

YOLOARTS

PROPOSED OPERATIONAL PLAN FOR THE GIBSON HOUSE PROPERTY

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Established in 1981, YoloArts is the central arts organization serving the County of Yolo. YoloArts provides the community with resources and access to the creation, exhibition, and preservation of the diverse arts and culture of the region.

YoloArts is dedicated to cultivating and enriching lives through the arts.

We accomplish this mission by facilitating arts education programs, Gallery 625, Art in Public Places, the Art & Ag Project, Veterans Initiative in the Arts, the I SEE YOU Project, and providing technical assistance to artists.

OVERVIEW OF YOLOARTS PROPOSED OPERATIONAL PLAN FOR THE GIBSON HOUSE PROPERTY

Vision

Yolo County is a vibrant community where arts and culture are celebrated and central to its identity and expression.

Core Mission

Our mission is to unite, support, and cultivate the diverse arts and culture of our region by connecting people, as we creatively build on the past for a greater future.

Goals of Operations

- Be a leader in the community
- Broaden sustainable and diverse support for arts and culture
- Identify, connect, and nurture partnerships and collaborations among individuals, organizations and communities
- Cultivate awareness for and engagement in arts and culture by developing programs and services that are accessible and stimulating to community enrichment
- Promote arts and cultural education

What services/programming would be provided?

The Gibson House, landscaped grounds, and outbuildings would become the physical focal point of YoloArts administration and activities. The property would also be made available, as agreed upon by YoloArts and the County, for limited operations of the collection management.

The identified programs and services reflect YoloArts and the County's shared mission. Programs and services are designed to shape shared experiences across communities and promote lifelong learning in which arts and culture are valued.

- **Public programming**
 - Structured for a general audiences, public programs encourage visitors interested in an accessible, entertaining experience. In the beginning stages this would include guided tours (theme examples: historic, architecture, garden, and art exhibitions), art exhibition openings, live musical and theatrical performances, movie screenings and lectures. Regular public hours would be established including possible weekend and evening times.
- **Education programming**
 - To promote lifelong learning, education programming will be tailored for specific audiences and matched with relevant learning objectives. As growth allows, programs would be constructed for each stage of life. Priority will be given at first to K-12 school tours and studio art classes. School tours will be aligned with California State Education Standards integrating the historic narrative of Yolo County and arts making.

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- **Art in Public Places**
 - As public art consultant for the County, YoloArts is in a unique position to commission temporary or permanent art installations on the property; including visual, performing, and literary works.
 - Certain spaces in the outbuildings or the mansion's second floor would be utilized by working artists, either through an Artist in Residence program or artist studio rentals. Artists would be expected to be available to the public during open studio hours, and contribute to a temporary public art installation or gallery exhibition as part of creating in the unique and historic surrounds of the Gibson House.
- **Private Event Rentals and Community Space**
 - As a service to the community, the Gibson House, grounds, and surrounding structures will be available for rent. The space will be marketed and booked by YoloArts for special events and gatherings by individuals, businesses, associations, and non-profits. A sliding scale on pricing would be established to ensure accessibility while also covering costs. Packages will be built to efficiently meet the needs of renters and promote the mission and vision of the Gibson House.
 - To welcome diverse use of the facility, a limited number of hour long reservations can be made for meetings by community members.
- **Exhibition Installation/ Interior and Exterior**
 - As an act of preserving arts and culture in our community, through the support of the artist community and engagement of the public, the installation of arts, historic objects, and gardens is essential. The mansion, grounds, and outbuildings would all be utilized for these purposes.

OPERATIONAL RESPONSIBILITIES

The following describes the operational responsibilities of YoloArts, the non-profit operator, and the County.

