

An abstract watercolor splash with a central red and pink area, transitioning to yellow on the left, blue and green on the right, and dark purple/black at the bottom right. The edges are irregular and splattered.

2019 STRATEGIC FRAMEWORK

Palo Alto Art Center +
Palo Alto Art Center Foundation

TABLE OF CONTENTS

EXECUTIVE SUMMARY	1
STRATEGIC FRAMEWORK	
Mission, Values, + Vision	3
Tenets of Organizational Culture	6
Outcome Measurements	7
Key Definitions	10
STRATEGIC PRIORITIES	
Heighten Community Engagement	12
Increase Financial Sustainability	14
Strengthen Leadership Capacity	16
SUPPORTING FRAMEWORKS	
Financial Sustainability Framework	18
PAACF Five-year Fundraising Framework	20
PAACF Governance Framework	29
PAAC Staff Succession Framework	38
Public Narrative Framework	40
STRATEGIC TOOLKIT	
Orientation to the Strategic Toolkit	45
Heighten Community Engagement	
Tool: Program/Service Assessment Tool + Templates	49
Tool: Exhibition Planning Tool	54
Tool: Growth Progression Tool	56
Tool: Principles of Effective Communication	57
Increase Financial Sustainability	
Tool: Decision-Making Tool	58
Strengthen Leadership Capacity	
Tool: Strategic Board Recruitment Tool	59
Tool: Board Recruitment Matrix	61
Tool: Board + Staff Roles	64
APPENDICES	
Appendix A: Strategic Planning Process	66
Appendix B: Guidelines for Using this Strategic Framework	68
Appendix C: Institutional Profile	74
Appendix D: Program Assessment Results	83
Appendix F: Interviewees + Participants	86

EXECUTIVE SUMMARY

New technologies. Changing demographics. Shifting consumer expectations. The haves and have-nots. Competition in the marketplace. Environmental fragility. It is anything but business as usual for arts organizations adapting to a world changing at a dizzying pace. How to be prepared, smart, and strategic. It was in that spirit that the leadership of the Palo Alto Art Center (PAAC) and the Palo Alto Art Center Foundation (PAACF) Board undertook this strategic planning process. At the heart of the effort was the goal to leave no aspect of operations or the changing dynamic of the greater community unexamined and to make decisions that would position the Art Center to be relevant and meaningful to Palo Alto and surrounding area residents and visitors for many years to come. Even with a strong track record of annual attendance at Art Center events, loyal participants and donors, and a robust partnership with the City of Palo Alto, nothing could be taken for granted. The Board and staff were committed to have bold conversations about how to create greater positive impact, engage a more diverse representation of the region's population, ensure a financially sustainable organization, and address succession planning, both at the Board and staff level. Further, the Board and the staff have, as a top priority, achieving diversity in the organization's leadership, building on the strides made in recent years. All of these factors and realities require focus, conviction, and clear priorities.

This planning process, begun in September of 2018, included an institutional assessment, extensive stakeholder interviews, two retreats, monthly work sessions, and many drafts to yield this 2019 Strategic Framework adopted by the PAACF Board and PAAC leadership in June 2019. This planning strategy is supported by three key priority areas, supporting frameworks aligned with the priorities to guide work, tools to support ongoing aspects of decision-making and operations, and outcome measurements to assess progress made year-to-year.

At the heart of this Strategic Framework is the revised mission...

The Palo Alto Art Center

Your place to:

See and make art

Activate your creativity

Expand your community

And Vision 2030 ... *PAAC ...where art is embedded in the community, a part of everyday life.*

Together, the mission and vision capture the essence of what PAAC is aiming to achieve—meaningful connections between art and community that enhance life.

This direction requires bold action and determination by both Foundation Board and staff to stay the course and execute this vision with a refreshed approach and new strategies. Three priority areas were rigorously analyzed and developed to ensure an effective infrastructure for this new bolder Art Center and Foundation.

Heightened Community Engagement builds on two of the Art Center's strengths—creative and innovative programs, and participation by people of all ages from 3 to 93 years. This priority area focuses on engaging more diverse audiences of all ages and backgrounds reflective of Peninsula and Bay Area demographics. Retooling some of their programs, adding new ones, highlighting outreach through community events, and continuing with the tradition of innovative partnerships are a part of bringing art to the community. Further, in support of financial sustainability, the work in the years ahead will focus on achieving cost effectiveness while striving to create the right mix of programs, resulting in greater engagement of a more diverse community. The staff fundamentally believe in the power of building community through relationships and foresee ongoing community conversations as a core aspect of ongoing work.

Increase Financial Sustainability addresses the mix of elements that will support the Art Center into the future. First, increasing the capacity of the Foundation's fundraising efforts is essential to support growth moving forward. While the City anticipates remaining steady in its support, securing new funds and resources will rest on the shoulders of the Foundation. This is outlined in a Five-year Fundraising Framework with specific targets and incremental growth each year in the total amount of contributed gifts raised. A planned giving legacy program will enhance and help lay the basis for an endowment, which is an essential aspect of financial stability. Continuing to work closely with the City is a given, yet finding new cost-effective solutions remains front of mind for the Board and the staff. The Financial Sustainability Framework supports this important and critical aspect of this Strategic Framework.

Strengthen Leadership Capacity embraces succession planning for both Foundation Board and staff. The emphasis of the work for the Board is to embrace national governance standards, increase fundraising efforts, and

continue to expand diverse representation on the Board. Excellence, diversity, and leadership cultivation are core ingredients for the Board. Staff succession planning focuses on building internal leadership capacity within the staff. Undertaking diversity training including diversifying the staff and volunteer corps has been identified as ongoing work in the years ahead. This effort will be undertaken while working closely with the City to assess the staff structure, define new levels of staffing designed to bolster the ability of staff to take on ever-increasing leadership roles, and to be prepared for any changes in executive leadership in the future.

At the end of the day, the Board and staff leadership believe experiencing art is for everyone, that no one should be denied access to exploring the power of human creativity, and that every community should benefit from the vibrancy of an art center that enhances the quality of life for all. The Board and staff proudly present this Strategic Framework and invite the community to join them on this journey to make the Art Center dream a reality—

PAAC ...where art is embedded in the community, a part of everyday life.

The Palo Alto Art Center Foundation Board and the Palo Alto Art Center staff gratefully acknowledge the generous support from the William and Flora Hewlett Foundation for making this strategic planning process and the resulting 2019 Strategic Framework a reality.



STRATEGIC FRAMEWORK

STRATEGIC FRAMEWORK

MISSION, VALUES, + VISION

Palo Alto Art Center Mission Statement

The Palo Alto Art Center

Your place to:

- See and make art

- Activate your creativity

- Expand your community

The Palo Alto Art Center Your place to see and make art, activate your creativity, and expand your community.

Palo Alto Art Center Foundation Mission Statement

The **Palo Alto Art Center Foundation** expands the reach and impact of the Palo Alto Art Center through fundraising and advocacy.

PAAC Values

Art is essential for individual and community vitality.

Seeing and making art is transformative.

Respect for one another builds greater understanding, stronger relationships, and community.

Creativity and innovation inform our public offerings, thinking, and work as an organization.

Collaborative partnerships and practices are essential for fostering a more interrelated, vibrant City.

Vision 2030

PAAC ...where art is embedded in the community, a part of everyday life. This vision is reflected in these achievements:

Heighten Community Engagement

- Inclusive and broad audience participation occurs on site and in the community around art;
- A vibrant community gathering place attracts people of all ages and backgrounds to discover art that fits their interests, needs, and aspirations;
- A brand and marketing strategy promotes increased visibility of and encourages broader engagement with PAAC;
- Students from local and neighboring school districts experience the Art Center as an impactful part of their education and creative growth;

Increase Financial Sustainability

- A strong public-private partnership with the City of Palo Alto and PAAC Foundation Board, ensures the long-term financial future of the Art Center;
- Successful fundraising efforts of the PAAC Foundation are necessary, in addition to City funds, to sustain the Art Center, and to provide for increased costs and strategic growth;
- The Foundation's multi-pronged efforts have expanded to include a robust annual campaign to build donor engagement, an innovation fund to support creative initiatives at PAAC, an endowment that generates annual interest in support of operations, and an ample reserve fund;
- A strategic framework emphasizes assessment, evaluation, and alignment for the greatest impact in the community;

Strengthen Leadership Capacity

- Diverse representation on the PAAC Foundation Board and in the PAAC staff contributes to inspired leadership for a 21st century Art Center and the people it serves;
- An innovative leadership model includes ongoing training and professional development in support of succession planning at the Board, Director, and staff levels;
- The Board upholds the highest standards for nonprofit governance practices, and works in tandem with the Director in fulfillment of its fundraising and advocacy goals; and,
- A learning culture allows for innovative ideas and risk-taking, advancing our institutional impact.

TENETS OF ORGANIZATIONAL CULTURE

PALO ALTO ART CENTER TENETS OF ORGANIZATIONAL CULTURE	
Every Art Center staff and volunteer knows and understands his/her roles in upholding the mission, values, and vision. We operate with the highest level of professionalism on behalf of PAAC, PAACF and the City of Palo Alto, with whom we share a long-term commitment to serve residents of and visitors to our diverse City.	
Commitment	Evidence in practice
Inclusive	<ul style="list-style-type: none"> • Cultivate relationships and build practices that support increased diversity in audiences, staff, and volunteers • Identify and reflect upon individual and institutional biases to foster organizational change • Share the unique stories that capture the spark, passion, and commitment to art, PAAC, and the community • Communicate with transparency, sharing information in a timely and accessible way • Create opportunities for staff to exchange ideas and participate in the future of the Art Center
Respectful	<ul style="list-style-type: none"> • Ensure a welcoming, positive, and respectful environment for all staff, Board, volunteers, and visitors regardless of position or duties or background • Act with humility, assume positive intent, and listen to understand and learn from one another • Treat members of the Art Center community and the public with dignity, respect, and courtesy
Collaborative	<ul style="list-style-type: none"> • Collaborate and communicate among staff, with the City and with other organizations • Support a culture of planning and accountability • Work effectively and in tandem with the Board to achieve our fundraising and advocacy goals • Build strong relationships with funders, donors, and audiences to achieve collective goals
Strategic	<ul style="list-style-type: none"> • Think and act strategically, aligning effective processes with mission, vision, values, and priorities for greatest impact • Operate with agility, a can-do attitude, and responsibility to adjust for best outcomes • Commit to excellence and innovation through best practices and a creative approach to problem-solving • Support a data-inspired way of working that informs our decisions and pathways to improvement • Promote a culture of philanthropy among staff, volunteers, and Board that advances PAAC's sustainability

OUTCOME MEASUREMENTS

Outcome measurements are indicators of progress made on the Strategic Framework overall, which are assessed once a year. Some of the outcome measurements may require creating a baseline for comparison beginning in the second year of use. As these outcome measurements are reviewed, they may require adjustment. In some cases, new outcome measurements will be developed to keep pace with PAAC and PAACF progress.

Heighten Community Engagement

Outcome measurement 1: Art Center brand recognition and overall visibility increases each year.
(Measured by media capture rates, number of articles, visitor feedback, etc.)

Outcome measurement 2: Community engagement increases each year.
(Measured by program and general attendance records, tracking information, etc.)

Outcome measurement 3: Program participation reflects the demographics of Palo Alto.
(Measured by program records of attendees as compared to prior years, surveys, etc.)

Outcome measurement 4: Program participation for school programs reflects the demographics of Palo Alto and East Palo Alto.
(Measured by school program participation records, etc.)

Outcome measurement 5: Art Center program participants deepened their engagement.
(Measured by data-tracking records, use of the growth model, membership and philanthropic support, etc.)

Increase Financial Sustainability

Outcome measurement 6: Revenue generated annually by Foundation is doubled to achieve \$1.4M by 2025, based on an average annual increase of 15%.
(Measured by donor retention records, new donors, and Foundation reports.)

Outcome measurement 7: Improve operations and fundraising efficiency.

(Measured by dollars spent against dollars raised.)

Outcome measurement 8: Increase cost benefits of programs annually.

(Measured by cost analysis, results of program assessment tool, and tracking of contributed and earned income generated.)

Outcome measurement 9: Increase size of reserve in tandem with growing Foundation budget and Foundation policy.

(Measured by financial reports.)

Outcome measurement 10: At a minimum, sustain current level of City support annually.

(Measured by annual agreement, financial contribution, and monetization of in-kind support.)

Outcome measurement 11: Prepare and launch special fundraising campaign in 2021 tied to 50th anniversary for PAAC.

(Measured by campaign plan, strategies, and materials, plus tracking of gifts.)

Strengthen Leadership Capacity

Outcome measurement 12: All Board members fulfill 100% of Board expectations.

(Measured by tracking of Board engagement, annual giving, and attendance and participation records.)

Outcome measurement 13: Recruit Board members to increase Board diversity and participation.

(Measured by Board numbers with Board roster, Board member profiles, and data on diversity of the Board.)

Outcome measurement 14: Adhere to clear Board responsibilities as distinct from staff roles.

(Measured by Board evaluation results, ongoing records of Board meetings and Committee work, and staff reviews.)

Outcome measurement 15: Conduct Board evaluation every year using results to strengthen Board operations and effectiveness.

(Measured by completion of individual and full Board evaluation results each year.)

Outcome measurement 16: Increase succession planning at Board level.

(Measured by Board participation on projects and committees, participation in training, response to Board evaluation indicating interest in leadership positions.)

Outcome measurement 17: Increase succession planning at staff level.

(Measured by adoption of emergency Director succession plan, creation of standard operating procedures for most programs, expansion of program staff competencies as outlined in the Key Competencies for Arts Education Leaders.)

Outcome measurement 18: Diversify staff and volunteer corps by 5% per year.

(Measured by profile of staff and volunteers on all aspects of diversity as compared year-to-year.)

Outcome measurement 19: PAACF Board and PAAC staff and volunteers are engaged and positive about their ability to contribute to the health and vitality of PAAC and the greater community.

(Measured by annual Board evaluation and staff performance reviews.)

KEY DEFINITIONS

Key Definitions prevalent throughout the 2019 Strategic Framework include:

Accessibility: Giving equitable access to everyone along the continuum of human ability and experience. Accessibility encompasses the broader meanings of compliance and refers to how organizations make space for the characteristics that each person brings.*

Art: A creation using a range of materials, formats, and presentation methods for the purposes of communicating an idea, an interpretation, or self-expression. Can be three-dimensional, two-dimensional, experiential, performance, or ephemeral.

Artists: Individuals of any age who are learning and discovering art or an art form, and those individuals who self-identify as an artist, or are recognized as a living, contributing artist, or have left a legacy of artistic work.

Community: Any group self-defined or recognized by its geography, ethnicity, age, or other self-described distinct characteristics.

Creativity: The ability to explore ideas, patterns, relationships, in order to create fresh ideas, forms, methods, or interpretations.

Diversity: All the ways that people are different at the individual and group levels. Even when people appear the same, they are different. Organizational diversity requires examining and questioning the makeup of a group to ensure that multiple perspectives are represented.*

Equity: The fair and just treatment of all members of a community. Equity requires commitment to strategic priorities, resources, respect, and civility, as well as ongoing action and assessment of progress toward achieving specified goals.*

Inclusion: The intentional, ongoing effort to ensure that diverse groups of individuals fully participate in all aspects of organizational work, including decision-making processes. It also refers to the ways that diverse groups of participants are valued as respected members of an organization and/or community. Whereas a truly “inclusive” group is necessarily diverse, a “diverse” group may or may not be “inclusive.”*

Public Engagement: All the ways any member of the public and community can participate with PAAC through experiencing an exhibition, a program, an event, an interactive workshop or through social media or website. The motivation for engagement can be to learn, to be with others, to explore something new, or to build community around art.

* Definition from *FACING CHANGE: Insights from AAM's Diversity, Equity, Accessibility, and Inclusion Working Group, 2018*



STRATEGIC PRIORITIES

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STRATEGIC PRIORITY: HEIGHTEN COMMUNITY ENGAGEMENT

Background

The PAAC's hallmark is, without a doubt, the diverse and innovative programs, events and exhibitions it offers for local residents and visitors to Palo Alto year-round. Whether children with their parents, a school group, an adult taking a studio class, or a dynamic special event for the community, there is something at the Art Center for anyone curious about art and their own creativity. Currently annual attendance at the Art Center totals around 140,000 each year, representing people of all ages, backgrounds, and ethnicities.

Due to the Art Center's fundamental commitment to be accessible to the broadest public, it offers many programs at no charge as well as programs that go into schools in the community. Notable programs such as Cultural Kaleidoscope and Project Look have experienced success serving diverse groups of students in East Palo Alto, for example, where, without these programs, a field trip to PAAC might not otherwise be possible. A teen leadership program and an internship program for college students are two examples of ways the PAAC engages young adults by introducing them to art while also cultivating their leadership skills. Some mainstays of the PAAC program offerings are the many hands-on classes and workshops that are often filled to capacity with, for example, adults throwing pots or children making fanciful sculptures. The very popular Family Days and the Great Glass Pumpkin Patch draw attendees from around the Bay Area and beyond to participate, sometimes introducing them to the Art Center for the first time. Capping the program offerings are the exhibitions centered around engaging topics and contemporary issues that feature the work of local, regional and international artists. Whenever possible, exhibitions and programs are linked for a rich art experience.

Even with the steady participation that PAAC receives, the staff always strives to be better, more impactful, and able to reach and serve a wider range of audiences. Not only does PAAC aspire to have its audiences reflect Bay Area demographics, but many funders expect arts organizations to serve a broad and diverse public. Further, staying competitive in today's world requires a strong brand and creative strategy menu of social media, websites, collateral, and community conversations in which connecting to audiences builds engagement with PAAC. Thus, the goal to heighten visibility and broaden engagement remains top of mind for PAAC.

