



The Strategic Plan for the San Mateo County Arts Commission
2020-2025

Arts 2025

**SAN MATEO
COUNTY**
ARTS
COMMISSION

Cover art: Robert L. Walker III

With Thanks to the San Mateo Board of Supervisors

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With Thanks to the County Manager/Clerk of the Board

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Director: Robin Rodricks
Chief Legislative Aide: Juda Tolmasoff



Menlowe Ballet

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MISSION

The San Mateo County Arts Commission champions the arts as essential for a healthy and vibrant community by shaping innovative cultural policies, creating inclusive and diverse programming, investing in the creative economy, and ensuring access to arts and culture for all.

VISION

According to the Americans for the Arts (the largest arts advocacy organization in the country), “The arts have a long history of bringing people together across boundaries -- increasing understandings across disparate and historically unequal groups, and supporting the agency of underrepresented communities to create, maintain and share their own stories.”

Our vision is that by 2030 San Mateo County is known and recognized as an arts-rich community with diverse and inclusive arts events, programs, and services accessible and equitable to all residents. Arts organizations, artists, local governments, businesses, and learning institutions will work together to ensure that the vision becomes a reality, not only for our residents, but also by attracting visitors from outside of our area. We believe that the arts, culture, and creativity unite, connect, and inspire all people and are integral to every aspect of the diverse lives in San Mateo County. The Arts Commission will continue to evolve in such a manner as to strengthen the capacity to ensure the successful achievement of our mission, vision, and the goals set forth in this strategic plan.

GOALS SUMMARY

1. Advocate and build visibility for the arts in San Mateo County.
2. Explore and expand diverse funding mechanisms to strengthen the artistic capacity and sustainability of the arts in San Mateo County.
3. Establish a countywide public and private sector Arts in Public Places Policy and Program.
4. Increase equitable involvement, support, and access to the arts Countywide through overarching municipal policies and robust partnerships with businesses, and nonprofit programs and services.
5. Support the potential development of public performance and art venues and artist work/live spaces to meet the needs of the community in San Mateo County.
6. Build strategic partnerships with the San Mateo County Office of Education, schools, teachers, and arts educators to address the strengths, weaknesses, and equity gaps in arts education.



*Award Presentation: 2019 Arts Commission Grantee Representatives
with Robin Rodricks, Director and Commissioner Harini Krishnan (front row).*

CORE VALUES

- The arts are essential to the development of vibrant, creative, livable, and economically healthy communities.
- Education in and through the arts encourages the development and use of imagination, creativity, and expression, and fosters innovation.
- The arts and arts education must be accessible and equitable to all.
- The arts are a vehicle for civic engagement and economic development.
- The diversity of San Mateo County's arts and cultural activities should be welcomed, encouraged, and respected.
- The arts contribute to public spaces that create social, economic, and cultural vitality.

BACKGROUND

This is the second strategic plan for the San Mateo County Arts Commission. The first plan completed in 2012 and launched in 2013, put in place the essential infrastructure for the Commission and launched several core programs. To date the Commission has successfully met the original goals:

- Grant programs providing \$477,592 over 7 years to 39 nonprofits and 120 arts educators in all five districts.
- Public art in North Fair Oaks Forward Project - five silhouette signs along Middlefield Drive.
- Provided 16+ capacity building events for arts and art services nonprofits and independent artists, including workshops for artists, grant-writing workshops, and five "Connect the Arts" networking events.
- Fulfilled all state arts agency, California Arts Council (CAC), requirements for Poetry Out Loud Contest and equity in programs/services.
- Recognized by the CAC with an invitation to be one of the 18 counties to participate in a pilot program for Arts in Correction in County Jails in 2018; noted by the CAC as the only pilot program conducted in a women's facility.

In 2019, after years of growth in programs and services, and after doubling the size of the San Mateo County Arts Commission, it became clear that a new plan was necessary. To fully address diversity, equity, and inclusion in the arts, and to safeguard that all San Mateo County residents have meaningful access to arts and culture, the San Mateo County Arts Commission embarked on a comprehensive strategic planning process in

the spring of 2019. The goal of this extensive undertaking was to comprehend the needs of the community enabling the Arts Commission to shape and articulate a vision for the County over the next five years.

During this process, we surveyed, convened, and listened to nearly 1,000 residents, artists, and nonprofit organizations from many walks of life across the county. The needs assessment consisted of extensive interviews, public meetings, stakeholder roundtables, and surveys of residents and arts organizations in both English and Spanish. Every County Supervisor and County management participated in the process. In addition to gathering basic quantitative demographic data to help us gain a better understanding of the people we serve, we focused our efforts on understanding who participates in the arts, how they incorporate art into their lives, and their relationship to the arts. From these community meetings and the survey results, six key themes emerged which have guided the goals of this strategic plan and enabled us to refine our mission and vision, confirm our core values, and identify areas in need of improvement so that the Commission could better serve San Mateo County.

We were enlightened by some of the results. Some of what we learned reinforced what we already knew, but taking a closer look and hearing the words directly from community members shined a new light on the data. Through this process, it became clear that arts and culture play a critical role in our communities with benefits that extend far beyond the moment of any arts experience.

The following are the outcomes from the meeting and the needs assessment data which served to inform this plan. San Mateo County elected officials and government administrators seek to:

- Advance a robust artistic and creative sector economy in the County, noting the deep importance of the innovative intellectual-property based corporations and the need to mirror and extend the impact of this corporate economy with a vibrant sense of creativity evidenced through all aspects of county-life.
- Ensure that the arts in San Mateo County receive – and exceed - the level of support, public awareness, and participation as evidenced in the surrounding counties. San Mateo County becomes a regional leader in its support for, and participation in, the arts.
- Encourage and celebrate the role the arts currently play in quality education, excellent libraries, and community events, to create strong cultural bridges. Develop new collaborations to bring the arts to underrepresented populations and that address diverse social, economic, and cultural needs.
- Continue to build a dynamic, action-oriented Arts Commission that works efficiently and effectively with the Board of Supervisors, County advisory commissions, and diverse County agencies along with the private sector and partners at the municipal level to enhance the impact of the arts Countywide.



2019-2021 San Mateo County Poet Laureate Aileen Cassinetto opens a community meeting on arts/culture in the County

San Mateo County Demographics

San Mateo County has a population of over 772,000, with a median age of 40 and a median household income of over \$91,000 – \$30,000 more than the median income in California. Population has been growing at a rate of about 1% per year, while its median household income grows at over 7% a year.¹ The median property value is \$1.09 million – over five times the national average. Over 59% of its residents are homeowners, which is below the national average of 64%.

As of 2017, 34% of San Mateo County residents were born outside of the United States. The population is 39% Caucasian, 28% Asian, 25% Hispanic/Latino, 4.2% two or more races, 2% African American, 1% Pacific Islander, 0.3% some other race, and 0.2% Native American. Spanish is the most frequently spoken foreign language, followed by Chinese and Tagalog.

According to the Bay Area United Way, living in San Mateo County requires a “self-sufficiency” income of \$65,295 for a family of three to cover basic living needs. It has the highest percentage of single mothers living below self-sufficiency within the Bay Area (69%), and overall, 29% of its families live below self-sufficiency. Cost of housing is the major factor impacting this: the average rent in San Mateo County is \$4,450 for a two-bedroom unit, compared to \$1400 nationally. In South San Francisco, Daly City,

¹ Source: Data USA.

Redwood City, East Palo Alto and the Coast side, the majority of households are considered to be severely cost-burdened by the cost of housing².

The middle class in San Mateo County has become adversely impacted economically and socially in much the same way as elsewhere in Silicon Valley: there are fewer and fewer households in the \$50,000 - \$75,000 range. The disparity between the number of households with incomes over \$75,000 and below \$50,000 continues to grow.³

The community faces many challenges, particularly in relation to income inequities; the high cost of living, especially related to housing and rent, played a significant part in the shaping of this strategic plan. This plan addresses these challenges through bold inspirational and aspirational goals with the intent to advance the role of the arts to secure an exceptional quality of life for every resident.



2019 Annual Inclusion Festival

² Source: Combating Homelessness in San Mateo County, ArcGis MapJournal

³ Source: Silicon Valley Institute for Regional Studies Poverty Brief 2015.

GOALS

INITIATIVES, STRATEGIES AND OUTCOMES

GOAL 1

Advocate and build visibility for the arts in San Mateo County

In roundtables, community meetings, and via the online survey, arts organizations and individual artists in San Mateo County made it clear that advocacy and visibility are their two top needs after increased funding. It was acknowledged that without increased advocacy and awareness, increased funding is not likely. The needs assessment showed that increasing advocacy for the support of the arts in San Mateo County was the third highest priority, with 77% of the participants rating this issue as very important. Assisting in marketing to build audience was the fourth highest priority with 69% rating this issue as very important. By working together, the arts community and the Arts Commission can accomplish this goal through the initiatives and strategies below.

Action Plan:

- **Initiative:** Provide arts organizations and individual artists in San Mateo County with the tools and training to successfully advocate for their work at the County and state level and for public and private sector support.
Strategy: Use resource tool kits from Americans for the Arts and Californians for the Arts to create an arts advocacy tool kit designed to meet the needs of San Mateo County.
Outcome: Artists and arts organization will have effective tools to advocate for themselves and their work in the arts.
- **Initiative:** Create a robust website and social media presence to provide the community with information to build awareness and strengthen the position of the County arts community. In later years, this will include self-populated directories of artists and arts organizations.
Strategy: Develop the County Arts Commission's website into a comprehensive place for advocacy information, resources for arts organizations and artists, partnership information, funding opportunities, and related information. It will include an online arts portal with an online bulletin board where shared needs and resources such as job, spaces, board members, etc. are listed. Create a marketing strategy using social media to support the web presence.
Outcome: The County has a meaningful web presence that serves the communities by not only providing vital information about the arts, but connects artists and organizations in the County to each other.

- **Initiative:** Work with municipalities in the County to develop and implement multi-channel awareness for arts advocacy, resource availability, and programs and events information.

Strategy: Partner with municipalities to develop a campaign using email, social media, text messaging, print, and flyers in public places to build awareness of the arts in all County municipalities.

Outcome: There will be an increased arts presence in each municipality and also Countywide to strengthen and connect the communities through the arts.
- **Initiative:** The Arts Commission will actively advocate for the importance of the arts in San Mateo County through the support of artists, arts organizations, arts education, and the artistic work of San Mateo County to diverse audiences.

Strategy: The Arts Commission will meet regularly with others including private sector funders, tourism, K-12 and higher education, civic organizations, leadership groups and businesses to: inform them of the current programs, successes, and partnerships; advise them of the value of incorporating the arts into a range of services and programs; and support them in meeting their goals.

Outcome: Board of Supervisors, County commissions and departments, civic leaders, and the community at large are not only aware of the arts in San Mateo County, but are actively engaged in them.
- **Initiative:** The Arts Commission will plan, coordinate, and facilitate an annual Countywide celebration of the arts.

Strategy: Partner with other stakeholders including municipalities, Chambers of Commerce, San Mateo County Office of Education, arts organizations, and local businesses to hold an annual event to showcase the arts in San Mateo County.

Outcome: The arts will become more visible and accessible to San Mateo County residents and neighboring counties, promoting the mission and vision of the Arts Commission.

RESOURCES:

<https://www.californiansforthearts.org/advocate/advocacy-tool-kit>
<https://www.artsforla.org/arts-advocacy-toolkit>
<https://www.americansforthearts.org/by-program/reports-and-data/toolkits/local-arts-rapid-response-kit>
<https://www.partnershipmovement.org/tools-resources>
<https://californiaartsadvocates.org>
<https://www.artsed411.org> › LCFE
www.latinoarts.net › resources › advocacy-toolkit
<https://www.artscouncilsc.org/arts-education-2/arts-ed-advocacy/>
<https://www.artsedalliance.org/takeaction>
<https://www.acgov.org/arts/html/municipal.html>

GOAL 2

Expand funding to strengthen the artistic capacity and sustainability of the arts in San Mateo County.

The top two needs expressed by arts organizations and artists in San Mateo County are for increased County grants and for increased local arts support. The survey revealed that 94% of the participants believed that having more grant funds available to their organizations was essential and 83% believed that we need to increase local government support. The assessment also showed that general operating support, rather than project support, was necessary to ensure stability to local organizations and accessibility of the programming and services to the residents, especially under-resourced populations.

This plan recognizes that developing a strong and vibrant arts and cultural life for San Mateo residents requires sustained, significant growth of the County's Arts Commission to lead, fund, advocate, steward, partner, and facilitate Countywide growth of arts and culture.

Action Plan:

- **Initiative:** Evaluate and refine grants program including broadening the categories to be inclusive of artist-led ventures, arts in schools, and large organizations currently not eligible for grants, and offering multi-year operating support grants.
Strategy: The Arts Commission reworks grant guidelines, criteria, and policies to create a more relevant grants program designed to meet the needs of San Mateo County such as a Connections and Innovations Grant Program and Art in Schools Partnerships.
Outcome: A greater number of artists and arts organization, especially those at risk, will have a clearer path to financial stability and sustainability allowing them to remain and flourish in San Mateo County
- **Initiative:** Increase annual grants from the San Mateo County Arts Commission to \$170,000 by 2025, doubling the 2018 total grants amount.
Strategy: Continue the work of diversifying our revenue streams through a multi-channeled plan maintaining strong relationships with current funders and engaging new funders.
Outcome: More artists and nonprofit organizations will be funded to do the important work they provide to make San Mateo County a vibrant, creative, livable, and economically healthy community.
- **Initiative:** Support and facilitate the development of local arts funding, and support of municipalities in San Mateo County with municipal funding to the arts matching County funding 1:1.

