



FY2021 – FY2024 STRATEGIC PLAN

Adopted by the Art in Public Places Committee on February 1, 2021

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EXECUTIVE SUMMARY

The City of Santa Rosa's Public Art Program and Art in Public Places Committee (APPC) embarked on a strategic planning process to set a new, bold vision that can help the City navigate the current crises and build an empowered, thriving, and inclusive Santa Rosa community connected through the power of art. The resulting four-year plan stretches from FY2021 – FY2024 and was created in collaboration with City staff, APPC members, area artists, issue experts, community leaders, and engaged citizens.

The plan focuses on five key goals:

- I. **Diverse voices are represented, included, and celebrated within the programming, process, outreach, and infrastructure of the Public Art Program.** Santa Rosa has such rich diversity and cultural expression to offer, but the Public Art Program has yet to engage and support the full array of diverse perspectives in the city. Moving forward, the Public Art Program is committed to being an antiracist organization, one that prioritizes inclusion and strives for equity in its operations, community engagement, and public art. To do this, we will frame “public art” in a more expansive way, inclusive of literature, performance, and experimental works in addition to visual arts. We will also make public art and public art processes more culturally accessible and ensure greater community voice in the commission and grant process.
- II. **Neighborhoods are infused with art and community leaders across the city champion arts programming.** Historically, public art investment in Santa Rosa has focused on creating an art-rich downtown district. While that has yielded several iconic public art installations, it has left much of the rest of the City of Santa Rosa an arts desert. The Public Art Program will work to remedy this and make public art a more active conversation and physical presence in new locations throughout Santa Rosa. To do this, we will bring art to areas in the City that do not currently have public art programming, and empower diverse community leaders to champion and shape arts programming.
- III. **Public Art is funded and maintained as a core component of placemaking and economic development.** Embedding the public art programming within the Department of Planning & Economic Development presents a compelling opportunity to think differently about art as a tool for economic recovery and prosperity. The City of Santa Rosa can leverage public art to create a cultural vibrancy and identity that attracts and retains entrepreneurs and enriches commercial corridors to encourage business formation and retention. To do this, we will deepen existing relationships with local business associations, and better leverage public art to drive economic activity.
- IV. **The Public Art Program and the Art in Public Places Committee are rightfully seen as positive and familiar and as key assets in and for the community.** Our ability to be effective and support the economic development and vibrancy of Santa Rosa is contingent on us having a dynamic and engaging relationship with key players and the general public. While we are well known within certain circles, we need a more well-known brand, a broader network, and greater accessibility. To address this, we will invest in public relations, and improve outreach and demystify APPC and Public Art Program processes.
- V. **The Public Art Program is more nimble, better resourced, and better equipped to deliver on its mission and fulfill its vision for Santa Rosa.** There is an inherent tension between operating in a city bureaucracy and inspiring and supporting world-class art; it requires the Public Art Program to serve as the bridge between two very different worlds. The Public Art Program seeks to leverage the best of each of these worlds to better support one another—for the City of Santa Rosa to more effectively and robustly fund and celebrate public art, and for artists and the public art community to more profoundly shape our city and our community's narrative. To do this, we will increase



opportunities and decrease red tape for temporary projects, and increase staff capacity and strategic collaborations for public art.

With clear metrics to track and a detailed implementation plan, we project this strategic plan requiring an investment of \$382,000 (in addition to the existing Public Art Program expenditure plan) over the course of the four years. We will invest this additional capital in the four highest-leverage aspects of our work:

	FY21	FY22	FY23	FY24	Category Total
Community Engagement & Input	-	\$6,000	\$12,500	\$2,500	\$21,000
Governance & Administration	\$2,500	\$31,000	\$31,000	\$31,000	\$95,500
Programming & Projects	-	\$87,500	\$75,000	\$50,000	\$212,500
PR & Marketing	-	\$23,000	\$15,000	\$15,000	\$53,000
Annual Subtotals	\$2,500	\$147,500	\$133,500	\$98,500	
				GRAND TOTAL	382,000

The plan that follows solidifies our vision, unpacks each of our five goals into dynamic strategies and actionable tactics, and lays out an implementation plan that details our timelines, resources, and metrics of success. We embark on this work with strong internal alignment and a plan by which to drive profound, meaningful, and sustainable change in our community.



OVERVIEW

In a 2018 restructure, the City of Santa Rosa's Public Art Program was relocated from the Department of Recreation & Parks to the city's Department of Planning & Economic Development. This restructure provided an opportunity to reimagine and redefine the Art in Public Places Committee (APPC) and Public Art Program's vision and align their work under the broader objectives of its new department.

The APPC and Public Art Program set out to navigate an inclusive, engaging, and generative strategic planning process in early 2020, only to be derailed by the COVID-19 pandemic and devastating Glass Fire. Adapting to the changing conditions and context, the strategic planning process sprouted two inter-connected efforts: 1) short-term response planning for how best to meet the community's emerging, disaster-driven needs; and 2) long-term planning to plot a course for the impact the Public Art Program seeks post-pandemic.

Short-Term Response Planning

The COVID-19 crisis continues to rapidly shift the operating environment, and the pandemic and fires have wreaked havoc on the City of Santa Rosa's operations and the community at large. While there are serious challenges and concerns across all city departments, Planning & Economic Development is and will continue to be crucial in the recovery phase, and the Public Art Program is stepping up to do its share. By assessing the short-term and/or immediate needs and challenges of the community, the Public Art Program can build on public art programming that is responsive, inclusive, and a driver for economic and social recovery.

To ensure coherence in our short-term approach, we established a set of criteria to guide our disaster response efforts:

- **Mission Alignment:** Our efforts must align with our core mission and values and serve our key audiences.
- **Cultural Diversity and Inclusiveness:** Our efforts must be inclusive in nature and take into account the cultural diversity of artists, arts organizations, and our city.
- **Sustainability:** When possible, our efforts should lay the groundwork for long-term solutions that can be sustained by the Public Art Program once the pandemic has passed.
- **Responsive to Identified Needs:** Our efforts must be aligned to demonstrated community need.
- **Budgetary Impact:** Our efforts must be within our financial means and be budget neutral.
- **Bandwidth:** Our short-term efforts must take into account our current staff bandwidth.

Our short-term response planning efforts were guided by a robust community needs assessment, the findings of which can be found in the appendix on page 31. The process was aided by a Crisis Management Committee comprised of Public Art Program staff, Art in Public Places committee members, and community artists. The committee's primary role was to provide their expert insight and feedback throughout the process and help to generate ideas and strategies in response to the key findings from the research and needs assessment.