Assessment Findings

Through the institutional assessment component of this process, both strengths and opportunities for growth were cited.

Strengths of PAAC and community engagement mentioned included:

- The dynamic mix of programs overall
- Specific programs such as the Ceramics Studio Program and Cultural Kaleidoscope were mentioned most often
- The “buzz” about the Art Center due to the fact that something is always happening
- The welcoming atmosphere created by the staff makes it easy for visitors and the public to engage
- The studio spaces and the courtyard where some classes take place are impressive
- Positive reputation for PAAC within the many aspects of the community and with the City
- Some programs are very lucrative, generating earned income
- The surrounding grounds provide areas for programs, sculpture, and places to sit and even picnic

Opportunities for growth and improvement in community engagement mentioned included:

- Leverage the mix of programs to help the Art Center expand its reach geographically and increase the diverse profile of participants overall
- Retain the qualities that distinguish the Art Center while keeping offerings fresh and new
- Review cost effectiveness of programs and reassess fee structures, access issues, and community needs
- Explore offering scholarships to reach those who cannot afford those programs that charge a fee
- Link strategic opportunities with audience goals
- Apply the growth model to program planning to support increased participation over time

Strategies for the Next Five Years

- Develop a Marketing Plan that supports increasing diversity of audiences and communities
- Engage new audiences through community conversations
- Provide Public Narrative trainings for Board and staff to strengthen public engagement
- Add scholarships and adjust fee structure to open the doors to participants who cannot afford fees
- Scale programs where logical to advance vision
- Grow staff capacity in alignment with program demands
- Tackle cost effectiveness of all programs
- Redesign the lobby as a creative space and upgrade the grounds for higher use (in coordination with the City)

STRATEGIC PRIORITY: INCREASE FINANCIAL SUSTAINABILITY

Background

The future financial sustainability of the Palo Alto Art Center is central to this Strategic Framework. With a public/private partnership between the City of Palo Alto and the nonprofit fundraising entity, the Palo Alto Art Center Foundation, the complexities of planning and achieving a robust financial future will be a multi-pronged effort. Currently, the City provides \$1.3 million annually to the Art Center in operational support including staff salaries and benefits (including for the Director), the care and maintenance of the City facility and grounds, and technology support. The Art Center provides substantial revenue to the City of Palo Alto general fund through its class programs, facility rentals, etc. The Palo Alto Art Center Foundation raises approximately \$700,000 annually, which, in addition to City funds, supports the PAAC. The PAACF pays for several staff members, portions of programmatic expenses, and fundraising operations.

Assessment Findings

As a result of an institutional assessment conducted at the outset of this planning process, there were several areas of strengths identified and areas requiring further work:

Strengths regarding fundraising and financial sustainability

- The positive relationship with and ongoing support from the City of Palo Alto;
- Donors who are consistently positive about PAAC and feel appreciated;
- The current Director's leadership in fundraising and strong relationships with donors and community members;
- Engagement of the Foundation's Emeritus Council continues to be a positive aspect of keeping past Board and donors involved; and,
- The commitment of the PAAC Foundation Board to continue to refine and increase levels of fundraising.

Opportunities for growth and improvement in fundraising

- The fundraising operations and data management systems are prime to be enhanced and are key to the future success of expanding fundraising efforts and results;
- Anticipated growth in the years to come will fall to the Foundation, as the City's annual contribution and support is expected to stay consistent but not to increase, as stated by City officials interviewed;

- A culture of philanthropy throughout PAAC is ready to be further developed;
- Expanding the relationships with donors beyond the Director's laudatory efforts so that the connection moves to being about the institution and with many of the leaders of PAAC and PAACF;
- The dedicated donor base is solid yet requires significant expansion and diversification; and,
- Growing planned giving efforts remains an important opportunity.

Opportunities to advance a solid financial model

- Continuing conversations with the City to ensure the best relationship possible;
- Ensuring a diverse mix of revenue streams including contributed and earned income sources through the Foundation plus the annual support from the City;
- Managing annual expenses within parameters of annual budget for highest return on investment (ROI);
- Increasing the cost-effectiveness of programs and fundraising to maximize resources for the highest results;
- Maintaining a reserve fund of no less than 6 months-worth of the Foundation budget (increasing as it grows) for unexpected needs and/or lean times;
- Establishing an endowment, at some point in the future, to provide an additional source of income (% of the interest generated each year) as an additional funding source to support PAAC; and,
- Defining the goals and outcome measurements of a highly impactful PAAC and PAACF on behalf of its public.

Strategies for the Next Five Years

Achieve the fundraising and financial sustainability strategies for the next five years, identified as:

- Raise \$1.4M annually within next 5 years to support PAACF's mission and community impact from a highly valued, loyal, engaged donor base, composed primarily of individuals, foundations and government agencies.
- Launch a special fundraising campaign in sync with the 50th anniversary in 2021;
- Expand planned giving opportunities to secure legacy gifts for the PAAC;
- Leverage more engagement of the Emeritus Council in support of PAAC in fundraising and advocacy efforts;
- Increase community engagement, diversity of participants, and offerings in line within the capacity of PAAC;
- Continue to hone cost-effectiveness of programs for highest positive impact with resources; and,
- Remain open to new ways of sharing administrative expenses between the Foundation and a similar nonprofit entity as a cost-saving measure.

STRATEGIC PRIORITY: STRENGTHEN LEADERSHIP CAPACITY

Background

The leadership structure of PAAC and PAACF, a public/private partnership, consists of the City paid staff (including the Director and the majority of the staff) plus the volunteer leadership on the PAACF Board supported by Foundation staff. The PAAC Director reports to the City and coordinates fundraising efforts with the PAACF Board. As a nonprofit fundraising entity, the Foundation adheres to state and federal requirements and accepted governance practices for a nonprofit arts board. It goes without saying that the smooth and integrated vitality of the leadership of this partnership is key to the future of the Palo Alto Art Center and the Palo Alto Art Center Foundation.

Assessment Findings

The institutional assessment at the outset of this planning process highlighted several areas of strengths and opportunities for further work:

Strengths of PAACF leadership

- Diversity in Board membership in age, background, and ethnicity
- Board members who are dedicated and eager to support PAAC
- Strong Board partnership with Director
- “Roll-up sleeves” attitude of the Board
- Strong and dedicated Emeritus Council (prior Board members reflecting long-term commitment to PAAC)

Opportunities for growth and improvement within PAACF

- Clarification of roles and responsibilities within the Board, including the various Board committees
- Decision-making and communication requires better transparency in addition to a defined flow of work
- Recent turnover of some Foundation staff members has been a concern
- Roles and responsibilities between the Director and the Foundation need to be further clarified
- Currently, the Board has no voice in the annual review of the Director despite such interdependent work
- Succession planning a priority for growing Board leadership along with strengthening recruiting practices
- Fundraising capacity is prime to expand

Strengths regarding PAAC leadership capacity

- The current Director's strong leadership skills working with staff, external and donor relations, and fundraising successes
- A healthy, cooperative work culture and environment
- Staff who are dedicated and passionate about their work
- Relationship-building attitude of the staff with one another, the public, and PAAC patrons
- Highly productive staff delivering diverse programs year-round

Opportunities for growth and improvement in strengthening leadership capacity

- At the moment, there is no clear successor for the Director within the organization
- With a high proportion of part-time staff and a few full-time staff, it is difficult to nurture leadership growth within the staff
- Succession planning is needed to ensure retaining and attracting talented staff for the future
- Diversification of staff supported by proper training is key to the future
- Documenting program processes for posterity will aid smooth operations and transfer to future new staff

Strategies for the Next Five Years

For the PAACF Board

- Build and shape Board operations to support nationally accepted governance practices
- Develop leadership strategies that tap talent for future officers and smooth transitions
- Strengthen succession planning efforts working with the City of Palo Alto for Board participation in Director evaluation and future appointments

For PAAC Staff

- Diversify staff and volunteer corps and supported them with ongoing training
- Cultivate succession planning strategies to grow leadership from within the staff
- Engage staff in the Culture of Philanthropy for the long-term vitality of PAAC

SUPPORTING FRAMEWORKS

SUPPORTING FRAMEWORKS

FINANCIAL SUSTAINABILITY FRAMEWORK

The Financial Sustainability Framework that creates the underpinnings of this Strategic Framework is based on several basic tenets.

Public/private partnership on behalf of PAAC

- The public/private partnership between the City of Palo Alto and the Palo Alto Art Center Foundation reflects a cooperative relationship that ensures that the necessary funds are provided for the proper operation of the PAAC. This is documented in an agreement approved by the City Council;
- The City of Palo Alto provides annual operating funds of approximately \$1.3 million plus in-kind services for the care for the building, grounds, and technology owned by the City; and,
- The Foundation will be responsible for raising funds to support growth for the PAAC given that the City of Palo Alto is not expected to increase financial support in the years to come, as stated by City officials. The goal, as reflected in this Strategic Framework, is that the Foundation will increase its annual contributions from its current \$700,000 annual goal to twice that (\$1.4 million) in a five-year period.

Budget development

- The coordination and development of the annual operating budget of PAAC occurs with the City of Palo Alto within the parameters of City budget development;
- The development and growth of diverse streams of income are necessary to ensure a healthy balance of revenue sources for ongoing stability (contributed sources generated in the PAACF budget and earned income generated within the City budget); and,
- The PAACF budget and fundraising goals are shaped in alignment with the Five-year Fundraising Framework outlined in this Strategic Framework and goals as stated above.

Ongoing financial management

- The ongoing financial oversight and prudent management of annual expenses are required within the parameters of the adopted City annual operating budget for PAAC, and the PAACF budget;
- The Director of PAAC coordinates with the PAACF Board on fundraising efforts in order to raise the contributed income and reach financial goals needed to complement City annual support; and,
- The prudent management of program expenses will achieve cost efficiencies through annual evaluations, and program assessments.

Funds to support the long-term financial viability of PAAC

- Proposed growth of the PAAC annual operating budget and other significant increases will be carefully vetted with an eye toward the capacity of the City and PAACF to sustain over time;
- The PAACF will maintain at least 6-months value of the annual PAACF budget as a reserve fund to be used only as stated in the adopted reserve policy; and,
- The establishment of an endowment that will generate interest annually to support the ongoing operation of the PAAC, as part of the PAACF fundraising responsibilities.

PAACF FIVE-YEAR FUNDRAISING FRAMEWORK

Introduction

The Palo Alto Art Center Foundation's (PAACF) Five-year Fundraising Framework includes three strategic priorities and a set of overarching objectives with key results. In addition to this Fundraising Framework, an initial implementation roadmap has been created that identifies key actions and tactics necessary to achieve the Fundraising Framework's objectives.

Informing PAACF's fundraising goals is an understanding that the City of Palo Alto's annual contribution and support is expected to stay consistent but not to increase, as stated by City officials interviewed. This means any growth in the Art Center's programs and impact will require the Foundation to raise more money in the years to come.

A fundraising work group, composed of the Palo Alto Art Center (PAAC) Director, the PAACF Development Director, selected board members, and a member of the Emeritus Council, worked with development consultant Nancy Ragey to develop this Fundraising Framework as part of the 2019 Strategic Framework for PAAC and PAACF. Input to the Fundraising Framework was also provided by Board members and other key stakeholders.

The planning process began with a discovery process designed to identify the strengths and growth opportunities for PAACF's fundraising activities. The process included an analysis of fundraising practices and results over the past five years, along with comparison of PAACF fundraising activities to those of similar nonprofit organizations. The working group also considered outputs from other strategic planning activities.

Among the key findings during the discovery process:

- PAACF has a loyal base of long-time donors who enjoy a strong relationship with the organization.
- There is a strong solicitation and stewardship program in place for major donors and the retention of this set of donors has been very strong for many years.
- The Foundation board is committed to fundraising and has opportunity to leverage the enthusiasm of its Emeritus Council and PAAC staff in the fundraising process.

- The Foundation can strengthen its practice around systems and processes including donor segmentation, strategic donor/prospect cultivation and stewardship of all donors.
- PAACF's use of data collection and analysis to inspire action has significant room for growth. The Foundation has had some visibility into fundraising performance indicators such as donor retention rates, donor/member acquisition, and gift upgrade/downgrades but has not developed strong systems to analyze this data and use it to create and improve fundraising programs and activities. Additionally, the Foundation has identified a critical need to increase its understanding of all its constituents, donors, prospects to improve its fundraising program and outcomes.
- There is strong evidence the Foundation can raise more money annually by focusing on donor retention. Due to the recent database conversion, it was difficult to ascertain retention rates year over year. However, available data suggest a 70% annual churn rate of donors and a retention rate of less than 50% for all donors combined (note: retention rates for major donors is believed to be near 80%). Currently the average donor lifespan with the Foundation is 1.3 years.
- An analysis of the Foundation's fundraising efficiency, defined as the average dollar amount of contributions raised from each dollar spent on fundraising, revealed that PAACF efficiency is below that of similar organizations. Increasing the efficiency of fundraising efforts is needed to align with other like cultural organizations and provide additional resources for the PAAC's programmatic work.
- There is a need to build the mid-range donor/member pool (\$250 - \$1250 annual membership fee) to achieve a stronger base of donors who can be cultivated to increase support over time.

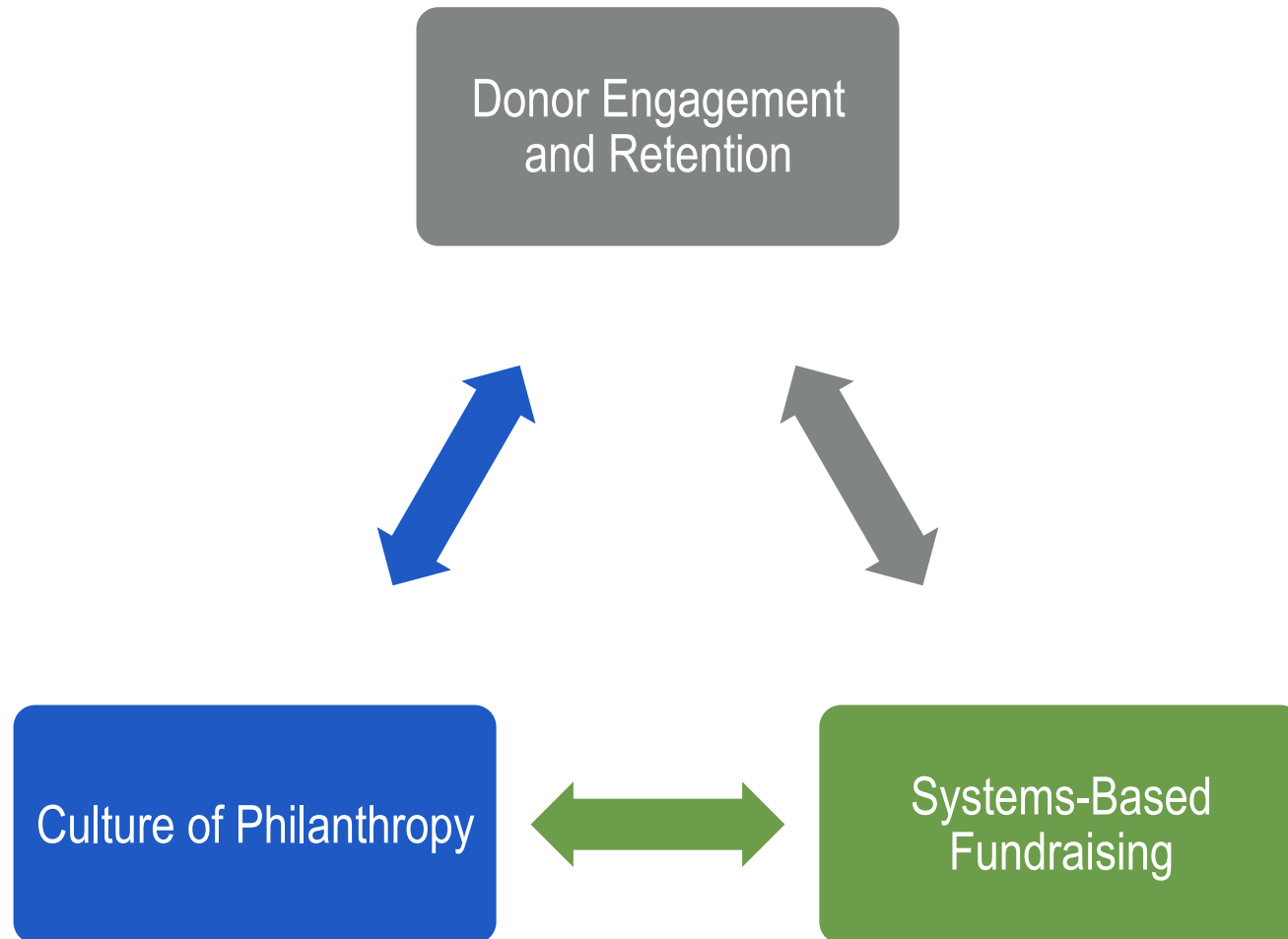
Based on the current situation of the Palo Alto Art Center and Foundation, what follows are the goals, objectives and key performance indicators to guide the Foundation's work over the next five years.

Five-Year Goal

By FY25, raise \$1.4 million annually to support PAACF's mission and community impact from a highly valued, loyal, engaged donor base, composed primarily of individuals, foundations, and government agencies.