Strategy: Convene municipal arts agencies, staff, and program leaders from San Mateo County municipalities to identify ways to develop a matching grant or similar program that brings total municipal support for the arts equal with County support for the arts.

Outcome: There is public-private joint funding support for the arts in San Mateo County, and joint county-municipal funding and support programs.

- **Initiative:** Work with potential partners such as the San Mateo County Parks Foundation, Park’s Interpretive Division, and the Library Foundation to seek foundation support for arts programs in partnership with libraries and parks and recreation centers to reach new audiences in new venues.

Strategy: Collaborate with other county entities to encourage and leverage new partnerships to broaden the scope of the funding arena. These partnerships strengthen the ability to obtain funding for programs such as artist in residency in the parks, STEAM curriculum for schools focused on the impact of climate change, and other new opportunities for support.

Outcome: These new partnerships utilize the capacity of their established foundations to seek and win funding for new relevant arts programs.

- **Initiative:** Advocate for, seek, and win financial and social investment from private sector funders, including corporations, tech firms of Silicon Valley, and foundations, in addition to philanthropic support for the arts in San Mateo County.

Strategy: Increase advocacy through a concentrated marketing campaign, updating all stakeholders on a regular basis, and showcasing some of the new arts initiatives to the public to create new interest and support for the arts in San Mateo County.

Outcome: Gain the support of foundations and individual donors to reinforce increased advocacy, and collaborative leadership strategies to help us reach our goals.



Great Wall of Quilts, San Mateo County Fair

GOAL 3

Establish a countywide public and private sector Arts in Public Places Policy and Program

With the development of a new County Center Complex for San Mateo, the time is now for the Arts Commission to work with the Board of Supervisors to develop, test, and launch a public art policy and program for the County. The need and desire for public art was supported by 30% of the assessment participants.

The County has a public art collection housed in the County Center, separate from work undertaken by the Arts Commission. Public art is sponsored and supported by various members of the Board of Supervisors within their jurisdictions, and a number of municipalities in the county have public art programs. A multifaceted public art program that places works of public art in County facilities that are open to the public demonstrates and communicates the County's commitment to art in everyday life.



Mural installed 2019, by artist Nico Berry, North Fair Oaks

Action Plan:

- **Initiative:** The San Mateo County Arts Commission shall establish a public-private Art in Public Places Program (APPP).
Strategy: Review and revise the draft policy and use it to develop an effective and efficient APPP.
Outcome: The County will have an extensive public and private Art in Public Places Program to make implementation of the project successful.

- **Initiative:** Develop and create public art installation opportunities for the new County Center complex utilizing a range of media for indoor and outdoor spaces.
Strategy: The Arts Commission requests that 0.5% of the Capital budget of the County complex be used to fund this initiative.
Outcome: Major placemaking artwork is integrated into the public spaces within the County Center.
- **Initiative:** Work with San Mateo County Parks and Recreation to begin integrating public art into appropriate locations as part of the park interpretation.
Strategy: Work with the Interpretive Team and with the Parks Foundation to secure funding when there is no applicable capital budget funding.
Outcome: There are appropriate interpretive works of art in San Mateo County Parks.
- **Initiative:** Inventory the County’s current public art collection as located throughout the County Center and other County buildings.
Strategy: Develop and publicize a database of the artwork. Identify ways to provide special exhibits and additional access to the collection.
Outcome: The County’s collection is identified, inventoried, and databased, and can be curated for various exhibits. As appropriate and needed, there is a care, storage, and risk management plan for the collection.
- **Initiative:** The County approves a private-sector public art policy and ordinance.
Strategy: Review the draft public art policy and revise as needed with the updated policy to be adopted by the County and then acted upon.
Outcome: There is a private sector public art policy.
- **Initiative:** With the County Geographic Information System (GIS) determine locations in unincorporated areas where public art would be suitable.
Strategy: Develop a plan for types of artwork appropriate in these locations.
Outcome: There is a Countywide plan for public art locations.
- **Initiative:** Pool percent for art funds from County capital improvements and allocate these funds to works of public art for the County’s unincorporated areas.
Strategy: Write and adopt a percent for a public art contribution ordinance.
Outcome: Public artworks of various media are located throughout the County’s unincorporated areas.
- **Initiative:** Create publicity for the County public art program, including online guides, self-tours, and print brochures.
Strategy: Write the online guides, tours, and brochures; partner with the County Communications Department to develop and execute a marketing plan and strategy for this initiative.
Outcome: The County’s public art collection is well known in the County and neighboring counties.

GOAL 4

Increase equitable involvement, support, and access to the arts countywide through overarching municipal policies and robust partnerships with businesses and nonprofit programs and services

"Cultural equity embodies the values, policies, and practices that ensure that all people — including but not limited to those who have been historically underrepresented based on race/ethnicity, age, disability, sexual orientation, gender, gender identity, socioeconomic status, geography, citizenship status, or religion — are represented in the development of arts policy; the support of artists; the nurturing of accessible, thriving venues for expression; and the fair distribution of programmatic, financial, and informational resources." – Americans for the Arts Statement on Cultural Equity

As Americans for the Arts statement eloquently states, cultural equity is multifaceted, including representation of the historically underrepresented in shaping cultural policy, funding, and "nurturing accessible thriving venues for expression ... and the distribution of programmatic resources." This goal primarily addresses accessible venues (places, settings and opportunities) as well as distribution (locations in non-typical spaces and in underserved geographies). The San Mateo County Arts Commission is dedicated to cultural diversity, equity and inclusion. All of its programs and policies are based on a cultural equity framework in partnership with representatives of those who have historically been underrepresented. This framework will inform the final design of advocacy and communication, grants programs, public art locations, new venues, and distribution of support throughout the County.

In addition, the Commission recognizes that equity is generated through accessible venues and distribution of locations that can often best be furthered through deep and sustained partnerships with other County agencies, departments, and commissions that serve historically underrepresented populations. Partnerships that are mutually designed and implemented bring the resources of the arts to many who otherwise would not buy a ticket, attend an event, or walk into a gallery.

Action Plan:

- **Initiative:** Develop and approve diversity, equity, and inclusion policies and approaches for all San Mateo Arts Commission programs, services, operations, and partnerships as a foundation.
Strategy: Work with experts from historically underrepresented communities to develop authentic policies.
Outcome: The Arts Commission has an established foundation that shapes its programs and geographic distribution of resources, and helps define and prioritize partnerships that provide accessible venues and program distribution.

- Initiative:** Work with existing partners such as the Arts in County Jails Program and seek new prospective partners to develop mutually designed programs to reach and respond to the interests and needs of underrepresented populations.

Strategy: Meet and collaborate with others to expand the possibilities to provide meaningful programs to the diverse communities within the County.

Outcome: Maintain a long-term commitment to strengthening equitable involvement and resources for artists from underrepresented communities and from communities that are isolated and/or underserved such as the disabled, homeless, incarcerated, ill and mentally ill, immigrant and undocumented communities, and others who would otherwise not have access to the arts.
- Initiative:** Arts organizations and the creative community in San Mateo County need leadership and council as they establish their own equity policies and practices, including broadening their geographic and cultural reach.

Strategy: Provide counsel and leadership to arts organizations and the creative community in San Mateo County.

Outcome: The majority of nonprofit arts organizations in San Mateo County will have established and met their own cultural equity guidelines and policies. Their programmatic range and locations reflect their equity commitment.
- Initiative:** Explore ways to ensure greater representation and involvement of artists and arts organizations from underrepresented communities.

Strategy: Invite community art leaders to form an advisory committee to provide guidance to increase participation in the arts, especially by underrepresented and marginalized groups.

Outcome: Increased cultural equity, inclusion, and participation by all community members.



*Dance Performance by Casa Circulo,
San Mateo County Arts Commission Grant Recipients*

GOAL 5

Advance the development of facilities to meet the needs of the arts in San Mateo County

Affordable workspace for artists and arts organizations is the top issue facing and impacting the future growth of the arts in San Mateo County. We believe that arts, culture, and creativity are a significant driver to economic opportunities and development, and shared prosperity. Sixty-three percent of the participants stressed that finding affordable living/work space was paramount and 52% emphasized the need for increased exhibition and performance spaces. In response to those needs we will:

- Study the feasibility of and potentially develop one or more County-operated public venue for performance and exhibition in San Mateo County.
- Study the feasibility of and potentially help develop artist live/work space in the County.

Action Plan:

- **Initiative:** Create a comprehensive online County database of venues for arts performance, exhibition, education, and artist workspace within the County.
Strategy: Utilize the list of venues provided by the respondents to the plan survey and add to it as needed. Contact the venues to obtain specific details including size, amenities, usage policies, equipment, etc. Combine all the information and create an online resource accessible to all.
Outcome: There is a comprehensive online County database of spaces and venues for the arts allowing increased usage and visibility to county residents, businesses, and nonprofits.
- **Initiative:** Work with San Mateo County Supervisors to identify potential sites within the San Mateo County Opportunity Zones for arts venues within redevelopment projects.
Strategy: Meet with and plan with developers ways to include arts spaces in feasible new building projects.
Outcome: There are options for art spaces under consideration by developers who are working within Opportunity Zones, in which OZ investment can stimulate the creation of the art spaces.
- **Initiative:** Develop a comprehensive study of artist workspace and other types of spaces, including live/work space, to be leveraged working with developers.
Strategy: Commission a needs assessment of artist workspace and other types of spaces, including live/work space, as input for planning with developers.
Outcome: There is a detailed analysis of the spaces most needed and the locations most underserved that would benefit from art space, which can be used to negotiate with developers in the future.

- **Initiative:** Facilitate the development of two or more spaces for the arts, arts learning, and artist workspace in underserved San Mateo County locations. These may be San Mateo County operated facilities, joint ventures with developers, or independent venues.
Strategy: Work with developers, financing opportunities such as Opportunity Zones, PACE financing, Historic Tax Credits (HTC), municipal partners, businesses, and other stakeholders to identify and initiate new facilities.
Outcome: Development is underway for two or more additional venues for the arts in San Mateo County by 2025.



Art Break Day: San Mateo County Library

GOAL 6

Build strategic partnerships with the San Mateo County Office of Education, schools, teachers, and arts educators to address the strengths, weaknesses, and equity gaps in arts education

Recently, the San Mateo County Office of Education developed a three-year strategic plan with the goal of providing equity and access to arts education for all students. The impetus of the plan came from data provided by the Arts Education Data Project, which revealed that, “only 44% of students in San Mateo County received some arts education at the secondary level. In schools with a high population of students facing socioeconomic challenges, that number goes down to 36%.” This plan outlined three main areas of focus – relevant discipline content, high caliber instruction, and resilient programs. These priorities were echoed by participants in our needs assessment, (half of the assessment participants felt strongly that arts education was a priority for our County,) and are aligned with the San Mateo County Arts Commission’s commitment to high-quality accessible and equitable arts education for our youth.

Action Plan:

- **Initiative:** Support the San Mateo County’s Office of Education’s vision that, “Every student in San Mateo County Schools receives an engaging, impactful arts education delivered by a high quality instructor.”
Strategy: Partner with the SMCOE, arts providers, and teaching artists to foster, “Equitable opportunities for students to explore creativity and learn about their own rich historical narrative... delivered through a high quality, standards-based arts education that can be integrated across curriculum in every content area.”
Outcome: Students receive a holistic education and the essential skills of collaboration, creativity, communication, and critical thinking to succeed in the 21st century global society and become leaders in our community.
- **Initiative:** Foster educational arts programs that are inclusive and engage students, their families, and the community in diverse arts genres.
Strategy: Partner with the San Mateo County’s Office of Education to facilitate the Poetry Out Loud Initiative and “Big Think” annual student arts exhibition.
Outcome: Greater engagement, accessibility, and visibility of the current arts programs and arts partnerships in the County.
- **Initiative:** Create arts programming for Arts in Correction with San Mateo County Maple Street and Maguire Correctional Facilities.
Strategy: Partner with San Mateo County Sherriff’s Office to offer a series of classes in visual arts, literary arts, and theater taught by experienced teaching artists.
Outcome: Provide a safe learning environment where facility residents will use the arts to heal the effects of trauma they have experienced and strengthen self-esteem and confidence through creative expression.

- Initiative:** Increase and diversify art opportunities for student engagement by providing culturally relevant art experiences through school and after school programming.

Strategy: Collaborate with a variety of arts providers and teaching artists to fill the gaps and reach students in ways that speak to their multifarious needs.

Outcome: More diverse programming for youth in addition to increased engagement, accessibility, and equity to the new arts programs and arts partnerships in the County.
- Initiative:** Develop a micro-grant program to empower classroom teachers to support a wide variety of art experiences such as field trips, teaching artists, performances, materials, etc. for their students.

Strategy: Provide micro-grants using a simplified application process to teachers to reinforce their arts curriculum choices.

Outcome: Teachers will have additional resources to present their students with diverse and culturally relevant art experiences.