Long-Term Strategic Planning

While the short-term response planning focuses on the urgent need and opportunities of the current crises, long-term strategic planning gives us the opportunity to look to the future to reimagine the role that public art can and should play within the Department of Planning & Economic Development, the City of Santa Rosa, the broader arts network, and the community at-large. This process was supported by a diverse steering committee, made up of Public Art Program staff, APPC members, community artists, and local arts non-profit leadership. Through a series of retreats and feedback on this plan, the steering committee spearheaded this effort, thinking about what the next two years



have in store, the impact we want to see in Santa Rosa, and how the APPC and Public Art Program can best position themselves to drive those outcomes.

The result of these two efforts is this document: a cohesive, 3.5-year strategic plan that runs through FY2024. The following pages outline the Public Art Program’s specific goals, strategies, and tactics, merging the short-term and long-term strategies into a single stream. As demonstrated in the implementation table (see page 15), the strategies and tactics focused on short-term disaster response have been front-loaded into the last six months of FY2021, while the longer-term and more foundational efforts largely take place in FY2022 – FY2024.

With a clear and aligned plan for the next 3.5 years, the Public Art Program is poised to emerge from 2020 as a smarter, more strategic, and more effective operation. The end result will be a healthier, more vibrant, more inclusive, and more art-filled Santa Rosa for years to come.

OUR PURPOSE

Vision

An empowered, thriving, and inclusive Santa Rosa community connected through the power of art.

Mission

Champion artistic expression and amplify community voices through a diverse array of public art experiences.

Theory of Change

Our theory of change, presented on the following page, articulates how the Public Art Program will fulfill the vision of a thriving and inclusive Santa Rosa region. It outlines the logic behind how our mission and activities will produce outputs and outcomes that lead to our vision.

Public Art

Public art is art—in any media—that is created for the benefit of the general public. Public art is inherently expansive, requiring only that it be visually and/or physically accessible to the public. In Santa Rosa, we strive for public art that is placemaking, meaning-making, and community-building, and welcome art makers of any discipline, practice, background, and vision.

Champion artistic expression and amplify community voices through a diverse array of public art experiences.

To serve our community, artists, and stakeholders, the Public Art Program, with the support of the Arts in Public Places Committee, will take a strategic three-pronged approach to public art programming.

CONNECT

We will amplify our messaging to increase community engagement

CHAMPION

We will provide voice and platform for diverse community expression

CATALYZE

We will empower community through equitable and accessible programming

ARTISTS

Connect artists to city resources and services and demystify governmental regulations and processes



A more diverse group of artists are engaged and empowered to find new opportunities to create public art

COMMUNITY

Bring public art programming to neighborhoods throughout Santa Rosa



Santa Rosans have access to art experiences that reflect their culture and sense of place

PARTNERS

Engage with City departments and community partners to amplify our reach and capacity



Public art is embedded into the fabric of the City and opportunities to support community art expand key strategic partnerships

An empowered, thriving, and inclusive Santa Rosa community connected through the power of art.



OUR FY2021 – FY2024 STRATEGIC FOCUS

In order to make significant progress towards our vision of an empowered, thriving, and inclusive Santa Rosa community connected through the power of art, we will focus our attention and efforts in FY2021-FY2024 on five key goals:

- VI.** Diverse voices are represented, included, and celebrated within the programming, process, outreach, and infrastructure of the Public Art Program.
- VII.** Neighborhoods are infused with art and community leaders across the city champion arts programming.
- VIII.** Public Art is funded and maintained as a core component of placemaking and economic development.
- IX.** The Public Art Program and the Art in Public Places Committee are rightfully seen as positive and familiar and as key assets in and for the community.
- X.** The Public Art Program is more nimble, better resourced, and better equipped to deliver on its mission and fulfill its vision for Santa Rosa.

Each of these five goals is more fully detailed in the sections that follow, complete with targeted strategies and tactics to operationalize each goal and bring them to life.

There are essentially two primary ways in which the Public Art Program places art on City of Santa Rosa property: 1) through a City Commission process; and 2) through a community-driven process. The following strategies and tactics provide opportunities to respond to the public's needs through both processes, and a variety of ways in which to improve them.

Note: Goals are listed as roman numerals, strategies as letters, and tactics as numbers.

- I. Diverse voices are represented, included, and celebrated within the programming, process, outreach, and infrastructure of the Public Art Program.** Santa Rosa has such rich diversity and cultural expression to offer, but the Public Art Program has yet to engage and support the full array of diverse perspectives in the city. Moving forward, the Public Art Program is committed to being an antiracist organization, one that prioritizes inclusion and strives for equity in its operations, community engagement, and public art.

To accomplish this goal, we will:

- A. Frame “public art” in a more expansive and culturally accessible way.**

- 1. Look beyond visual art. While we will continue to support and engage with visual arts and artists, we will also look to expand what people think of as “public art” so as to also include literature, performance, and experimental works. We will include this language in our internal and external documents and in projects.
- 2. Partner and build stronger relationships with culturally diverse local and regional community organizations and associations. These relationships can and should serve as a two-way street. Public Art Program staff and APPC members can learn about culturally diverse art forms and gain better understanding of diverse perspectives and interests related to creative expression.



This increased understanding helps us to recenter our programs in community needs and interests. For the general public, the Public Art Program can and should act as a resource hub, connecting, highlighting, and amplifying voices, events, and artwork of communities of color throughout the city. These deepened relationships will inspire and create supportive opportunities for the next generation of artists to get involved.

3. Create a set of specific criteria related to diversity and inclusion for consideration when developing and approving new projects. We will develop guidelines to support development and decision-making processes, to ensure new projects reflect community demographics and interests. We will additionally allocate funding in the annual expenditure plan to specifically support projects implemented by artists of color.

B. Ensure greater community voice in the commission process.

1. Increase and sustain community participation in the Public Art Program, public meetings, community surveys, and open houses. The Public Art Program staff and APPC members will tap their increasingly diverse and broad partnerships to help spread the word and recruit more voices into the public art conversation.
2. Prioritize diverse voices in Public Art Program planning. We will be intentional about having diverse representation on the Advisory Council and APPC, such as opportunities for youth, artists, and business representation. We will assess the expertise, perspectives, and demographic makeup included in the Advisory Council and APPC and identify key gaps. This reflection can inform targeted recruitment strategies for Advisory Council members and inform City Council members as they appoint new APPC members. We will explore potential structural changes, such as expanding APPC membership opportunities to include at-large membership seats, to increase diverse representation.
3. Prioritize transparency and accessibility. We will continue to lead with transparency, looking to share more effectively what we are working on and why. Similarly, we will rethink the mechanics of how the public can engage in our processes to ensure accessibility (e.g. potentially by changing meeting days, times, locations, offering financial incentives to support participants' time, etc.).

II. Neighborhoods are infused with art and community leaders across the city champion arts programming. Historically, public art investment in Santa Rosa has focused on creating an art-rich downtown district. While that has yielded several iconic public art installments, it has left much of the rest of the City of Santa Rosa an arts desert. The Public Art Program will work to remedy this and make public art a more active conversation and physical and experiential presence in new locations throughout Santa Rosa.