Strategic Fundraising Framework + Priorities

Three strategic priorities constitute PAACF's Strategic Fundraising Framework. They are not in any order because they are interconnected and interdependent – success in one area will directly impact the success in all others.



Overall Key Results

1. 14.9% average annual growth in total contributions;
2. By FY25, 60% retention rate of all donors/members year over year;
3. By FY25, at least 1,000 members/donors annually; and,
4. Increase in fundraising efficiency year over year (baseline = 33% of total dollars raised).

Objectives + Key Results

The following objectives and key results have been identified for each of the Fundraising Framework's priorities.

System-based Fundraising

PAACF fundraising work is data-inspired and intentional, with repeatable processes (automated when possible) and strong data management.

Key Results by FY25

1. 100% of board members and key volunteers report clarity on annual Fundraising Plan, strategies, and activities.
2. Robust donor engagement cycle with specific actions and tactics to effectively support each phase, including roles and responsibilities.
3. Regular key metric analysis and reporting (e.g., retention, recapture, acquisition, touch points, gift upgrades, donor lifespan, average gifts, etc.).

Engagement + Retention

PAACF effectively identifies, cultivates, solicits, acknowledges, engages and stewards its members and donors, creating enthusiasm and loyalty that results in continued generous support year over year.

Key Results by FY25

1. Retention
 - a. 90% retention of major donors
 - b. 60% retention of all other donors/members
 - c. 40% renewal rate for first-time paid members/donors

2. 75 new members/donors annually (*note: Nancy will do some math to set the target*)
3. 15% of memberships upgraded annually
4. Increase the average participation lifespan of all donors from 1.3 years to 3 years by the final year of this Fundraising Framework
5. 16 known planned gifts by year five of this Strategic Framework

Culture of Philanthropy

Staff, Board, Emeritus Council, and Key Volunteers at PAAC and PAACF embrace a culture that is customer-centered and donor-centered. They will serve as ambassadors for the organization's services, philanthropy and fund development.

Key Results by FY25

Board, Staff, Emeritus Council and Key Volunteers

1. 100% understand and promote the culture of philanthropy and serve as philanthropic ambassadors within the organization and outside in the community.
2. 100% of board and staff members cultivate relationships on behalf of and in support of the organization.¹

Board Members

3. 100% give an annual contribution to the best of personal ability. When there are special campaigns, each gives an additional gift.
4. 100% help identify and cultivate prospective donors and fundraising volunteers and participate in some fundraising tasks every year.

¹ This doesn't mean help fundraise. It means being sensitive to and aware of others, providing them with quality service, and paying attention to their interests. Most importantly, program staff needs to share stories, particularly with development.

Implementation Roadmap

This tool is designed to help the Palo Alto Art Center Foundation create a roadmap of tactics and key actions to be implemented over the next five years to achieve the goals, objectives, and key performance indicators.

To ensure implementation of this Fundraising Framework and to make any necessary midcourse corrections required, PAACF staff and Board will need to regularly revisit the internal and external environment along with the Fundraising Framework strategies, objectives, key performance indicators and tactic, and to hone and add to the recommendations made here.

STRATEGIC FUNDRAISING PRIORITIES KEY ACTIONS					Owner	Year 1	Year 2	Year 3	Year 4	Year 5
	Heavy Investment (time, money, other)		Medium Investment		Light Investment					
Systems-Based Fundraising	Systems-based Fundraising: PAACF fundraising work is data-inspired and intentional, with repeatable processes (automated when possible), and strong data management.									
	1. Map donor engagement journey, from visitor to sustained donor									
	a. Understand critical touch points and engagement activities									
	b. Understand typical time horizon to convert a visitor to member to donor to sustained donor									
	2. Data capture of interactions, attributes, interests, value alignment, and capacity for each donor									
	3. Ensure consistent data entry and analysis for comparison of results year over year									
	4. Create written annual Fundraising Plan and calendar, reviewed, and approved annually by the board									
	5. Conduct periodic wealth screening to identify prospects for major gifts									
	6. Establish a "moves management" system for major donors and prospects									

Engagement and Retention	Engagement and Retention: PAACF effectively identifies, cultivates, solicits, acknowledges, engages and stewards its members and donors, creating enthusiasm and loyalty that results in continued generous support year over year.					
	1. Continue strategic donor cultivation and stewardship events, leveraging each one to build stronger relationships, and boost donor retention					
	a. Engage Board and Emeritus Council members as event ambassadors, with specific responsibilities					
	b. Plan follow-up activities and assign responsibility prior to each event					
	c. Use move management system to engage potential major donors in appropriate events					
	2. Develop retention tactics for different segments of donors					
	a. Identify and communicate specific donor opportunities for gifts of \$5,000 - \$100,000					
	b. Identify and implement tactics to increase donors from the \$500 to the \$1250 level					
	c. Examine member/donor levels and adjust as necessary					
	d. Build, target, and analyze the effectiveness of transactional and transformational benefits for each donor segment/level					
	e. Institute robust monthly giving program					
	f. Create legacy circle and stewardship events for planned gift donors					
	3. Implement communication strategies designed for retention that engage and gather information about members/donors and report back on use of donor funds.					
	4. Leverage 50 th anniversary for donor retention and acquisition					

Engagement and Retention, cont.						
5. Implement communication strategies designed for retention that engage and gather information about members/donors and report back on use of donor funds.						
a. Ensure all communications are donor-centric/facing						
b. Conduct a communications audit of all donor communication						
c. Conduct periodic donor surveys to solicit input, gather information about donors with report-back loop regarding findings						
d. Create annual donor Communication Plan and calendar						
e. When planning pitches and other donor communications, look beyond how much donors give and personalize the contact with them as much as possible by considering each person's giving history, aspirations, and preferences						
6. Focus on the following specific groups of individuals for acquisition						
a. PAAC visitors and class participants						
b. New Palo Alto residents						
c. Employees at high tech firms						
d. Donor Advised Fund holders and managing organizations (e.g., Silicon Valley Community Foundation)						
7. Design a robust new member/donor process, automated as much as possible						
8. Develop and refine the public narrative, building the case for urgency and impact						

STRATEGIC FUNDRAISING PRIORITIES AND KEY ACTIONS		Owner	Year 1	Year 2	Year 3	Year 4	Year 5
Culture of Philanthropy	Culture of Philanthropy: Staff, Board, Emeritus Council, and Key Volunteers at PAAC and PAACF embrace a culture that is customer-centered and donor-centered. They serve as ambassadors for the organization's services, philanthropy and fund development.						
	1. Integrate fundraising into every staff and Board meeting.						
	2. Ask program staff members for advice on development materials such as appeal letters, social media strategies, etc.						
	3. Spend one-on-one time with Board members, donors, and others involved in the organization's work. Get to know them individually. Find out their stories — why did they get involved?						
	4. Share "mission moments." At every staff and board meeting, share a recent story about a client, donor, or community member who was affected or inspired by your work. Encourage staff members to share their stories.						
	5. Shadow members of the program staff in their work and invite them on your donor visits.						
	6. Create regular opportunities for program staff to share with development staff their experiences with clients or constituents in the field.						
	7. Celebrate success. When you reach 100 percent board participation, or a board or staff member brings in new donors, recognize and celebrate it.						
	8. Keep donors, staff members, trustees, and other supporters updated on the Art Center's work, progress, challenges, and accomplishments, including its development efforts.						
	9. Share stories of donors, those whose lives have been changed by the donors' gifts, and staff or volunteers who do the work.						
	10. Ensure Board members can cite examples and tell stories of the financial and human impact of philanthropy on donors and recipients.						
	11. Develop Board members' Public Narrative; allow time at Board meetings to practice and hone the Public Narrative: story of self, story of us, and the story of now (specific ask).						
	12. Ensure Board members can articulate the case for support and are comfortable asking for contributions (of any kind).						
	13. Discuss fundraising responsibilities with prospective Board members before they're elected to the Board; personal philanthropic giving is included in the Board members' expectations and agreement.						

PAACF GOVERNANCE FRAMEWORK

Introduction

This Governance Framework outlines core aspects of PAACF Board culture and operations to clarify best practices. All members of the Board will be accountable to uphold these agreed-upon rules of engagement for the Board as a whole, as well as their individual responsibilities in support of the work of PAACF. With these rules of engagement set, the discussions of the Board can focus on top priorities tied to fundraising and advocacy, the two primary responsibilities of PAACF.

Thus, this Governance Framework includes:

- Commitment to Board Excellence
- Leadership Succession
- Tenets of Board Operations

Commitment to Board Excellence

The PAAC Foundation Board is committed to Board operations and infrastructure that reflect nationally accepted nonprofit board governance standards; and frame the work of the Board in support of this Strategic Framework, mission, vision, values, and priorities for PAAC and PAACF Board.

To uphold this Commitment to Board Excellence, the PAACF Board will:

- Fulfill leadership roles as the fundraising entity and primary ambassador in the community on behalf of PAAC;
- Work closely with the Director and Foundation staff to achieve fundraising goals and advocacy work for PAAC;
- Incorporate the Strategic Framework into the ongoing work of the Board including:
 - Annual priorities and Foundation Board management;
 - Regular Board meetings;
 - Board committee work and priorities;
 - Board leadership cultivation, diversity, and succession planning;
 - Annual Foundation Board retreat that assesses the success of achieving Board goals using Outcome Measurements; and,
 - Annual Board assessment of extent to which the full Board is upholding its responsibilities, meeting Board goals, and whether individual members are fulfilling expectations of Board performance.

Cultivate an inclusive Board culture that supports and welcomes diversity in membership, perspectives, and talent in every aspect of Board operations, as reflected in the:

- Board as the governing body for the Foundation
- Board President and Officers (Executive Committee)
- Board Committees (Standing and Ad Hoc)
- Timely Board communications
- Individual Board participation
- Board operations such as recruiting, and succession planning

Uphold rules of engagement, processes, roles, and responsibilities for Board activities and projects:

- Incorporate clear processes into ongoing Board operations, such as flow of work from Board to Committees and back to Board for a vote; and,
- Develop guidelines for specific Board projects with clarity about who is accountable, financial parameters, approval points, timeline, ongoing communication, talking points (if appropriate), etc.

Commit to a culture of learning about best governance practices and national standards:

- Take advantage of the national professional nonprofit organizations, such as, BoardSource, the Center for Excellence in Nonprofits (CEN), and the American Alliance of Museums (AAM);
- Continue with relationships with local entities already familiar to PAAC and PAACF such as CompassPoint, and local foundations such as the William + Flora Hewlett Foundation and the David and Lucile Packard Foundation, both located on the peninsula; and,
- Dedicate time to continue to learn about and practice the tenets of an inclusive culture that supports diversity and broad participation.

Leadership Succession

Leadership succession for the PAACF Board requires a multi-pronged strategy that includes:

- Recruiting and nominating procedures for new Board members;
- Orienting and welcoming new members;
- Nurturing an inclusive culture that welcomes and supports diversity within the membership of the Board and reflects the demographics of the region;
- Cultivating leadership within the Board for officer positions, chairs of committees, etc.; and,
- Participating in the City's search for a PAAC Director, in coordination with the City, when appropriate.

Recruitment and Nominating Processes (Refer to more detailed steps in the Strategic Board Recruitment Tool in the Strategic Toolkit.)

Expand recruitment processes overseen by the Governance Committee:

- Keep the recruitment process active all year for identifying and cultivating potential candidates
- Manage and update a matrix of talents that tracks current Board members, timing of terms, and anticipated gaps in talents and in diversity of representation, in order to guide recruiting efforts (See Tool: Board Recruitment Matrix)
- Continue to use Board Match and Hispanic Board Match as recruiting strategies
- Identify and incorporate other mechanisms to broaden recruitment efforts
 - Consider appointing a prospect to an existing Board committee as a way to work together and to get to know one another prior to engaging in the recruitment process
- Clarify strategies for reaching out to prospects
- Maintain an ongoing list of prospects
- Clarify the process and timing of when a prospective Board candidate should:
 - Review the expectations of being a Board member, the current Strategic Framework, and other key documents
 - Meet with Governance Chair or designee, tour the Art Center, attend Art Center/Foundation events
 - Meet with Art Center Director and Development Director
 - Complete a brief application form
 - Attend a Board meeting

- Introduce slate to Board for approval, and once approved:
 - Orient Board member to Board operations and ways to maximize their time on the Board
 - Discuss a good match for an assignment to a committee based on interests and skills with the current Chair of the particular committee

Orientation and Onboarding of New Members

Welcoming and assisting all new members as they join the Board ensures a positive experience for the individual and sets the scene for success. A thorough orientation process should explain the fundamentals of the Board and how it works, a review of roles and responsibilities, expectations, and leadership opportunities so each member can make meaningful contributions to the work of the Board. Orientation and onboarding is an ideal time to review the Board Handbook of Best Practices. (See end of this section for proposed items for the Handbook.) Assign a mentor to each new Board member with clear expectations of a mentor, the timing, and regularity of communication.

To keep all Board members current on Board operations, review Board practices once a year. This is a healthy practice for all Board members and reinforces the infrastructure and Board operations for new and seasoned Board members.

An Inclusive Board Culture

Upholding an inclusive culture is an ongoing effort by all members of the Board that is based on respect, dialogue, listening, and inquiry. It is recommended that the PAACF Board discuss in detail what an inclusive culture involves, how it will be measured, and how to be sure that elements of an inclusive Board culture can be supported. This is an opportunity to learn about best practices.

Cultivation Leadership Roles once on the Board

Cultivating leadership on the Board is first ensuring that each Board member is engaging in and contributing to the vitality and priorities of the Foundation Board. It also includes cultivating Board talent for upcoming officer positions, special assignments, or becoming chair of a committee. Initial suggestions for cultivating leadership discussed with the Governance working group included:

- Use questions in Board self-assessment forms to learn of leadership interest, availability, and capacity

- Strategize use and allocation of time in Board meetings to heighten engagement
- Clarify roles and responsibilities of officers, including accountability
- Delegate more responsibility to others and share workload

Participating in Director Performance Reviews and Search

During this strategic planning process, Board and City leadership agreed that it was time to define ways the PAACF Board can participate in annual performance reviews of the PAAC Director, and a search for a Director, when needed. As of the writing of this Strategic Framework, the specifics had not yet been outlined, but will be defined before the end of 2019.

Tenets of Board Operations

Clearly defined roles and responsibilities, ways of working, and decision parameters are just some of the critical elements needed for the smooth operations and effectiveness of the PAACF Board. These guidelines will serve as an ongoing management tool for the Board.

Board structure, roles of different aspects of Board, purpose, and timing of particular activity/meeting

The Foundation Board has these components that support its operation.

- **Executive Committee**

- Who: Officers of the Board and Committee Chairs, as designated
- Frequency: Once a month (two weeks prior to Board meeting date) and as needed for emergencies between Board meetings
- Purpose: Determine agenda for upcoming Board meeting
Process/identify issues for Board discussion
Determine topics for discussion/decisions at Board meeting
Assign committees, task forces, and Board special projects
Address personnel issues as appropriate (Foundation staff)

- **Full Board**

- Who: All members of the Board
- Frequency: Monthly as indicated on the annual calendar (Summers off)
- Purpose: Discuss issues and hold votes
Approve minutes and financials
Undertake fundraising and membership with goals annually
Advance advocacy in support of annual PAAC priorities

- **Board President + Director check-ins**

- Who: Board leadership (typically the President or Chair) and Director
- Frequency: Currently once a month
- Purpose: Coordination between Director's office and Board to share operational issues or concerns/Providing support to the Board and the Board supporting the Director

In addition, a Governance Committee and Finance Committee operate year-round and have a charter that is updated. It states the purpose of each committee, the frequency of meetings, and annual priorities in addition to ongoing responsibilities. Staff-identified projects are another way that Board members can serve and assist with PAAC priorities. While a staff-identified project has a focus and aim, unlike a standing committee it has a finite timetable, and the group disbands after the successful completion of the project.

Ongoing communication and annual Board calendar

In addition to the structure defined above, ongoing communication and schedules are key to support the operations of the Board. Some guidelines for structuring and using effective communication include:

- Use preparation for Board meetings as regular communication through agenda, the packet of information, attachments and documents for discussion
- Share updates with key news (as needed all year-long) to keep Board abreast of developments such as a contributed gift, fundraising update, etc.
- Develop an annual calendar with all meetings (Annual Board Retreat, monthly Board meetings, committee meetings, etc. plus budget adoption in March, and election of officers in June, for example)
- Use the annual Board meeting in September to kick off the new year
 - Assess work of prior year
 - Share findings of Board evaluation (used to prepare for annual retreat)
 - Set annual goals for fundraising and advocacy

Board Handbook of Best Practices

The components of the Board Handbook should be updated and modified over time as appropriate. Every Board member will have a copy of the 2019 Strategic Framework. Several additional components for the Board Handbook will be developed by the Governance Committee to include:

- By-laws
- Board roster with brief description of experience and expertise
- History of PAAC and PAACF
- Annual profile of PAAC and PAACF (Highlights all the basic components of the two entities)

- Financial reports
- Last 6 months of Board meeting minutes
- Job descriptions of Board members, Board officers, and Committee Chairs
- Individual committee descriptions and priorities (to be updated each year)
- Annual Board calendar including meeting schedules (Full Board and Committee meetings)
- Board recruitment matrix
- Board annual evaluation form (Full Board and Individual Board evaluation)

PAAC STAFF SUCCESSION FRAMEWORK

Succession planning is a core component of this Strategic Framework. Both PAAC and PAACF leadership acknowledge that succession planning is key to institutional sustainability. Further, at its core, succession planning is essential preparation for leadership changes within the staff and for the regular ongoing changes of leadership at the Board level. Further, achieving diversity at the staff and Board level is paramount and integral to succession strategies.

