

# FORECAST PUBLIC ART

PHASE TWO  
REPORT:  
AN  
IMPLEMENTATION  
+  
MARKETING PLAN



# 2023

# Phase Two: Table of Contents

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02.	Table of Contents
03.	Introduction
04.	Our Approach to an Implementation + Marketing Plan
04.	Background on State-Local Partnerships
05.	Roles of a Local Arts Agency
07.	Capacity of the Arts Council of Placer County
09.	Finance
12.	Operations
15.	Communications + Marketing
17.	Programming
20.	A Five-Year Plan for the Arts Council of Placer County
21.	A Daily Plan for Arts and Culture Organizations of Placer County
25.	Acknowledgments

# Introduction

In Fall 2021, the Arts Council of Placer County (ACPC) hired Forecast Public Art (FPA) to develop a Cultural Mapping Study for Placer County which was to result in two studies: [Phase One Report: Community Identification + Identification and Inventory of Cultural Assets \(2022\)](#) and [Phase Two Report: An Implementation + Marketing Plan \(2023\)](#).

The Phase One Report was structured upon a series of community outreach initiatives intended to identify existing cultural assets and creative resources that the ACPC and other arts organizations can share, support, and utilize. During our series of individual interviews, focus group discussions, and a county-wide public survey compiled from 2022, three areas of need surfaced again and again: Equity, Workforce Development for Artist and Organization, and Youth.

The results of the Phase One Report informed the development of recommendations included in this Phase Two Report. FPA's recommendations in building capacity in Finance, Operations, Communications + Marketing, and Programming will directly guide ACPC's future allocation of resources so that it can address Equity, Workforce Development for Artist and Organization, and Youth.

The Phase Two Report includes a Five-Year Plan which prioritizes and benchmarks actions that the agency will undertake to address these identified common areas of need. The report also includes A Daily Plan for Arts and Culture Organizations in Placer County. This document is created as a strategic collaboration to be shared among Placer County arts and culture organizations that want to augment and expedite agency efforts. These daily recommendations and reminders will create a pathway for organizations to generate dialogue around these topics on hyperlocal levels.

Community outreach and engagement - as well as the maintenance of these relations - is key in creating long-term sustainability towards any type of change. In addition to those listed in the Acknowledgements, we recommend the ACPC establishes and develops rapport with those listed in Phase One's 1:1 Interviews and Focus Groups.

As residents of Reno, Nevada and Colfax, California, we are both so grateful to live and work within such close relationship to the ACPC. Thank you for your dedicated efforts over the past year in working with us to reflect the voices of your community.

Sincerely,

Mark Salinas  
Forecast Public Art

Gretchen Hilyard Boyce  
Groundwork Planning & Preservation

The logo for Forecast Public Art, featuring the word "FORECAST" in a bold, teal, sans-serif font.

# Our Approach to the Implementation + Marketing Plan

For purposes of Phase Two implementation, we encourage ACPC to take both an internal and external approach.

An internal lens will focus upon a five-year ACPC road map, consisting of actionable, prioritized steps towards the three areas of need identified during county-wide outreach conducted for Phase One: Equity, Workforce Development for Artist and Organization, and Youth. The five-year road map will reflect the county's needs while being inspirational and idea-driven. The synthesis of data collected during Phase One is supported by applicable programming examples from other arts councils of similar sized rural/urban populations.

For purposes of Phase Two marketing, an external lens will focus upon a practice of community outreach, input, planning, and engagement that Placer County arts and culture organizations can act upon to address the three identified areas of need.

With everyday examples that span organizational pursuits (gallery, performance, studio tour, music, etc.) this worksheet approach seeks to introduce steps towards diversity, equity, and inclusion at an organizational level, complimenting ACPC long-term efforts to promote Placer County's cultural assets.