2019 Poetry Out Loud Participants

ADDENDUM

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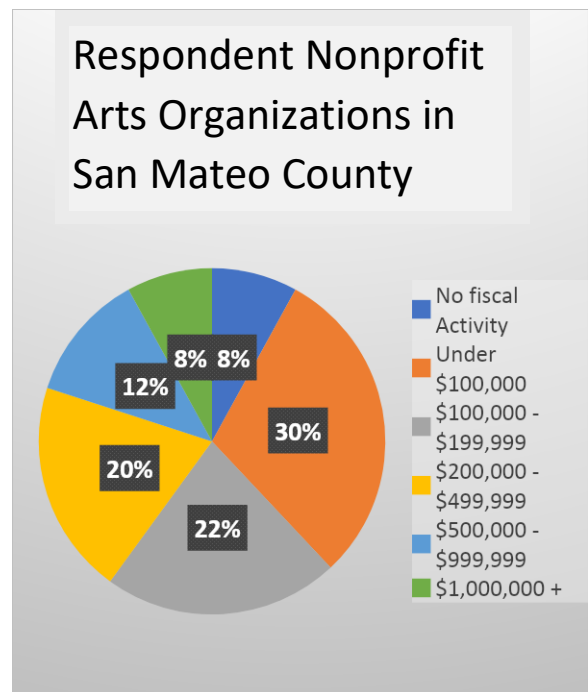
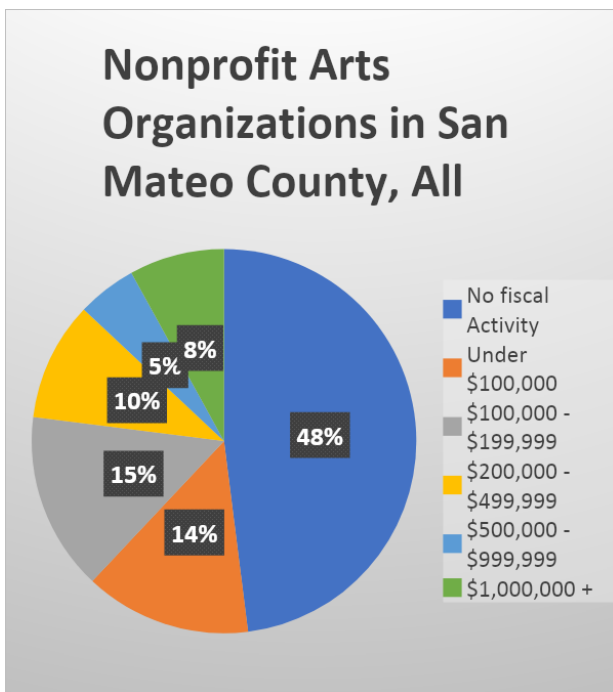
- Needs Assessment
- Data On “The Arts”
- 2017 Management Analyst Report On Commission
- Draft/Sample Policy for:
 - Grants Program
 - Arts In Public Places Policy And Program
 - HSA Partnership Program

Needs Assessment Survey Findings: Priorities of San Mateo County Arts Organizations

Organizational Surveys were completed by 25 arts organizations in San Mateo County.

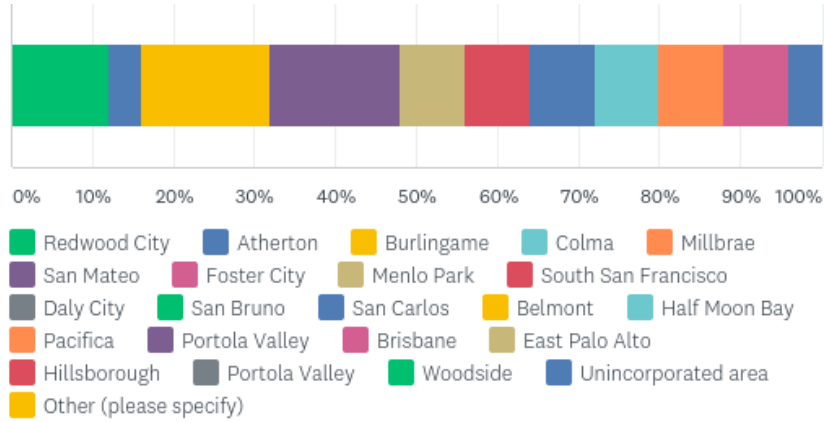
There are approximately⁴ 80 arts nonprofits in San Mateo County.

Of these, thirty showed no financial activity for their most recently completed fiscal year. Because of this, the 25 responses represent roughly half of the existing arts organizations in the County.

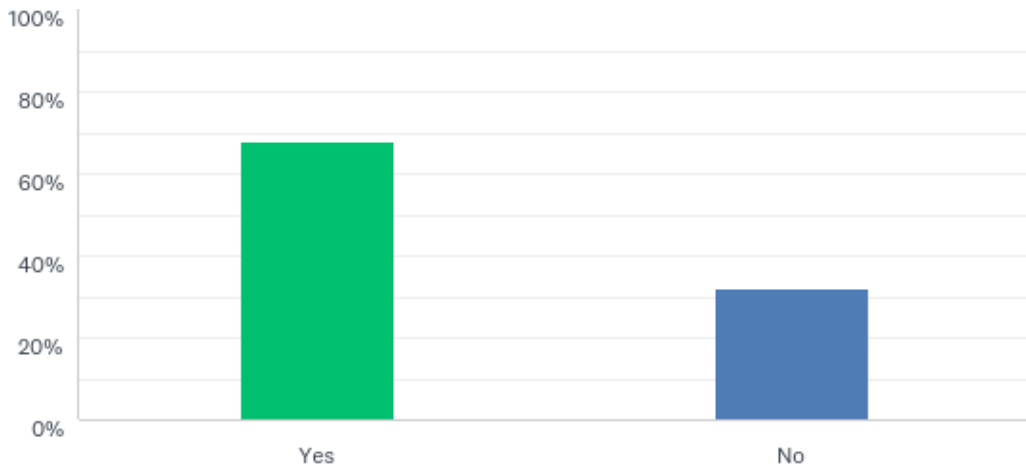


⁴ The word “approximate” is used because only organizations that file Form 990 short or long forms or that are otherwise identified by the IRS as nonprofit arts organizations can be counted. Non-arts groups that do arts programming but for which this is not highlighted in IRS annual filings may not be included, and extremely small and unincorporated organizations may also not be included.

In which San Mateo County city is your organization located?

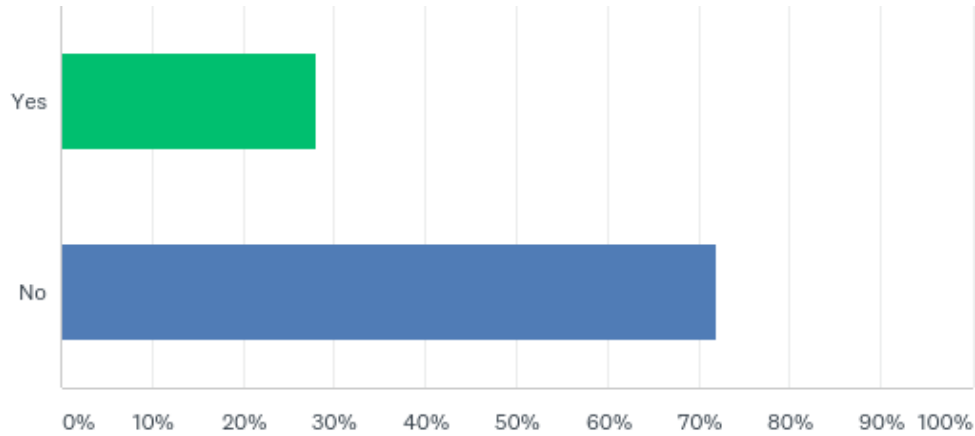


In the past year, did your organization receive a grant from San Mateo County?

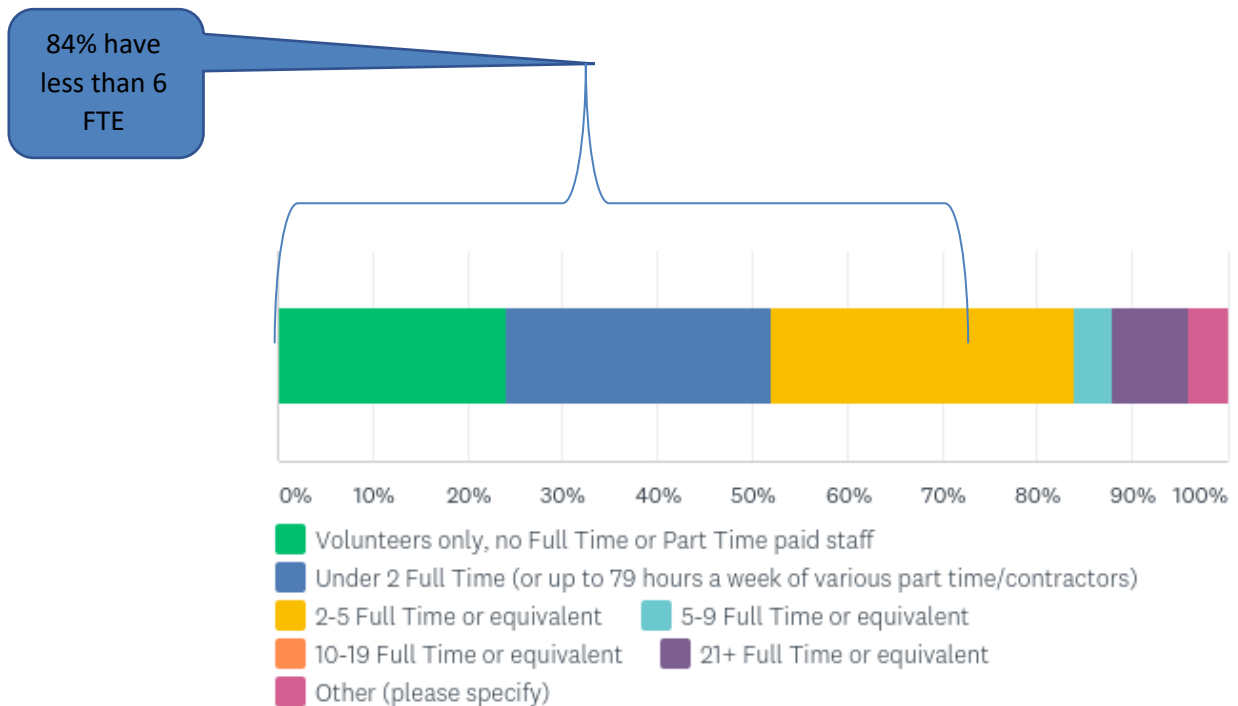


(Please note: The San Mateo Arts Commission has not funded organizations with budgets over \$1 million or parent-teacher associations, schools, clubs, civic groups, or organizations that are part of the curricula of higher education institutions. The respondent organizations to the survey that indicated they did not receive funding in the past year, all fit within these categories. The respondent organizations that DID receive funding have budgets between \$10,000 and \$999,999 and are classified as nonprofit arts organizations not affiliated with schools or higher education, thus broadly representative of the type of arts organizations the Commission has supported over the past decade.)

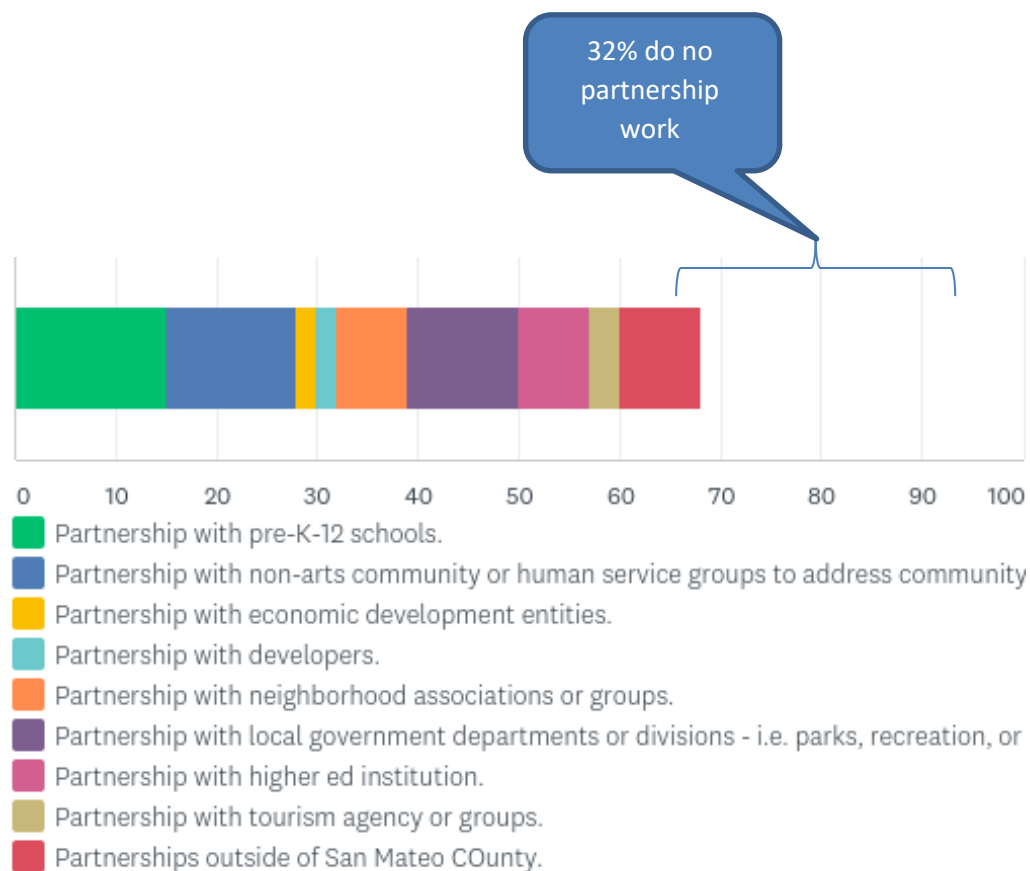
In the past year, did your organization receive a grant or some type of financial support from your municipal government?