- **Program Operation**
 - YoloArts will be responsible for the general oversight and fiscal health of the Gibson House operations, which include maintaining an appropriate staffing structure, the establishment of governing policies and procedures, the development of an effective governing body, and ongoing strategic planning.
 - The County will be responsible for advocating for and strategically supporting all programming at the Gibson House within its own structure and the community at large. Activities may include representation in the County strategic planning process, cross promotion and marketing, introductions and aid in partnership developments, assistance in obtaining licenses and permits, and timely action for deferred maintenance and capital project needs.
- **Facility Maintenance**
 - YoloArts will clean and maintain all interior and exterior spaces on the Gibson House property including janitorial and grounds keeping services. This includes the product costs associated with the repair and upkeep of the building due to basic use. These responsibilities will not extend to any interior or exterior space on the property in which the County designates for storage of the collection or uses exclusively to the County. Regular records will be kept regarding the status of the structures and grounds for mutual review and long-term maintenance planning. As operators of the property, YoloArts would make a good faith effort to identify capital project needs, research grant opportunities, and assist the County in information gathering in the application processes. An amount of \$270,500 is reserved from YoloArts to contribute to move-in facility improvement costs related to programmatic uses.
 - The County as owner of the property and structures will be responsible for all capital improvements related to the historic integrity, functionality, and safety of the grounds and structures. The County will cover utility costs and

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hold the needed insurance. When basic use requires larger repairs outside the expertise of janitorial staff, General Services will be contacted to complete the necessary repair. If the collection is stored at the property or the County requires long term use of any interior or exterior space, basic cleaning and upkeep will revert to the County.

- Revenue Generation
 - YoloArts will be responsible for revenue generation as necessary for the operation of the property and programs. Strategies will include fundraising, private event rentals, tenant rental, membership and private donations, grant writing, ticketed public programming, art sales, retail sales, art consultant fees, and studio class fees. A percentage of private event and tenant rental revenue would be allocated for large repair or capital improvements that are aligned with the long-term maintenance plan and mutually agreed upon by YoloArts and the County.
 - The County will be responsible for revenue generation as necessary for utility costs, insurance, and capital improvements. Strategies would include grant writing, general fund allocations, and a variable percentage of surplus revenue generated from the private event and tenant rentals.
- Museum Collection
 - YoloArts is responsible for working with and complementing the activities of the collections management committee. Including, but not limited to, the display of historic objects on the property and consulting on collection management as it pertains to the programming of the property.
 - The County is responsible for the development and implementation of policies and procedures regarding the museum collection. Established policies and procedures will address the accession, deaccession, preservation, storage, display, and interpretation of the entire museum collection.

OBJECTIVES FOR ROBUST AND SUSTAINABLE OPERATION

Challenges

The following describe the challenges facing robust and sustainable operation of the Gibson House by YoloArts.

1. The expansion of YoloArts mission: Historically, YoloArts has not operated out of a facility designed to function for arts and culture activities. Also, much of the fiscal and managerial responsibilities were not under YoloArts operational umbrella. Therefore, the following key areas would need to be systematically and cautiously addressed.
 - a. Staff- to support additional responsibilities a minimum of 1 staff and 2 independent contractors/consultants would be needed.
 - b. Activities- under this new operational plan, programming would be divided between off-site and on-site. Balance between the two is vital to the mission of YoloArts and our service to the whole of Yolo county.
 - c. Audiences- new programming and a new facility comes with new and diverse audiences. Dialogue would need to be established and nurtured to ensure programs and services are relevant to their intended audience.
 - d. Transition period- expansion of this degree will take time.
2. Limited institutional knowledge of the Gibson House historical narrative and operational history
3. The relevance and impact of arts and culture activities are not always understood or valued
4. Limited strategic planning and funding for the long-term maintenance of a historic home
5. Substantial amounts of YoloArts staff and programming are funded by state grants: YoloArts has a positive track record of securing grants for a variety of programming. However, it must be acknowledged that this funding is subject to changing political and economic climates. This challenge extends to other funding sources given the limited amount of stable revenue streams that a non-profit has access to.

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List of Objectives for next 3 years with Action Items

The following are key objectives for the first three years of the operational plan. Objectives and related action items address in part the challenges listed above. An ability to address the challenges more fully will take more than 3 years.