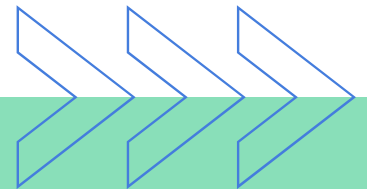


## Background on State-Local Partnerships

The California Arts Council's State-Local Partnership Program provides general operating support and technical assistance for county-designated Local Arts Agencies. The purpose of the program is to foster cultural development on the local level through a partnership between the State and the counties of California. The nature of this partnership includes funding, information exchange, cooperative activities, and leadership. The partnership enables individuals, organizations, and communities to create, present, and preserve the arts of all cultures to enrich the quality of life for all Californians.

"A Local Arts Agency is defined as the official county-designated organization that supports arts and cultural activity in service to individuals and communities throughout an entire county. Local arts agencies provide financial support, services, and/or other programming to a variety of arts organizations, individual artists, and the community. A local arts agency can be an agency of local government, a nonprofit organization, or a hybrid of the two." - [California Arts Council \(hyperlink\)](#)

"The nation's 4,500 Local Arts Agencies (LAAs) promote, support, and develop the arts at the local level ensuring a vital presence for the arts throughout America's communities. LAAs are diverse in their makeup—they have many different names and embrace a spectrum of artistic disciplines. But each LAA, in its own way, works to sustain the health and vitality of the arts and artists locally, while also striving to make the arts accessible to all members of a community. Each LAA in America is unique to the community that it serves and each evolves within its community—no two LAAs are exactly alike in name, programming or even mission." - [Americans for the Arts \(hyperlink\)](#)



## Roles of a Local Arts Agency

Daily operation and maintenance of a 40-year-old arts agency such as the Arts Council of Placer County, is manifested through the administration of several agency roles. Some of these roles are [External Public Services](#) while others are [Internal Agency Operations](#). Both are required for agency success and longevity.

While the public service impact of each agency role may vary from year to year - possibly due to internal changes in staffing or funding - it is important that these roles remain as permanent placeholders for an agency's full capacity.

With careful planning by ACPC leadership the following agency roles can be strategically distributed year-round at varying measures within capacity to enrich and help develop the artistic culture of Northern California and beyond.

These six agency roles cover a variety of services with each having its own spectrum of capacity. Current public services and agency operations can be designated into these categories to analyze where imbalances in public service may exist.

### To Connect

Bridging networks, introductions, information, and communications among individuals and organizations to create mutual benefit.

*For Example: Making an email introduction of an artist who uses recycled material to staff at Keep California Beautiful.*

### To Curate

Selecting and engaging a creative service provider for the opportunity of an exhibit, performance, tour, etc that represents the agency.

*For Example: Reviewing and scoring RFQs for an ACPC sponsored public art project.*

### To Endorse

Providing in-person or submitted organizational approval, testimonial, recommendation, and advocacy to elevate Placer County arts and culture.

*For Example: Meeting with new local and county officials to share ACPC's annual report.*

### To Fund

Distributing monies equitably and transparently to challenge art individuals and organizations in creating self-initiated projects with public impact.

*For Example: Distributing mini-grants to teachers for art in schools.*

### To Host

Creating and producing in-person and/or virtual public events to benefit awareness of county cultural assets (people/places/events).

*For Example: Holding an annual Placer County Artists of Color virtual event.*

### To Manage

Administrating internal governance/operations as well as external marketing/communications.

*For Example: Applying for an annual Poetry Out Loud grant from the California Arts Council.*



# Capacity of the Arts Council of Placer County

All implementation and marketing recommendations resulting from Phase One Report: Community Identification + Identification and Inventory of Cultural Assets must be beneficial to the public, benchmarked for measurable success, and achievable within agency capacity.

Consultant recommendations for newly created or modified ACPC operations and/or services will impact agency capacity in some manner, even if incremental, therefore an audit of current Internal Agency Operations, based upon consultant research and observation, must be established to guide future endeavors.

With the current Internal Agency Operations evaluated, recommendations are made to provide the additional capacity needed for the agency to strengthen or modify existing External Public Services.

There are four standard components of Internal Agency Operations, which can be considered commonplace among most Local Arts Agencies despite variance in region, population, staffing, and budget: 1) Finance, 2) Operations, 3) Communication + Design, and 4) Programming.