How many staff, including yourself, are employed by your organization?



Does your organization do any of the following types of partnerships? Please check all that apply.



On a scale of 1 to 10 with 1 being hardest and 10 being easy, how hard is it to secure private sector funding in San Mateo County?

Average Score: 2.5
"Very Hard"
out of 10

On a scale of 1-10 with 1 being lowest and 10 highest, how important are the County's Arts Commission grants programs to your organization?

An orange callout box with a speech bubble tail pointing towards the top left. It contains the text "Average Score 6.2" and "Important" in black font.

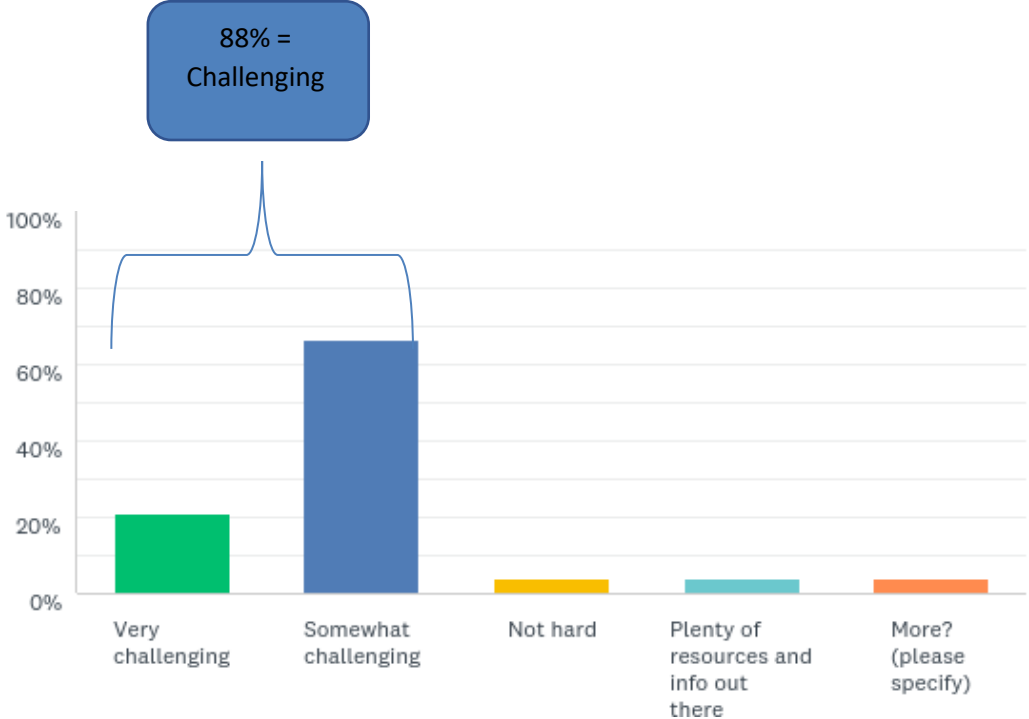
Average Score 6.2
"Important"

To what extent do the County grants give your organization visibility and credibility with your municipality and/or other funders who support arts in San Mateo County? 1 = lowest, 10 = highest

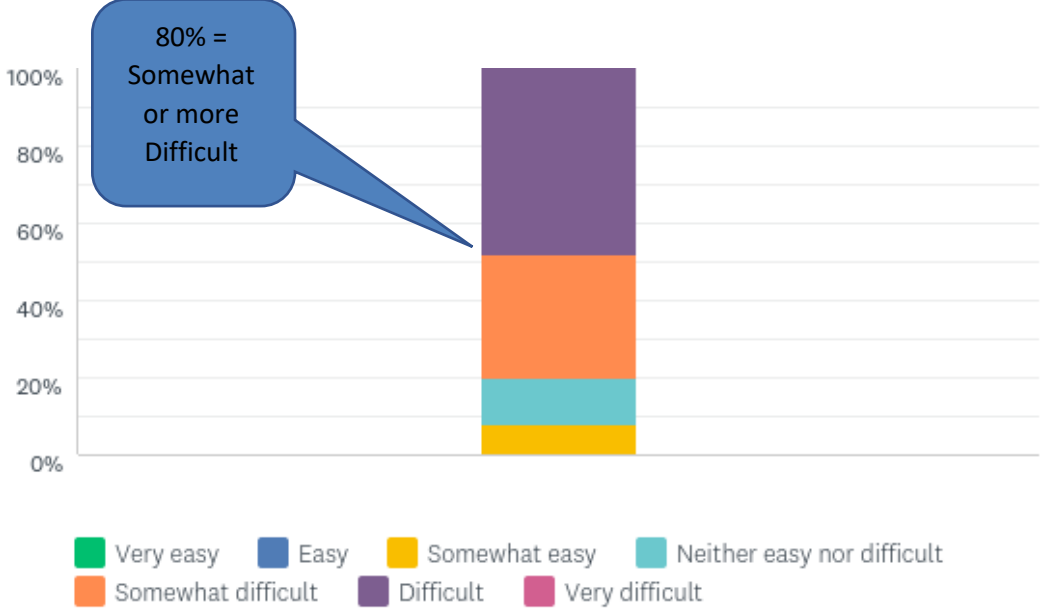
A red callout box with a speech bubble tail pointing towards the top left. It contains the text "Average Score 7" and "High" in white font.

Average Score 7
"High"

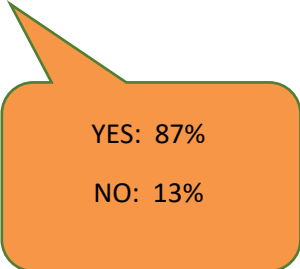
How challenging is it to find out about funding and other opportunities that would help your organization succeed in San Mateo County?



How challenging is marketing to and attracting new audiences to your organization?



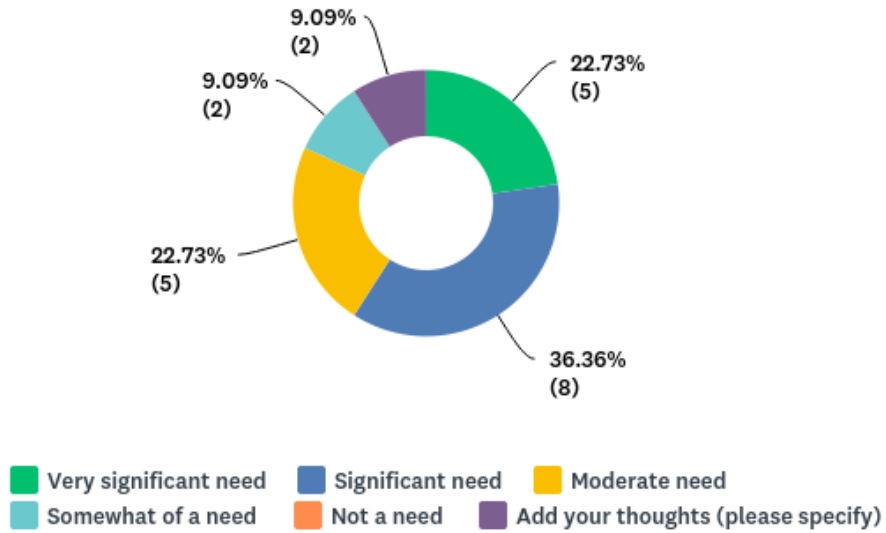
Does your organization have any policies and/or programs that specifically address equity and access to the arts, inclusive of equity and inclusion in board, staff, and programs?



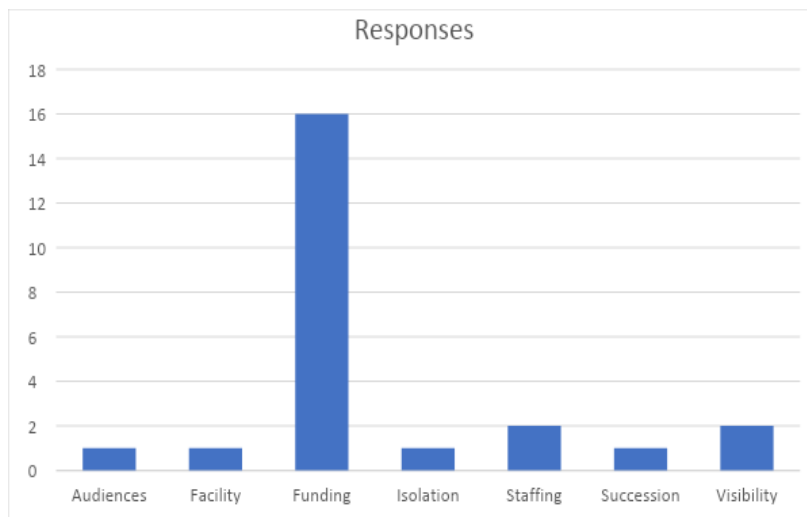
These are topics that San Mateo County Arts Commission members have suggested as important to the arts in San Mateo County. How important do you feel these are for the Commission to address? Please use 1 = Very Important to 4 = Very Unimportant.

Topic	% = Very Important
Having more funds to grant from San Mateo County	94%
Stimulating local government support	83%
Increasing advocacy for supporting San Mateo arts	77%
Assisting in marketing to build audiences	69%
Finding affordable Live/Work Space	63%
Reaching the underserved	60%
Establishing an arts equity and inclusion plan	54%
Addressing needs for exhibition and performance space	52%
Working with schools to further arts in education	50%
Creating pathways to partner with non-arts nonprofits to meet community needs	39%
Establishing a County public art policy	30%
Offering more workshops and seminars	23%

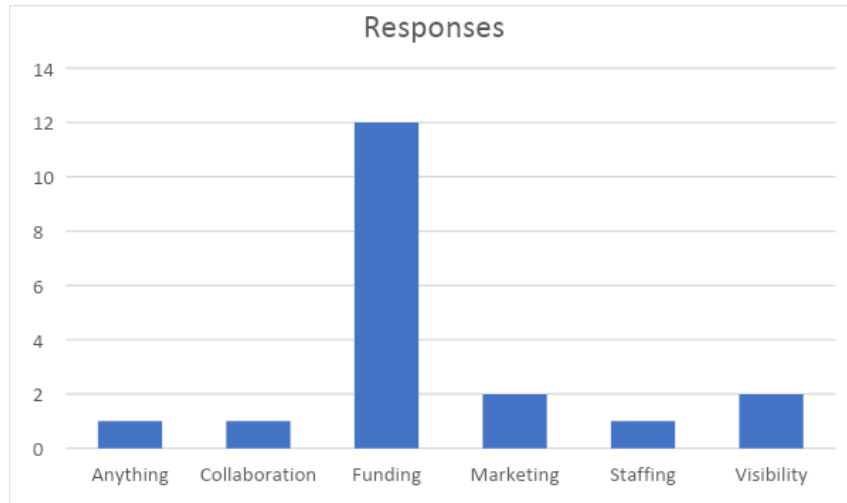
How significant is the need for more performance/exhibition space in the County that can be used by multiple nonprofit organizations?



What is the top issue facing your organization?



Thinking about the general functions and limits of what a County arts commission does, how could San Mateo County, through its Arts Commission, significantly help your organization address your top issues/needs through a program, a policy, or service in ways that could also help other organizations? (i.e. develop a specific type of workshop program, grant program, etc.)



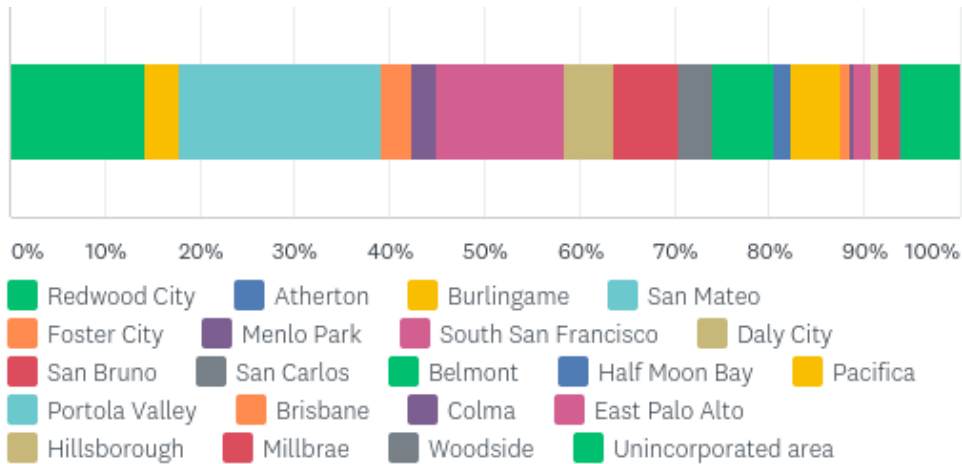
What venues does your organization use for performances or exhibits?