1. Define policies and procedures to support the established operational plan
(addresses challenge #1, 2)
 - a. Complete operational agreement with the County
 - b. Identify reporting and communication guidelines between YoloArts and the County
 - c. Research best practices for operations and program development for Historic Homes, Museums, and arts organizations
 - d. Review operational history of the Gibson House for applicable information
 - e. Identify policy and procedure needs, prioritize and complete
2. Identify the renovations needed to support operations and implement
(addresses challenges # 1, 4)
 - a. Review and document the current conditions of the mansion, grounds, and outbuildings
 - b. Prioritize renovations for general operations, request bids for work
 - c. YoloArts Admin offices move on-site
 - d. Prioritize capital improvements, request bids for work
 - e. Identify funding sources
 - f. Contract and supervise work
 - g. Put in place a timeline and funding strategy for deferred projects
3. Establish management structure for private event rentals and begin booking
(addresses challenges # 1, 4, 5)
 - a. Create accurate profit and loss budgets for rentals
 - b. Hire Office and Facilities Manager
 - c. Create packages and begin booking
4. Implement human-centered design study for further development of operational plan and updated County cultural plan
(addresses challenge #1, 3)
 - a. Contract a consultant or graduate student to design and implement the study in partnership with YoloArts and the County
 - b. Design study to identify regional demographics, trends, resources, core values, etc.
 - c. Mobilize volunteers, partner organizations, staff, and Board of Directors to implement and respond to data
5. Develop K-12 educational programming
(addresses challenge #1, 2)
 - a. Review existing programming
 - b. Review and complete new research on the Gibson House historical narrative as applicable
 - c. Survey students, parents, teachers, and school administrators
 - d. Develop expanded programming model
 - e. Train volunteer docents
 - f. Begin booking schools
 - g. Pilot program using surveys, direct observations, and focus groups to evaluate
 - h. Adjust program to better fit audience needs
6. Establish public access hours
(addresses challenge #1)
 - a. Complete necessary renovations
 - b. Identify staffing needs
 - c. Begin limited hours and expand as appropriate

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7. Begin public programming, art studio classes, and gallery exhibition
(addresses challenge #1)
 - a. Complete necessary renovations
 - b. Develop programming model based on human-centered design study
 - c. Identify staffing needs and train volunteers
 - d. Establish programming schedule
 - e. Pilot program using surveys, direct observations, and focus groups to evaluate
 - f. Adjust program to better fit audience needs

Staffing and Resource Requirements to Achieve Objectives

The following is a list of staff, consultants and resources needed to achieve the key objectives.

STAFF

Position: Executive Director (*existing position*)

Role: The CEO and CFO of YoloArts. Responsible for the management of all staff and operations in alignment with the vision, mission, and strategic plan of the organization. Reporting directly to the YoloArts Board of Directors.

Funding: Art consultant contracts and State Local Partner grant

Position: Associate Director (*existing position*)

Role: Directly support the Executive Director in the supervision of Office and Facility Manager, general programming deliverables, and curatorial projects.

Funding: Program grants and fundraising

Position: Development Associate (*existing position*)

Role: Supports organizations development goals by managing membership, donations, fundraising efforts and mini grants. Reports to the Executive Director.

Funding: Fundraising, membership, and donations

Position: Education Director (*existing position*)

Role: Manages all educational programming including K-12 tours, art studio classes, and public program at on and off-site locations.

Funding: Program grants, art studio class fees and fundraising

Position: Office and Facilities Manager (*new position*)

Role: Responsible for daily office needs, general customer service, private event rental booking and organization, and supports outreach consultant on marketing and public relations matters.

Funding: Private event rental fees (primary source)

CONSULTANTS

Position: Outreach and Grant Writing (*existing position*)

Role: Researches and writes grants for the support of YoloArts operations, programs, and services. Provides marketing and public relations strategies as well as completes select marketing collateral including season newsletter and annual report.

Funding: Program grants

Position: Maintenance- Janitorial and grounds keeping (*new positions*)

Role: Janitorial services will clean and perform basic upkeep and repairs. This position will also act as private event staff in support of the Office and Facilities Manager. Ground keeping services will maintain general grounds and orchard except for the native plant garden. (garden program will be redesigned and implemented in year 4-5 of operations)

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Funding: Private event and tenant rental fees (primary source)

Position: Evaluator (*Temporary Consultant*)

Role: Manage the creation of a human-centered design study to identify regional demographics, trends, resources, core values, etc. Mobilize necessary volunteers, partner organizations, staff, and Board of Directors to implement and respond to data. Provide a final report of findings.