In Diagram #1, ACPC Internal Agency Operations have been organized under the appropriate pillar, with further reading and consultant recommendations to follow.

In Diagram #2, ACPC External Public Services, as organized and presented on the agency website pull-down tabs, is color coded to represent each operational pillar. This offers leadership a visual snapshot assessment of how these four standard pillars are weighted in current public services. This visual assessment is to aid in determining capacity priorities and distribution.

**DIAGRAM 1**  
**Internal Agency Operations**

**Finance**

Fundraising  
 California Arts Council Grants  
 Placer County Government  
 Reporting

**Operations**

Mission/Vision/Goals  
 Board  
 Staff  
 Contractors  
 Volunteers

**Communications + Marketing**

Digital  
 Website  
 Arts Directory  
 Event Calendar  
 Video  
 Social media  
 Newsletter  
 Print  
 Arts & Culture Magazine

**Programming**

Arts + Culture Month  
 Grants  
 Poetry Out Loud  
 Cultural Mapping Study  
 AEP6



**DIAGRAM 2**  
**External Public Services**

**About**

Our Mission  
 Board of Trustees  
 Our Team  
 Arts&Culture Community Advisory Team  
 Current News  
 Press Room  
 Town Hall Meetings  
 Budget

**Events**

Event Calendar  
 Event Registration  
 Artists Studio Tours  
 Call to Artists  
 Events Gallery  
 Arts & Culture Month  
 Poetry Out Loud

**Grants**

Community Arts Grants  
 Arts Education / Teacher Grants  
 Performers / Artists / Studio Tours  
 Arts Organizations  
 Public Art / Special Arts Projects  
 Film Projects  
 Communities of Color Grants  
 Cultural Mapping Study

**Arts Directory**

Arts Directory  
 Registration  
 Change Request  
 Visual Artists  
 Art Galleries  
 Performing Arts & Performing Arts Venues  
 Cultural Organizations  
 Art Supplies  
 Maker Spaces  
 Education & Government

**Support the Arts**

Contribute  
 Legacy Giving Fund  
 Volunteer  
 Advertising  
 Become a Sponsor

**Connect**

Contact Us  
 Subscribe  
 Follow on Social Media



# Finance

*Local Arts Agencies utilize a portfolio of different resources for the funding of operations and programming.*

1.) Local government, such as general fund allocations, non-arts agencies, or dedicated tax revenues such as a “sales tax for the arts”

Annually upon request, the Board of Supervisors for Placer County has allocated budgetary funds to the ACPC to serve as the county's Local Arts Agency to fund arts activities and promotions each fiscal year. At present, the county office of Economic Development is the ACPC department liaison for all communications with the Board of Supervisors. Over the years, as is naturally occurring in government, turnover in staff and elected officials require constant introduction, education, and awareness from agency leadership to maintain these connections.

2.) Grants from a state arts agency, such as the California Arts Council, and other statewide agencies, such as the California Humanities (hyperlink)

In 2022, the California Arts Council (CAC) allocated up to \$65,000 to the 43 Local Arts Agencies in the state of California for the annual administration of their State-Local partnership. Typically, this allocation is distributed for full time executive management of the agency, however more often than not, the allocation is partial and as a result only covers a portion of executive management.

The Americans for the Arts most recent research report, Local Arts Agency Salaries Fiscal Year 2018: A Detailed Statistical Report about the Salaries and Compensation of the Nation’s Local Arts Agency Employees (hyperlink) surveys typical salaries ranges for Local Arts Agency Executive Directors across the nation based upon 1,117 respondents.

In 2022 the CAC allocated the following amounts to neighboring counties to serve as local arts agencies.

El Dorado County: \$62,000

Nevada County: \$65,000

Placer County: \$60,000

Sacramento County: \$65,000

Sutter County: \$62,000

Yuba County: \$62,000

3.) Contributions from foundations and businesses

In 2020, the Arts Council of Placer County Endowment Fund was seeded through a gift made by a bequest from a former ACPC Trustee Anu Vuorikoski. Cumulative earnings on investment are distributed by the Placer Community Foundation as a grant to the ACPC to directly support operations.