- Aragon High School Theater
- Artists Collective
- Artists Collective
- Burlingame Public Library
- Burlingame United Methodist Church
- Cabrillo School
- Cañada College Theater
- Cappuccino High School Theater
- Community centers
- Community Events
- Community High Schools
- Community spaces (private and public)
- Congregational Church of San Mateo
- County Center Galleries
- County Fair: "Bay Area Masters" juried exhibition
- County Juvenile Detention facilities (Kemp & Glenwood)
- Cubberley Community Center, Palo Alto
- Dragon Theatre
- Fox Theatre Redwood City
- Half Moon Bay Library
- IDES Hall, Pescadero
- In House Studio Theater
- Juvenile Halls
- Kohl Mansion, Burlingame
- Lucile Packard Children's Hospital
- Menlo School venues
- Menlo-Atherton Performing Arts Center
- Mission Blue Center
- Mission Blue Center
- Mission Blue Center in Brisbane
- Pacifica Spindrift Players Theatre
- Peninsula Jewish Community Center
- Peninsula Museum of Art
- Public Libraries (various)
- San Bruno Mountain State & County Park
- San Mateo High School Theater
- San Mateo Public Library
- Schools
- SF ArtSpan Open Studios
- Sheppard Mullin Law Firm, Palo Alto
- Skyline college
- Spindrift School of Performing Arts
- St. Bede's Church
- Sunset Ridge Elementary
- Terra Nova High School Theatre
- Transfiguration Episcopal Church
- Valley Presbyterian Church, Portola Valley
- San Francisco Women's Artist Gallery

Needs Assessment Survey Findings: Priorities of San Mateo County Residents

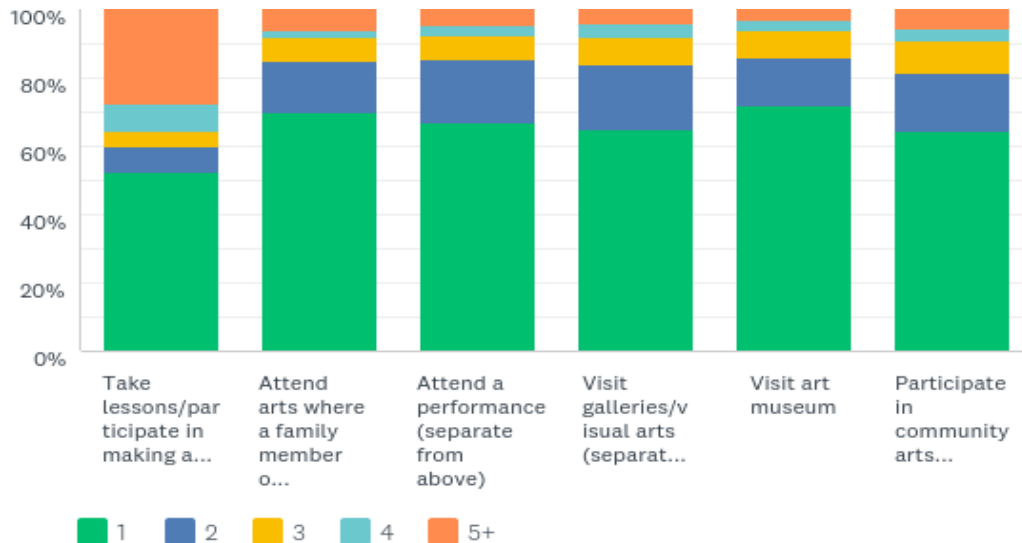
There were 823 respondents to the County online survey. All but 22 were from residents who self-defined as arts-interested, so that the results should be inferred to be reflective of residents who have some level of interest and/or knowledge of the arts in San Mateo County.

In which San Mateo County city do you reside?



About how often a month do you or your family participate in or attend any of these in San Mateo County?

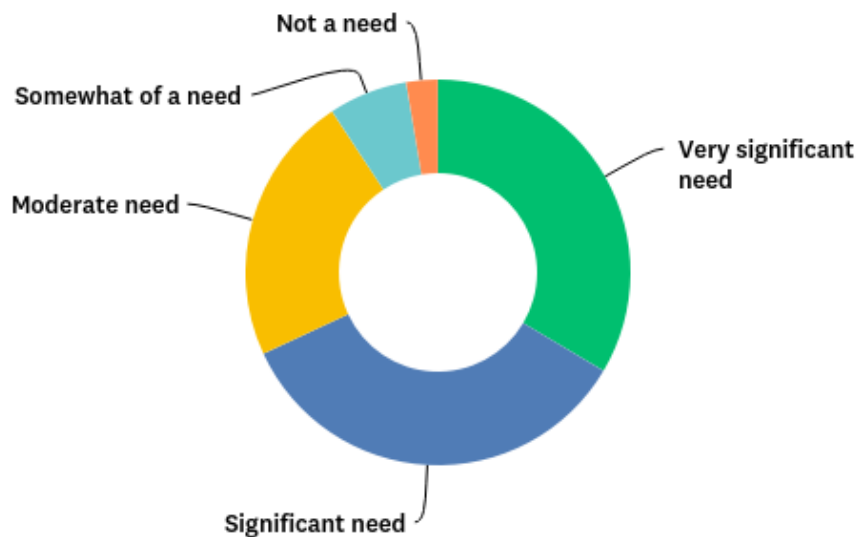
- 1) Take lessons?
- 2) Attend arts where a family member or friend is performing/exhibiting?



Please check any of the ways that you are involved in the arts in San Mateo County.

ANSWER CHOICES	RESPONSES
I'm not interested in the arts.	2.75% 22
I'm interested in the arts, but not in San Mateo County.	8.25% 66
I occassionally attend or participate in the arts in San Mateo County.	56.25% 450
I consider myself a supporter of the arts in San Mateo County.	34.50% 276
I donate financially to arts organizations in San Mateo County.	12.75% 102
I volunteer or serve as a board member for the arts in San Mateo County.	6.75% 54
I have school-aged children involved in the arts/arts learning in San Mateo County.	21.25% 170
I am employed in the arts or or define myself as an artist/creative in San Mateo County.	22.75% 182
I am employed in the arts or define myself as an artist/creative outside of San Mateo County.	5.13% 41
Total Respondents: 800	

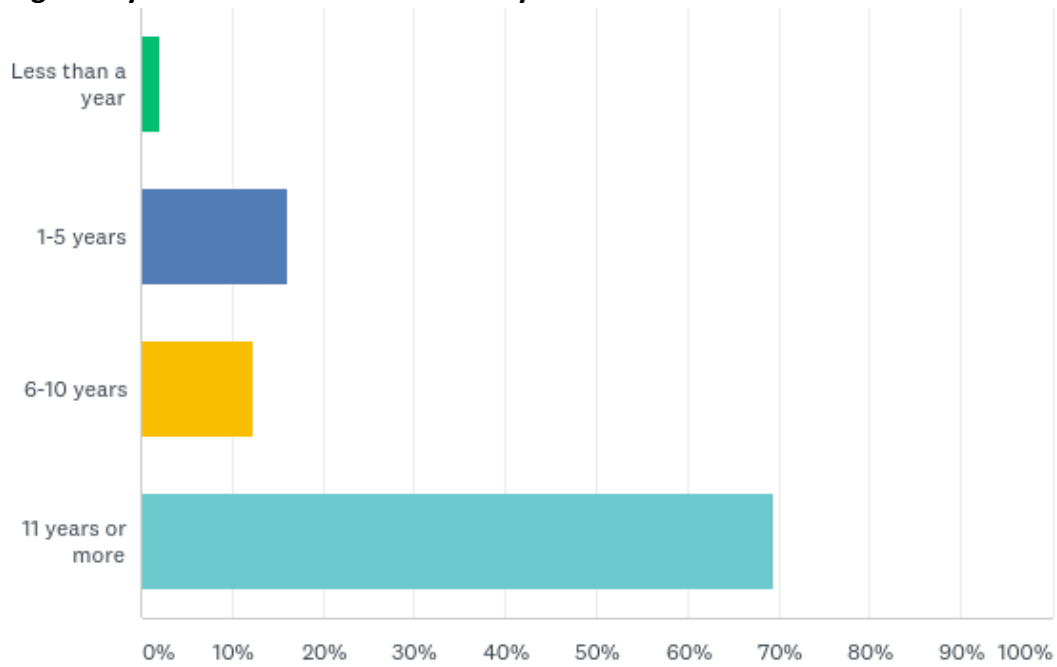
How significant is the need for more performance/exhibition/arts learning space in the County that can be used by multiple nonprofit organizations?



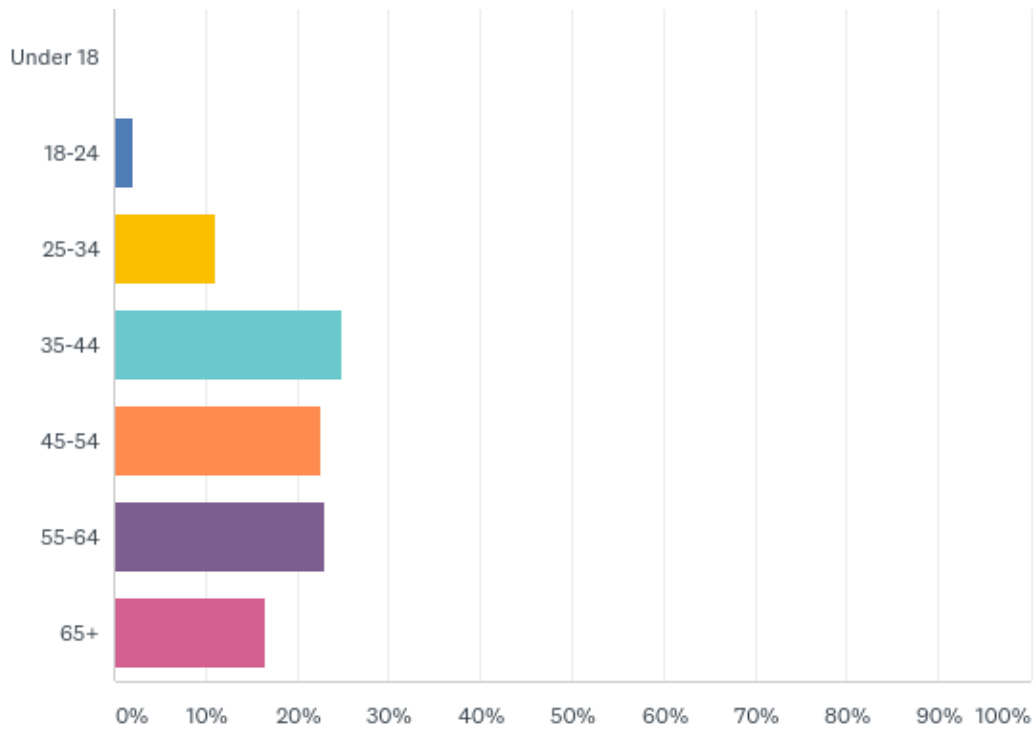
The following are ways in which the San Mateo County Arts Commission could expand its actions to provide support for the future of the arts in the County. Please rank how important you feel it is for the County's Arts Commission to address each of these. 1 = Very Important, 4 = Very Unimportant.

Partnership Possibility with Arts Commission	% Response Very Important	% Response Important	% Response Somewhat Important	% Response Not important	% Response N/A Don't know.
Partnership with pre-K-12 schools to expand arts learning opportunities	58%	12%	10%	18%	2%
Partnership with foundations to increase support for the arts in San Mateo County	52%	18%	12%	15%	3%
Partnership with local government arts programs	48%	22%	12%	16%	2%
Partnership with municipalities to strengthen support for the arts	42%	26%	15%	13%	4%
Partnership with developers	39%	23%	17%	18%	3%
Partnership with neighborhoods/neighborhood groups	38%	24%	19%	15%	4%
Partnership with non-profit non-arts community organizations	37%	24%	19%	14%	6%
Partnership with higher education	34%	24%	20%	14%	8%
Partnership with economic development entities	25%	25%	26%	9%	15%
Partnership with tourism	21%	22%	29%	16%	12%

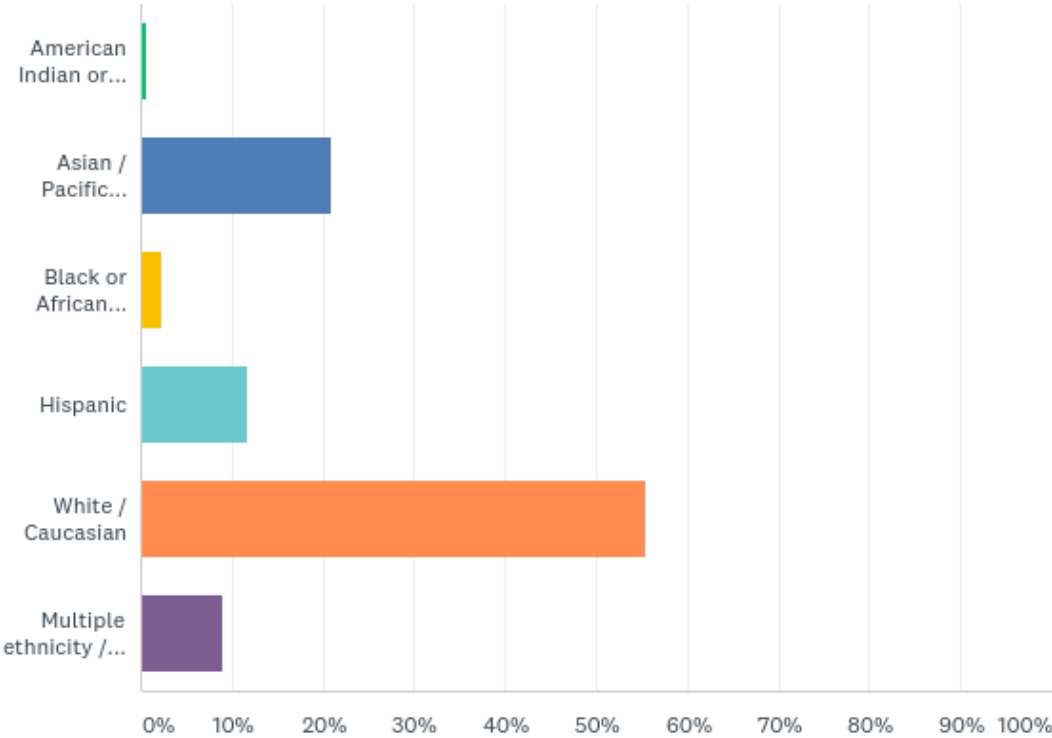
How long have you lived in San Mateo County?