To accomplish this goal, we will:

A. Bring art to areas in the City that do not currently have public art programming.

1. Conduct a public art audit. We will take inventory of the public art and regular arts events in Santa Rosa with an eye towards geographic spread, art deserts, and economic needs, identifying areas with opportunities to boost vibrancy through public art.
2. Leverage partnerships to increase impact. We will consider opportunities to build on the City's economic development initiatives and other location-based programs, to optimize resources and maximize potential impact.



3. Provide commissions and grants to artists for installations or performances in underserved neighborhoods that are reflective of the demographics of the community.
4. Create grant opportunities for arts organizations targeting specific neighborhoods disproportionately impacted by COVID-19, the fires, and other current crises.

B. Empower diverse community leaders to champion and shape arts programming.

1. Serve as an active partner and resource to community leaders. We will identify key community leaders, listen to what they and their communities need, and find ways to be of service and use public art to support, amplify, and enrich their efforts.
2. Build an informal and diverse advisory council. This non-governance group—made up of artists, business leaders, issue experts, etc.—will help identify emerging opportunities and partnerships, flag potential missteps, and help shape and guide the work of the Public Art Program. To ensure diverse representation, we will explore the possibility of compensating advisory council members for their time.

III. Public art will be funded and maintained as a core component of placemaking and economic development. Embedding the public art programming within the Department of Planning & Economic Development presents a compelling opportunity to think differently about art as a tool for economic recovery and prosperity. The City of Santa Rosa can leverage public art to create a cultural vibrancy and identity that attracts and retains entrepreneurs and enriches commercial corridors to encourage business formation and retention.

To accomplish this goal, we will:

A. Deepen existing relationships with local businesses associations.

1. Seek regular input from the business community. We will build stronger and more consistent relationships with chambers of commerce and other business associations, including assessment districts (e.g. Community Benefit Districts and Property and Business Improvement Districts), and sector coalitions. We will open lines of communication (e.g. APPC meetings) that invite business leaders to offer suggestions for installations and/or festivals and events that may strengthen and better support the business community.
2. Explore opportunities to include business representatives in Public Art Program planning. We will be intentional about opportunities for business representation on the Advisory Council and APPC, through membership and/or at-large membership seats.

B. Better leverage public art to drive economic activity.

1. Pursue public art opportunities to support local retail and service businesses. Public art is a tremendous asset for business development. We will seek to place art experiences in ways that spur foot traffic in commercial corridors and increase curb appeal for small businesses, and act as or enhance placemaking elements. Unlike large and expensive installations like for Courthouse Square, the Public Art Program could set aside a fund to invest in many small, low-cost art pieces or events that are strategically placed to drive economic activity. We will explore opportunities to partner with business associations like chambers of commerce and assessment associations, to support art as a driver of placemaking and economic development. This art can



be used to celebrate local culture, improve the feel of public safety, and mitigate the challenges of homelessness, all of which are important factors for small business vitality.

2. Set aside dedicated funding for maintenance of all new public art installations. When public art is properly maintained, it draws tourism and drives economic activity. To this end—as well as to responsibly steward artists' works—we will build ongoing maintenance costs into the funding for all new public art installations.
3. Prioritize maintenance for all existing public art installations. While the above tactic is a budgetary approach to ensure maintenance of new public art, we cannot ignore the maintenance needs of our existing collection. We will prioritize maintenance of all existing public art installations to ensure safe, clean, and welcoming placemaking.

IV. The Public Art Program and the Art in Public Places Committee are rightfully seen as positive and familiar and as key assets in and for the community. Our ability to be effective and support the economic development and vibrancy of Santa Rosa is contingent on us having a dynamic and engaging relationship with key players and the general public. While we are well known within certain circles, we need a more well-known brand, a broader network, and greater accessibility.

To accomplish this goal, we will:

A. Invest in public relations.

1. Utilize existing communication tools within the City of Santa Rosa. We will build on existing efforts to help get the word out about projects, events, and upcoming opportunities related to public art. When relevant, we will tap the Office of Community Engagement to better communicate and engage with historically underserved and marginalized neighborhoods and communities.
2. Maximize our outreach opportunities. We will leverage our partnerships to co-market with groups such as Creative Sonoma, as well as compatible City programs such as OutThereSR.
3. Make clearer how public art is relevant to current conversations and crises. We will provide opportunities for connecting with the community (such as townhalls, open forums social media, etc.) to discuss current issues and the effects of COVID-19, the fires, and other crises in the arts community. We will also look to highlight how the Public Art Program is responding to ongoing and evolving community challenges.

B. Improve outreach and demystify APPC and Public Art Program processes.

1. Use more accessible, inclusive, and targeted language in our marketing, outreach, and materials. We will use language that is welcoming and inclusive, free of jargon, and anchored in specifics of what we are doing and how/where the community can engage. We will emphasize the wide range of ways the public, including visual, performing, and non-traditional artists can work with and benefit from the Public Art Program.
2. Host workshops that detail the application processes. Prior to launching projects, we will create space to thoroughly explain the process and expectations and illuminate best practices. We will work with our community partners to make these workshops known and accessible, especially for new or less well-resourced artists.



3. Launch a social media campaign that emphasizes a “don’t come to us, we’ll come to you” message. We will engage with volunteers or an external source to lead this effort, which could include using hashtags and/or centering community stories of artists from different areas of Santa Rosa.
4. Create *Public Art Toolkits*. We will build a presence at the neighborhood level by creating toolkits that provide steps to engage with us, resources for other opportunities outside the Public Art Program, and other information that could be helpful to local artists and communities to create neighborhood art on their own. With an emphasis on education and empowerment, we hope to build enthusiasm and energy around the Public Art Program as an opportunity for artists to amplify their voices, launch their careers, or find new audiences for their art.
5. Partner with The Office of Community Engagement to be neighborhood ambassadors. Through this partnership we can ensure our content is culturally relevant and widely disseminated into *all* Santa Rosa neighborhoods.
6. Build mutually beneficial relationships with other City departments. We will reach out to other city departments to apprise them about the inherent value and ROI of integrating public art into the planning phases of capital projects, and make ourselves available to explore new ways to partner.
7. Create an improved website experience for the community. We will build a Public Art Program website to serve as a hub for resources and information on how to get involved with the program and where to experience public art. We will look to collaborate with an outside partner on this effort so as to more fully explore options and features including: diverse and inclusive visuals; easy-to-understand flow for the public on how to get involved and apply for funding (e.g. a decision tree); a non-jargon FAQ page; and information about the APPC members and how to connect with them.
8. Create and launch a comprehensive marketing strategy. We will create a clear brand strategy and guide for Public Art Program communications and marketing that provides a diverse and inclusive tone, voice, and brand for the Public Art Program. This guide will establish a communications strategy for available channels (e.g. email listserv, social media, print media, website, etc.).