4.) Donations from Individuals

Individual donations are tax deductible and 100% is distributed to artists and organizations through the ACPC Community Arts Grants.

5.) Grants from the National Endowment for the Arts (hyperlink), National Endowment for the Humanities (hyperlink), and other federal agencies

Possible source of future funding for operations

6.) Membership dues, registration fees, and other sources of earned revenue

Possible source of future funding for operations

7.) United Arts Fund (hyperlink) campaign contributions and workplace giving programs

Possible source of future funding for operations

# Recommendations



## Goals to improve Finance capacity

- 1.) *Meet twice a year with the California Arts Council Local Arts Agency representative to establish connection and rapport.*
- 2.) *Discuss with the California Arts Council any available state agency grants that neighboring county Local Arts Agencies have applied for and received such as the State-Local Partner Mentorship (El Dorado), Impact Projects and Arts Education - Artists in Schools (Nevada County), and JUMP StArts (Yuba + Sutter).*
- 3.) *Meet with these neighboring county Local Arts Agencies to understand the potential staff capacity and the public impact of these California Arts Council grants.*
- 4.) *Contact the California Humanities to discuss what grants they have which may be a fit for the ACPC's arts community.*
- 5.) *Partner with a county utility service provider to 'round-up' monthly bills to support the ACPC.*
- 6.) *Ask a county business to underwrite an annual ACPC grant in their name.*
- 7.) *Partner with the many breweries in Placer County to establish an annual 'Libations + Donations Day' where during happy hour ACPC receives 10% of the register and 100% of the tips.*
- 8.) *Create a calendar documenting a year-round, annual portfolio of incoming revenue streams.*
- 9.) *Track all progress and incorporate data into the annual report for the Placer County Board of Supervisors. Ask if the county can offer a 1:1 match on any of the above.*
- 10.) *Seek an hourly contractor to assist with fundraising and revenue generating events.*

# Operations

*Under guided leadership each layer of operations is, in essence, an ambassador of the agency manifesting the mission and values to the public.*

## 1.) Board

As ACPC continues to grow the diversity of its Board [keeping record \(hyperlink\)](#) of the board profile will be of benefit. Past Board members are likely to retain agency knowledge, arts programming support, and community networks, and should be consulted to share that institutional knowledge.

## 2.) Staff

In the past nine years, from 2014 to 2023, ACPC executive leadership has changed four times. Rotation of this frequency does not allow for rapport to be sustained with city staff or elected officials in order to preserve introduction, education, and awareness of agency.

## 3.) Contractors

At present, two contractors for Communications and Marketing are also co-serving as executive leadership of the ACPC.

## 4.) Volunteers

Each year, [Independent Sector \(hyperlink\)](#) gathers data and conducts research on volunteerism in the nonprofit sector. The results of that research provide nonprofits a way to calculate the value of volunteer time. As of April 2022, their estimated national value of each volunteer hour is currently \$29.95. The value of in-kind services such as volunteering should be recorded, communicated, and celebrated.