According to BoardSource, only 27% of nonprofits surveyed reported that they had a written succession plan in place. In *Building Leaderful Organizations*, Tim Wolfred makes the case for succession planning: “At the most basic level, succession planning is a sound risk management practice. It is critical to ensuring the viability of an agency in the event of a key manager’s unplanned absence.” Succession planning involves not only addressing a potential emergency departure, but also the planned departure of the chief executive—two parallel and concurrent efforts.

Succession planning for PAAC and PAACF has some unique complexities due to the public/private partnership between the City of Palo Alto and the nonprofit fundraising entity, PAACF. The health of this relationship requires consistent and ongoing communication and clear roles and responsibilities are especially important when addressing issues of succession planning.

This Succession Framework outlines strategies for strengthening staff succession planning efforts. The Governance Framework addresses succession planning at the Board level for the PAACF.

Current Issues for PAAC + PAACF Succession Planning

Director Position

- Work with the City and the Foundation to develop a more sustainable staffing model for the Art Center Director position to allow for greater levels of management and greater staffing sustainability in the current and any future business models.
- Develop an Emergency Succession Plan for the Art Center Director position and the Development Director position at the Foundation to ensure continuity of operations if an emergency departure occurs.

Role of PAACF with the City Relative to PAAC Director position

It is understood that the Director of PAAC is a City employee and as such the City hires, provides salary and benefits for, and supervises the Director. The ongoing coordination between the Director as a City employee and the PAACF, with whom the Director works closely, will greatly assist in the public/private partnership moving forward. As such the following recommendations include:

- Clarify the appropriate process and role that the PAACF can play in annual performance reviews of the Director position in coordination of the City's processes; and,
- Define the role PAACF can play upon the occasion of undertaking a search for and replacement of the PAAC Director's position in coordination with the City.

Program Staff

- Work with the City to develop a more sustainable staffing model for Program staff that creates some staggering and opportunity for additional levels of management, which will further greater staffing sustainability.
- Promote cross training between staff in program areas to promote redundancies in case of staff departures.
- Ensure Standard Operating Procedures are developed and documented for all program and operational areas.

Strategic Leader Development

- Help to build leadership capacity for Program Staff by using the Key Competencies for Arts Education Leaders (Americans for the Arts) as a tool for growth and professional development. Include these competencies in onboarding and in performance appraisals to ensure adoption.
- In addition to the City staff performance appraisals, assess staff and their role in implementing this Strategic Framework, including upholding and advancing:
 - The mission, vision, and values of PAAC;
 - The tenets of the organizational culture;
 - Outcome Measurements pertaining to staff;
 - Program profitability;
 - Five-year strategic priorities appropriate to staff as outlined in Heighten Community Engagement; Increase Financial Sustainability; and, Strengthen Leadership Capacity; and,
 - Key Competencies for Arts Education Leaders, as noted above.

PUBLIC NARRATIVE FRAMEWORK

Introduction

Originally adapted from the works of Marshall Ganz, Harvard University and modified for the Strategic Framework by Phil Kohlmetz.

Everyone has a story that can move others to action.

Leadership is about accepting responsibility for enabling others to achieve shared purpose in the face of uncertainty.

Public Narrative is a leadership practice that uses authentic, personal stories as a means to connect with others through shared values, and motivate them to take a specific action in support of your cause.

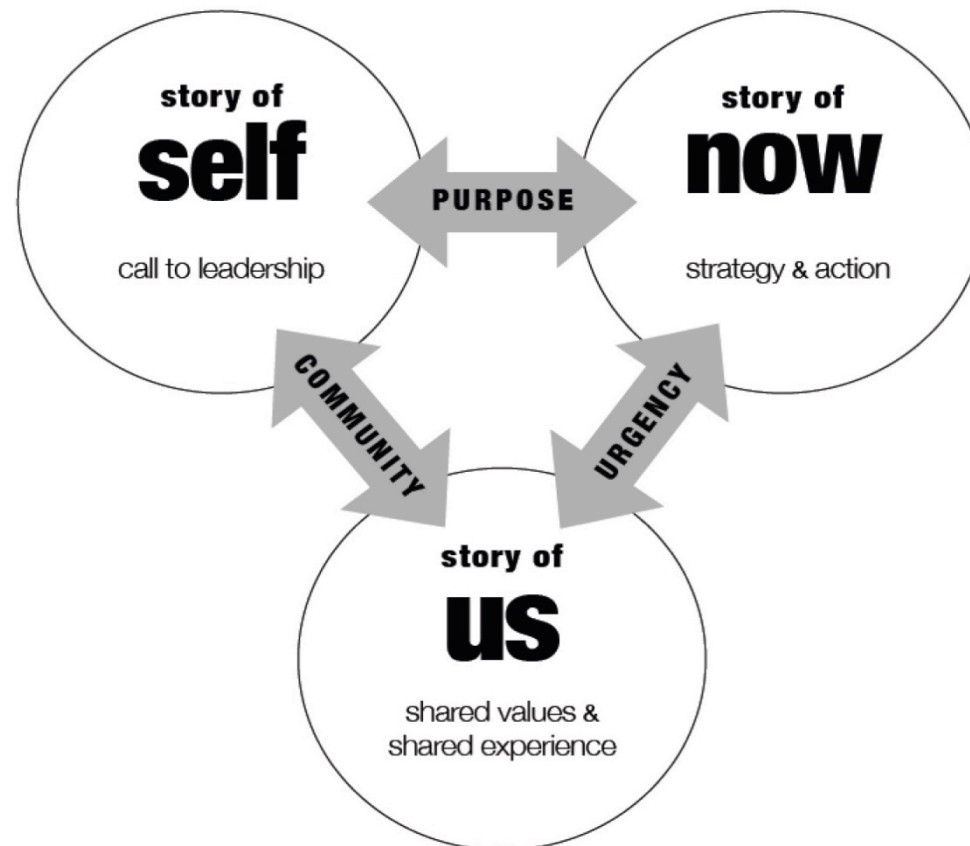
In many social service organizations and non-profits, Public Narrative is an effective tool for deepening the organization's relationship with its community and supporters, can positively influence all types of communications, supports a culture of philanthropy, and can help an organization to raise more support from its community (whether that is in the form of participation in public programming, advocacy, or dollars contributed).

There are three key components of Public Narrative: Stories of Self, Stories of Us, and Stories of Now.

A "Story of Self" communicates the values that called you to lead in this way, in this place, at this time. You tell a Story of Self to enable others to "get you" – to enable them to experience the values that call you to serve the Palo Alto Art Center AND to have accepted responsibility to lead (as either a staff member or a board member). The key is to focus on choice points: *moments* when your values influenced choices you made in response to challenges you faced. When did you first need to be heard and believed you could be? When did you have to care for someone else and found out you could? When did you have to stand up to someone bigger than you? Where did you find the courage? What were the circumstances? What makes a Story of Self powerful is not "high drama" or "tragedy" but the extent to which you allow yourself to be vulnerable - to let others see something real about your sources of caring and of courage.

A “Story of Us” communicates shared values that anchor your community, values that may be at risk, and may also be sources of hope. Just with a Story of Self, the values of a community are often expressed through key choice points in life: founding moments, moments of crisis, of triumph, disaster, of resilience, of humor. Stories of Us are accounts of events involving specific people, moments, events, words, etc.

A “Story of Now” communicates an urgent challenge you are calling on your community to join you in acting on now. The “Story of Now” focuses on a challenge to your community demanding action now, a source of hope, and the choice of a pathway to action you call on others to join you in taking.



Public Narrative “works” because of another magic triad – it links together strategy, motivation, and action. Said another way, it marries together the head, heart, and hands. Public leadership engages people in interpreting why they should change the world (their motivation/heart) and how they can act to change it (strategy/head). Public Narrative is the art of translating values into action (hands) through stories.

The three Key Elements of Public Narrative Structure: Challenge – Choice – Outcome

A plot begins with an unexpected challenge that confronts a character with an urgent need to pay attention, to make a choice, a choice for which they are unprepared. The choice yields an outcome – and the outcome teaches a moral.

When we can empathetically identify with a character (or storyteller), we can “feel” the moral. We not only hear “about” someone’s courage, we can also be inspired by it.

The story of the character and their effort to make choices encourages listeners to think about their own values and challenges, and inspires them with new ways of thinking about how to make choices in their own lives.

Incorporating Challenge, Choice, and Outcome in Your Own Story

In crafting a Story of Self, ask yourself questions to focus on choices you made along the way that brought you to this point in time as a leader. Once you identify a specific choice point, dig deeper by trying to answer the following questions.

Challenge: Why did you feel it was a challenge? What was so challenging about it? Why was it *your* challenge?

Choice: Why did you make the choice you did? Where did you get the courage (or not)? Where did you get the hope (or not)? Did your parents’, grandparents’, or others’ life stories teach you how to act in that moment? How did it feel?

Outcome: How did the outcome feel? Why did it feel that way? What did it teach you? What do you want to teach us? How did you want us to feel?

A word about challenge: Sometimes people see the word challenge and think they need to describe the misfortunes of their lives. A struggle may not be of your own choosing – a high mountain you decided to climb, not only a valley you managed to climb out of. Any number of things may have been a challenge to you and be the source of a good story to inspire others.

AGENCY is the emotional capacity to make mindful choices.

Use the accompanying worksheet to develop your Story of Self. The Story of Self is the foundational element of Public Narrative. Mastering a Story of Self enables Stories of Us and Stories of Now.

Worksheet

Developing Your Story of Self

Before you decide what part of your story to tell, think about these questions:

1. What will I be calling on others to do? What is my purpose in calling on others to join me in action? Why am I called to leadership?
2. What values move me to take action and might also inspire others to similar action?
3. What stories can I tell from my own life about specific people or events that would show (rather than tell) how I learned or acted on those values?

What are the experiences in your life that have shaped the values that call you to leadership?

Family and Childhood

Parents/family
Growing up experiences
Your community
Role models
Schools

Life Choices

School
Career
Partner/family
Hobbies/interests/talents
Finding passion
Overcoming challenges

Leadership Experiences

First experiences with political and civic issues
A key moment in you work as an organizer
Role models/community
Current experience as an organizer

Think about the challenge, choice, and outcome in your story. The outcome might be what you learned, in addition to what happened. Try drawing pictures here instead of words. Powerful stories leave your listeners with images in their minds that shape their understanding of you and your calling.

Challenge: 	Choice: 	Outcome:
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STRATEGIC TOOLKIT

ORIENTATION TO THE STRATEGIC TOOLKIT

This toolkit offers easy-to-use tools that support this Strategic Framework and the leadership of the PAAC and PAACF moving forward. Each of the tools in this toolkit was developed by a working group during the strategic planning process. These tools are intended to be used and adjusted as necessary.

Heighten Community Engagement Tools

Program/Service Assessment Tool

User: Staff predominantly, and occasionally PAACF Board

Purpose: This tool is designed to be completed:

- Prior to the decision to move forward with an exhibition, program or service;
- As part of the annual assessment of program profitability; and/or,
- As a baseline of information to be referred to as needed.

New strategy: This tool should be used to:

- Support an ongoing cycle of reviewing and determining the viability of programs throughout the year;
- Provide a comparison against the prior year's results; and,
- Resolve next steps to improve, eliminate, or adjust programs/activities as needed.

Program Assessment Templates

User: Staff

Purpose: These three templates are intended to be used once a year in support of the program assessment form described above.

- The Geographic Audience Distribution Template is to be used for identifying the audience reach by area. This highlights the specific focus of a particular program reach, and the overall saturation of all the programs combined. This can point to geographic distribution that needs adjustment.

Program Assessment Templates cont.

- Diversity Program Participant Template provides a vehicle for assessing diversity of participants relative to two main demographic areas, Palo Alto and the Bay Area. As with other tools, this will also highlight areas of successful reach, and reveal areas for additional work.
- Mission Impact + Financial Sustainability Template from *Nonprofit Sustainability: Making Strategic Decisions for Financial Viability* is for tracking and placing each program using the four quadrants to determine where each goes. The results of this exercise highlight programs that require adjustment.

New strategy: This suite of tools enforces reflection and strategic analysis before decisions are made. These tools all together assess specific programs and help assess impact overall in support of Strategic Framework priorities.

Growth Progression Tool

User: Staff, predominantly, and Foundation staff

Purpose: The Growth Progression Chart tracks the pathways of participants in deepening their engagement with PAAC. This tool is designed for program planning to connect different audiences, motivations, and program offerings.

New strategy: The tool supports program development and relationship building with participants for longer-term engagement with PAAC. It should be used to map the connections for a program concept, and trigger modifications or alterations, as appropriate. This particular tool overlaps with the ideology of growing participation up to and including donor support.

Principles of Effective Communication

User: Staff, predominantly, and Board, occasionally

Purpose: This chart diagrams the interconnections of the elements impacting good communication strategies. The components are divided into levels: organizational, identity, and experiential. This strategic planning process has focused heavily on defining and refining the organizational components, including mission, vision, and values; organizational culture; audience strategies; and strategic priorities. This then sets the stage for the visual identity and messaging platform.

Principles of Effective Communication, cont.

Using the elements defined in this Strategic Framework, staff will make connections between programs, audience goals, and messaging strategies for implementation. With diversification of audiences as an ongoing goal, the staff recognizes that the careful selection of the best ways to connect with new audiences will be key.

New strategy: This tool emphasizes the careful assessment of methods, timing, and communication strategies to help achieve the goals set forth in this Strategic Framework. It pushes the conversation to move beyond current strategies to determine what new ones may be needed, or if community conversations are needed first to initiate a meaningful connection with the people PAAC hopes to reach and engage.

Exhibition Planning Tool

User: Curatorial staff

Purpose: To make the case for a proposed exhibition based on analysis of several key components and institutional priorities.

New strategy: This tool complements the Program/Service Assessment Tool and focuses on the subtleties and complexities of exhibitions that encompass a unique strategy for planning, implementing, and seeking underwriting to cover the costs of the exhibition.

Increase Financial Sustainability Tools

Decision-making Tool

User: PAACF Board and PAAC Staff

Purpose: To review an idea or concept against top criteria to determine the appropriate step forward from “do not pursue”, to “modify”, to “do more work developing the idea”, and so on.

New strategy: As a one-page tool, it is designed to trigger conversation surrounding a potential decision, and ultimately, to save time, and reinforce the tenets of this Strategic Framework.

Strengthen Leadership Capacity Tools

Strategic Board Recruitment Tool

User:	Governance Committee and PAACF Board
Purpose:	This excerpt from BoardSource outlines a clear series of steps and key questions to ensure a balanced and thorough process from the moment an individual is considered as a potential Board candidate through the final interview before nomination.
New strategy:	This expands the recruiting process by outlining all of the steps, and serves as a reminder of when and why specific steps aid a successful process.

Board Recruitment Matrix Tool

User:	PAACF Board and, more specifically, the Governance Committee
Purpose:	To clarify talent on the current Board as a baseline for determining the next cohort of Board members to ensure balance. It supports deliberate actions to seek individuals that sustain the expertise, representation and leadership skills needed to propel PAACF Board forward while considering succession planning benchmarks. This tool has been lightly modified from a BoardSource tool, and should be adjusted to ensure all the qualities and issues for the PAACF Board are included in the matrix.
New strategy:	The Governance Committee should keep up-to-date, year-round, to guide recruiting efforts. The tool will be useful for the assessment of current members, gaps in skills and backgrounds, and priorities for recruitment each year.

Board and Staff Roles

User:	PAACF Board and PAAC Director
Purpose:	To serve as a clear reminder of what each entity is responsible for, and which responsibilities are shared. It is based on the tool developed at the Board Retreat in 2014, and has been modified to support the evolving activities of the PAACF Board in coordination with the PAAC Staff.
New strategy:	This becomes a reference tool in the Board Handbook, and clarifies the nature of the work of the Board, Foundation Staff, and the PAAC Director. It should be reviewed periodically.

PAAC PROGRAM/SERVICE ASSESSMENT TOOL

Please use this tool to evaluate completed or assess proposed, programs, exhibitions, community activities, etc.

NAME OF PROGRAM/SERVICE:

Program/Service/Exhibition Basics

Support of Mission, Vision, Values:

Why are we offering this program/service/exhibition?

