCP constituents

EMBRACE & INVEST IN TECHNOLOGY

Like many organizations that have operated for decades, CCP's programs are high functioning, but lag behind in their use of technology. A common refrain expressed by stakeholders throughout the process was that they wished CCP would use technology in a variety of ways to streamline systems and make its programs more accessible.

In order to reach its goals around programmatic growth and community engagement, we recommend that CCP implement a variety of technological improvements to both its program delivery and communication systems. Streamlining CCP's systems would also increase staff capacity and better prepare the organization for succession. While some of CCP's systems are outside its control (such as requirements for contracting through the County Education Office), the majority are within its purview.

RECOMMENDATIONS

- ▶ Convert the arts catalog of teaching and touring performers into a searchable online format to improve its access and use
- ▶ Allow schools to schedule touring artist performances online using a calendaring program
- ▶ Move evaluation and reporting processes for both artists and schools to an interactive online format to reduce data entry and increase usability of data
- ▶ Use online communications platforms effectively including an email newsletter and social media
- ▶ Use online resources and webinars to build capacity for its network of artists

APPENDICES

THE PLANNING PROCESS

In 2018, the CCP Board of Directors and its consultants engaged in developing a three-year strategic plan identifying goals and objectives for organizational and board development, fundraising, marketing, and succession planning. The work plan for this project was organized in three phases:

SETTING THE STAGE: The planning process began with a kick-off meeting with the board's new Strategic Planning Committee followed by the consulting team's review of institutional data (CCP history, program statistics, bylaws, and financial reports), interviews with staff, and a survey of the board to develop a strong understanding of the organization. An environmental scan was produced by consultants to give the board an overview of community and client perceptions of CCP. Completed on December 7, 2018, the report included findings from an online survey that went out to all of CCP's clients (school principals and PTA leaders) and teaching artists, as well as in-person stakeholder interviews with ten individuals in the arts education field including school administrators, funders, teaching artists, and partners. The findings from the environmental scan have been incorporated into the Additional Recommendations above.

BIG CONVERSATIONS: Following the initial research phase, the board rolled up its sleeves to discuss critical topics including organizational structure, leadership succession, and how to fuel program impact and other mission-focused initiatives. At the CCP's December 2018 board retreat, we worked to find common ground around these issues using tools ranging from visioning exercises to tactical analysis. The ideas captured at the retreat became the starting point for two additional working sessions with the Strategic Planning Committee to focus on CCP's core goals, strategies and actions. The

Committee decided to immediately implement a key strategy proposed in the board retreat of forming subcommittees to drive the achievement of these goals. Those subcommittees met many times on their own to refine the goals and strategies. Their work is synthesized and presented in Part IV (Goals & Strategies). Each committee also developed detailed internal action plans. While not included here, these plans will serve as the board's working documents for continuing to define and implement actions and timelines for achieving goals.

BRINGING IT ALL TOGETHER: From the beginning, the CCP Strategic Plan was envisioned as a highly useful, “living” document. The overarching goal was to articulate opportunities and priorities for CCP's leadership, as well as to provide direction and resources for achieving them. The planning team also felt strongly that the plan itself should visually reflect CCP's organizational values and belief in the importance of the arts. This final phase included analyzing and assembling the work product from the previous two phases into a strategic plan document that holistically outlines CCP's future priorities and commitments along with resources and recommendations for achieving them. After collaborating with the Strategic Planning Committee to develop a final plan text, the document was turned over to the consulting team's designer. The final layout is intended to reflect the creative spirit of CCP and serve as a foundation document for CCP's branding work ahead.

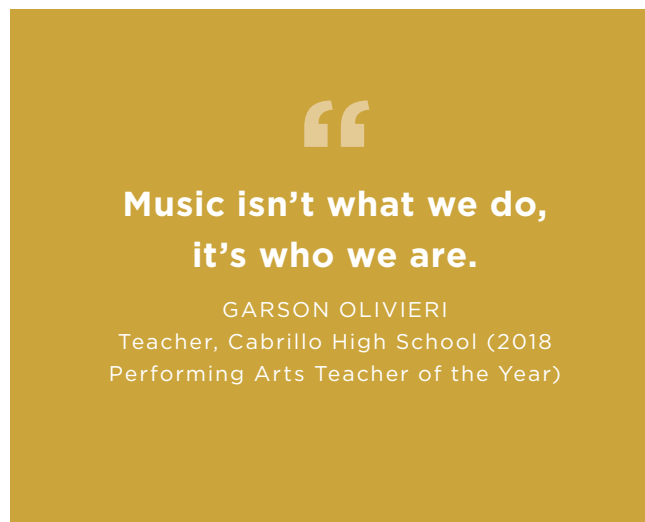


Street Painting
Reproduction:
Thomas Hart Benton

RESOURCES PROVIDED

To assist CCP leadership in implementing the Strategic Plan and achieving the goals identified through the process, the consultants provided a variety of tools and resources that are not reproduced here:

1. Strategic Planning Dashboard to Monitor Progress
2. Board Member Talents & Interests Survey
3. Sample Management Succession Plan
4. Sample Board Job Description
5. Sample Board Member Job Description
6. Sample Board Committee Job Description
7. Sample Board Development Matrix



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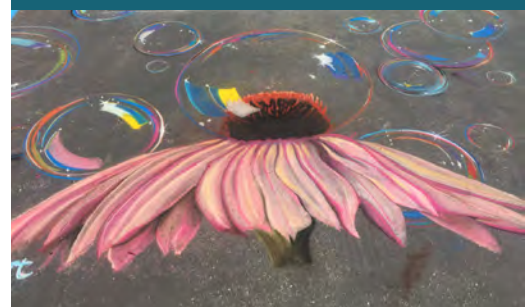
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“

Logic will get you
from A to B.
Imagination will take
you everywhere.

ALBERT EINSTEIN

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