What is your age?



Which race/ethnicity best describes you? (Please choose only one.)



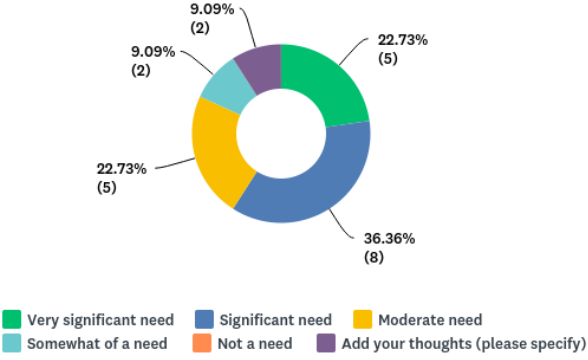
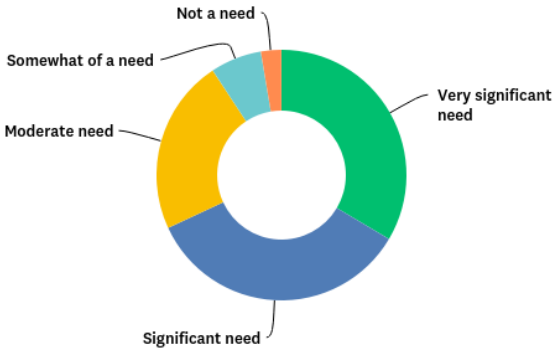
Comparing Viewpoints: Arts Organization Survey Respondents Versus Community Respondents

These are topics that the San Mateo Arts Commission members have suggested as important to the future of the arts in San Mateo County. How important do you feel these are for the County's Arts Commission to address? Please use 1 = Very Important to 4 = Very Unimportant.

Topic	% = Very Important, Arts Group Respondents	% = Very Important, Residents
Having more funds to grant from San Mateo County	94%	49%
Stimulating local government support	83%	52%
Increasing advocacy for supporting San Mateo arts	77%	43%
Assisting in marketing to build audiences	69%	40%
Finding affordable Live/Work Space	63%	49%
Reaching the underserved	60%	44%
Establishing an arts equity and inclusion plan	54%	35%
Addressing needs for exhibition and performance space	52%	44%
Working with schools to further arts in education	50%	67%
Creating pathways to partner with non-arts nonprofits to meet community needs	39%	39%
Establishing a County public art policy	30%	48%
Offering more workshops and seminars	23%	

Partnership Type	% Residents = Very Important for Arts Commission to Support	% of Arts Organizations Doing this type of Partnership
Partnership with Pre-K-12 Schools to expand arts learning opportunities	61%	14%
Partnership with local government arts programs	48%	12%
Partnership with developers	39%	2%
Partnership with neighborhoods/neighborhood groups	38%	7%
Partnership with non-profit non-arts community organizations	37%	14%
Partnership with higher education	34%	7%
Partnership with economic development entities	30%	2%
Partnership with tourism	21%	3%

How significant is the need for more performance/exhibition/arts learning space in the County that can be used by multiple nonprofit organizations?

Organizational Responses	Resident Responses
 <p> ■ Very significant need ■ Significant need ■ Moderate need ■ Somewhat of a need ■ Not a need ■ Add your thoughts (please specify) </p> <p> Very Significant = 23% Significant = 36% Moderate = 23% Somewhat = 9% Not = 9% </p>	 <p> ■ Very significant need ■ Significant need ■ Moderate need ■ Somewhat of a need ■ Not a need </p> <p> Very Significant = 33% Significant = 34% Moderate = 22% Somewhat = 7% Not = 2% </p>

PLANNING PROCESS PARTICIPANTS

Government officials

Mike Callagy	County Manager
Dave Pine	District 1 Supervisor
Carole Groom	District 2 Supervisor (President)
Don Horsley	District 3 Supervisor
Warren Slocum	District 4 Supervisor (Vice President)
David Canepa	District 5 Supervisor
Peggy Jenson	Deputy County Manager
Harini Krishnan	District 1 Commissioner (Vice Chair)
Stephen Seymour	District 1 Commissioner
Elizabeth Stone	District 2 Commissioner
Laura D. McHugh	District 3 Commissioner
Richard Rojo	District 3 Commissioner
Jeanne Heise	District 4 Commissioner
Edward Sweeney	District 4 Commissioner
Sam Stewart	District 5 Commissioner (Chair)
Pauline Fong	District 5 Commissioner
Juda Tolmasoff	Senior Legislative Aide
Robin Rodricks	Director, Arts Commission
Iliana Rodriguez	Deputy County Manager
Connie Juarez-Diroll	Intergovernmental Affairs Director
Anne-Marie Despain	Director of Library Services, San Mateo County
Derek Wolfgram	Director, Redwood City Library
Melissa Wagner	Sherriff's Department
Norman Aleman	HAS – Director, Veterans Services
Siavash Zohoori	Health System
Dr. Sirija Srinivasan	Director, Health System
Nicholas Calderon	Deputy Director, Parks Department
Michele Beasley	Director, Parks Foundation
Michelle Holdt	Director, Arts Education, San Mateo County Office of Education
Amisha Motipara	Arts Commission Manager (former)

Arts Organization	Representative
Casa Circulo Cultural	Wendy Segovia
Coastal Arts League	Jane Lewis
Fuse Theater	Stacey Ardelean
Kids and Art	Rinat Goren
Harmony Project	Seth Mausner
Mannakin Theater/Dance	Nathan Cottam
Masterworks Chorale	Erin Renfroe
Music at Kohl Mansion	Pam Lampkin
Peninsula Ballet	Christine Leslie
Pescadero Education Foundation	Shannon Web
Quintero Latino	Gabriela Vazqyez
San Bruno Mountain Watch	Armando Castellano
San Carlos Children's Theater	Donna Avanzino
Sanchez Art Center	Cindy Abbott
Spindrift School of P.A.	Amy Cole-Farrell
Success Centers/EORO	Alsa Bruno
West Coast Songwriters	Ian Crombie
Zawaya	Chivvis Moore
Art in Action	Mara Grimes
Art in Action	Mary Carbullido
Menlowe Ballet	Lisa Shivley
Peninsula Ballet	Lance Huntley
Peninsula Museum of Art	Ruth Waters

Municipality	Arts Representative	Position
City Arts San Mateo	Susie Batter	Board Member
City Arts San Mateo	Kim Chappell	Board Member
Colma	Michael Laughlin	City Planner
Hillsborough	John Mullins	Assist. City Manager
Pacifica	Lawrence Henriquez	Engineering Division
San Bruno	Tim Wallace	Community Services Supervisor
San Carlos	Amy Newby	Director, Parks & Recreation
San Mateo	Heather Stewart	Sr. Management Analyst, Community Development
South San Francisco	Ercie Santos	Cultural Arts Specialist
South San Francisco	Lynn Boldenweck	Chair, Cultural Arts Commission

Public Meeting Participants

City

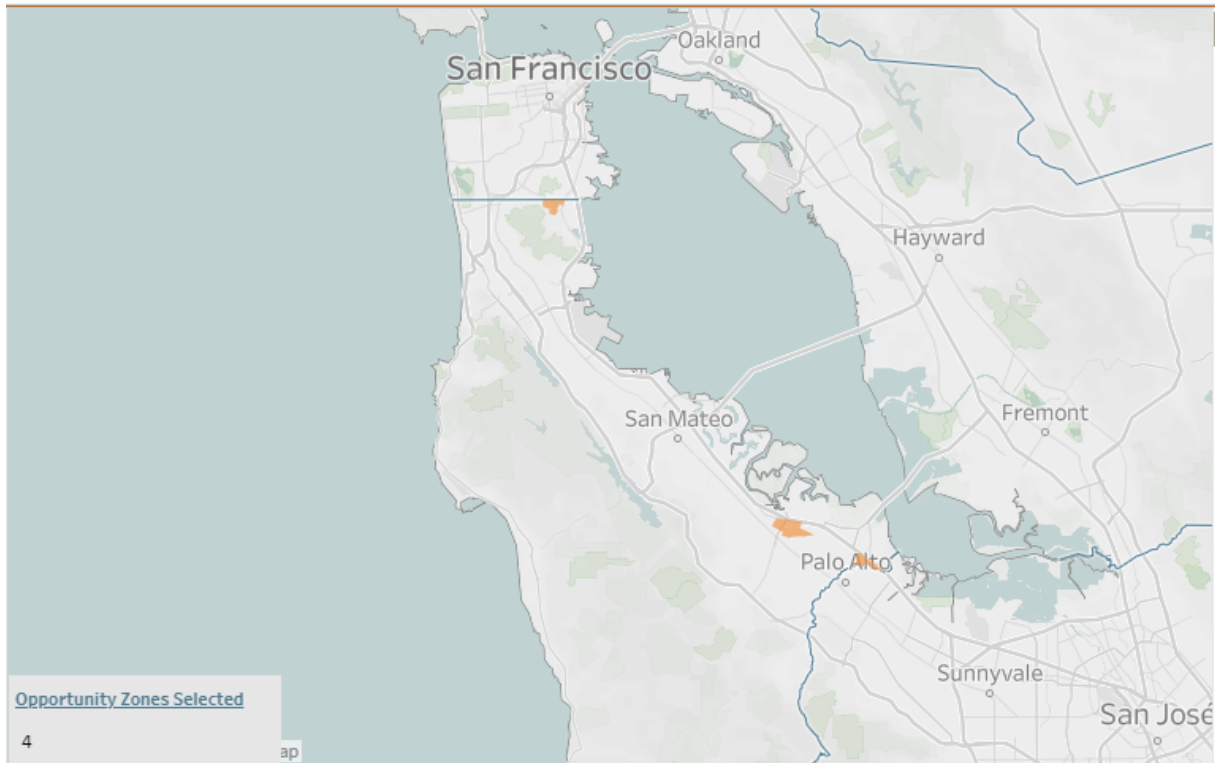
Ann Schneider	Millbrae
Nawied Amin	San Bruno
Micheal Kesselman	San Bruno
Jay Clemens	Hillsborough
Lella VanDyke	Millbrae
Terra Fuller	Woodside
Elizabeth Espinda	Daly City
Kim Loraine	Millbrae
Elvira Dayel	San Mateo
Linda Yelnick	Burlingame
Carolyn Seen	Hillsborough
Graciola Eulate	Redwood City
Lauren Young	Pacifica
Marty Medina	San Bruno
Aileen Cassinetto	San Mateo
Morning Nichols	Pacifica
Sheldon Yee	Pacifica
Ruth Amber	Pacifica
Jan Hanway	Pacifica
Robin Sohner	Pacifica
Max Koknar	Redwood City
Charlotte Seekamp	South San Francisco
Beth Brann	Pacifica
Roger Glen	Pacifica
Janet Barker	Pacifica
Stephen Headley	Pacifica
Phyllis Rizzi	Daly City
Norm Rizzi	Daly City
Linda Lin	San Mateo
Maryann Desner	South San Francisco
Linette Morales	Pacifica
Stacey Ardelean	Redwood City
Susie Peyton	Redwood City
Keith Blackey	Redwood City
Kent Manske	North Fair Oaks
Lance Fung	Woodside
Barbara Bertscoff	Redwood City
Lance Huntley	San Mateo
Jeannette Ferrary	Belmont
Beth Mostovoy	Redwood City
Nikki Donovan	San Mateo
Mara Grimes	San Mateo
Becca Banes	San Carlos
Alika Spencer-Kokuor	Redwood City
Kainka Hartnutz	Redwood City
Dan Crombie	San Carlos
Oleg Lobykin	East Palo Alto
Joan Donovan	San Mateo