V. The Public Art Program is more nimble, better resourced, and better equipped to deliver on its mission and fulfill its vision for Santa Rosa. There is an inherent tension between operating in a city bureaucracy and inspiring and supporting world-class art; it requires the Public Art Program to serve as the bridge between two very different worlds. The Public Art Program seeks to leverage the best of each of these worlds to better support one another—for the City of Santa Rosa to more effectively and robustly fund and celebrate public art, and for artists and the public art community to more profoundly shape our city and our community’s narrative.

To accomplish this goal, we will:

A. Increase opportunities and decrease red tape for temporary projects.

1. Conduct an audit of the current process by which regular and temporary projects are approved. Where possible, we will identify ways in which to remove unnecessary roadblocks.
2. Create a new rapid-response approval process for funding temporary and timely projects. We will meet with City officials to discuss the new approval process to minimize public confusion and



create alignment between the Public Art Program and other City departments. Simultaneously, we will conduct outreach to the community to increase awareness of the new streamlined process.

3. More actively support efforts beyond those that require funding. We will highlight to the community the ways in which the Public Art Program can support projects in non-monetary ways. Additionally, we will enable, recognize, and support existing and ongoing community art expressions where Public Art Program approval is not needed.
4. Explore expanding the budget for temporary projects. We will explore what options we have in early 2021.

B. Increase staff capacity and strategic collaborations for public art.

1. Strategically activate the APPC. The APPC is integral to the implementation of the Public Art Program goals and strategies outlined in this plan. In support of this, we will more explicitly define the roles, responsibilities, and expectations of APPC members and the body as a whole, ensuring productive collaboration between the APPC and the Public Art Program staff.
2. Explore options to remove non-program related work from the desk of the Program Manager. We will create a list of all non-arts/culture program related tasks currently being administered by the Public Art Program and determine which ones are essential and which ones can be offloaded (in ways that do not remove any associated funding).
3. Outsource work when necessary. As a short-term strategy, we will identify work that can be outsourced in a variety of ways, including bringing on additional part-time or contracted staff, coordinating with other City staff, working with organizational partners, activating APPC working relationships, engaging volunteers, etc.
4. Better leverage resources within the City. As a longer-term strategy, we will begin to lay the groundwork needed to identify public art ambassadors within other city departments. These ambassadors will advocate for embedding public art into planning processes as an integrated piece of current and future projects and generally help us advance our agenda.

METRICS

Key performance indicators (KPIs) define “success” for each strategy. As the Public Art Program staff capacity is limited, these KPIs are designed to be as lean as possible, requiring little additional effort to gather and analyze the necessary data. *Where KPIs are duplicated across multiple strategies, the text in the below grid is grayed out after the first mention.*

Goals	Strategies	Key Performance Indicators
I. Diverse voices are represented, included, and celebrated within the programming, process, outreach, and infrastructure of the Public Art Program.	A. Frame "public art" in a more expansive and culturally accessible way.	<ul style="list-style-type: none"> • Growth in % of Public Art Program-supported projects from outside the traditional mediums of COSR public art • Greater diversity in who is applying for grants
	B. Ensure greater community voice in the commission process.	<ul style="list-style-type: none"> • Greater diversity in who is participating in public art • Growth in # of people who understand the public art process
II. Neighborhoods are infused with art and community leaders across the city champion arts programming.	A. Bring art to areas in the City that do not currently have public art programming.	<ul style="list-style-type: none"> • Increase in # of neighborhoods with public art
	B. Empower diverse community leaders to champion and shape arts programming.	<ul style="list-style-type: none"> • Greater diversity in who is applying for grants • Greater diversity in who is participating in public art
III. Public art will be funded and maintained as a core component of placemaking and economic development.	A. Deepen existing relationships with local business associations.	<ul style="list-style-type: none"> • Increase in # of area business leaders who see the Public Art Program as an asset
	B. Better leverage public art to drive economic activity.	<ul style="list-style-type: none"> • Increase in # of area business leaders who see the Public Art Program as an asset • Increase in % of supported public artists feeling their artwork is adequately maintained

<p>IV. The Public Art Program and the Art in Public Places Committee are rightfully seen as positive and familiar and as key assets in and for the community.</p>	<p>A. Invest in public relations.</p>	<ul style="list-style-type: none"> • Greater diversity in who is applying for grants • Greater diversity in who is participating in public art • Growth in # of people who understand the public art process
	<p>B. Improve outreach and demystify APPC and Public Art Program processes.</p>	<ul style="list-style-type: none"> • Greater diversity in who is applying for grants • Greater diversity in who is participating in public art • Growth in # of people who understand the public art process
<p>V. The Public Art Program is more nimble, better resourced, and better equipped to deliver on its mission and fulfill its vision for Santa Rosa.</p>	<p>A. Increase opportunities and decrease red tape for temporary projects.</p>	<ul style="list-style-type: none"> • Increase in # of temporary projects • Decrease in time between RFP and project approval/delivery
	<p>B. Increase staff capacity and strategic collaborations for public art.</p>	<ul style="list-style-type: none"> • Increase in staff satisfaction • Increase in % of APPC members who feel their expertise is leveraged to advance COSR's public art efforts

IMPLEMENTATION PLAN

	Implementation Category	FY21		FY22				FY23	FY24	Responsibility
		Q3	Q4	Q1	Q2	Q3	Q4			
I. Diverse voices are represented, included, and celebrated within the programming, process, outreach, and infrastructure of the Public Art Program										
A. Frame "public art" in a more expansive and culturally accessible way.										
1. Look beyond visual art.	PR & Marketing	✓								Public Art Program
2. Partner and build stronger relationships with culturally diverse local and regional community organizations and associations.	Community Engagement & Input			✓						Public Art Program / Economic Development Division
3. Create a set of specific criteria related to diversity and inclusion for consideration when developing and approving new projects.	Governance & Administration		✓							APPC
B. Ensure greater community voice in the commission process.										
1. Increase and sustain community participation in the Public Art Program, public meetings, community surveys, and open houses.	Community Engagement & Input			✓						Public Art Program / APPC
2. Prioritize diverse voices in Public Art Program planning.	Community Engagement & Input				✓	✓	✓			Public Art Program
3. Prioritize transparency and accessibility.	Governance & Administration				✓					Communications & Intergovernmental Relations