Funding: Grant or pro bono services

Resources

1. Yolo County Historic Museum Corporation operational and financial records
2. County staff: CAO, General Services, County Council

Implementation Timeline

**Draft timeline with date estimates based on the basic concepts of this operational plan. Subject to change.*

Description	Resources	Fiscal Year	Responsible Party
1. Define policies and procedures to support the established operational plan		17-18 & 18-19	YoloArts and County
<i>Complete operational agreement with the County</i>	Complete operational plan; Staff time	17-18	YoloArts and County
<i>Identify reporting and communication guidelines between YoloArts and the County</i>	Agreement draft; Evaluation matrix; Staff time	17-18	YoloArts and County
<i>Research best practices for operations and program development for Historic Homes, Museums, and arts organizations</i>	Staff time; Access to operational samples for a variety of institutions with of different sizes, locales and activities	17-18 & 18-19	YoloArts
<i>Identify policy and procedure needs, prioritize and complete</i>	Staff time; Access to samples for a variety of institutions of different sizes, locales and activities	17-18 & 18-19 & 19-20	YoloArts
<i>Evaluate operational agreement identify any modifications</i>	Staff time; Evaluation matrix	19-20	YoloArts and County
2. Identify the renovations needed to support operations and implement		17-18 & 18-19 & 19-20	YoloArts and County
<i>Review and document the current conditions of the mansion, grounds, and outbuildings</i>	Documentation equipment; Matrix to determine condition level; Staff time; Outside Specialist as needed; Funding	17-18	YoloArts and County
<i>Prioritize renovations for general operations, request bids for work</i>	Staff time; Funding; Architectural drawings/ blue prints	17-18 & 18-19	YoloArts and County
<i>YoloArts Admin offices move on-site</i>	Staff time; Movers; Packing materials and equipment; Funding	18-19	YoloArts
<i>Prioritize capital improvements, request bids for work</i>	Staff time; Funding; Architectural drawings/ blue prints	17-18 & 18-19 & 19-20	YoloArts and County

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<i>Identify funding sources</i>	Staff time; Board of Supervisor support; Grant writing	17-18 & 18-19 & 19-20	County
<i>Contract and supervise work</i>	Staff time	17-18 & 18-19 & 19-20	County
<i>Put in place a timeline and funding strategy for deferred projects</i>	Staff time; Board of Supervisor support	18-19 & 19-20	YoloArts and County
3. Establish management structure for private event rentals and begin booking		17-18 & 18-19	YoloArts
<i>Create accurate profit and loss budgets for rentals</i>	Staff time; Previous financial records and booking details	17-18	YoloArts* <i>with access to necessary financial records</i>
<i>Hire Office and Facilities Manager</i>	Staff time; Methods of advertisement; Job description; Funding	18 - 19	YoloArts
<i>Create packages and begin booking</i>	Staff time; Scheduling system or software	18-19	YoloArts
4. Implement community study for further development the operational plan		18-19	YoloArts and County
<i>Contract a consultant or graduate student to design and implement the study in partnership with YoloArts and the County</i>	Staff time; Consultant; Funding	18-19	YoloArts and County
<i>Design study to identify regional demographics, trends, resources, core values, etc.</i>	Staff time; Consultant; Funding; Access to census data and other public statistical information	18-19	YoloArts and County
<i>Mobilize volunteers, partner organizations, staff, and Board of Directors to implement and respond to data</i>	Staff time; Consultant, Volunteers; Distribution methods and materials; Funding	18-19	YoloArts and County
5. Develop K-12 educational programming		18-19 & 19-20	YoloArts
<i>Review existing programming</i>	Staff time; Previous programming and staffing details; School program volunteers	18-19	YoloArts* <i>with access to necessary records</i>
<i>Survey students, parents, teachers, and school administrators</i>	Staff time; Volunteers; Distribution methods and materials	18-19	YoloArts
<i>Develop expanded programming model</i>	Staff time	18-19	YoloArts
<i>Train volunteer docents</i>	Staff time; Consultant; Training materials; Funding	18-19	YoloArts
<i>Begin booking schools</i>	Staff time; Educational materials	18-19	YoloArts
<i>Pilot program using surveys, direct observations, and focus groups to evaluate</i>	Staff time; Volunteer docents; Accessible facilities; Educational materials	18-19	YoloArts
<i>Adjust program to better fit audience needs</i>	Staff time; Volunteer docents	19-20	YoloArts