ADDITIONAL DATA

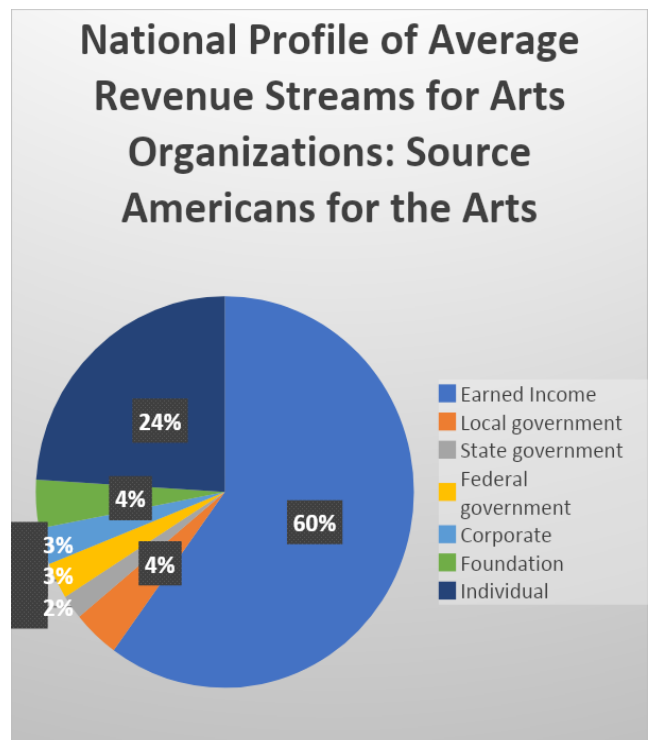
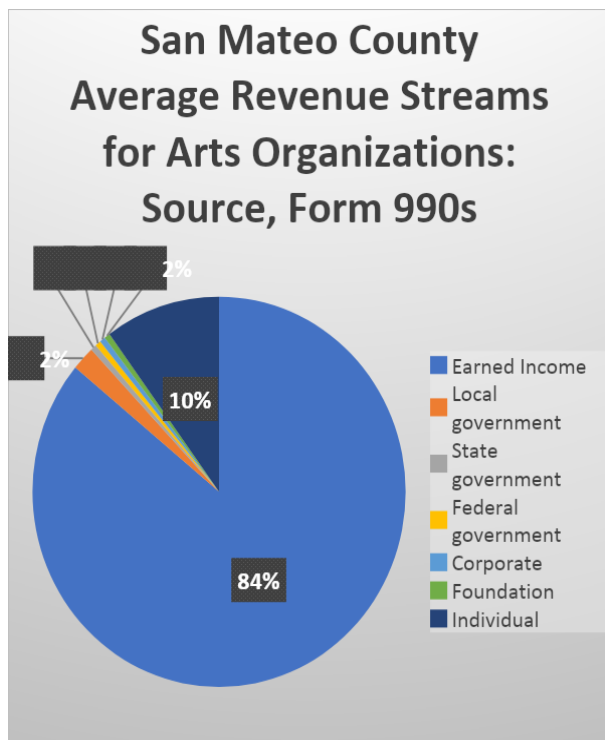
These conditions all factored into shaping this strategic plan:

- Despite great affluence, a significant share of County households simply cannot afford the typical price of arts participation of any type, from taking classes to attending events.
- Access to arts learning is severely limited by household cost-burdens and there are geographic discrepancies. In schools throughout the County with high rates of free and reduced hot lunch program students, only 36% of students grades 6-12 are enrolled in any arts classes whatsoever. Across the eight schools in the County that make up this cohort, only 17% of students are enrolled in a *state-required* Fundamentals of Arts class. (Secondary school standards.)
- Diversity and extensive emphasis on furthering equitable arts participation opportunities should be the expectation, not the exception, within arts in San Mateo County based on the Diversity of its population. In fact, 86% of arts organizations in the County stated in the needs assessment survey that their organization had diversity, equity, and/or inclusion policies. Yet, when asked about top priorities in the same survey, no responding organization prioritized increasing access to more diverse audiences or to addressing cost-related equity issues in audience development: access was defined, by those that noted it, as competing more effectively with San Francisco arts organizations to gain access to affluent San Mateo County arts attending households.
- Public art provides opportunities for all residents to enjoy art, which is often referred to as a “free art museum.” Only a few San Mateo County communities have public arts policies or plans, and the County itself – despite furthering excellent work in mural projects reaching underserved communities - has neither.
- High rental and property ownership cost impacts arts organizations in the County. Eighty-eight percent (88%) of arts organizations that participated in the needs assessment survey said that the high cost of arts workspace and artist live/workspace was a very high or high priority for their organization.
- High operating costs impacts operating budgets of nonprofit arts organizations, requiring more to be spent on overhead and leaving less for programming or growth. There are limited grant funds for the arts in the County: many municipalities have no arts funding programs, and few regional foundations provide support to arts organizations in the County. That’s why eighty-three percent (83%) of arts organizations in San Mateo County asked that this plan identify strategies to bolster local arts grants – perhaps in a matching program with County grants – and 94% listed expanding the County’s own arts grant program as the top priority to be addressed.
- This plan has been developed during a time when at least one long-term San Mateo arts organization appears to be losing its home and another may soon face the same issue. New organizations, meanwhile, are unable to put down roots in communities and build a sustainable presence. Of equal and perhaps even more impact: artists are priced out of the San Mateo housing market. With artists, there are no resident arts organizations. The County loses its arts.

- There is a window of opportunity that the San Mateo County Arts Commission will open through efforts over the coming years: establishment of new Creative Districts to be located within the Opportunity Zones and/or districts that qualify for New Market Tax Credits in San Mateo County. While evidence suggests that the private sector philanthropic support for the arts and artists in San Mateo County lags; these public financing programs offer alternative ways to finance, launch, and develop areas dense in arts facilities including artist live work space, galleries, performance spaces, rehearsal and other studio/production space.
- There are two Opportunity Zones within unincorporated San Mateo County both in Fair Oaks (Census Tracts 6021.01 and 6025.) There are additional OZ tracks in Daly City and East Palo Alto. Opportunity Zone financing can and is increasingly being used by social impact investors to do what can't be done through standard philanthropy – for example, invest in artist live work housing and work complex related to public arts venue. These sources can also be linked to PACE clean energy financing, expanding financial support even more.
- This plan calls for the Arts Commission to undertake two needs assessments regarding facilities needs and how working with these financing sources can make possible the development of varied, needed arts spaces in the County. One needs assessment will be for artist/live work space, to be conducted by an entity known for experience in this; and the other for an arts facility or facilities in unincorporated San Mateo County that can be significantly financed through the use of these mechanisms, making the project financially viable for San Mateo County. A nonprofit developer such as ArtSpace, headquartered in Minneapolis, may be appropriate to work with for the artist live/work space complex.



Opportunity Zones, San Mateo County: Source: Kresge Foundation and EnterpriseCommunity.org



SAMPLE DRAFT POLICIES

Partnerships for Grants Program

Arts in Public Places

Draft Grants Program for Arts Organizations San Mateo County Arts Commission

The San Mateo County Arts Commission grants program will modify to support more arts organizations reaching larger and more diverse audiences in San Mateo County.

Project/Program Support Grants are modified to become **Connections and Innovations Grants**.

Up to \$30,000 in Connections and Innovations Grants will be offered.

These grants address the Arts Commission’s commitment to building community and expanding equitable access to the arts, to bringing together diverse communities through the arts, and to increasing the relevance of the arts.

As with the prior Project/Program support grants, events may take place in a wide range of venues or locations, with a preferred emphasis on non-traditional venues that bring the arts close to neighborhoods and communities. Emphasis will be placed on projects serving geographically underserved neighborhoods; communities of color; immigrants; persons with disabilities; LGBTQ communities; homeless communities; and other under-represented populations. The goal of this grant program is to further the Commission’s commitment to ensuring that everyone in San Mateo County has equal access to arts and the right to express their culture through the arts.

Build Community and Equitable Access by:

Supporting, celebrating, and broadening the understanding of authentic cultures and art of under-invested populations by connecting these to new audiences;

Engaging community in the development and presentation of art;

Providing temporary visual or performing art installations in public places that make connections between cultures.

Increase the Relevance of the arts by:

Providing new and/or participatory experiences that reflect the changing ways we experience the arts;

Utilizing methods such as nontraditional pop-up sites and multi-discipline collaborations, dramatically new communications and outreach approaches, and other innovative ways to connect to nontraditional audiences within San Mateo County;

Engaging communities in dialogue through artistic processes that explore relevant community or societal topics, provoking thought and discussion.

Grants of up to \$10,000 will be awarded. Collaborative projects are welcomed and encouraged. Organizations should identify a single organization that will serve as the grant applicant and fiscal agent.

Connections and Innovations Grants may not be used for arts in education residencies in schools but may include education elements.

Criteria:

- Evidence of artistic capacity, creativity, and innovation.
- Prior programming experience over three years.
- Evidence that the project has a well-defined audience and well-defined plans to engage that audience.
- Evidence that the community will directly engage in and be the beneficiary of the project.
- Evidence of measures for success that address access, equity, innovation, and relevance.
- A clear description of projected revenue and expenses.

Applicants are required to demonstrate how they will use this grant to leverage other sources of support for the project. These sources must be reflected in the proposed budget as either cash income or in-kind support. Typically, the Commission does not contribute more than 50% of the total budget. (For in-kind support, the estimated dollar value of volunteer time as determined by the Independent Sector is \$25.43 an hour.)

General Operating Support (GOS) Grants are Modified to Include Arts Organizations with Budgets over \$200,000 and include Base and Community Investment Awards.

Up to \$100,000 in GOS/Community Investment Awards will be offered.

A new GOS approach responds to requests from the arts community to be more inclusionary of arts organizations; and also responds to community leader requests that funding reflect the impact of the recipient's programs and services on the communities served.

GOS grants are open to organizations of all arts disciplines as well as to local arts departments, arts programs within municipalities – i.e. summer arts camps offered by a Parks Department – and to non-arts organizations offering on-going, substantive arts programming as evidenced over a three-year period. The program does not support religious organizations or institutions of higher education.

Eligible organizations must have:

1. A primary mission of arts programming or a consistent secondary emphasis on arts programming evidenced annually over three years.
2. Offer programs year-round/periodically throughout the year in San Mateo County.
3. Be a San Mateo County based nonprofit, tax-exempt organization in good standing with the IRS.
4. Demonstrated artistic advancement in program excellence.
5. Demonstrated an active and financially supportive Board of Directors that reflects the diversity of San Mateo and operates under a Board-approved rotation policy with specific terms of office.
6. A demonstrated ability to match the County investment through generated sufficient earned income and securing other private support, including in-kind.
7. A history of offering programs that are accessible to diverse communities within San Mateo County.
8. Demonstrated growth in the number of individual donors supporting the organization over a three-year period.
9. Demonstrated ability to achieve budgeted operating results.

Base awards will range in size from 5% to 1% of an organization's operating budget averaged over the past three years. Organizations with budgets of \$200,000 - \$400,000 are eligible for up to 5%; Organizations with budgets of \$400,000 - \$600,000 are eligible for up to 3%; and organizations with budgets over \$600,000 are eligible for up to 1.5%.

In addition to Base Level Support, organizations may be eligible for up to an additional \$20,000 for commitment in Community Investment demonstrated through the most recently completed year. Community Investment will be evidenced through:

- Demonstrated expansion of audience diversity in demographics, with written documentation;
- A written strategic statement for engaging underserved audiences throughout San Mateo County with an evaluation report for the most recent year;
- Making rehearsal, office, or operations space available to small-budget arts and cultural organizations at below market cost, with documentation;
- There is a focus on serving at least one under-represented community as stated within the organizational mission statement;
- At least 60% of the organization's staff or board identifies as part of the under-represented community;
- At least 60% of the artists that the organization regularly employs, presents, engages or collaborates with are part of the underrepresented community.

A scoring rubric from 0 (no evidence) to 4 (exemplary) will be used by the Grants panel to assess GOS applications for the additional Community Investment Award amounts.

Draft San Mateo County Arts Commission Arts in Schools Partnership Grant Program

Up to \$10,000 will be awarded.

The San Mateo County Arts Commission shall establish an Arts in Schools Partnership Grant Program to serve Schools in San Mateo County. Based on Create CA, there are 59 middle, high, and other schools (public, charter, magnet) Grades 6-12 in the County. Of which, 96% offer some type of arts learning with 86% of these offering at least one course in the arts. However, only 12% of all schools in the County, reaching only 25% of students, offer arts learning in all four arts discipline. The goal of the San Mateo County Arts Commission's Arts in Schools Partnership Program is to compensate for the lack of arts learning in all disciplines and in the inability of some schools within the County, especially those with the highest rates of Free and Reduced Lunch Program enrollment, to ensure that all students receive access to learning in, and through, the arts.

Residencies are intended to help schools more fully meet California arts standards across arts disciplines. They are not intended to help already strong arts programs: for example, a strong band program would not be eligible to bring in a musician to work with the band. They are rather intended to address arts curricula not currently offered or not designed to meet state standards; and/or to reach students not enrolled in the art discipline. Residencies may not be extra-curricular or after school.

Schools with moderate to high levels of students in Free and Reduced Lunch Program enrollment will receive priority consideration.

Criteria:

The qualifications are that the artist or arts organization:

- Must be an active professional;
- Must have a current body of recent work;
- Must have the ability to demonstrate skill in working collaboratively with schools and/or community agencies;
- Must have strong verbal and communication skills;
- Must demonstrate knowledge and understanding of curricula for the selected type of residency and the needs of the particular residency. (i.e. a residency to teach dance, alone versus a residency to work with a math teacher to integrate dance into the teaching of math);
- Must be effective in working with individuals with disabilities and special learning needs, including students for whom English is a second language;
- Must demonstrate experience in conducting residencies/hands on workshops.