# Recommendations



## Goals to improve Operations capacity

- 1.) *Tracking and archiving agency service, both paid and volunteer, can help the agency when vacancies do occur so that a cross-section of the county is at all times represented and reflecting equity and access.*
- 2.) *Request Board Chair and Vice Chair to schedule an annual 40-minute virtual meet and greet with Local Arts Agency board leadership of all neighboring counties. Exchange newsletter sign ups, events, social media, and email addresses.*
- 3.) *Request that Board Members sit in on a neighboring county's Local Arts Agency board meeting once per year and give a brief summary at next ACPC Board meeting.*
- 4.) *Discuss what annual Board contributions (financial and service) to the agency looks like.*
- 5.) *Seek a Board Member employed by the County School District to assist with youth and arts education goals.*
- 6.) *Secure an Executive Director who can offer at minimum 5 years to lead this Plan.*
- 7.) *Request Executive Director to personally invite County Board of Supervisors (and their family) to attend an ACPC sponsored or self-initiated events every year. Ask for them to do a ribbon cutting or event introduction to an audience. Aim for 3 of 5 Supervisors per year to do this.*
- 8.) *Request Executive Director check in four times per year with the Placer County Economic Development staff liaison to establish a connection and rapport.*
- 9.) *Seek an hourly grants contractor to help with year-round grant research and writing.*
- 10.) *Seek an hourly public art consultant for administrative help when needed.*
- 11.) *Seek hourly contractor to coordinate ACPC volunteers and assist in coordinating other arts organizations' needs.*
- 12.) *Seek an hourly ACPC program curator to assist with programs and events when needed.*
- 13.) *Seek an hourly photographer to collect imagery at ACPC funded and self-initiated events. Use these in fund-raising, social media, website, email and other promotions.*



*14.) Seek out neighboring county arts professionals to review all ACPC grant applications in order to offer fresh perspectives and rewards. Provide them with stipends for their time.*

*15.) Research arts and culture organizations that may serve as ACPC satellite office/distribution/information partners. Select (1) for Districts 1-4 and (3) for District 5.*

*16.) Celebrate volunteerism; if you cannot pay money, pay with media attention or spotlight.*

*17.) Create a ACPC volunteer appreciation and sign-up day.*

# Communications + Marketing

*Organizational awareness is essential for building and maintaining relationships to share values, purpose, role, process, and strategies*

## 1. ) Digital

The ACPC has a year-round digital presence comprised of website, social media, and newsletter communications.

Registration and change requests are uploaded by staff for both the ACPC Artist Directory and the ACPC Event Calendar.

Facebook: 2.7k likes; 2.8k followers

Instagram: 1690 followers

Twitter: 135 followers

Youtube: 55 Subscribers

Newsletter subscribers: 5,938

## 2.) Print

Twice a year, the ACPC prints an Arts & Culture Magazine which is direct mailed with Style magazine and physically distributed by staff. The 2022 Fall Arts & Culture Magazine was directed mailed to 5,000 residents, shared at arts and culture events, and distributed to 74 locations including:

26 in Roseville

14 in Auburn

7 in Rocklin

6 in Lincoln

3 in Loomis

3 in Meadow Vista

3 in New Castle

3 in Granite Bay

2 in Colfax

1 in Sheridan

1 in Tahoe City

1 in Forest Hill

1 in Grass Valley

The Arts & Culture Magazine includes revenue opportunities for advertising, guest-written columns, artist directory, and artist submitted spotlights. In addition to print, the guide exists digitally on the ACPC website, providing direct links to galleries, arts, and more.

# Recommendations



## Goals to improve Communications + Marketing capacity

- 1.) *Modify web platform so that artists and organizations personally upload and edit the Artist Directories and the Event Calendar in order to minimize the staff hours required to maintain these resources.*
- 2.) *Consider phasing out of Twitter and Youtube and focusing solely on Facebook and Instagram.*
- 3.) *Seek to increase newsletter subscriptions 8% each year.*
- 4.) *Engage a non-arts Placer person of interest, ie: [Matt Lundgren, General Manager, Lincoln Potters Baseball Club \(hyperlink\)](#), to speak in support of the arts in 2023 to support the ACPC's 40th anniversary. Document and share on-line.*
- 5.) *Engage a Placer County Poet Laureate to open at a variety of County and City events, annually.*
- 6.) *Collect and archive testimonials from grantees. Include on website, in newsletters, and share at county council meetings and presentations.*
- 7.) *Require ACPC grantees to invite county elected officials to their programming. Supply them with sample invitations, emails, and mailing addresses.*
- 8.) *Set up a digital platform for ACPC grantees to write thank you letters to county elected officials for supporting the ACPC's grants programming. Supply them with sample thank you, emails, and mailing addresses.*
- 9.) *Evaluate the labor, cost, ROI, and distribution map of the printed Arts & Culture Magazine . Compare services to ACPC website.*
- 10.) *Investigate how ACPC can be regularly included in county, school, library, senior newsletters and/or printed materials.*