	Implementation Category	FY21		FY22				FY23	FY24	Responsibility
		Q3	Q4	Q1	Q2	Q3	Q4			
II. Neighborhoods are infused with art and community leaders across the city champion arts programming.										
A. Bring art to areas in the City that do not currently have public art programming.										
1. Conduct a public art audit.	Programming & Projects			✓		✓		✓		Public Art Program
2. Leverage partnerships to increase impact.	Programming & Projects			✓						Public Art Program
3. Provide commissions and grants to artists for installations or performances in underserved neighborhoods that are reflective of the demographics of the community.	Programming & Projects						✓	✓		Public Art Program
4. Create grant opportunities for art organizations targeting specific neighborhoods disproportionately impacted by COVID-19, the fires, and other current crises.	Programming & Projects			✓					✓	Public Art Program
B. Empower diverse community leaders to champion and shape arts programming.										
1. Serve as an active partner and resource to community leaders.	Community Engagement & Input			✓						Office of Community Engagement / Public Art Program
2. Build an informal and diverse advisory board.	Community Engagement & Input				✓	✓	✓			Public Art Program / APPC

	Implementation Category	FY21		FY22				FY23	FY24	Responsibility
		Q3	Q4	Q1	Q2	Q3	Q4			
III. Public art will be funded and maintained as a core component of placemaking and economic development.										
A. Deepen existing relationships with local business associations.										
1. Seek regular input from the business community.	Community Engagement & Input				✓					Economic Development Division
2. Explore opportunities to include business representation in Public art Program planning.	Community Engagement & Input				✓					Public Art Program /Economic Development Division
B. Better leverage public art to drive economic activity.										
1. Pursue public art opportunities to support local retail and service businesses.	Programming & Projects							✓		Public Art Program /Economic Development Division
2. Set aside dedicated funding for maintenance of all new public art installations.	Governance & Administration	✓								Public Art Program
3. Prioritize maintenance for all existing public art installations.	Programming & Projects	✓								Public Art Program
IV. The Public Art Program and the Art in Public Places Committee are rightfully seen as positive and familiar and as key assets in and for the community.										
A. Invest in public relations.										
1. Utilize existing communication tools within the City of Santa Rosa.	PR & Marketing		✓							Public Art Program / Communications & Intergovernmental Relations
2. Maximize our outreach opportunities.	PR & Marketing				✓					Public Art Program
3. Make clearer how public art is relevant to current conversations and crises.	PR & Marketing				✓					Public Art Program

	Implementation Category	FY21		FY22				FY23	FY24	Responsibility
		Q3	Q4	Q1	Q2	Q3	Q4			
B. Improve outreach and demystify APPC and Public Art Program processes.										
1. Use more accessible, inclusive, and targeted language in our marketing, outreach, and materials.	PR & Marketing	✓			✓					Public Art Program
2. Host workshops that detail the application process.	Programming & Projects				✓					Public Art Program
3. Launch a social media campaign that emphasizes a "don't come to us, we'll come to you" message.	PR & Marketing				✓					Public Art Program / Communications & Intergovernmental Relations
4. Create <i>Public Art Toolkits</i> .	Community Engagement & Input							✓		Public Art Program/Office of Community Engagement
5. Partner with The Office of Community Engagement to be neighborhood ambassadors.	Governance & Administration			✓						Public Art Program/Office of Community Engagement
6. Build mutually beneficial relationships with other City departments.	Governance & Administration					✓				Public Art Program/Economic Development Division
7. Create an improved website experience for the community	PR & Marketing			✓	✓					Public Art Program / Communications & Intergovernmental Relations
8. Create and launch a comprehensive marketing strategy.	PR & Marketing				✓	✓				Public Art Program

	Implementation Category	FY21		FY22				FY23	FY24	Responsibility
		Q3	Q4	Q1	Q2	Q3	Q4			
V. The Public Art Program is more nimble, better resourced, and better equipped to deliver on its mission and fulfill its vision for Santa Rosa.										
A. Increase opportunities and decrease red tape for temporary projects.										
1. Conduct an audit of the current process by which regular and temporary projects are approved.	Governance & Administration		✓							Public Art Program / APPC
2. Create a new rapid-response approval process for funding temporary and timely projects.	Governance & Administration			✓	✓					Public Art Program
3. More actively support efforts beyond those that require funding.	Programming & Projects				✓	✓				Public Art Program
4. Explore expanding the budget for temporary projects.	Governance & Administration			✓				✓	✓	Public Art Program / APPC
B. Increase staff capacity and strategic collaborations for public art.										
1. Strategically activate the APPC.	Governance & Administration			✓				✓	✓	Public Art Program / APPC
2. Explore options to remove non-program related work from the desk of the Program Manager.	Governance & Administration	✓								Public Art Program/Economic Development Division
3. Outsource work when necessary.	Governance & Administration			✓						Public Art Program
4. Better leverage resources within the City.	Governance & Administration			✓				✓	✓	Public Art Program/Economic Development Division

EXPENDITURE IMPLICATIONS

The below expenditure projections are designed to be delta projections, meaning they only detail *new* funds that are required above and beyond the Art in Public Places 2020-2021 expenditure plan (included on page 33.) The funding for the Public Art Program come from the City's Public Art Fund, along with additional support from the General Fund and the Tourism Business Improvement Area (TBIA) assessments.

	Implementation Category	FY21	FY22	FY23	FY24	Total Projected Cost	Notes
I. Diverse voices are represented, included, and celebrated within the programming, process, outreach, and infrastructure of the Public Art Program							
A. Frame "public art" in a more expansive and culturally accessible way.							
1. Look beyond visual art.	PR & Marketing						
2. Partner and build stronger relationships with culturally diverse local and regional community organizations and associations.	Community Engagement & Input		\$1,000			\$1,000	Relationship building (coffee, lunch, meetings, etc.)
3. Create a set of specific criteria related to diversity and inclusion for consideration when developing and approving new projects.	Governance & Administration	\$500				\$500	DEI resources (books, etc.). Costs of DEI consultant and new team member are already accounted for
B. Ensure greater community voice in the commission process.							
1. Increase and sustain community participation in the Public Art Program, public meetings, community surveys, and open houses.	Community Engagement & Input		\$2,500			\$2,500	Open houses and promoting community surveys

	Implementation Category	FY21	FY22	FY23	FY24	Total Projected Cost	Notes
2. Prioritize diverse voices in Public Art Program planning.	Community Engagement & Input						
3. Prioritize transparency and accessibility.	Governance & Administration		\$2,500	\$2,500	\$2,500	\$7,500	Incentivize participation; engagement tools
Annual Subtotals		\$500	\$6,000	\$2,500	\$2,500		
Objective Total						\$11,500	

	Implementation Category	FY21	FY22	FY23	FY24	Total Projected Cost	Notes
II. Neighborhoods are infused with art and community leaders across the city champion arts programming.							
A. Bring art to areas in the City that do not currently have public art programming.							
1. Conduct a public art audit.	Programming & Projects		\$25,000	\$25,000		\$50,000	Potential costs include audit support, opportunity and implementation support
2. Leverage partnerships to increase impact.	Programming & Projects		\$10,000			\$10,000	
3. Provide commissions and grants to artists for installations or performances in underserved neighborhoods that are reflective of the demographics of the community.	Programming & Projects						Funds regularly spent on programming/projects will be allocated here in FY 22 and 23 (no new funding).
4. Create grant opportunities for art organizations targeting specific neighborhoods disproportionately impacted by COVID-19, the fires, and other current crises.	Programming & Projects		\$50,000	\$50,000	\$50,000	\$150,000	Emergency response funds