Teaching Artists and Arts Organizations develop and implement residencies in collaboration with educators or – if working in human services or other community

agencies – with site staff. School residencies are intended to help students master curricula content in arts disciplines or other subjects while addressing California standards in the arts.

The following are examples of eligible residency projects a school may apply for:

- A music teacher works with a professional composer to help students compose and perform original works of music.
- A physical education teacher works with a dance organization to integrate dance and team building into the curriculum.
- A language arts teacher works with a poet to help students develop original poetry.
- A media arts teacher works with a filmmaker to help students develop film shorts.
- A history teacher works with a playwright to help students write and perform dramatic scenes interpreting an historic event being studied.

Who May Apply?

Any school or teaching community entity in San Mateo County that serves students grades 6 – 12 may apply. Schools may only apply for one residency per year. Schools may only work with the same artist for two years in a row.

Grant Amounts

Grants will range from \$750 for a three-day residency to \$2500 for a ten-day residency. Actual artist fees may be higher. Fees should be negotiated with the artist or arts organization prior to submitting an application. Schools will receive the funding for the residency at the allowed range: if the artist has negotiated a higher rate with the school, the school will be responsible for this as payment directly to the artist.

Grantee Requirements

- Residencies must be a minimum of three days to a maximum of 10 days.
- A full week must not exceed five days of contact time with students and instructors.
- The artist must be on the San Mateo County Arts Commission’s Teaching Artists and Arts Organization Roster.
- The grantee agrees to publicize the residency and credit the San Mateo County Arts Commission and the San Mateo County Board of Supervisors.
- The school is responsible for payment to the artist.
- The school is responsible for a final report with documentation (photos, video) of the residency activity within 30 days after the completion of the residency.

Resources:

<http://fultonarts.org/index.php/contracts-for-services/introduction-to-fcac-funding>
<https://www.lacountyarts.org/funding/organizational-grant-program/about-ogp/grantees>
<https://www.4culture.org/grants-artist-calls/>
<https://www.svcreates.org/grant-opportunities/local-arts-grants-application/>
<https://artswestchester.org/programs/schools/school-artist-residencies/>

<http://www.artsandvenuesdenver.com/scfd-tier-iii/discretionary-funding-grants>
<http://www.theartscouncil.com/grants>
<https://www.artscouncilsc.org/grants/>

Draft Public Art Policy San Mateo County

San Mateo County shall establish a public-private Art in Public Places Program. (APPP)

An amount equal to **2%** of each County capital project budget (construction or renovation) shall be allocated for the acquisition, design, creation, installation and maintenance of public art and for related administrative costs. This shall include all County owned buildings and lands.

All appropriations for County capital projects with budgets over one hundred thousand dollars (\$100,000) including all bond projects, grant-funded projects, and all other capital projects funded from other sources shall include at least the two percent allocation to be used for artist design services, for the selection, acquisition and display of artworks, for related education programs, for the maintenance of artworks in the county art collection, and for the administration of the public art program.

In addition, new residential development projects of five (5) or more units, commercial, industrial and public (civic) projects with building valuations of \$500,000 or more, and rehabilitation projects of \$250,000 or more that take place within County jurisdiction are subject to a 1% Art in Public Places Program (APPP) requirement.

For the private sector, this requirement can be met in several ways:

1. Paying 1% of the total Building Permit valuation into a Cultural Trust Fund to be established to support the APPP;
2. Placing an approved artwork equal to at least 1% of the total Building Permit valuation on the site;
3. Incorporating a Cultural Facility within the development project;
4. Having the architecture (or a component thereof) be considered art for purposes of fulfilling the APPP requirement under "Architecture as Art";
5. Donating artwork equivalent to at least 1% of the total Building Permit valuation to the County.

Responsibilities

The San Mateo County Arts Commission shall be responsible for the administration of the APPP. It may appoint a public art advisory committee that includes members of the

Commission and additional experts in public art. The Commission shall be responsible for developing the program’s regulations; specific regulations and recommendations regarding public art as made by the public art advisory committee and the San Mateo County Arts Commission shall be approved by the Board of Supervisors upon recommendation of the San Mateo County Art Commission. The Art Commission shall be responsible for establishing and reviewing an annual public art plan, approving public art project budgets, selecting artists for recommendation to the Board of Supervisors, negotiating artist contracts, appointing project art selection panels, and ensuring the ongoing maintenance of the County art collection.

Funding

Capital projects for which architectural services for plans, specifications and engineering (PS&E) have been authorized by the Board of Supervisors prior to the effective date of this policy, but the projects are not complete, shall be subject to a minimum allocation of **1%**. A department director may make a written request to the art commission to reduce the two percent allocation but not below one percent where a two percent allocation would cause an undue burden on the project. Funds appropriated for a particular capital project deemed unnecessary or inappropriate by the San Mateo County Arts Commission in whole or in part for art uses or purposes for that project may be expended on other public and projects approved under the annual public art plan.

Unless restricted by the Board of Supervisors, local or state law, or the conditions of a granting authority, monies generated under this chapter may be pooled by the San Mateo County Arts Commission and expended for any public art project in the County subject to the approved annual public art plan. There is no general requirement that monies shall be expended on the specific project that generated the monies.

Capital Funding Proposals

All County departments shall, from the effective date of this policy, include in all applications to outside granting organizations or public entities for funding for capital projects an amount equal to two percent of eligible construction costs for artist design services and/or artworks as specified herein. All capital project bond ordinances or resolutions approved after the effective date of this chapter shall make specific reference to the provisions of this policy.

Method of Calculation

The minimum amount to be appropriated for public art shall be the total estimated eligible construction costs multiplied by 0.02. The minimum amount for projects for which PS&E services have been authorized prior to the adoption of this policy shall be the total eligible construction costs multiplied by 0.01. These calculations shall be made at the time the Board of Supervisors approves the appropriation for the overall project and authorizes architectural services for PS&E.

Public Art Trust Fund

The County auditor or controller shall establish a trust fund account, designated “public art trust fund.” The County Administrator or his designee shall transfer monies appropriated for the public art program into the public art trust fund subject to any legal or funding source restrictions.

Uses of Funds

The monies appropriated under this chapter may be used for artist design services and the development of design concepts and models; and for the selection, acquisition, purchase, commissioning, placement, installation, exhibition and/or display of artworks. Funds may also be expended for engineering studies or architect’s fees when collaboration is involved. Artworks may be temporary or permanent, may be integral to the architecture or may be incorporated into the capital project. Integration of an artist’s design concepts into the project architecture should be ensured, insofar as is feasible, by the concurrent selection of the artist(s) with the architect or project designer.

A reasonable percentage of the public art funds may be used for project administration and community education activities, and for curatorial services and the inventorying, exhibition, preservation and maintenance of artworks in the County Art Collection.

Private Sector

Developers whose projects are subject to fulfillment of the Art in Public Places Program requirement must complete and submit an application form together with their initial project plans through the Planning Division.

Developers who wish to commission original artwork, incorporate a cultural facility or have the architecture (or a component thereof) considered as art, are advised to meet as early as possible with the County’s Public Art Committee. The design development and approval process can take from three to six months *at minimum*, depending on the complexity and size of the project, and in many instances the public art component may need to be included in construction drawings submitted to the County. No final Certificate of Occupancy will be issued until the APPP requirement has been completed.

Artwork on both private and public property becomes part of the County’s permanent public art collection and diversity within that collection is strongly encouraged. Public art can incorporate elements that also serve a specific function (such as windows, railings, lights or gates) but in order to be considered public art, they must be designed by a professional visual artist and custom fabricated for the site. The responsibility for maintenance of permanent artworks is borne by the property owner and shall be reflected in a covenant that is recorded with the County.

Public Art Master Plan

It shall be the responsibility of the San Mateo County Arts Commission to develop an Arts in Public Places Master Plan that guides the implementation of the Public Art Program in the County. The plan will identify and prioritize places for public art in County buildings and on County land; will identify the range and diversity of public art sought (i.e. sculptures, paintings, murals, etc.) and will specify the scale of works sought. It will identify the geographic location of artists sought by the public art commissions (i.e. San Mateo County only, California, regional, national, international.) The County will update the plan annually to reflect planned capital improvements.

Public Art Acquisition Program and Collection Development

Recognizing that San Mateo County should benefit from a publicly owned and exhibited public art collection, the County will include within the Art in Public Places Program a Public Art Acquisition Program, for the purpose of developing a County-owned collection of art work that will be exhibited in County buildings throughout San Mateo County. An annual line-item investment amount of no less than \$100,000 shall be established for this purpose. Artwork purchased and collected shall be from San Mateo resident professional artists whose body of work has been judged to represent the highest standards within their media.

The collection shall rotate throughout the County buildings and locations, including County libraries, park facilities and other public spaces within County buildings based on the appropriateness of the locations to safely exhibit the various art works.

Process

For each eligible project, the San Mateo County Arts Commission will select and commission an artist or artist team to work in collaboration with the design team and the community to create site-specific or site-integrated art. The selected artist will be contracted by San Mateo County to complete the artwork in the time specified in the contract. The selected artist may be required to have a registered engineer approve installation specifications of the artwork prior to the installation. When appropriate, existing artwork may be selected through direct purchase as recommended by community panels.

All artwork commissioned for San Mateo County facilities must be constructed of sturdy, low-maintenance materials and must account for variable climatic conditions and light levels. Artists are encouraged to consider uses of space, traffic patterns, the surrounding architecture and materials used in the construction of the facility.

Consideration must be given to the issues of long-term conservation and maintenance, exposure to the elements and potential vandalism. The contracted artist will be required to provide detailed maintenance instructions for the work upon completion; and to secure the necessary insurance for the project.

Artist Registry

An Art in Public Places Program Artists Registry shall be established by the Arts Commission and used to select artists for County Capital Improvement Projects and any other public art project undertaken by the Arts Commission as part of its Public Art Program. Artists interested in being considered for any public art project must apply and be approved for the Public Art Program's Artist Registry. Approval does not guarantee that the artist will receive a commission.

Mentoring Public Art

San Mateo County will offer a public art mentorship program. The mentorship program will be open to San Mateo artists or graduate students enrolled in a visual arts program who are seeking hands-on experience with a public art commission. A stipend of \$3,000 to \$5,000 will be awarded to those chosen, to assist a professional artist who has been commissioned by San Mateo County for a public artwork. The stipend award depends upon the duration of the mentorship and project needs. The apprentices, in addition to the duties assigned to them by the artist, are asked to document the project and submit reports to the Public Art Coordinator. Under the guidance of the Public Art Coordinator, commissioned artists have the opportunity to interview and select a candidate from the pool of mentorship applicants that interests him or her.

Resources

<https://www.sbac.ca.gov> › public-art
<https://publicart.arlingtonva.us> › wp-content › uploads › sites › 2013/12
<https://www.broward.org> › Arts › PublicArt
<https://www.orangecountyfl.net> › CultureParks › PublicArt
<https://www.lacountyarts.org> › pdfs › civicartpolicy_approved_2015081
https://www.acgov.org/arts/html/public_art.html
<https://www.clarkcountynv.gov> › parks › services › Pages › visual-arts
saltlakepublicart.org › for-artists › gifts-or-donations
<https://ggwash.org> › view › public-art-isnt-just-a-way-to-fill-space-it-can-t.

HSA PARTNERSHIP PROGRAM

DRAFT Partnership Program with Health, Human Services, and Community SM CAP (San Mateo County Arts Partnerships)

The San Mateo County Arts Commission recognizes that grants are only one currency that can make a difference in furthering connectivity between communities of need and the arts. Sustained, multi-year partnerships that deliver the arts to specific populations

through joint efforts between agencies, commissions, and communities can be powerful in creating lasting change and improvement.

Building upon existing and past partnerships such as the Art in Corrections program with the San Mateo County Jail, the Commission will annually seek partnerships with other County agencies to effectively use the arts to meet specific needs of their service populations. Examples include arts programs with Veterans, arts programs for homeless populations, arts programs that help illuminate ways that County health care can assist residents and/or actions that residents can take to improve their health and quality of life, and more.

The Commission seeks joint ventures with these agencies, in which there is equity between the agencies concerning total investment (financial, in-kind) and shared desired outcomes aligning with both agencies' visions.

The Commission will allocate up to \$30,000 for these partnerships, to be matched by partners on a 1:1 basis. The Commission may develop curricula or program concepts, identify and engage artists and arts groups, identify and provide program evaluators, and develop outcomes reports.

<https://www.americansforthearts.org> › [about-americans-for-the-arts](#) › [cultu...](#)
www.artistcommunities.org › [sites](#) › [default](#) › [files](#) › [shared](#) › [AAC Statemen...](#)
<https://www.racialequitytools.org/act/strategies/arts-and-culture>
<https://thejusticeartscoalition.org/about/>
<https://createquity.com/2013/06/the-potential-of-partnerships-in-arts-and-healthcare/>
<https://www.britishcouncil.org> › [arts](#) › [our-stories](#) › [arts-and-social-change](#)
<https://www.mercurynews.com/2017/08/17/tackling-homelessness-wellness-through-art/>
<https://www.therenewalproject.com/heres-what-happens-when-artists-take-over-a-homeless-shelter-in-an-abandoned-macys/>
<https://dacphome.org>
<https://www.americansforthearts.org/by-program/reports-and-data/legislation-policy/the-national-initiative-for-arts-health-in-the-military/engaging-military-veterans-in-your-community-through-the-arts>
<https://www.pittsburghartscouncil.org/accessibility>