# Programming

*Engaging with art is essential to the human experience. Programming puts artists and arts organizations directly in touch their audience.*

## 1.) Arts + Culture Month

On September 14, 2021, the Board of Supervisors of Placer County approved a proclamation recognizing November 2021 as Arts and Culture Month in Placer County citing, "Each November for the past 28 years the Arts Council of Placer County has supported and promoted the Placer Artists Studios Tour, showcasing local artists and makers throughout Placer County. Recognizing November as Arts and Culture Month in Placer County highlights the contributions of local artists to our community and creates an opportunity for community involvement in the arts."

The one-time proclamation was recognized by the County government.

## 2.) Grants

Since 2018, the ACPC Community Grants Program has regranted over \$500,000 to artists and organizations from Placer County, the California Arts Council, and private donations. Through a CARES grant from the California Arts Council, the ACPC established a Communities of Color grant in 2020/2021.

The ACPC grants program is the agency's most active year-round program with the number of requests received far exceeded the amount of available funding.

## 3.) Poetry Out Loud

Poetry Out Loud is a national arts education program that encourages the study of great poetry by offering free educational materials and a dynamic recitation competition for high school students across the country. This program helps students master public speaking skills, build self-confidence, and learn about literary history and contemporary life. Poetry Out Loud is a partnership of the National Endowment for the Arts, Poetry Foundation, and the state and jurisdictional arts agencies. The program starts at the classroom/school or at the local level with an area organization. Winners then may advance to a regional and/or state competition, and ultimately to the national finals. The ACPC receives a grant from the California Arts Council to host the county competition.

## 4.) Cultural Mapping Study

In 2021, the ACPC hired Forecast Public Art to develop a Cultural Mapping Study for Placer County resulting in two reports- [Phase One Report: Community Identification + Identification and Inventory of Cultural Assets \(2022\)](#) and [Phase Two Report: An Implementation + Marketing Plan \(2023\)](#).

## 5.) AEP6

AEP6 is the sixth economic impact study, hosted by Americans for the Arts, of the nonprofit arts and culture industry in the U.S. This study is conducted approximately every five years to gauge the economic impact (on employment, government revenue, and household income) of spending by nonprofit arts and culture organizations and the event-related spending by their audiences. Previous studies were published in 1994, 2002, 2007, 2012, and 2017.

The AEP6 study is being conducted in partnership with local and state research partners. Each community will receive a customized report based on their own surveys of nonprofit arts and culture organizations and their audiences. An economic model will be tailored for each community to provide specific data about the industry's impact on local jobs and government revenue. Reports will have many features including cross-community comparisons with other AEP6 communities, analysis of how spending differs between resident attendees and cultural tourists, and clear explanations of the methodology and how to use the data effectively.

The ACPC solicits artists and organizations throughout the county to participate and share the survey so that AFTA data findings can be as accurate as possible. This data is then used for advocacy and generating revenue for internal operations and external public services. ACPC shares the results and data with elected officials, partners, and arts and cultural organizations throughout the county.