Range of dates and times program/service/exhibition offered:

Describe target audience:

Audience demographics/communities:

- | | | | |
|--|-------------------------------|--|---------------------------------|
| <input type="checkbox"/> Families | <input type="checkbox"/> Teen | <input type="checkbox"/> Field trips | <input type="checkbox"/> Adults |
| <input type="checkbox"/> School-age Children | Grade: | <input type="checkbox"/> Young Professionals | |
| <input type="checkbox"/> 5 & under | | <input type="checkbox"/> Life-Long Learners | |
| <input type="checkbox"/> 6 - 12 | | | |
| <input type="checkbox"/> 13 - 17 | | | |

Describe target communities:

Total number of participants/visitors/communities:

Format of program/service/exhibition:

Program/service/exhibition objectives:

Scalability potential:

Resources, Staff, Financial and Physical Resources

Department/staff member(s) accountable for program/service/exhibition:

Staff demands:

- ☐ Light ☐ Moderate ☐ Heavy

Volunteer demands:

- ☐ Light ☐ Moderate ☐ Heavy

Notes:

Fee(s) charged/Total Revenue: \$

- | | | | |
|-------------------------------|-----------------------------------|---------------------------------|--------------------------------------|
| <input type="checkbox"/> Fees | <input type="checkbox"/> Sponsors | <input type="checkbox"/> Grants | <input type="checkbox"/> Donor/Other |
| \$ | \$/in-kind | \$ | \$ |

Direct costs to mount program/service/exhibition:

Indirect costs to mont program/exhibition (time, follow-up):

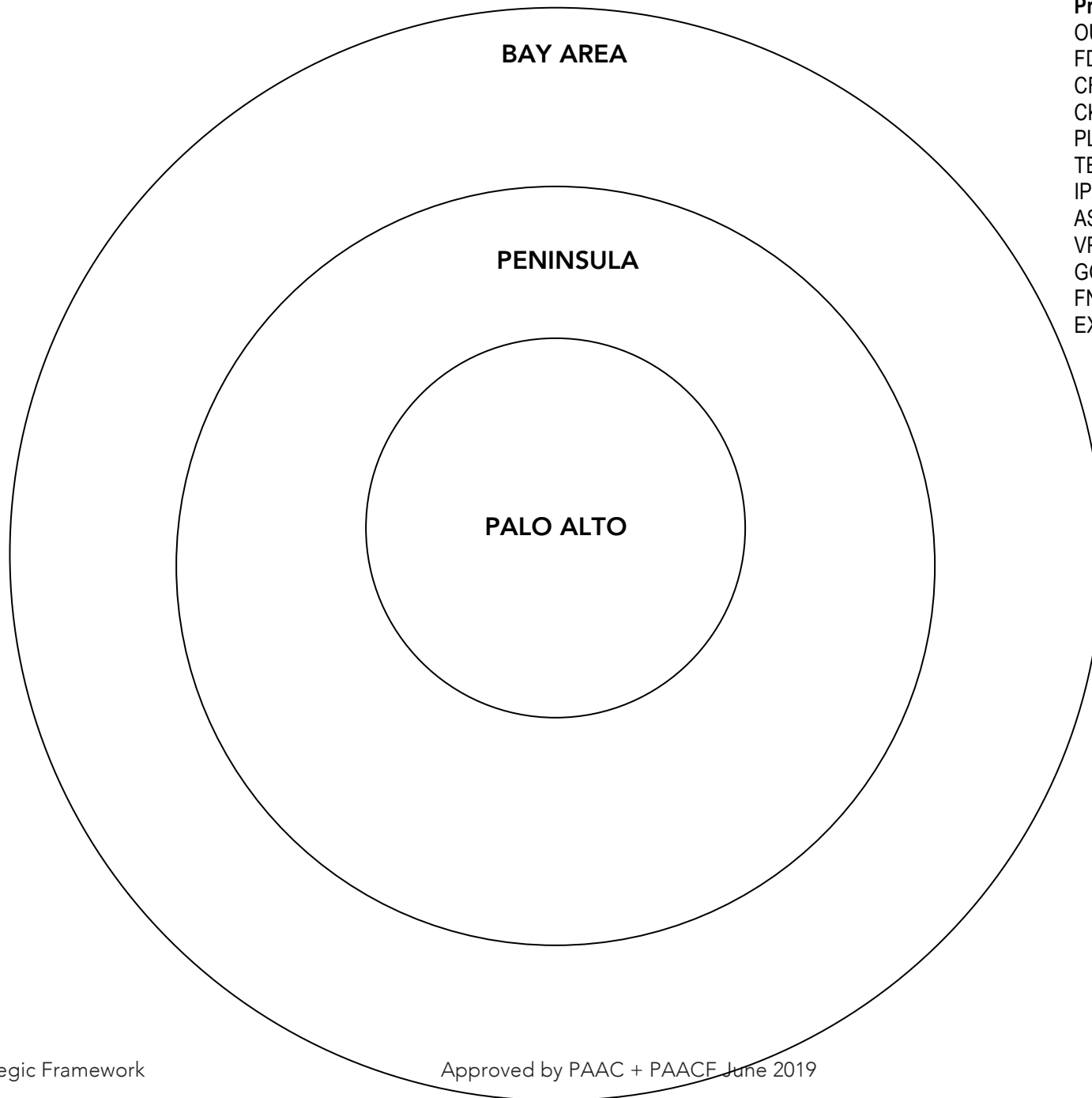
Physical resources required (space, grounds, equipment, etc.):

Program/service marketing strategy:

- | | | |
|---|---------------------------------------|--|
| <input type="checkbox"/> Purchase(d) ad | <input type="checkbox"/> E-Newsletter | <input type="checkbox"/> Mailed collateral |
| <input type="checkbox"/> Website | <input type="checkbox"/> Social Media | <input type="checkbox"/> Radio/TV <input type="checkbox"/> Other |

NAME OF PROGRAM/EXHIBITION:	
<u>Institutional Impact</u> How did program/service/exhibition advance institutional priorities?	<u>Quality Standards</u> Overall quality: Rate: 1 2 3 4 5 (Best)
Other concurrent/competing program/service/exhibition: Internal: External:	Goals/outcomes for this program/service/exhibition:
Collaboration with other agencies/organizations:	Assessment of strategies used for community engagement/building:
Impact on visibility/brand: Rate: 1 2 3 4 5 (Best)	Return on Investment (ROI):
Risk level: Rate: 1 2 3 4 5 (Highest)	Comment on how this program/exhibition met/fell short of its benchmarks for success:
Reward level: Rate: 1 2 3 4 5 (Best)	
What was the impact on the Art Center?	What was the impact on the community(s) served?
<u>Final Assessment</u> <i>(Check one & explain your answer):</i> <div style="display: flex; justify-content: space-between;"> <div> <input type="checkbox"/> Program/service worth implementing/keeping as is <input type="checkbox"/> Program/service worth expanding or scaling <input type="checkbox"/> Program/service concept needs modification </div> <div> <input type="checkbox"/> Program/service should no longer be offered <input type="checkbox"/> Program/service concept put on hold for review at later date: </div> </div>	
NAME: _____ TITLE: _____ DATE: _____	

PROGRAM ASSESSMENT: GEOGRAPHIC AUDIENCE DISTRIBUTION TEMPLATE



Program List

OUT – Outreach Programs
FD - Family Days
CFA - Children's Fine Art
CK - Cultural Kaleidoscope
PL - Project Look
TEEN - Teen Programs
IP - Internship Program
ASP - Adult Studio Program
VP - Volunteer Program
GGPP – Great Glass Pumpkin Patch
FNAC – Friday Night at the Art Center
EXH – Exhibitions

PROGRAM ASSESSMENT: DIVERSITY PROGRAM PARTICIPANT TEMPLATE

PALO ALTO

DIVERSITY

FAMILIES

YOUNG PROFESSIONALS

TEENS / TWEENS

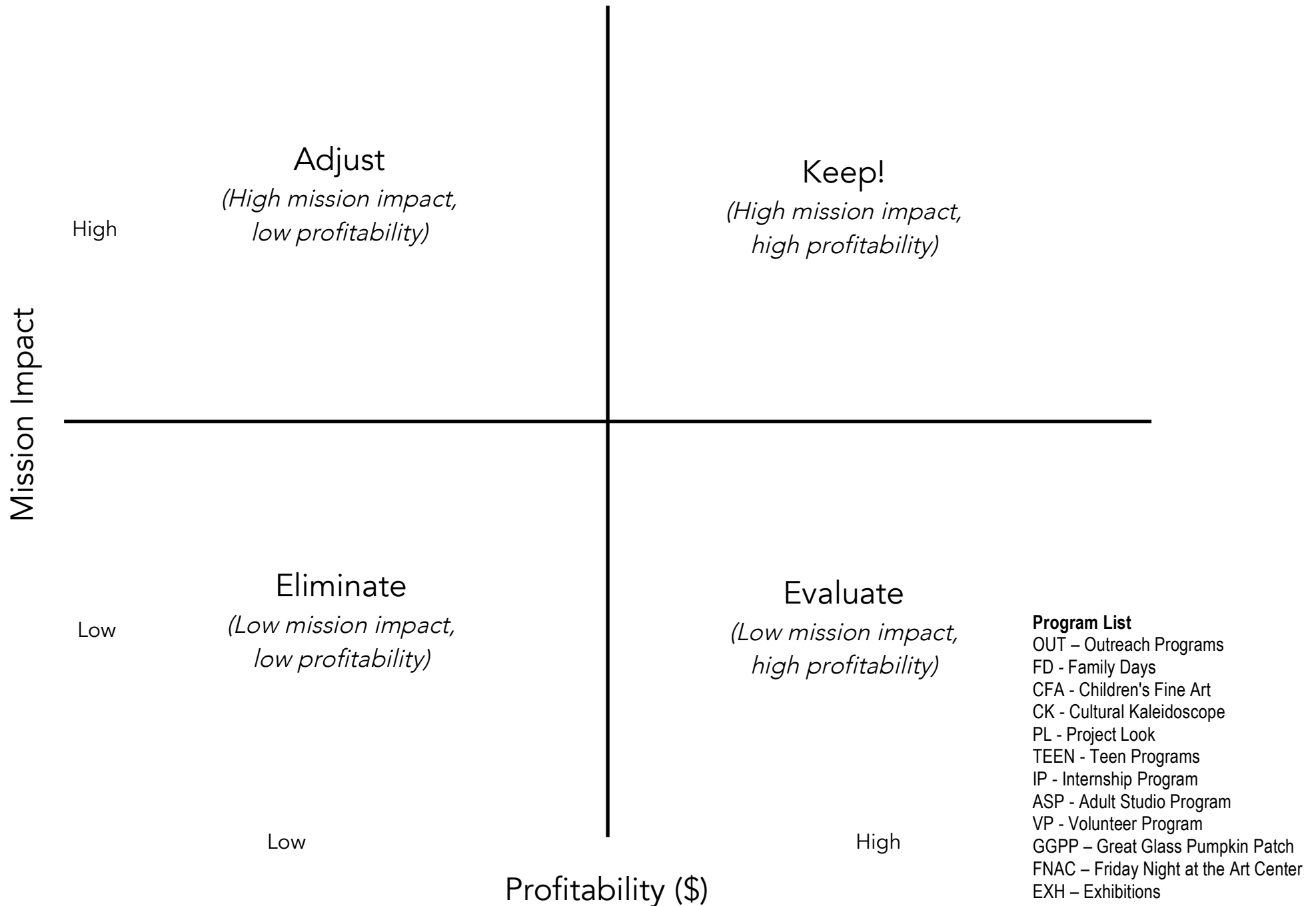
LIFELONG LEARNER

SCHOOL / STUDENTS / TEACHERS

ARTISTS

- Program List**
OUT – Outreach Programs
FD - Family Days
CFA - Children's Fine Art
CK - Cultural Kaleidoscope
PL - Project Look
TEEN - Teen Programs
IP - Internship Program
ASP - Adult Studio Program
VP - Volunteer Program
GGPP – Great Glass Pumpkin Patch
FNAC – Friday Night at the Art Center
EXH – Exhibitions

PROGRAM ASSESSMENT: MISSION IMPACT + FINANCIAL SUSTAINABILITY TEMPLATE



EXHIBITION PLANNING TOOL

Exhibition Title: _____

Exhibition Dates: _____

What is the exhibition about?

What is the big idea? If the visitor remembers only one thing about the exhibition, what would you want it to be?

What connects to our mission, vision, and values?

Equity and Inclusion

Are you considering the inclusion of artists who are of color, female, non-gender conforming, disabled?

Why here? Why now?

How does the exhibition connect with other shows happening at the Center? Why should the exhibition happen here? Why now?

Who are you talking to?

Who are your target audiences? Why do you think visitors you are targeting will be interested in what you have to say? What understandings or perceptions do you think they have of the subject? What links are there to the K-5 curriculum?

What do you want to say?

Key Messages:

- 1.
- 2.
- 3.

Outcomes

What do you want the visitor to learn from your exhibition? (Learning Objectives)

What do you want your visitors to feel when they are engaging with your display? (Emotional Objectives)

What do you want your visitors to do after they have seen your exhibition? (Behavioral Objectives)

Measurement

How will you measure success against your objectives?

What will be the visitor experience?

Do you want to relate to what is known to your visitors? If so, can you compare or contrast your message to ideas and experiences that are familiar or important to your visitors?

Do you want your visitors to be actively involved? If so, what kind of interactives would you use?

Is there content in the exhibition that could be volatile, upsetting or challenging for some audiences? How would you address this?

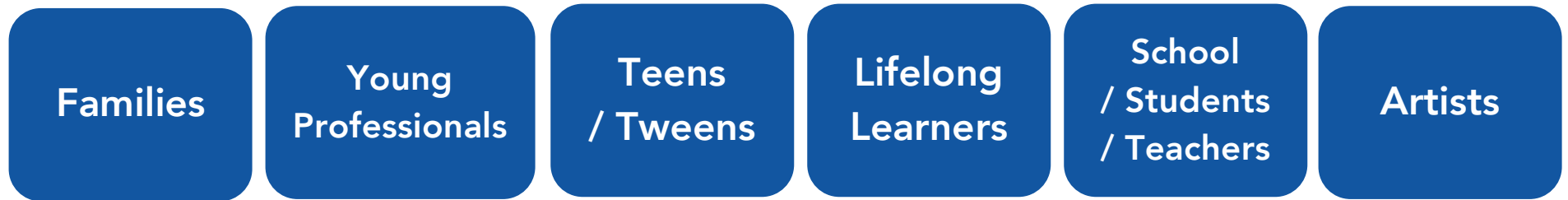
Who will you work with?

Which community partners will you engage with to present the exhibition?

GROWTH PROGRESSION CHART

The Growth Progression Chart tracks the pathways of participants in deepening their engagement with PAAC. This tool is designed to be used during program planning to connect different audiences, motivations, and program offerings.