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6. Establish public access hours		18-19 & 19-20	YoloArts
a. <i>Complete necessary renovations</i>	Staff time; Funding; Contractors etc.	17-18 & 18-19	YoloArts and County
b. <i>Identify staffing needs</i>	Staff time; Funding	17-18	YoloArts
c. <i>Begin limited hours and expand as appropriate</i>	Staff time; Funding	18-19 & 19-20	YoloArts
7. Begin public programming, art studio classes and gallery exhibition		18-19 & 19-20	YoloArts
a. <i>Complete necessary renovations</i>	Staff time; Funding; Contractors etc.	17-18 & 18-19	YoloArts and County
b. <i>Develop programming model based on community study</i>	Staff time; Completed community study	18-19	YoloArts
c. <i>Identify staffing needs and train volunteers</i>	Staff time; Funding; Training Materials	18-19	YoloArts
d. <i>Establish programming schedule</i>	Staff time	18-19	YoloArts
e. <i>Pilot program using surveys, direct observations, and focus groups to evaluate</i>	Staff time; Marketing plan; Program contractors/artists; Volunteers; Funding	19-20	YoloArts
f. <i>Adjust program to better fit audience needs</i>	Staff time; Program contractors/artists	19-20	YoloArts

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FINANCIAL PLAN

DRAFT Facility Cost Estimates for YoloArts Transition * Detail list included as attachment in board packet. An amount of \$270,500 is reserved from YoloArts to contribute to move-in facility improvement costs related to programmatic uses.

DRAFT Operational Budget * Draft budget with amount estimates based on the basic concepts of this operational plan not including facility improvements or capital projects. Subject to change.

	YoloArts Current Operational Budget	YoloArts Draft Operational Budget for the Proposed Plan of the Gibson House Property	
	17-18	18-19	19-20
Income			
Funding			
<i>Ticket Sales</i>		\$2,100.00	\$4,200.00
<i>Membership/Donations</i>	\$25,650.00	\$33,050.00	\$33,050.00
<i>Fundraising</i>	\$71,550.00	\$80,705.00	\$80,705.00
<i>Program Income- Grants</i>	\$163,155.00	\$170,765.00	\$170,765.00
<i>Program Income- Partner Match</i>	\$130,770.00	\$139,900.00	\$139,900.00
Earned Income			
<i>Rental House Property</i>		\$14,400.00	\$14,400.00
<i>Admissions: visitors, studio classes, school tours</i>		\$9,120.00	\$17,240.00
<i>Private Event Rentals</i>		\$32,650.00	\$38,500.00
<i>Studio Rentals</i>		\$1,200.00	\$3,600.00
<i>Art Sales</i>	\$8,625.00	\$8,625.00	\$8,625.00
<i>Art Consulting</i>	\$38,468.00	\$42,800.00	\$42,800.00
Restricted Grant Revenue	\$50,454.00	\$35,000.00	\$25,000.00
Total Income	\$488,672.00	\$570,315.00	\$578,785.00
Expenses			
Payroll Expenses	\$169,061.00	\$193,769.00	\$204,091.00
Contract Labor- Organization	\$14,735.00	\$18,000.00	\$19,000.00
<i>Rental House Property Management</i>		\$1,200.00	\$1,200.00
Contract Expenses	\$2,700.00	\$2,700.00	\$2,700.00
Management and General	\$16,860.75	\$17,000.00	\$17,000.00
<i>Janitorial and gardening services</i>		\$26,000.00	\$26,000.00
Fundraising Expenses	\$27,489.00	\$32,000.00	\$32,000.00
Artist Commissions	\$3,656.25	\$3,656.25	\$3,656.25
Program Supplies	\$18,561.00	\$23,706.00	\$25,550.00
Program Expenses	\$25,670.00	\$35,270.00	\$37,114.00
Program Admin	\$3,000.00	\$3,000.00	\$3,000.00
Contract Labor-Program	\$158,440.00	\$169,229.00	\$174,761.00
<i>Reserve Fund & Restricted Grant Revenue</i>	<i>\$41,473.00</i>	<i>\$44,784.75</i>	<i>\$32,712.75</i>
Total Expenses	\$481,646.00	\$570,315.00	\$578,785.00