# Recommendations



## Goals to improve Programming capacity

- 1.) Generate ACPC Board discussions of what year-round ACPC self-initiated programming looks like and determine the capacity required to generate, sustain, and grow such programming.
- 2.) Prioritize a celebration of the ACPC's 40th Anniversary in 2023. Document the event(s) and programming, add this to the website.
- 3.) Evaluate already established annual advocacy events (National Arts and Humanities Month, California Arts Summit, Placer County Arts and Culture Month) and research if the agency has capacity to generate micro programming around these events.
- 4.) Along with constituents, advocate that cities and towns in Placer County officially acknowledge Placer County Arts and Culture Month.
- 5.) Investigate what county agencies are looking to partner with the arts (parks and recreation, museums, school, college, library, senior center). Begin with micro-pilot projects. Take risks and study results.
- 6.) Non-arts organizations have staff and budgets that may be able to support programming. Begin with micro-pilot projects. Take risks and study results.
- 7.) Seek an hourly ACPC program curator to assist with implementing programs and events.
- 8.) Artists are small business owners. Engage [California Lawyers for the Arts \(hyperlink\)](#) for October and March tax tip presentations.
- 9.) Consider increasing grant amounts for projects to \$1000 minimum and limiting consecutive grant awards. For example, a 2022/23 awardee would not be eligible to apply until 2024/25.
- 10.) Create micro grants of \$250 for professional development or artist-to-artist training.
- 11.) Create a survey to determine popular subject matter for a quarterly virtual presentation or workshop. Hire 2 panelists as the subject matter experts for a 50 minute presentation or workshop.
- 12.) Discuss how ACPC programming can consider parent/child availability for program opportunities.
- 13.) Prioritize the promotion of ACPC's own programming; promotion of organizational calendar events can then equitably follow, if staffing has capacity.



# A FIVE-YEAR PLAN FOR THE ARTS COUNCIL OF PLACER COUNTY

View the Plan [here](#)



# A DAILY PLAN FOR ARTS AND CULTURE ORGANIZATIONS OF PLACER COUNTY

The Arts Council of Placer County is undertaking a long-term plan of prioritized recommendations and action steps in efforts to address the three identified areas of need in the arts as voiced by Placer County residents: Equity, Workforce Development (Artist and Organization), and Youth.

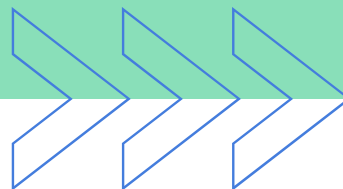
***"Coming together is a beginning; keeping together is progress; working together is success."***

***Edward Everett Hale***

To complement long-term agency strategies, the Arts Council of Placer County has generated A Daily Plan for Arts and Culture Organizations of Placer County for those wanting to contribute and expedite positive change in Placer County. These daily recommendations and reminders can set in motion a pathway for all arts organizations to impact these same areas of need and facilitate discussion around these topics.

The following everyday examples are adaptable to a variety of organizational interests. In coordination with the ACPC, these steps will enact daily mindfulness and a county-wide approach to strategically addressing these areas of need.

With both a daily strategy and long-term strategy, the three areas of need will be addressed from two directions among a multitude of county participants.



## Equity

Create a [document \(hyperlink\)](#) that tracks leadership and board membership.

*Tracking who is at the table allows a closer look at who is not at the table.*

Have leadership and board members annually review and discuss the [CAC Equity in the Arts toolkit \(hyperlink\)](#).

*Hold a 15 minute spot on every board agenda to kindle a discussion on equity. Give these conversations and ideas room to be rooted in your organization.*

Do you have a strategy for [Inclusive Engagement \(hyperlink\)](#)?

*Underserved communities want to be programmatic collaborators, not programmatic content.*

Are you consistently promoting your event and opportunities at City Hall, the Library, the Chamber of Commerce, places of worship, senior, youth, and LGBTQ centers?

*Taking your organization 'to the laundromat' will get it seen by everyday people.*

Have you ever virtually attended a [Performing and Visual Arts Equity Summit \(hyperlink\)](#)?

*Learn other ways that organizations are celebrating and supporting each other*

Are you promoting your event in Spanish (print/web/social media)?

*The Hispanic/Latinx population of Placer County is 15%*

## Workforce Development (Artist and Organization)

Ask the artists that you work with for feedback on your own programming. Track and archive this information. Where did the organization shine, where is there room to grow?

*Collect testimonials and share with the public. Use input to create a board strategy.*

Ask artists that you work with how your organization can develop their career, resume, and exposure.

*Is this an alternate event footprint, a new marketing language or graphic, a different location, or new media coverage? Is this a special guest or attendee? Is this an artist highlight on the organization's web or social media? [Some granting organizations spotlight grant and award recipients on their websites, see an example here \(hyperlink\)](#).*

Invite your local City Council to your next performance or exhibition during [Public Comment \(hyperlink\)](#) at their next meeting.

