

## Emeryville Arts and Cultural Center Strategic Plan Process

### Schedule Overview, Key Dates, and Scope of Work Overview

#### Schedule Overview

<b>TASK</b>	<b>COMPLETION</b>
<b>PHASE I – ASSESSMENT</b>	
Stakeholder interviews	August 7 <sup>th</sup> and 18 <sup>th</sup> , 2008
Consultant review existing documents	July – August 2008
Consultant prepare Benchmark Study – Case Studies/Models	September 2008
Formation of Project Steering Committee	August/September 2008
<b>Steering Committee Applications due to City Clerk’s Office</b>	<b>By 5 p.m. on Monday, October 13th</b>
<b>Appointment of Steering Committee by Agency</b>	<b>Tuesday, October 21st meeting</b>
<b>First Steering Committee meeting</b>	<b>November 3, 2008 (tentative date)</b>
Formation of task forces to work on specific goals	October/November 2008
<b>PHASE II – VISIONING WORKSHOP</b>	
Visioning Workshop	<b>Saturday, October 11, 2008</b>
Presentation of Visioning Workshop findings to Agency	November 4, 2008
Ongoing Steering Committee & task force meetings	November - December
Presentation on Benchmarking Case Studies to Agency	December 2, 2008
<b>PHASE III – DEVELOPMENT OF STRATEGIC PLAN</b>	
Steering Committee refines goals and objectives of Strategic Plan, reviews plan progress, and makes recommendations on plan development	September 2008 - March 2009
Draft Strategic Plan document submitted to Agency	January 2009
Presentations of draft Strategic Plan to Steering Committee and Agency	January – February 2009
Public Community Workshop to present Strategic Plan	February 2009
Feedback from Community Workshop integrated into strategic planning process	March 2009
<b>PHASE IV – BUSINESS AND OPERATING PLAN</b>	
Development of Business and Operating Plan	January – February 2009
Presentation of Business and Operating Plan to Steering Committee and Agency	March – April 2009

<b>PHASE V – FUNDRAISING FEASIBILITY AND STRATEGY</b>	
Analysis of fundraising capacity and strategy	April 2009
Presentation of Fundraising Feasibility to Steering Committee and City Council	May – June 2009
Action Plan Presentation to Agency	June 2009

## Key Meeting Dates and Agency Presentation Dates

### Strategic Plan Steering Committee Meeting Dates:

These dates are tentative and depend on availability of appointed Steering Committee members.

Meetings on Mondays – considering possibilities of start of 4 p.m., or 8 a.m., or other daytime if possible; alternatively beginning in early evening (5:30 or 6 p.m.)

- **November 3, 2008 – 4 p.m. 1<sup>st</sup> Steering Committee Meeting – Tentative**
- November 17, 2008
- December 15, 2008
- January 26, 2009
- February 23, 2009
- April 20, 2009

### Visioning Workshop (Steering Committee members are encouraged to attend this workshop)

- Saturday, October 11, 2008

### Presentations to Redevelopment Agency:

- October 21, 2008 – Appoint Steering Committee; overview schedule; assessment findings
- November 4, 2008 – Report on Visioning Workshop; guidance on focus groups
- December 2, 2008 – Report on Benchmark Study
- February 17, 2009 – Report on Strategic Plan Document
- March 17, 2009 – Report feedback on Community Workshop
- April 21, 2009 – Business and Operating Plan report
- June 2009 – Fundraising Feasibility analysis report

### Community Workshop

- Saturday, February 28, 2009

## Scope of Work Overview

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*Scope of Work – Description excerpted from June 3, 2008 Report to Redevelopment Agency on Contract with Museum Management Consultants, Inc.*

### *Phase I – Assessment*

The first phase of MMC’s scope of work is the “Assessment Phase”, during which MMC will review previous reports and plans for the Center and conduct 30 to 40 confidential one-on-one stakeholder interviews to understand at an individual level what those in the community consider as the vision for the Arts Center. Also during this phase, MMC will conduct a “benchmarking” study and evaluate other similarly-scaled projects to develop case studies. During this phase, the consultant will work with staff to develop recommendations for the membership of the Steering Committee (recommended to be about ten people, two of whom would be Councilmembers). These recommendations would be brought to the Agency for approval. The Steering Committee has a central role throughout the strategic plan process and will meet regularly, review MMC’s progress prior to Agency review, and make recommendations on the plan as it progresses.

### *Phase II – Visioning Workshop*

MMC will conduct a day-long “Visioning” Workshop with the Steering Committee and other stakeholders during Phase II. The Visioning Workshop is intended to be a “work session” to yield key components of the Strategic Plan document, vision and mission statements, core values, and at least six strategic goals. The Visioning Workshop will be open to the public and will include a public comment period as part of its agenda. The findings of the workshop will be presented to the Agency at the conclusion of this phase. Also at this time, staff will ask the Agency to give direction to the consultant on whether to proceed with holding up to four focus group sessions during the third phase. Focus groups provide a means to hold meetings with specific constituency groups (such as local artists, community members, and prospective donors) to glean their specific attitudes about the plans for the arts center, identify potential barriers to using the center, and gauge their level of interest in the proposed arts center programming. The contract has been drafted to give the Agency authority during this phase to authorize the consultant to proceed with these focus groups. At this time, the Agency could determine it does not wish to proceed with the focus groups, or could direct the consultant to conduct fewer than four focus groups.

### *Phase III - Development of the Strategic Plan*

During the third phase, MMC will facilitate three to four meetings with the Steering Committee and individual task forces created during this phase, to refine goals and objectives of strategic plan, review progress of plan, set priorities and make recommendations on the plan development. As directed by the Agency, MMC would also conduct any focus groups during this phase to inform the completion of the plan. MMC would present the Strategic Plan to the Steering Committee and Agency at the conclusion of this phase.

#### *Phase IV – Business and Operating Plan*

After the Strategic Plan is completed, MMC will prepare the Business and Operating Plan for the Emeryville Arts and Cultural Center which will propose a recommended operating model for the Center, based upon the goals and objectives of the Strategic Plan. During this phase, MMC will prepare operating budget projections for the first five years of operation, analyze potential revenues and operating expenses (including ramp up expenses for one year prior to opening). MMC may suggest several alternative operating models for the Steering Committee and Agency's consideration and the financial implications of each. During this phase, MMC will consider several questions, including what the project can earn annually from programs, what will be the projected utilization of the facility, whether public programs will be free or fee for service, what are the potential sources of revenue, what is a realistic assumption for membership support, and whether the facility can be self-sustaining or needs on-going public support.

#### *Phase V – Fundraising Feasibility and Strategy*

In the final phase, MMC will evaluate the center's fundraising capacity and potential sources of funding, and align the capital program fundraising needs with the overall development and business plan. This phase is iterative in that some of the fundraising concepts or potential sources may be identified during the earlier phases of the process and will be re-tested at this stage. The work during this phase is based upon the mission, vision, and program ideas developed in the Strategic Plan and Business and Operating Plan. After this assessment, MMC will prepare an action plan for raising the necessary funds for completing the renovation as well as sustaining on-going operations.