

Vision Statement

Curtis Park is a community of residents working together to affirm and grow our quality of life; and Sierra 2 Center for the Arts & Community is a cultural resource in the social and architectural fabric of Curtis Park and Sacramento.

Mission Statement

SCNA promotes inclusiveness, awareness and involvement for a safe, vibrant neighborhood and actively participates in preserving the heritage of and enhancing the quality of life in the Curtis Park neighborhood and throughout Sacramento by operating the Sierra 2 Center for the Arts & Community.

Core Values

1. **Community** – We believe in a neighborhood that is inclusive beyond our borders and celebrates diversity, where neighbors get to know one another and work together for our quality of life.
2. **Stewardship** – We believe it is a privilege to serve, and pledge to be open and responsive in our leadership of SCNA, and in our protection and management of the historic Sierra 2 building.
3. **Environmental Sustainability** – We believe that the outdoor spaces, passageways and public landscapes of Curtis Park are to be protected, preserved and enhanced so that residents and visitors enjoy a healthy environment in which to gather and recreate.



Headline Goal I: Maintain Financial Sustainability

Objective A: Facility Lease

Strategy 1: Updated Lease Agreement

- Done by 12/31/18
- Owned by Facilities Committee

Strategy 2: Updated Building Maintenance Budget for FY 2019-20

- Done by 5/31/19
- Owned by Facilities Committee

Strategy 3: Consider a Capital Campaign for FY 2020-21

- Ready to launch by 7/01/20
- Owned by Facilities Committee and Development Committee

Objective B: Ensure Resource Allocation Supports Strategic Plan Priorities

Strategy 1: Draft a Budget that Considers Priorities Adopted in the Strategic Plan

- Done annually by end of fiscal year
- Prepared initially by staff; owned by Finance Committee

Objective C: Increase Contributed Revenue

Strategy 1: Fund Development Plan for FY 2019-20

- Ready to launch by 7/01/19
- Built by staff and consultant; presented to Board for ownership thereafter and stewarded by Development Committee

Strategy 2: Sponsorship Plan for FY 2019-2020

- Ready by fall of 2018
- Built by staff and consultant; presented to Board for ownership thereafter and stewarded by Development Committee

Strategy 3: Grant Funding Plan for FY 2019-20

- Determine launch date in 2018-19
- Built by staff; owned by Development Committee

Objective D: Leverage Sierra 2 Center to Increase Contributed Revenue

Strategy 1: Charitable Giving Campaign

- Ready by 12/31/18
- Built by staff and consultant; owned by Development Committee

Strategy 2: Business Plan for Sierra 2

- Completed by 6/30/19
- Built by staff and Development Committee; owned by Development Committee

Objective E: Demonstrate Transparency and Increase Financial Management Fluency

Strategy 1: Financial and Performance Reporting Dashboards

- Designed and in place by 12/31/18
- Owned by Finance Committee

Strategy 2: Unbudgeted Expense Decision-Making Policy

- Ready for Board approval by 12/31/18
- Owned by Finance Committee

Strategy 3: Board Orientation Program

- In place by 3/31/19
- Owned by Executive Committee

Strategy 4: Board Training Program

- In place by 3/31/19
- Owned by Executive Committee

Headline Goal II: Be a Community Hub

Objective A: Increase Engagement with Curtis Park Neighborhood Households

Strategy 1: Annual Communications Calendar

- Developed by 12/31/18
- Owned by Board, with each committee providing info

Strategy 2: Membership Drive for FY 2018-19

- Ready to launch in FY 2018-19
- Owned by Development Committee

Strategy 3: Build Volunteer Network

- Plan developed by 12/31/18
- Owned by Development Committee and maintained by staff

Strategy 4: Promote Sierra 2 as Key Gathering Place

- Suggest or draft articles for The Viewpoint and leverage social media channels to invite residents to access Sierra 2 as a meeting place.
- Owned by Development Committee

Objective B: Leverage Sierra 2 Center for the Arts & Community

Strategy 1: Produce Neighborhood Events

- Schedule annually along with budget process
- Built by staff and Development Committee; supported by all Board members thereafter

Strategy 2: Produce Community Events in Curtis Park

- Schedule annually along with budget process
- Developed by staff and Development Committee; supported by all Board members thereafter

Strategy 3: Promote Sierra 2 Center Programming

- Schedule and budget for promotion prepared along with budget process
- Built and managed by staff with input from Board of Directors and stewardship by Development Committee

Strategic Plan 2018

Strategy 4: Engage the commercial and nonprofit community by inviting chambers of commerce, regional nonprofits, and professional networking groups to book meeting space at Sierra 2. Establish goals for number of meetings and receptions per year; develop process for conducting tours and providing SCNA/S2 information to those who use the space.

- Ongoing
- Strategically developed by staff and Development Committee with support of Board of Directors

Objective C: Clarify and Strengthen Relationship Between SCNA and The Viewpoint

Strategy 1: Ensure that The Viewpoint is an effective communications tool for SCNA by agreeing to communication processes that are clear and being followed by Viewpoint volunteers, SCNA staff and Board members.

- Completed by 12/31/18
- Owned by Development Committee

Objective D: Ensure that Board of Directors Represent the Diversity of Curtis Park

Strategy 1: Comprehensive Board Assessment

- Done by 12/31/18
- Owned by Executive Committee

Strategy 2: Review of Board's Committee Structure

- Completed by 6/30/18
- Owned by Executive Committee

Strategy 3: Determine Ideal Number of Board Members

- Determined annually based on needs
- Owned by Executive Committee

Strategy 4: Consider the Role of an Advisory Council

- Determined by 6/30/19
- Owned by Executive Committee

Headline Goal III: Provide a Forum for Neighborhood Interests

Objective A: Promote SCNA's Advocacy Efforts and Actively Seek Neighborhood Input

Strategy 1: Annual Households Survey

- Deploy in summer 2018, and report out in Q3 2018
- Owned by Development Committee

Objective B: Promote Broader Community Engagement

Strategy 1: Engage neighboring communities' associations by co-sponsoring joint forums at Sierra 2 as well as other neighborhood venues and promote Sierra 2 activities to their residents.

- Relationship building ongoing
- Efforts led by staff and supported by Board members

Strategy 2: Promote Sierra 2 for regional community discussions by engaging City Council members and the Board of Supervisors who represent nearby communities.

- Relationship building ongoing
- Identify key members of the Board to lead outreach efforts

Headline Goal IV: Deliver Relevant Programs

Objective A: Evaluate SCNA Programming

Strategy 1: Develop and deploy a regular SCNA evaluation process

- Determine what to evaluate, and have in use by 12/31/18
- Owned by staff, and presented to the Board of Directors for informational and planning purposes

Objective B: Evaluate Sierra 2 Building Use

Strategy 1: Conduct a comprehensive audit of Sierra 2 rooms and provide analysis on possible changes to permanent tenant mix, in-room upgrades, and reorganization of room uses as means to a) improve user experiences; and b) generate revenue.

- Completed by 12/31/18
- Conducted by staff with report to Board of Directors by end of Q1 2019

Objective C: Demonstrate Relevancy of Programming

Strategy 1: Prepare quarterly and annual reports to be reviewed by appropriate committees and the Board of Directors that include information on a) profitability of programs; b) resident and community engagement in the programs; c) analysis of data that informs future programming; and d) recommendations for any changes to the configuration of program space or to the resource commitments related to programming.

- Reporting process in place by FY 2018-19
- Reports prepared by staff