*All council meetings are recorded and archived. Use these 3 minutes to share news about your organization.*

Remind your followers about organizational anniversaries and other notable calendar events such as [National Arts and Humanities Month \(hyperlink\)](#) in October and [Placer County Arts and Culture Month \(hyperlink\)](#) in November.

*Set strategic calendar reasons for the public to donate and support the big picture of your organization.*

Research [3 organizations similar to yours \(hyperlink\)](#) outside of California and in cities/counties with a similar population.

*As an organization, look at their website and offerings, programming, and calendar. Where can you find organizational inspiration? Schedule a virtual meet and greet with them to discuss how they got there.*

Research [3 organizations different to yours \(hyperlink\)](#) within Placer County and develop a calendar to be guest bloggers on each other's web and/or social media for a week.

*Contribute, learn, and grow your social media footprint.*

[Convene bi-annually \(hyperlink\)](#) with your volunteers.

*Invite volunteers to sit in on your next board meeting. Get their feedback on ideas.*

## Youth

What does the next wave of leadership look like for your organization? Start the discussion [here \(hyperlink\)](#).

*Planning for the future usually focuses on funding, but do not overlook training emerging leaders.*

Is there a seat on your organization's board for a [young adult \(hyperlink\)](#)?

*This is a resume building opportunity for young adults and a way to reach leaders of the next generation.*

If your organization cannot accommodate a [youth intern \(hyperlink\)](#), is there opportunity for a [youth volunteer event \(hyperlink\)](#)?

*Young adults are looking for ways to learn and contribute.*

Child and parent programming need not be limited to only youth and adults. Consider adults and seniors as potential participants for child and parent programming

[What could this approach for a parent/child programming look like \(hyperlink\)?](#)

Evaluate your organization's level of awareness with teachers, professors, and parents. Consider better ways to [integrate with programs offered in schools \(hyperlink\)](#).

*Ask both youth and young adults of your board, staff, audience, volunteers, and vendors what they want to see your organization do next and how they would be interested in helping make that happen.*



# Acknowledgements

Forecast Public Art thanks the following organizations and individuals who have offered interest and input to the Phase One Report: Community Identification + Identification and Inventory of Cultural Assets (2022) and the Phase Two Report: An Implementation + Marketing Plan (2023).

Placer County  
Placer County Board of Supervisors  
Placer County Department of Economic Development  
Placer County Health and Human Services  
Placer County Library System  
Placer County Parks and Recreation

Arts Council of Placer County  
Jim Crosthwaite, Former Executive Director  
Arts Council of Placer County Board: Barbara Burge, Twiana Armstrong, Julie Gilmore  
Unity Lewis, Jakob Stevens, Gabriel Gonzales, Tiffany Walker, Delgreta Brown  
Darci Frank, Project Lead  
Patrick Storm, Marketing & Communications  
Angela Juliano Tahti, Former Executive Director

Applegate Civic Center  
Art League of Lincoln  
Arts Action Academy  
Auburn Arts Commission  
Auburn Civic Symphony  
Auburn Hip Hop Congress  
Beats Lyrics Leaders  
Blue Line Arts  
City of Roseville Library  
Colusa County Arts Council  
Kids First  
Lake Tahoe Dance Collective  
Latino Leadership Council  
Lincoln Economic Development Committee  
Lincoln Theatre Company  
Maidu Independent Theater  
Maidu Museum & Historic Site  
Northern California Dance Conservatory  
Placer Artists Studios Tour  
Placer Community Foundation  
Placer County Japanese American Citizens League  
Poets Club of Lincoln  
Placer Repertory Theater  
ReCreate  
Rocklin Fine Arts  
Rocklin Performing Arts & Cultural Center  
seeMYchild  
Seniors First  
Sevential Studios  
Sierra College  
Sierra Native Alliance  
Taylor House  
United Auburn Indian Community (UAIC)