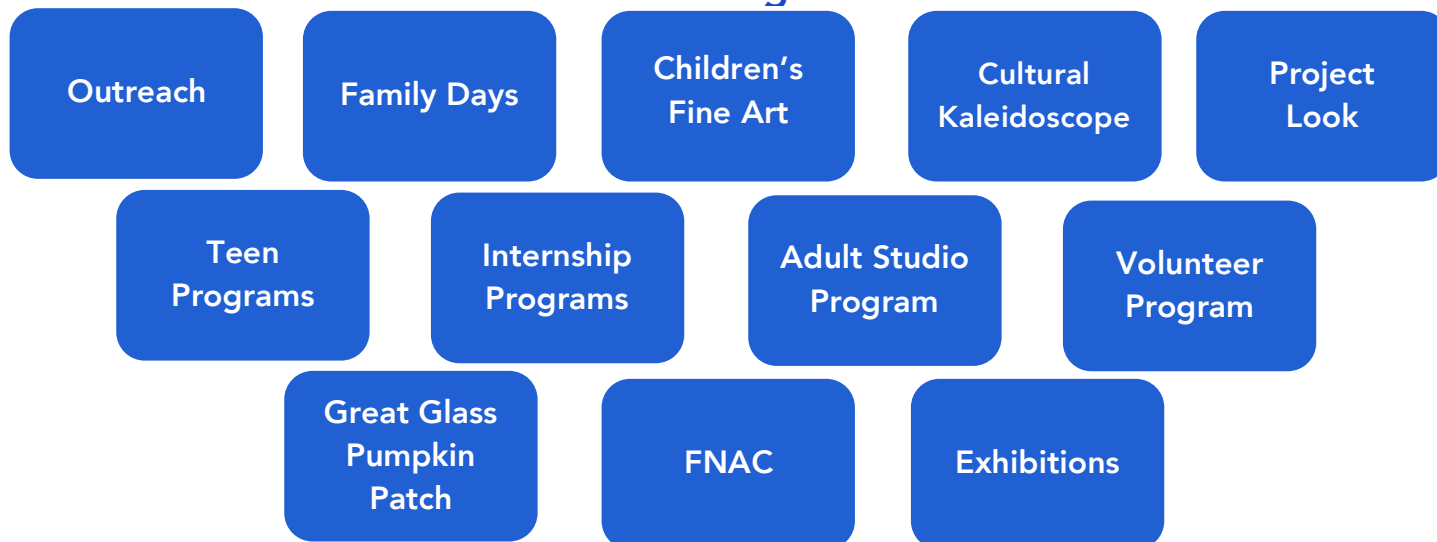
WHO: Audience



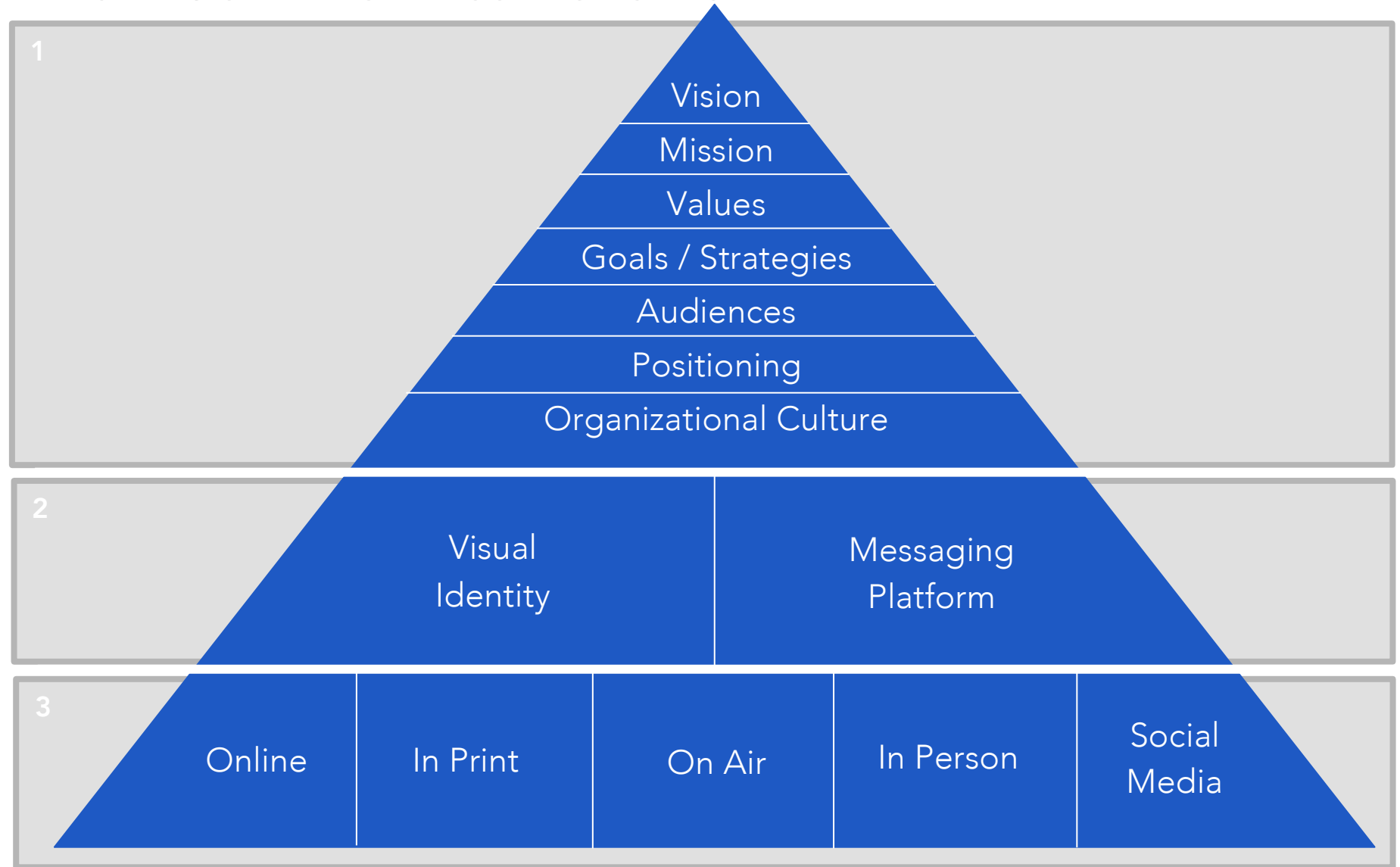
WHY: Growth Benefit



WHAT: Programs



PRINCIPLES OF EFFECTIVE COMMUNICATION



1. ORGANIZATIONAL LEVEL: Includes the core elements that direct all aspects of the organization's work.

2. IDENTITY LEVEL: What most people think of as branding – specifically the visual identity and messaging platform.

3. EXPERIENTIAL LEVEL: The channels and tools through which audiences connect with the organization.

Source: Based on the Principles of Effective Communication in *Brandraising* by Sarah Durham.

2019 Strategic Framework

Approved by PAAC + PAACF June 2019

PAAC/PAACF DECISION-MAKING TOOL

PAAC/PAACF leadership will use this strategic decision-making tool to facilitate discussions and inform decisions that align with the Strategic Framework.

Program area /Activity _____ **Art Center** _____ **Foundation** _____

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Supports the mission, values, and vision.	1	2	3	4	5
Supports strategic priorities.	1	2	3	4	5
Increases visibility + brand awareness.	1	2	3	4	5
Builds communities, donors, and audiences.	1	2	3	4	5
Is fundable or funding is possible.	1	2	3	4	5
Has the capacity (Personnel, finance, space, etc.)	1	2	3	4	5
Presents a unique or one-of-a-kind opportunity.	1	2	3	4	5
Has potential for positive impact (ROI, community engagement, etc.)	1	2	3	4	5

0-20 points	Eliminate/Don't Pursue	Total Score:
21-31 points	Rework	
32-40 points	Continue/Enhance as Appropriate	

Explore ____ Build ____ Add ____ Don't Add ____ Put on Hold (Date to revisit) _____

Notes:

Date:

STRATEGIC BOARD RECRUITMENT TOOL

Source: BoardSource, *Recruiting the Right Board Member*

The board must be strategic about member recruitment and define an ideal composition for itself based on the organization's priorities at any given moment. A matrix for board composition facilitates the board's strategic recruitment efforts. By analyzing the present composition of the board, the governance committee—or the full board if no committee is needed—is able to best determine what qualities, characteristics, and perspectives are already present on the board. When analyzed in light of the organizational strategies, a matrix helps the board identify where gaps exist and then direct recruitment efforts to fill those gaps.

How to Approach Strategic Recruitment

Review information about the candidate and set up a meeting or phone call. The meeting should be attended by a representative from the governance committee or a board member who has been matched to a particular candidate.

First Meeting

- Mention that the board needs to fill vacancies over the next few years and the candidate has been suggested. Be sure to note that you are exploring interest and availability with a number of candidates.
- Describe the organization including its mission, services, and strategic direction. Invite questions from the candidate to determine how much he or she knows about the organization and how he or she feels about its work.
- Be sure to cover the roles and responsibilities of board members. Determine whether the candidate has any participation constraints.
- If the potential candidate is not already, invite the candidate to participate in a project or task force to help current board members get a feel for the candidate's level of commitment and effectiveness.

Evaluation Prospects

- Did the candidate ask insightful questions about the organization and/or the board?
- Does the candidate have any commitments that would preclude effective board service (heavy travel schedule, lack of time invested in project or task force work, etc.)?
- It is important to research candidates' past performance on boards, the extent of their expertise, and their willingness to be a team player.
- Will the candidate be a good culture fit on the board?

Final Interview

The last step before formally nominating a new board candidate is to have a final talk with the candidate. The board chair, chair of the governance committee, and/or chief executive should meet with the candidate to answer any final questions — both from the prospective and current board members.

This final conversation provides one last chance to assess the needs of the board and ensure that the candidate will be a good fit — not just immediately, but for the future needs of the board and organization as well.

- **Explore the candidates' reasons for wanting to join the board.** Taking the time to understand their motivations and goals for board service will ultimately make the partnership more productive.
- **Provide candidates with more information about why they were selected as prospective board members.** Do they have expertise in a needed area? Good connections? Represent the community served by the organization?
- **Have an open discussion about board fundraising responsibilities.** Ensure that candidates understand that asking for donations is not the only way to get involved in fundraising efforts, but that participation in some way is expected.

BOARD RECRUITMENT MATRIX

This matrix can be adapted to assist your organization's recruitment efforts by assessing your current board composition and identifying opportunities to diversify and/or expand your board.

Every organization is different. Use the table below to help distinguish the skills and strengths you need from board members depending on your organization's stage of development, community served, and other circumstances.

In considering board building, an organization is legally obligated to follow its bylaws, which may include specific criteria on board size, structure, and composition. Keep in mind that your organization's bylaws may need to be updated to incorporate and acknowledge changes in the environment and community that have made board structure changes necessary or desirable.

(Source: adapted from BoardSource's *Board Recruitment Matrix*)

AREAS OF EXPERTISE/LEADERSHIP QUALITIES	NUMBER OF CURRENT MEMBERS	NUMBER OF PROSPECTIVE MEMBERS
Administration/Management		
Early-stage organization/start-up		
Financial oversight		
Fundraising		
Government		
Investment management		
Law		
Leadership skills/motivator/experience/interest in		
Marketing, public relations		
Human resources		
Strategic planning		
Physical plant (architect, engineer)		
Real estate		
Understanding of community needs		
Technology		

RESOURCES	NUMBER OF CURRENT MEMBERS	NUMBER OF PROSPECTIVE MEMBERS
Money to give		
Access to money		
Access to other resources (foundations, corporate support)		
Availability for active participation (solicitation visits, grant writing)		
COMMUNITY CONNECTIONS	NUMBER OF CURRENT MEMBERS	NUMBER OF PROSPECTIVE MEMBERS
Religious organizations		
Corporate		
Education		
Media		
Political		
Philanthropy		
Small business		
Social services		
Other		
PERSONAL STYLE	NUMBER OF CURRENT MEMBERS	NUMBER OF PROSPECTIVE MEMBERS
Consensus builder		
Good communicator		
Strategist		
Team member		
Other		

AGE	NUMBER OF CURRENT MEMBERS	NUMBER OF PROSPECTIVE MEMBERS
Under 18		
19 – 34		
35 – 50		
51 – 65		
Over 65		
GENDER	NUMBER OF CURRENT MEMBERS	NUMBER OF PROSPECTIVE MEMBERS
Male		
Female		
Nonbinary		
RACE/ETHNICITY	NUMBER OF CURRENT MEMBERS	NUMBER OF PROSPECTIVE MEMBERS
African American/Black		
Asian/Pacific Islander		
Caucasian		
Hispanic/Latino		
Native American/Indian		
Other		

BOARD + STAFF ROLES

SHARED BOARD & PAACF STAFF ROLES	ROLES OF PAACF BOARD MEMBERS	ROLES OF PAACF STAFF
FUND DEVELOPMENT		
<ul style="list-style-type: none"> • Build Fund Development Plan together • Strategize best approaches for different donors & opportunities in tandem with diverse fundraising efforts • Work together to build prospect lists & strategies • Plan and execute events that recognize donors • Ensure fundraising efforts in place for: <ul style="list-style-type: none"> ○ Corporate giving ○ Foundation grant solicitation ○ Individual donors ○ Membership program ○ Planned and estate gifts (future) ○ Endowment (future) • Develop Individual Board Action Plan 	<ul style="list-style-type: none"> • Open doors to new contacts for the PAAC staff • Support staff work with donors • Support and participate in the diverse fundraising strategies • Participate or host cultivation & recognition events • Ask for contributions from peers and prospects • Make annual gifts & stretch gifts for fundraising campaigns 	<ul style="list-style-type: none"> • Provide leadership and strategic support to the Board • Conduct prospect research when needed • Include Board members to assist with particular donors or campaigns • Accompany Board members on fundraising calls • Ensure that an annual fund for unrestricted gifts is in place • Manage the ongoing record-keeping and tracking of donor activities and campaign efforts • Implement management strategies for Fundraising Plan (all levels of efforts) • Maintain development dashboard to keep board members informed about status of fundraising efforts
ADVOCACY		
<ul style="list-style-type: none"> • Create advocacy strategy and annual plan together • Cheerlead for PAAC • Identify opportunities for visibility for PAAC • Champion PAAC when out and about • Keep advocacy strategy on track/Respond to new opportunities as they arise 	<ul style="list-style-type: none"> • Introduce others to PAAC and support friend-raising activities (first step in fundraising) • Take individuals on tours with staff • Attend key meetings when Board member representation is needed • Make assignments in support of strategy and annual plan/monitor follow-through and results • Engage legislators when appropriate 	<ul style="list-style-type: none"> • Provide materials/key information/messaging to support the Board in their advocacy role • Coordinate and enlist Board members for advocacy assignments and presentations • Make presentations with Board members • Provide tours of the PAAC/Support Board tours • Provide quotes & create interview opportunities with the media

SHARED BOARD & PAACF STAFF ROLES	ROLES OF PAACF BOARD MEMBERS	ROLES OF PAACF STAFF
BOARD OPERATIONS		
<ul style="list-style-type: none"> • Communicate with Board in support of success of PAACF and PAAC • Document Board participation at events and in fundraising efforts • Follow and support the Tenets of Board Operations for the greatest success • Participate in mentoring of new Board members • Remain attentive to distinctions of Board and Staff responsibilities and the power of working together • Work together to support diverse membership on the Board and a supportive culture for diversity 	<ul style="list-style-type: none"> • Uphold Tenets of Board Operation reviewing once a year with full Board as a refresher • Review and update the Strategic Framework each year in sync with Outcome Measurements review • Update Board calendar, roster and Committee charters annually in sync with annual goals • Use recruitment matrix to maintain balance • Fold in Tenets of Board Operations and Strategic Framework into onboarding of new Board members 	<ul style="list-style-type: none"> • Provide leadership as Director of PAAC for the success of PAACF through attendance at Board meetings and Committee meetings • Have Foundation Staff support Foundation operations as appropriate • Support annual updates of Board Handbook • Support Committee work with a staff representative and/or liaison

APPENDICES

APPENDIX A: STRATEGIC PLANNING PROCESS

The process was facilitated by Gail Anderson & Associates (GA&A) supported by a team of consultants including Nancy Ragey (fundraising consultant), Mike Devine (financial analyst), Phil Kohlmetz (Public Narrative consultant), and Lexie Smith Kliebe, Research and Design Associate, GA&A. The following highlights the key steps undertaken during the strategic planning process.

Process Begins (September 2018)

- Confirmed steps of planning process with PAAC, City of Palo Alto and PAACF leadership and consulting team
- Reviewed documents and prepared for interviews
- Facilitated PAACF Board retreat by Nancy Ragey to begin discussion about fundraising strategies

Institutional Assessment (October 2018)

- Conducted confidential interviews with staff, PAACF Board members, City representatives, Emeritus Council members, volunteers, PAACF members and donors, community representatives, etc.
- Analyzed findings from institutional and stakeholder interviews
- Researched regional museums and competitors, outlined operations of six local arts institutions and three aspirational art centers, and identified four examples of innovation in art museums

Staff Retreat and Separate Board Work Session (November 2018)

- Reviewed and discussed findings from interviews and review of institutional documents
- Presented trends and issues facing art centers and museums in 21st century
- Assessed strengths and areas for growth (PAAC and PAACF)
- Outlined initial thinking on mission, values, vision, and organizational culture
- Identified three strategic priority areas

Work Sessions (December 2018 – March 2019)

- Launched series of work sessions to shape and build: community engagement; organizational culture; governance; financial sustainability; visibility; mission, vision and values; and staff succession planning (some working groups were Board or staff only, and some had participation by both Board and staff members)

Program Assessment (February - March 2019)

- Worked with staff who reviewed and determined steps for refinement of programs in sync with new direction for the Art Center

City of Palo Alto Review (April 2019)

- Reviewed Strategic Framework and implications with City representatives
- Incorporated feedback and changes

Separate Staff and Board Sessions to Review the First Draft of Strategic Framework (April 2019)

- Reviewed Strategic Framework and implications
- Refined supporting frameworks and tools

Final Staff Review and Work Session (May 2019)

- Reviewed final Strategic Framework with staff
- Discussed value of Strategic Framework in the ongoing operations of PAAC

Board and City Adoption of Framework (May/June 2019)

- Reviewed final Strategic Framework with Board and City
- Discussed implementation and modification over time
- Adoption of Strategic Framework by Board and endorsed by City of Palo Alto

APPENDIX B: GUIDELINES FOR USING THIS STRATEGIC FRAMEWORK

With the adoption of this Strategic Framework, a new chapter is launched for the Palo Alto Art Center. This Framework was co-created with PAACF Board, PAAC staff and the City of Palo Alto, and represents a deep conviction to realize the vision for PAAC. It is not business-as-usual; rather, it is an energized vision that has been collectively envisioned to dramatically grow the potential and impact of the Art Center in the community and beyond for years to come. As the Art Center is a public/private partnership, this Framework is a carefully orchestrated and coordinated effort based on respect for, and long-term commitment to work for, the sustainability of PAAC on behalf of the residents and visitors to Palo Alto.

Celebrate victories large and small as the steps are achieved and progress is made. Remain agile yet dogged in advancing the priorities in this Framework. Unexpected opportunities will arise each year, requiring careful review to determine if appropriate to pursue given that the budget and annual priorities have already been adopted. In many cases, an existing priority may need to be set aside to make room for an alternate activity. This requires a blend of assessing gains, costs, and potential with each decision, and use of the Board and staff program assessment and decision tools.

Each year, the PAACF Board and the PAAC staff retreats are the moments to review and assess progress made on the Strategic Framework against priorities and outcome measurements. Amass the outcome measurement results in advance of each of the retreats to provide concrete evidence of progress. Tie annual Board evaluation to the retreat, and reflect on learning moments during the past year, and as appropriate affirm or adjust the priorities for the coming year. The Framework is a living management tool that will provide guidance for fundraising, financial management, decision-making, Board recruitment, and growth throughout the Art Center, and will be modified and adjusted over time. Keep the City of Palo Alto apprised of progress made, and include them as appropriate in the ongoing discussions about the future of PAAC.

Clear roles and responsibilities must be embraced to make the Framework a useful management tool for the success of the institution. The following guidelines are designed to help the Board and staff uphold their roles in support of the Framework, and most importantly the mission, values, and vision for the future of the PAAC.

PAACF Board

As the nonprofit, fundraising entity for the PAAC, the PAACF Board is responsible for assuring that: PAACF follows and uses the Strategic Framework, PAACF resources are appropriately allocated in support of that Framework and the PAAC, and the Framework is modified as necessary over time. Listed below are some suggestions for the Board in the use and implementation of this Framework.

The Board will:

Uphold and communicate the mission, vision and values of PAACF and PAAC

- Use the mission of the Foundation to guide work, always with an eye toward the PAAC mission, values and vision to keep the two organizational efforts collaborative, and in sync;
- Communicate the mission, values and vision, and priorities set forth in the Framework, with stakeholders, the community and the public, incorporating the tenets of Public Narrative when possible;

Use Supporting Frameworks

- Reference the Supporting Frameworks to guide Board work all year long:
 - Use the Five-Year Fundraising Framework priorities and targets as an ongoing management tool, highlight progress at every Board meeting, and stay the course to achieve the results outlined;
 - Use the Financial Sustainability Framework as a baseline of the tenets of financial operations to clarify expectations and the principles of ongoing work;
 - Use the Governance Framework, the Strategic Board Recruitment guidelines, and Board Recruitment Matrix as the Board “playbook”. Incorporate this work into new Board orientation, and ongoing reference to reinforce the tenets of operation agreed to through this planning process;
 - Assure all priorities requiring Board involvement are assigned to the full Board and relevant Board Committees for the successful completion of the work;
 - Provide updates and reports on progress advancing the Supporting Frameworks at Board meetings, and adjust deadlines and priorities as needed.