	Implementation Category	FY21	FY22	FY23	FY24	Total Projected Cost	Notes
B. Empower diverse community leaders to champion and shape arts programming.							
1. Serve as an active partner and resource to community leaders.	Community Engagement & Input						Strengthen relationships and partnership with the Office of Community Engagement
2. Build an informal and diverse advisory board.	Community Engagement & Input		\$2,500	\$2,500	\$2,500	\$7,500	Incentivize participation annually (for the advisory board and other participation)
Annual Subtotals		-	\$87,500	\$77,500	\$52,500		
Objective Total						\$217,500	

	Implementation Category	FY21	FY22	FY23	FY24	Total Projected Cost	Notes
III. Public art will be funded and maintained as a core component of placemaking and economic development.							
A. Deepen existing relationships with local business associations.							
1. Seek regular input from the business community.	Community Engagement & Input						
2. Explore opportunities to include business representation in Public art Program planning.	Community Engagement & Input						

	Implementation Category	FY21	FY22	FY23	FY24	Total Projected Cost	Notes
B. Better leverage public art to drive economic activity.							
1. Pursue public art opportunities to support local retail and service businesses.	Programming & Projects						Funds regularly spent on programming/projects will be allocated here in FY 24 (no new funding).
2. Set aside dedicated funding for maintenance of all new public art installations.	Governance & Administration	\$2,000	\$1,000	\$1,000	\$1,000	\$5,000	Payment of conservators to estimate annual maintenance for newly commissioned artworks
3. Prioritize maintenance for all existing public art installations.	Programming & Projects						Funds regularly spent on conservation/maintenance will be allocated here. No new funding.
Annual Subtotals		\$2,000	\$1,000	\$1,000	\$1,000		
Objective Total						\$5,000	

	Implementation Category	FY21	FY22	FY23	FY24	Total Projected Cost	Notes
IV. The Public Art Program and the Art in Public Places Committee are rightfully seen as positive and familiar and as key assets in and for the community.							
A. Invest in public relations.							
1. Utilize existing communication tools within the City of Santa Rosa.	PR & Marketing		\$3,000	\$3,000	\$3,000	\$9,000	
2. Maximize our outreach opportunities.	PR & Marketing		\$5,000	\$5,000	\$5,000	\$15,000	

	Implementation Category	FY21	FY22	FY23	FY24	Total Projected Cost	Notes
3. Make clearer how public art is relevant to current conversations and crises.	PR & Marketing						
B. Improve outreach and demystify APPC and Public Art Program processes.							
1. Use more accessible, inclusive, and targeted language in our marketing, outreach, and materials.	PR & Marketing						
2. Host workshops that detail the application process.	Programming & Projects		\$2,500			\$2,500	Materials, outreach
3. Launch a social media campaign that emphasizes a "don't come to us, we'll come to you" message.	PR & Marketing		\$2,000	\$2,000	\$2,000	\$6,000	
4. Create <i>Public Art Toolkits</i> .	Community Engagement & Input			\$10,000		\$10,000	
5. Partner with The Office of Community Engagement to be neighborhood ambassadors.	Governance & Administration		\$2,500	\$2,500	\$2,500	\$7,500	Co-sponsorship, outreach materials, etc.
6. Build mutually beneficial relationships with other City departments.	Governance & Administration						
7. Create an improved website experience for the community	PR & Marketing		\$5,000			\$5,000	
8. Create and launch a comprehensive marketing strategy.	PR & Marketing		\$8,000	\$5,000	\$5,000	\$18,000	
Annual Subtotals		-	\$28,000	\$27,500	\$17,500		
Objective Total						\$73,000	

	Implementation Category	FY21	FY22	FY23	FY24	Total Projected Cost	Notes
V. The Public Art Program is more nimble, better resourced, and better equipped to deliver on its mission and fulfill its vision for Santa Rosa.							
A. Increase opportunities and decrease red tape for temporary projects.							
1. Conduct an audit of the current process by which regular and temporary projects are approved.	Governance & Administration						
2. Create a new rapid-response approval process for funding temporary and timely projects.	Governance & Administration						
3. More actively support efforts beyond those that require funding.	Programming & Projects						
4. Explore expanding the budget for temporary projects.	Governance & Administration						Funds regularly spent on programming/projects will be allocated here in FY 22-24. No new funding.
B. Increase staff capacity and strategic collaborations for public art.							
1. Strategically activate the APPC.	Governance & Administration						
2. Explore options to remove non-program related work from the desk of the Program Manager.	Governance & Administration						
3. Outsource work when necessary.	Governance & Administration		\$25,000	\$25,000	\$25,000	\$75,000	Contract or temp employees, such as additional project managers, permit specialists, in addition to what is already included in the program expenditure plan

	Implementation Category	FY21	FY22	FY23	FY24	Total Projected Cost	Notes
4. Better leverage resources within the City.	Governance & Administration						
Annual Subtotals			\$25,000	\$25,000	\$25,000		
Objective Total						\$75,000	

EXPENDITURE SUMMARY BY GOAL

	FY21	FY22	FY23	FY24	Category Total
I. Diverse voices are represented, included, and celebrated within the programming, process, outreach, and infrastructure of the Public Art Program	\$500	\$6,000	\$2,500	\$2,500	\$11,500
II. Neighborhoods are infused with art and community leaders across the city champion arts programming.	-	\$87,500	\$77,500	\$52,500	\$217,500
III. Public art will be funded and maintained as a core component of placemaking and economic development.	\$2,000	\$1,000	\$1,000	\$1,000	\$5,000
IV. The Public Art Program and the Art in Public Places Committee are rightfully seen as positive and familiar and as key assets in and for the community.	-	\$28,000	\$27,500	\$17,500	\$73,000
V. The Public Art Program is more nimble, better resourced, and better equipped to deliver on its mission and fulfill its vision for Santa Rosa.	-	\$25,000	\$25,000	\$25,000	\$75,000
Annual Subtotals	\$2,500	\$147,500	\$133,500	\$98,500	
				GRAND TOTAL	\$382,000