Assess progress on Framework each year

- Conduct an annual review of the Supporting Frameworks with Board and PAAC leadership to assess progress made over the past year, and to plan for the upcoming year with financial and resource allocations in the Foundation budget;

- Use outcome measurements to assess the successful implementation of the Framework. Outcome measurements, like other aspects of the Framework, are likely to be adjusted over time in response to changing realities. It is recommended that outcome measurements be assessed once a year.

Use Framework to guide decisions, coordinate efforts, and stay on course

- Base decisions on the priorities of the Framework and make adjustments when appropriate. When new opportunities arise, the Board should consider the impact to the Framework and gain input from PAAC leadership, as appropriate, in order to make a balanced and informed decision. In some cases, taking on a new priority may require a vote by the Board and require postponing some tasks in order to devote adequate time and resources to the new priority. If a new opportunity or shift in priorities occurs, the Framework should be modified accordingly and involved parties notified, including making adjustments to the budget;
- Make sure the proper supporting policies and procedures are in place and are updated as needed;
- Use the priorities and responsibilities laid out in the Framework to coordinate work for the coming year with the Director and then refer to them when assessing progress.

Clarify Board expectations and evaluation

- Outline expectations so all Board members understand their leadership role as a Board member in implementing the Framework;
- Evaluate the full Board and its performance advancing the Framework;
- Tie individual Board performance to responsibilities outlined in the Framework in tandem with Board member expectations;
- Distinguish the specific Board and staff roles and responsibilities in advancing the Framework, and coordinate when appropriate for the best outcome.

Incorporate in Board recruitment

- Review the Framework during the Board recruitment process and with new Board members during Board recruitment and orientation.

Plan for next planning process

- Prepare to launch the next strategic planning process about a year prior to the completion of this Strategic Framework.

PAAC Director

The PAAC Director is responsible for assuring that the Framework guides the work of the staff, and volunteers, and in turn, works closely with the PAACF Board to reach goals. By setting a clear road map for PAAC and PAACF, this Strategic Framework clarifies the leadership role and responsibilities that the Director must undertake. As a City employee, the Director also adheres and follows City guidelines tied to budget development and monitoring, City staff hiring practices, and relevant City guidelines and expectations.

The Director will:

Uphold and communicate the mission, vision and values of PAAC

- Use the PAAC mission, values and vision to guide the ongoing work of the PAAC and staff;
- Communicate the mission, values and vision, and priorities set forth in the Framework with stakeholders, the community and the public, incorporating the tenets of Public Narrative, when possible.

Use as internal management tool

- Ensure staff understand their responsibility for supporting the mission, upholding the values, and working toward the vision as well as their commitment to upholding the PAAC Tenets of Organizational Culture, and other tools created to guide their work.
- Correlate all staff job descriptions and responsibilities to the specific priorities laid out in the Framework;
- Ensure that annual workplans for each staff member are based on the priorities in the Framework and assure that these are referred to during annual performance reviews;
- Build annual budgets based on priorities defined in the Framework and supported by workplans;
- Use this Framework on an ongoing basis for guiding the work of the staff including during staff meetings, one-on-one meetings with staff members, for projects at PAAC, and so on;
- Use the Framework as a tool when recruiting, hiring and onboarding new staff;
- Base decisions on the priorities of the Framework and make adjustments when appropriate. When new opportunities arise, consider the impact to the Framework priorities and gain input from Board and staff as appropriate in order to make a balanced and informed decision. Some decisions require Board approval while most can be managed at the staff level. In some cases, taking on a new priority may require postponing some tasks in order to devote adequate time and resources to the new priority. If a new opportunity or shift in priorities occurs, the Framework should be modified accordingly and involved parties notified;

- Assure that volunteers are properly informed about the Framework and understand their role in implementing the Framework.

Work closely with the Foundation Board

- Support the PAACF Board and priorities set forth in the Framework by making sure the proper supporting policies and procedures are in place and are updated as needed;
- Use the Framework for fundraising purposes.

Assess progress on Framework each year

- Use outcome measurements during the annual review of the Framework and adjust the priorities and strategies for the coming year based on results of the outcome measurement assessment.

Plan for next planning process

- Prepare to launch the next strategic planning process about a year prior to the conclusion of this Strategic Framework;

Staff

Staff is responsible for using the Framework to guide and prioritize their work. The Framework is a valuable tool for conveying the overall priorities of PAAC to all staff (full-time and part-time) and providing context for their specific role(s) in advancing the Framework.

Staff will:

Uphold and communicate the mission, vision and values of PAAC

- Use the PAAC mission, values and vision to guide the ongoing work of PAAC staff;
- Communicate the mission, values and vision, and priorities set forth in the Framework, with stakeholders, the community and the public, incorporating the tenets of Public Narrative when possible.

Use as internal management tool

- Uphold their responsibility for supporting the mission, the values, and the vision as well as the PAAC Tenets of Organizational Culture, and other tools created to guide the work of the staff;
- Be proactive in understanding their role and responsibilities as laid out in the Framework;
- Understand how each staff member supports the mission, upholds the values, and works toward the vision;
- Work with the Director to clarify job responsibilities, annual workplans, and similarly assure that those who report to them receive the same level of support;

- Refer to annual workplans and the Framework during annual performance reviews;
- Use the Framework for individual and group management purposes, departmental meetings, project meetings, or other ongoing aspects of operations;
- Base decisions on the priorities of the Framework and be prepared to make adjustments when appropriate. When new opportunities arise, consider the impact to the Framework and bring the opportunity to the attention of the Director, who will in turn bring it to the Board, if needed. Some decisions require Board approval while most can be managed at the staff level. In some cases, taking on a new priority may require postponing some tasks in order to devote adequate time and resources to the new priority. If a new opportunity or shift in priorities occurs, the Framework should be modified accordingly and departments and individuals involved notified immediately;
- Support the Director during the budget process, assuring that priorities outlined in the Framework are accounted for in the annual operating budget and are adjusted as needed throughout the year;
- Assure volunteers understand their roles in advancing the Strategic Framework, including training them on the importance of the mission, values, and vision;
- Receive guidance for understanding any new areas of work or shifts in existing work, including training as needed, to assist them in their work as appropriate; and,
- Receive information about updates and changes to the Framework over time and disseminate as appropriate.

Volunteers

Volunteers provide critical support to the staff all year long and play a significant role in helping staff members accomplish their goals. Volunteers need to be informed of the priorities and direction outlined in the Framework, and how their particular volunteer efforts support the PAAC moving forward.

Volunteers:

- Understand their role and responsibilities for advancing the Framework, and in particular, understand the overall direction and priorities of PAACF and PAAC;
- Support the leadership provided by the Director, which assures that all volunteer efforts support an integrated operation and institutional priorities.

APPENDIX C: INSTITUTIONAL PROFILE

PALO ALTO ART CENTER / PALO ALTO ART CENTER FOUNDATION INSTITUTIONAL PROFILE AS OF NOVEMBER 2018	
VISITOR USER INFORMATION	
Annual attendance Onsite (exhibit, program participation, etc.)	Total Attendance FY18: 144,289 <ul style="list-style-type: none"> • General attendance: 72,426 • Project Look: 6596 • Children's Fine Art: 2408 • Family Days: 1684 • Exhibitions Public Programs: 3839 • Exhibitions attendance: 28668 • Birthday parties: 360 • Other rentals: 6279 • Special events: 17450 • Studio registrants: 1543 • Studio drop ins: 8009 • Volunteer hours: 7892
Offsite	<ul style="list-style-type: none"> • Children's Fine Art Outreach: 891 • Cultural Kaleidoscope: 962
Online	Number of unique web visitors: 93,732 Number of unique page views: 118,860 New Facebook likes: 337 (current 3,230 likes) New Twitter followers: 130 (current 1,198 followers) New Instagram followers: 407 (current 1278 followers)

**PALO ALTO ART CENTER / PALO ALTO ART CENTER FOUNDATION
INSTITUTIONAL PROFILE AS OF NOVEMBER 2018**

VISITOR USER INFORMATION, cont.

Profile of visitors/ audiences/users <i>From FY2018 Performance Measures</i>	Adult Ages (68 total) 7% - 18 or younger 25% - 19 – 35 62% - 36 – 65 6% - 66 and over	Child Ages (41 total) 24% - 0 – 4 46% - 5 – 8 22% - 9 – 13 7% - 14 – 18	Ethnicity White or Caucasian - 45% Asian American - 29% Other - 24% Pacific Islander - 3% African American – 0% Latino – 0%	Geographic location Palo Alto - 42% Other - 27% Mountain View - 15% Los Altos - 6% Menlo Park - 6% Sunnyvale - 3% East Palo Alto - 0%
Hours	Hours vary according to program. General facility open hours are Tuesday-Wednesday--10 a.m. – 5 p.m.; Thursday—10 a.m.- 9 p.m.; Friday and Saturday—10 a.m. to 5 p.m.; Sunday—1 p.m.- 5 p.m. Classes, workshops, rentals, and special events take place after these hours.			
Admission/program fee charges	All exhibition attendance is free. Family Days and Friday Night at the Art Center events are free. Special events are generally free. Cultural Kaleidoscope participation is free. Costs for class and drop-in programs range from \$2-\$350.			
Number of PAACF members (type and #s)	656 members (100 activist at \$250; 20 alliance at \$5,000; 114 circle at \$1,250; 20 collector at \$500; 35 complimentary; 195 enthusiast at \$65; \$158 family and friend at \$125)			

**PALO ALTO ART CENTER / PALO ALTO ART CENTER FOUNDATION
INSTITUTIONAL PROFILE AS OF NOVEMBER 2018**

GOVERNANCE

City oversight	<i>The Art Center is a part of the Division of Arts and Sciences, Community Services Department, City of Palo Alto. The current reporting structure is that the Art Center Director reports to the Assistant Director, Community Services Department, who in turn reports to the COO, Community Services Department, who in turn reports to the Acting Community Services Director, who in turn reports to the City Manager.</i>
Foundation Governance structure	<i>The Foundation staff have a direct-line reporting relationship to the Art Center Director, but report to the Board of Directors of the Foundation.</i>
Number of Foundation Board members/ Diversity	<i>15 members. Members include a diverse mix of genders, ages, ethnicities and professions.</i>
Foundation Board Officers	<i>Two Co-Presidents, Vice President, Secretary, Treasurer, Past President</i>
Foundation Board committees/task forces	<i>Executive, Finance, Governance</i>
Foundation Emeritus Council	<i>21 members</i>

**PALO ALTO ART CENTER / PALO ALTO ART CENTER FOUNDATION
INSTITUTIONAL PROFILE AS OF NOVEMBER 2018**

STAFF AND VOLUNTEERS

Staff (FTE, PT, other) City-funded Staff	<p>5 forty-hour, benefitted (one management and four SEIU regular) staff (two of these positions are partially funded by PAACF)</p> <p>3 thirty-hour, benefited (SEIU regular) staff</p> <p>19 hourly staff, a mix of SEIU hourly and limited hourly, 2 of whom are partially funded by PAACF (see org chart for details)</p> <p>Contractors who provide exhibition installation and registration help, and teach summer camps and adult classes.</p>
Foundation Staff	2 full time (Fundraising and Operations Manager, Development Director), 1 part-time CK assistant, and contract support (grant writer, CK instructors)
Total Staff	29, approximately 15 FTE
Support groups (Name, purpose, #s)	The Palo Alto Art Center Foundation is a 501(c)3 fundraising / advocacy organization
Volunteers (Type and #s)	<p>800 active volunteers; approximately half are teens. Volunteers at the Art Center essentially provide support for all programs at the Center.</p> <p>7892.17 hours</p> <p>\$217,823.89 volunteer value</p>
Status of HR systems and policies	The Art Center relies upon the City of Palo Alto for HR systems and policies. The City maintains extensive policies outlining conduct and protocol. The City also maintains performance appraisal forms and systems. The Art Center maintains its own staff handbook, onboarding procedures, and a "respect in the workplace" policy.

**PALO ALTO ART CENTER / PALO ALTO ART CENTER FOUNDATION
INSTITUTIONAL PROFILE AS OF NOVEMBER 2018**

PUBLIC PROGRAMS & SERVICES

<p>Exhibitions How many: temporary, traveling exhibitions on and off site)</p>	<p><i>The Art Center generates all its exhibitions internally. The Center relies upon an exhibition philosophy statement, which program staff review and update every few years. The Art Center presents exhibitions in the Fall and Winter quarters, then the annual youth art/Cultural Kaleidoscope exhibition in spring, and a summer exhibition. The Art Center also manages a community gallery in the children's wing, which focuses on community exhibitions and showcases the work of community partners (e.g., Eastside Prep, Camera Club, Abilities United).</i></p>
<p>Public programs (Name/type of programs, target audience(s))</p>	<p><i>Family Days—families—draw 200 to 600 people Teen Takeover events—teens—draw approximately 50 teens per events Friday Night at the Art Center—adults and young professionals—draw 200-600 per event Lectures, panel discussions—draw 30-40 adult art enthusiasts Class and workshop programs—distinct audiences based upon programs</i></p>
<p>Visitor services</p>	<p><i>The Art Center maintains a strong commitment to customer service, with dedicated visitor service staff members. From time to time, program staff members participate in visitor services office hours by working the Art Center front desk.</i></p>
<p>Online activities (e.g., website, blogs, Facebook, Twitter, etc.)</p>	<p><i>The Art Center maintains a website and active social media presence (Facebook, Twitter, Instagram).</i></p>
<p>Special public events (e.g., festivals, open houses, etc.)</p>	<p><i>The Center hosts a diverse range of public events every year. The Clay and Glass Festival draws more than 10,000 people to the Center in July. The Great Glass Pumpkin Patch attracts 5,000 people to the Center in September. Family Days are hosted throughout the year. Several Friday Night at the Art Center programs are hosted annually.</i></p>

**PALO ALTO ART CENTER / PALO ALTO ART CENTER FOUNDATION
INSTITUTIONAL PROFILE AS OF NOVEMBER 2018**

PUBLIC PROGRAMS & SERVICES, cont.

Significant partnerships/ collaborations	<i>The Art Center maintains strong partnerships with more than 40 organizations in the community. Partnership relationships range from co-presenters for some of our major special events (e.g., The Association of Clay and Glass artists for the Clay and Glass Festival; the Bay Area Glass Institute for the Great Glass Pumpkin Patch) to co-presenters for public programs (e.g., the Society for the Art and Cultural Heritage of India, Palo Alto Library). The Center is currently working on a multiple-year partnership with the Junior Museum and Zoo on a diversity initiative.</i>
Other public services	<i>The Art Center Foundation maintained the Gallery Shop for many years, but made a determination to abort operations with the departure of the Retail and Member Services Coordinator.</i>
Marketing and PR activities	<i>The Center employs a part-time Marketing Coordinator, who is responsible for writing and generating the weekly "This Week at the Art Center" newsletter and for writing specific stories about people involved in the Art Center for the newsletter and website. This position is also responsible for generating and distributing press releases about Art Center events and programs. A cross-functional team that includes the Director, the Program Assistant, the Marketing Coordinator, the Visitor Services Assistant, and any marketing intern meets weekly to discuss social media strategy and tactics. The Center uses GAIN for its social media editorial calendar and then maintains a long-term calendar with key story arcs throughout the year.</i>

**PALO ALTO ART CENTER / PALO ALTO ART CENTER FOUNDATION
INSTITUTIONAL PROFILE AS OF NOVEMBER 2018**

PUBLIC PROGRAMS & SERVICES, cont.