EXPENDITURE IMPLICATIONS BY CATEGORY

	FY21	FY22	FY23	FY24	Total Projected Cost	Notes
Community Engagement & Input						
I.A.2. - Partner and build stronger relationships with culturally diverse local and regional community organizations and associations.		\$1,000			\$1,000	Relationship building (coffee, lunch, meetings, etc.)
I.B.1. - Increase and sustain community participation in the Public Art Program, public meetings, community surveys, and open houses.		\$2,500			\$2,500	Open houses and promoting community surveys
I.B.2. - Prioritize diverse voices in Public Art Program planning.						
II.B.1. - Serve as an active partner and resource to community leaders.						Strengthen relationships and partnership with the Office of Community Engagement
II.B.2. - Build an informal and diverse advisory board.		\$2,500	\$2,500	\$2,500	\$7,500	Incentivize participation annually (for the advisory board and other participation)
III.A.1. - Seek regular input from the business community.						
III.A.2. - Explore opportunities to include business representation in Public art Program planning.						
IV.B.4. - Create <i>Public Art Toolkits</i> .			\$10,000		\$10,000	
Annual Subtotals	-	\$6,000	\$12,500	\$2,500		
Category Total					\$21,000	

Governance & Administration						
I.A.3. - Create a set of specific criteria related to diversity and inclusion for consideration when developing and approving new projects.	\$500				\$500	DEI resources (books, etc.). Costs of DEI consultant and new team member are already accounted for
I.B.3. - Prioritize transparency and accessibility.		\$2,500	\$2,500	\$2,500	\$7,500	Incentivize participation; engagement tools

	FY21	FY22	FY23	FY24	Total Projected Cost	Notes
III.B.2. - Set aside dedicated funding for maintenance of all new public art installations.	\$2,000	\$1,000	\$1,000	\$1,000	\$5,000	Payment of conservators to estimate annual maintenance for newly commissioned artworks
IV.B.5. - Partner with The Office of Community Engagement to be neighborhood ambassadors.		\$2,500	\$2,500	\$2,500	\$7,500	Co-sponsorship, outreach materials, etc.
IV.B.6. - Build mutually beneficial relationships with other City departments.						
V.1.A. - Conduct an audit of the current process by which regular and temporary projects are approved.						
V.A.2. - Create a new rapid-response approval process for funding temporary and timely projects.						
V.A.4. - Explore expanding the budget for temporary projects.						Funds regularly spent on programming/projects will be allocated here in FY 22-24. No new funding.
V.B.1. - Strategically activate the APPC.						
V.B.2. - Explore options to remove non-program related work from the desk of the Program Manager.						
V.B.3. - Outsource work when necessary.		\$25,000	\$25,000	\$25,000	\$75,000	Contract or temp employees, such as additional project managers, permit specialists, in addition to what is already included in the program expenditure plan.
V.B.4. - Better leverage resources within the City.						
Annual Subtotals	\$2,500	\$31,000	\$31,000	\$31,000		
Category Total					\$95,500	

Programming & Projects						
II.A.1. - Conduct a public art audit.		\$25,000	\$25,000		\$50,000	Potential costs include audit support, opportunity and implementation support
II.A.2. - Leverage partnerships to increase impact.		\$10,000			\$10,000	

	FY21	FY22	FY23	FY24	Total Projected Cost	Notes
II.A.3. - Provide commissions and grants to artists for installations or performances in underserved neighborhoods that are reflective of the demographics of the community.						Funds regularly spent on programming/projects will be allocated here in FY 22 and 23 (no new funding).
II.A.4. - Create grant opportunities for art organizations targeting specific neighborhoods disproportionately impacted by COVID-19, the fires, and other current crises.		\$50,000	\$50,000	\$50,000	\$150,000	Emergency response funds
III.B.1. - Pursue public art opportunities to support local retail and service businesses.						Funds regularly spent on programming/projects will be allocated here in FY 24 (no new funding).
III.B.3. - Prioritize maintenance for all existing public art installations.						Funds regularly spent on conservation/maintenance will be allocated here. No new funding.
IV.B.2. - Host workshops that detail the application process.		\$2,500			\$2,500	Materials, outreach
V.A.3. - More actively support efforts beyond those that require funding.						
Annual Subtotals	-	\$87,500	\$75,000	\$50,000		
Category Total					\$212,500	

PR & Marketing						
I.A.1. - Look beyond visual art.						
IV.A.1. - Utilize existing communication tools within the City of Santa Rosa.		\$3,000	\$3,000	\$3,000	\$9,000	
IV.A.2. - Maximize our outreach opportunities.		\$5,000	\$5,000	\$5,000	\$15,000	
IV.A.3. - Make clearer how public art is relevant to current conversations and crises.						
IV.B.1. - Use more accessible, inclusive, and targeted language in our marketing, outreach, and materials.						

	FY21	FY22	FY23	FY24	Total Projected Cost	Notes
IV.B.3. - Launch a social media campaign that emphasizes a "don't come to us, we'll come to you" message.		\$2,000	\$2,000	\$2,000	\$6,000	
IV.B.7. - Create an improved website experience for the community		\$5,000			\$5,000	
IV.B.8. - Create and launch a comprehensive marketing strategy.		\$8,000	\$5,000	\$5,000	\$18,000	
Annual Subtotals	-	\$23,000	\$15,000	\$15,000		
Category Total					\$53,000	

EXPENDITURE SUMMARY BY CATEGORY

	FY21	FY22	FY23	FY24	Category Total
Community Engagement & Input	-	\$6,000	\$12,500	\$2,500	\$21,000
Governance & Administration	\$2,500	\$31,000	\$31,000	\$31,000	\$95,500
Programming & Projects	-	\$87,500	\$75,000	\$50,000	\$212,500
PR & Marketing	-	\$23,000	\$15,000	\$15,000	\$53,000
Annual Subtotals	\$2,500	\$147,500	\$133,500	\$98,500	
				GRAND TOTAL	382,000

APPENDIX: ASSESSING COMMUNITY NEED IN A VOLITILE TIME

As part of the response planning process undertaken during the summer of 2020, Third Plateau conducted a community needs assessment. The goal of this external and internal needs assessment was to understand the real—rather than perceived—problems that our program, and the populations we serve, are facing. The key insights that emerged are listed below, followed by a prioritized list of specific external and internal needs:

Key Themes

- **Calls for proposals are localizing across the country, and there are limited local opportunities.** Artists are seeing fewer calls for proposals in general, and in this time of great need and limited resources, other communities are turning inwards to support their own. With limited local calls in Santa Rosa, artists here are feeling that void.
- **People are thinking about racial justice and viewing many aspects of their life through a racial justice lens, leading them to notice who has been left out of public art.** The protests have awoken many people to the racial injustice, marginalization, and exclusion in their own community, including representation and opportunity (or lack thereof) in public art.
- **Canceled public art projects and events have led to lost revenue and community frustration.** In Santa Rosa and beyond, ongoing projects, events, and performances have been indefinitely delayed due to the pandemic. The City of Santa Rosa has not canceled existing public art projects but did cancel a concert series. Outside of City projects, some local artists and arts organizations experienced delayed or canceled commissions, while others lost out on revenue generating public events.
- **Some artists have found ways to go online, but others haven't been able to pivot.** Virtual events and spaces are not a perfect substitute, and as time goes on, people's interest in participating in these kinds of online events and platforms seems to be waning. Specifically, artists involved in arts education suggested taking programs online has been a notably inadequate substitute for in-person engagement.
- **Social distancing is prohibitive of some kinds of work, and it isn't ending anytime soon.** Across the board, artists who rely on gathering people together and those who work collaboratively with other artists and community members noted the obvious limitation that COVID presents in being unable to gather. Even as venues start to reopen, performance and events will be among the last things to return.
- **Some artists face limited or no income and discouraging prospects for venues returning.** Professional artists are seeing COVID-related temporary and short-term income options starting to dry up and are concerned about their livelihood. Relief programs focused on artists are not widely known. Some artists are anxious about the future of the venues that have provided opportunities for them to showcase their art in the past.
- **The community is creating their own public art.** In the current context, communities have come alive with ways to connect and communicate visually. There is art on the sidewalks, in the windows of peoples' homes, and out on the streets during protests. There's a community-driven public art scene that didn't previously exist that presents an opportunity for the Public Art Program to enable, recognize, and support these expressions.
- **Santa Rosans are concerned about recovery.** Shelter-in-place regulations continue to impact Santa Rosan's livelihood and exacerbated existing challenges. As local businesses and tourism continue to struggle, the road to recovery is still uncertain.

Needs Assessment Results

Table 1, below, lists the specific needs and concerns that arose during the user interviews and research. They are listed in priority order, as based on scores provided by the Crisis Management Committee, on three key factors:

1. *Importance:* How mission-critical is it that this need or concern be addressed?

2. *Urgency*: How urgent is it that this need or concern be addressed?
3. *Ease*: How quickly can we address this need or concern?

The Crisis Management Committee gave each need and concern a score from 1 (low) to 5 (high) for each of these three factors. The needs with the highest total scores represent our highest leverage points, where we can get the most “bang for our buck,” and are therefore our highest priorities. *External* needs refer to the needs of the people and organizations that the City of Santa Rosa Public Art Program serves, and *Internal* needs refer to the organizational needs of the City of Santa Rosa’s Public Art Program and its staff.

Table 1: Framework for Prioritizing Needs

EXTERNAL NEEDS		IMPORTANCE	URGENCY	EASE	TOTAL
Artists	Opportunities that are more reflective of community demographics	5.00	5.00	2.83	12.83
	Create room to respond to current events	4.83	4.83	3.00	12.67
	Opportunities inclusive of more diverse art forms	5.00	4.50	3.17	12.67
	Decreased red tape for temporary projects	4.67	5.00	2.50	12.17
	Locally-focused calls for proposals	4.00	3.67	3.67	11.33
	Financial assistance	4.50	4.00	2.00	10.50
	Increased online engagement, showcasing content	3.17	2.83	3.83	9.83
	Increased access to public space for projects	3.67	3.17	2.33	9.17
	Programs that support those who lost access to venue/studio space	3.33	3.67	1.83	8.83
Art Orgs	Decreased red tape for projects	4.50	4.83	2.50	11.83
	Faster project approval processes	3.67	4.00	3.00	10.67
Public	More temporary pieces	4.33	3.50	3.50	11.33
	Curated socially distant art experiences (art walks, showcasing neighborhood art, etc.)	3.83	3.67	3.00	10.50
	Increased outreach regarding events	3.17	3.00	3.40	9.57
	Virtual content	2.83	3.17	3.33	9.33
	Arts resources for students at home	3.17	3.67	2.50	9.33
All	Increased visibility of programming	4.83	4.50	3.00	12.33
	Public Art that connects and unifies community	4.50	4.17	2.17	10.83
	Public Art that supports Santa Rosa’s recovery	3.83	3.67	2.83	10.33
	More online content	3.17	3.33	3.50	10.00
INTERNAL NEEDS		IMPORTANCE	URGENCY	EASE	TOTAL
	Improved external outreach	5.00	4.83	3.33	13.17
	Improved approval process for smaller and/or temporary projects	4.67	4.33	3.83	12.83
	Demystify Arts in Public Places Committee and public art processes	5.00	4.17	3.33	12.50
	Increased focus on diversity for the APPC	5.00	4.33	3.00	12.33
	More opportunities to co-sponsor and collaborate	4.67	3.83	3.50	12.00
	Prioritize community representation in projects and outreach	4.83	4.50	2.67	12.00
	Build stronger relationships with art organizations and artists	4.83	4.00	2.83	11.67
	Increased internal communications	4.00	3.33	3.67	11.00
	More opportunity to naturally connect as colleagues	4.00	3.00	4.00	11.00
	More staff capacity for public art	4.83	4.67	1.50	11.00
	Processes in place to allow for increased delegation and response role shifts	4.17	3.83	2.83	10.83
	Increased fiscal capacity for public art programming/response	4.50	3.83	1.50	9.83
	Increased transparency between City and Committee	3.50	2.50	3.33	9.33



APPENDIX: PUBLIC ART PROGRAM 2020-2021 ANNUAL WORK PLAN & RECOMMENDED EXPENDITURE PLAN

The below work plan and expenditure plan was designed and approved in early February 2020, meaning it does not reflect programmatic and expenditure changes made in response to the COVID-19 pandemic and the Glass Fire.

APPROVED 2/3/2020 by the Art in Public Places Committee

New Projects:

1. **Temporary Installations at Courthouse Square**
 - a. Timeline: July 2020-July 2021
 - b. Goals: activate the Courthouse Square space with temporary installations prior to permanent artwork installation
 - c. Funding: \$40k
2. **Artists in City Planning & Projects**
 - a. Timeline: TBD
 - b. Goals: Art and creative thinking as elevated elements considered across the organization during planning processes and project development
 - c. Funding: TBD

Continuing Projects:

1. Strategic Planning
 - a. Timeline: completion August 2020
2. Imagine Art in Old Courthouse Square
 - a. Timeline: installation and completion anticipated September 2021
3. Coffey Park Public Art Project
 - a. Timeline: installation and completion anticipated August 2020
4. Parking Garage Project
 - a. Timeline: initiation anticipated spring 2020

Ongoing Conservation & Maintenance

1. Collection-wide maintenance by Preservation Arts
2. *Digitized Field* maintenance by Todd Barricklow (Ned Kahn Studios)
3. Asawa panels re-installed on fountain by Atthowe Fine Art and Conservation Strategies

Recommended Expenditure Plan for FY 20-21:

Public Art Fund (new appropriations)	
\$40,000	Temporary installations in Courthouse Square
\$50,000	Conservation and maintenance
\$50,000	Consultant fees for public art temp staff and consultants
\$40,000	Administration of City-Wide Art programs

Total: \$180,000