Evaluation/Visitor research	<p>Evaluation: The Art Center received an Organizational Enhancement Grant from the Packard Foundation to develop a culture of evaluation with consultant Erin Gong. As part of this process, Gong presented about evaluation at a staff meeting and led the staff in the development of program planning tools based upon the organization's Theory of Change and in creating an extensive "question bank" of survey questions in SurveyMonkey. In the past year, the Director worked to revisit these the program planning tools with staff and to develop updated survey instruments. Based upon grant funding, the Center has been able to employ professional evaluators for specific projects. Most recently, the Center engaged a professional evaluator to conduct an evaluation of the <i>Play</i> exhibition. An evaluator was contracted for the IMLS-funded Creative Ecology program.</p> <p>Visitor Research: The Art Center conducts a general visitor survey that asks for demographic information.</p>
Research and other curatorial activities	<p><i>The Art Center is a non-collecting institution. Exhibitions staff frequently conduct curatorial research related to upcoming exhibitions.</i></p>
Publications (journals, books, special publications, e-publications, etc.)	<p><i>The Art Center and Foundation publish a joint annual report that is sent to supporters and made available to the public. In the past, the Center placed an emphasis on traveling exhibitions and producing catalogues for those shows. With the reduction of our curator position to .75 FTE, limited staffing and revenue resources, and questions about ROI on both traveling shows and catalogues, we've focused our attention elsewhere. Art Center staff do contribute to publications (Lucy Larson recently contributed an article to Museum Education), and staff frequently present at conferences (AAM, CAM, WMA) about the work of the Art Center.</i></p>

**PALO ALTO ART CENTER / PALO ALTO ART CENTER FOUNDATION
INSTITUTIONAL PROFILE AS OF NOVEMBER 2018**

CITY FACILITIES AND GROUNDS

Facilities (List of buildings, description of use, % of public versus non-public space)	The Art Center is housed in a 29,800 square foot facility that was originally built as City Hall for the City of Palo Alto. 6,000 feet of the total square footage is a basement accessible only to staff for storage. Most of the Center's square footage is public space (would estimate that 80% is public; 20% office space). The building includes a gallery, lobby, meeting room, auditorium, extensive studio spaces for adults and classrooms for children.
Technology capacity and systems (Systems, hardware, software, maintenance, etc.)	The City of Palo Alto maintains technology systems for the Art Center and the Palo Alto Art Center Foundation. Systems are maintained by the City of Palo Alto's Information Technology team. All staff are on laptop PCs. The Foundation uses and maintains a Salesforce Customer Relationship Management tool that is also accessed and utilized by City staff. The Center uses iContact as an email marketing tool. SAP is used by the City for purchasing and timecards. Other applications are general Microsoft Office tools.
Grounds (General description and acreage)	The Art Center is situated on a campus linked to the Rinconada Library and Rinconada Park. The site was designed as a civic center space when the facility was built in the early 1950s as City Hall. The site includes large expanses of grass, numerous heritage trees, and open space. Interior garden spaces at the Art Center include the Sculpture Garden and the Historic Courtyard. There are several works of public art on the campus, including a large-scale temporary Patrick Dougherty sculpture that was created in 2016. We do not currently have acreage information about the property.
Status of safety, emergency/disaster, and security systems	The Art Center participates in the City of Palo Alto's emergency procedures. In addition, the Center maintains its own emergency preparedness programs. These include an emergency plan for exhibitions and artwork, an emergency evacuation plan (the Center conducts an annual evacuation drill), and emergency supplies.
Public accessibility	The Art Center's facility renovation in 2012 ensured the building was fully ADA-compliant.
Parking and public transportation	The Art Center has ample free parking in two lots directly adjacent to the building. Additional free parking is available in the neighborhood.

**PALO ALTO ART CENTER / PALO ALTO ART CENTER FOUNDATION
INSTITUTIONAL PROFILE AS OF NOVEMBER 2018**

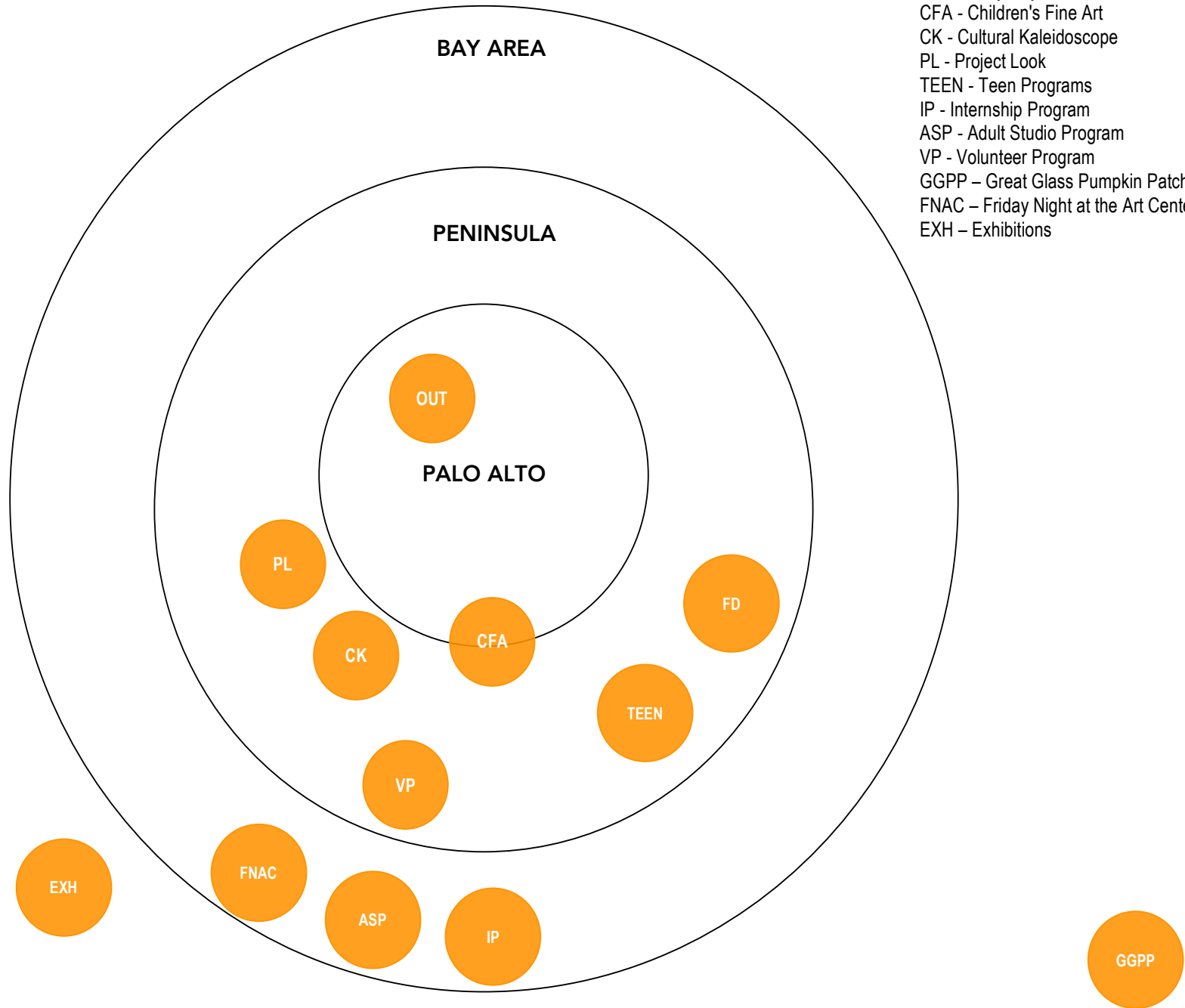
FINANCIAL INFORMATION

City financial support/ annual budget	Approximately \$1.3M
City in-kind services	To PAACF: office space, IT, phones, copiers, postage
Foundation annual budget (combination of individual donors, corporate support, grants, fundraising events, investments, and other earned revenue)	FY18 Total Revenue: \$644,484
Endowments/trusts (Amount of interest generated per annum)	No PAACF endowment. Legacy gift to the City continues to fund Art Center ceramics programs.
Capital projects	The Art Center facility went through an extensive renovation in 2012, the result of a \$4.7M capital campaign.

PROGRAM ASSESSMENT RESULTS / GEOGRAPHIC AUDIENCE DISTRIBUTION CHART

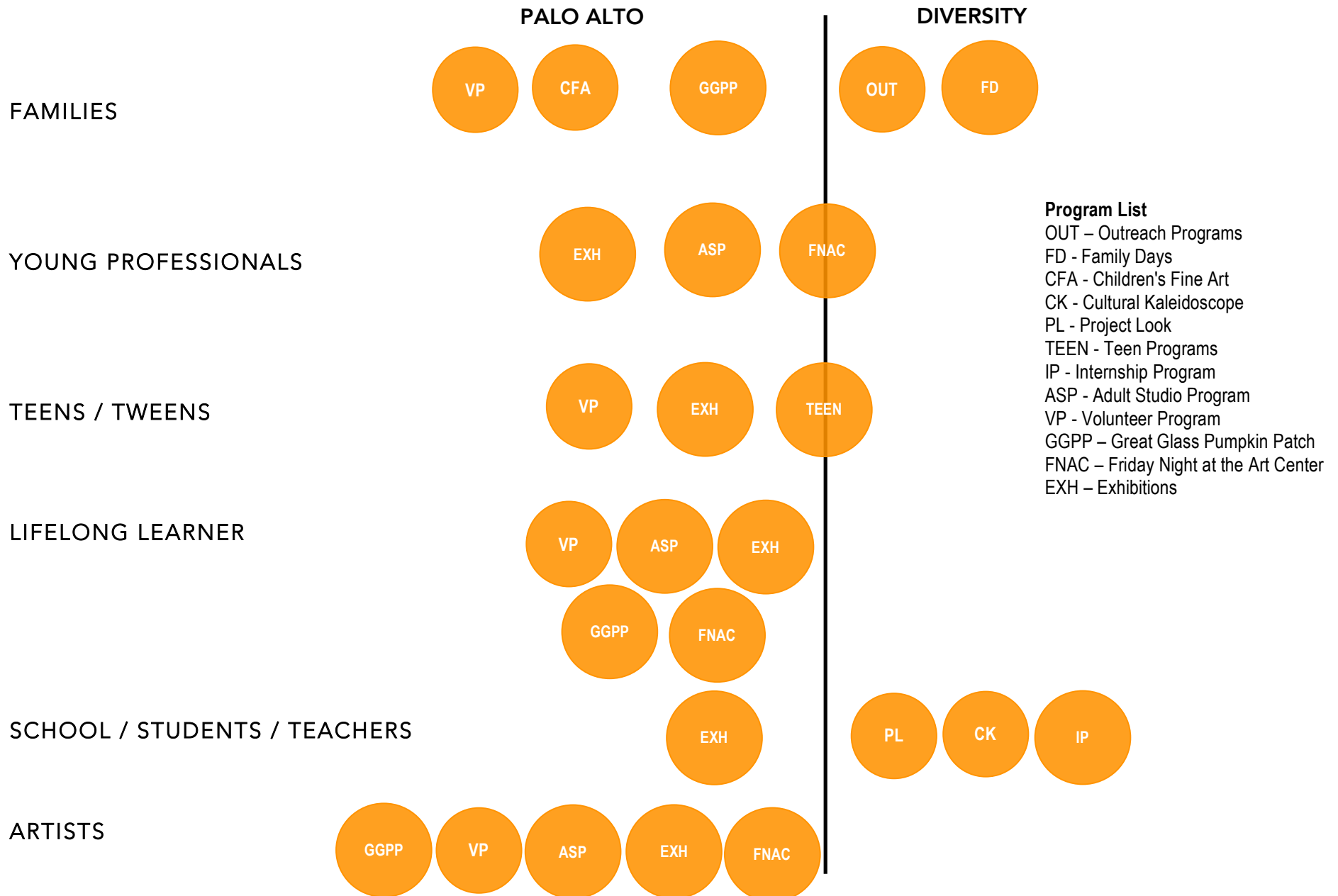
March 2019

- Program List**
OUT – Outreach Programs
FD - Family Days
CFA - Children's Fine Art
CK - Cultural Kaleidoscope
PL - Project Look
TEEN - Teen Programs
IP - Internship Program
ASP - Adult Studio Program
VP - Volunteer Program
GGPP – Great Glass Pumpkin Patch
FNAC – Friday Night at the Art Center
EXH – Exhibitions



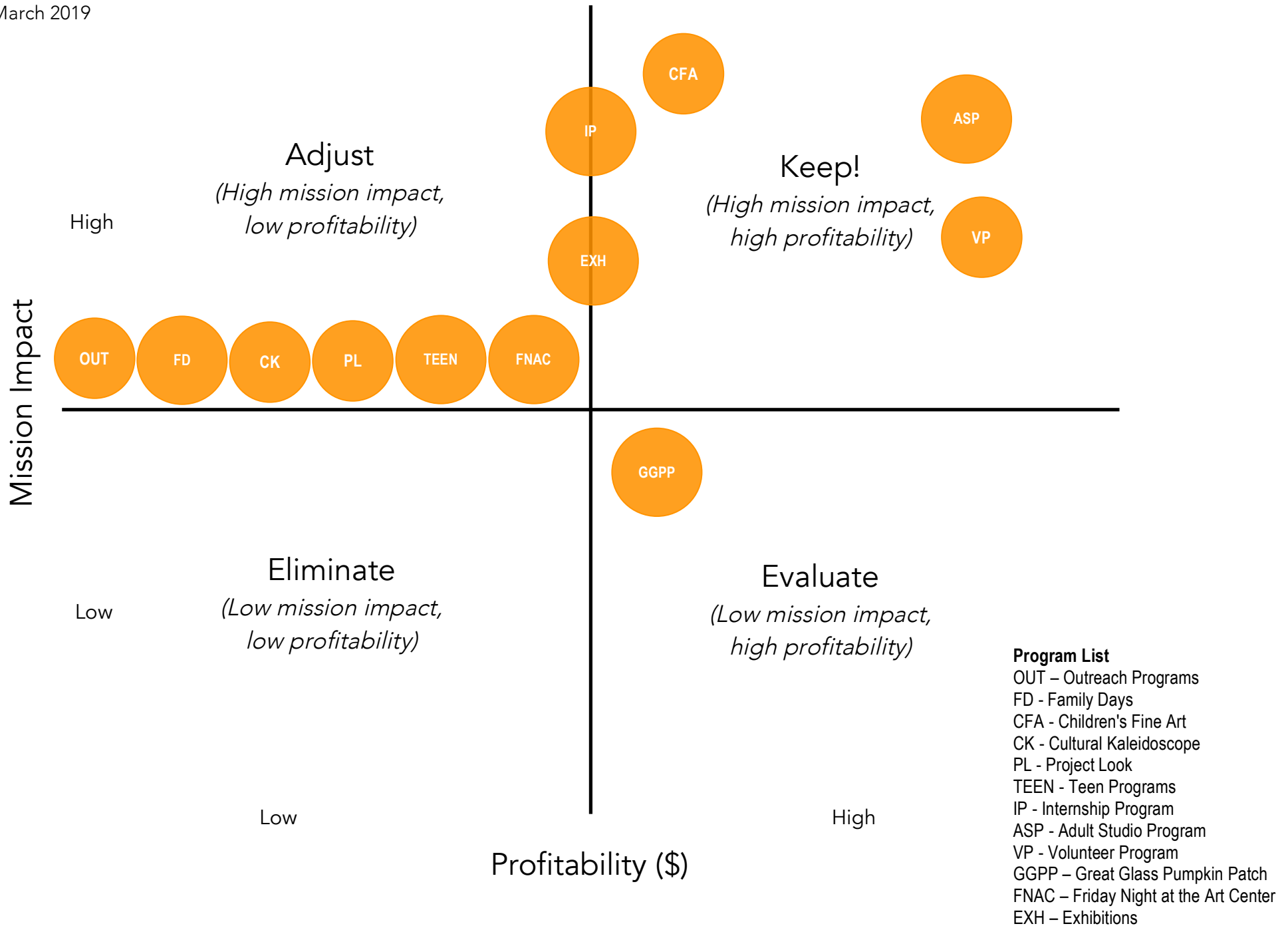
PROGRAM ASSESSMENT RESULTS / AUDIENCE

March 2019



PROGRAM ASSESSMENT RESULTS / MISSION IMPACT + FINANCIAL SUSTAINABILITY

March 2019



APPENDIX F: INTERVIEWEES + PARTICIPANTS

Staff and Foundation Board were both interviewees and participants, and the others were interviewed only. Interviews were conducted in October, 2018, and thus the position titles below reflect their position at that time.

PAAC/PAACF Staff

Karen Kienzle, Director
Grace Abuskarkh, Director of Volunteer Engagement
Sarah Carle, Contract Grantwriter
Selene Foster, Curator
Ken Heiman, Marketing Coordinator
Shae Iwasaki, Director of School and Teacher Programs
Karen Kwan, Development Director
Lucy Larson, Director of Education
Denise Laxen Di Zazzo, Family and Teen Programs Coordinator

Caitlyn Marianacci, Children's Fine Art Assistant
Rebecca Passarello, Children's Fine Art Coordinator
Suzanne Ramirez, Visitor Services II
Fanny Retsek, Studio Program Manager
Celina Sandoval-Gallo, Visitor Services I
Amanda Salisbury, Visitor Services Assistant
Anna Soland, Exhibitions Coordinator
Paige Sweetin, Fundraising and Operations Manager

PAAC Foundation Board

Sally Glaser, Co-President
Judy David, Co-President
Gurmeet Lamba, Vice President
Barbara Carman, Secretary
Marcia Pugsley, Past President

Cynthia Cole
Nicole O'Malley
Bhaskar Rangarajan
Jonathan Whitmore
Christina Wong

PAACF Emeritus Council

Pat Bashaw
Bern Beecham
Melissa Caswell
Judith Content
Anne Gregor

Iris Korol
Susan Rosenberg
Meera Saxena
Jan Schachter
Carolyn Tucher

Volunteers

Meera Bharat
Helena Cirne
Jane Gee
Carol Gilbert
Sua Kim

Michelle Mazzuchi
Dorothy Reller
Denise Savoie
Sophia Zhang

Donors + Members

Peggy Dalal
Anne Dauer
Sue Diekman
Kathy Miller

Susie Richardson
Dorothy Saxe
Mara Wallace

City of Palo Alto

John Aikin, Director, Palo Alto Junior Museum and Zoo
Rob De Geus, Assistant City Manager
Rhyena Halpern, Assistant Director, Community Services Department
Alex Hamilton, Director of Education, Palo Alto Junior Museum and Zoo
Tina Keegan, Exhibits Director, Palo Alto Junior Museum and Zoo
Monique le Conge Ziesenhenné, Director, Library and Community Services Department
Kristen O’Kane, COO

Community Representatives

Ellen Clear, Program Officer, Packard Foundation
Li Ezell, Arts Program Manager, Ravenswood Education Foundation
Shawna Hamilton, Yellow Chair Foundation
Angela Karamian, Art Teacher, Costano, Turn Around Arts School
Faith Kwon, Elementary Teacher, CK Participant
Jessica Mele, Program Officer, Hewlett Foundation
Renu Nanda, Executive Director, Ravenswood Education Foundation
Cammie Vail, Executive Director, Palo Alto Community Fund