

DRAFT

NEW AND EMERGING ORGANIZATIONS PILOT PROGRAM
PHASE I
TECHNICAL ASSISTANCE TO MULTI-CULTURAL GROUPS
1987

COMMISSIONERS:

Dennis Wilkerson, Chair
Carol Borden
Judy Gorden
John Horrell
Brigitte Rehorn
Wendy Scribner

Charles Smithers
Maggie Upton
Glenda Van de Mark
Carson Wiley
Tom Witt

The Department will establish and use the "Art in Public Places" program in the regional park system.

Objective

(4-6-11011)

The Department, in conjunction with the Sacramento Metropolitan Arts Commission, will take action to amend the portion of the Sacramento County Code that governs the "Arts in Public Places" program to include language that will apply to County regional parks construction and/or improvement projects. The dollar threshold that will apply to these projects will be set at a \$250,000 level. Construction or improvement projects at a given park site will be eligible if the cost exceeds \$250,000 either for a single project, or for a series of projects on a cumulative basis at the given site.

provided. Parking a

facilities will also be

4. The general use arts through the addition of as a rental hall with v cultural exhibits and ot site to accommodate year

Goal

The County will establish a c arts of an annual set amount facilities, arts awards, a costs.

Objective

The County will establish Taxes for annual Cultural amount per capita.

Objective

(4-6-11012)

The Department, in conjunction with the Sacramento Metropolitan Arts Commission, will take action to amend the portion of the Sacramento County Code that governs the "Arts in Public Places" program to set the budget allowance for artwork in regional parks construction projects at two percent of the total construction costs. The one percent budget allowance amount that currently applies to other-than-parks construction projects will not be changed.

Objective

(4-6-11013)

The Department will vigorously pursue a policy change by the State Department of Parks and Recreation that will allow funding of the "Arts in Public Places" program with State grant monies awarded for Park construction/improvement projects. Two percent of the total construction cost of a project will be the amount earmarked for the Art program.

by the Recreation a
submission to the B
approval.

Role 3. Provision, facilitation
activities.

Policy

The Department shall establish
with local arts agencies and
to develop and operate a regio
County parks and recreation sy

Goal

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activities in the regi
existing resources in th
possible (e.g., cor
organizations, ethnic cl
arts organizations).

Objective

The Department wi
activities for tl
groups:

TABLE OF CONTENTS

Guidelines and Criteria.....	3-8
Instructions.....	8-9
Application Form.....	10-12
Program Timeline.....	13

NEW AND EMERGING ORGANIZATIONS PILOT PROGRAM
PHASE ONE
TECHNICAL ASSISTANCE TO MULTI-CULTURAL GROUPS
PROGRAM GUIDELINES AND APPLICATION - 1987

INTRODUCTION

The Arts Plan completed in Spring, 1986, and adopted by the Sacramento Metropolitan Arts Commission April 8, 1986, made specific recommendations relating to the New and Emerging Organizations Pilot Program. Among the highest priorities identified by the arts community during the extensive planning process was the creation of a formalized technical assistance program for organizational development. The Arts Plan also directed that special effort be extended to involve and include traditionally underserved constituents. The New and Emerging Organizations pilot program is also based on the needs implied in the Multi-Cultural Arts Profile completed by the Sacramento Metropolitan Arts Commission in 1986. The Arts Commission recognizes that small, emerging and multi-cultural arts organizations have the most to gain from a technical assistance program, in terms of professionalizing and improving the quality of their services and products.

The New and Emerging Organizations Pilot Program for 1987 will focus on technical assistance to multi-cultural groups. The purpose of this program is to assist small, multi-cultural arts groups (and multi-cultural community groups with an arts program component) to stabilize and develop into stronger organizations. It is further anticipated that in strengthening the organizations, the quality of the artistic activities will be strengthened as well.

Applicants may make a request for technical assistance to be provided by a consultant in any of the following major areas: proposal preparation, non-profit incorporation, organizational self-assessment and long-range planning, fundraising, marketing, special event planning and board development. Other service or technical assistance requests will also be considered. All organizations making technical assistance requests will be able to attend workshops in organizational development. Applicants are encouraged to apply in conjunction with a person or organization who will be paid to provide the service. The technical assistance grants will be awarded in a competitive process. This involves a formal written application and public presentation before a review panel made up of community representatives and Commissioners. Panel recommendations will be reviewed by the New Ideas Committee of the Arts Commission and their recommendations will be presented to the full Commission. Final approval rests with the full Commission.

There is a total of \$9,000 to be distributed. Arts Commission staff, with advice from Commissioners, applicants, and committee representatives will select technical assistance providers and workshop leaders.

GENERAL FUNDING POLICIES

Funds will be allocated up to a maximum award of \$1,000.00 per application. These amounts will be disbursed to the consultant or technical assistance provider according to the appropriateness of the amount to carry out the service.

The program is designed to hire a consultant to provide service to multi-cultural arts groups (or multi-cultural community group with an arts program) in specific areas of organizational development.

Groups applying do not need to be incorporated as non-profit organizations. In preparing your proposal, remember that the request must be to support a consultant to carry out a specific service related to the development of your organization. Only one proposal per group may be submitted.

Requests should be made with the understanding that this program's resources are finite. The review panel may recommend that a shorter service period or reduced amount of services be provided.

Applicants are encouraged to realistically assess the group or organization's need for the service identified in the proposal.

REVIEW CRITERIA

All eligible applications are reviewed by a body of independent peer panelists. They are selected on the basis of their thorough knowledge and understanding of this area's arts and multi-cultural community. Review criteria include:

- . Need: Demonstrated need for consultant's service
- . Impact: Projected impact of service on group as based on group/organization's description of its purpose, current activities and future plans. Applicants who most clearly connect their request with their goals as arts groups will be most highly ranked.
- . Ability to build on base provided by service: Will be judged by strategies or plans for successful growth of organization.
- . Community Support: Evidence as demonstrated by attendance of the community at previous performances or exhibits, by income sources, or support letters, etc.

MATCHING REQUIREMENTS

There are no specific matching requirements. The Arts Commission will contract directly with the consultant to provide the requested technical assistance. The funds available are to cover the cost of the consultant's fee only and are not intended to defray costs of implementing any systems or projects recommended by the consultant.

FUNDING

All services funded through this program must take place between September 1, 1987 and December 31, 1987. Consultant expenses must be incurred within the program's beginning and ending dates.

ELIGIBILITY REQUIREMENTS

MULTI-CULTURAL GROUPS:

1. A multi-cultural group is defined for the purposes of this program as a group or organization which is deeply rooted in and reflective of an ethnic community (Asian, Black, Latino, Native American, Pacific Islander or other ethnic community)
2. A group does not need to be incorporated as a non-profit organization.
3. The group must have at least a one-year history of arts program activities prior to application. Community organizations which are not primarily arts oriented are eligible if an artistic component can be clearly demonstrated.
4. The group must be located in Sacramento County.
5. The group must demonstrate the need for the service and how it will strengthen the organization and its ability to provide quality artistic programs.

WHAT WE DO NOT FUND

1. We do not fund private for-profit organizations.
2. We do not fund groups or organizations which are not multi-cultural as defined in this program.
3. We do not fund capital expenditures (purchase of land, buildings, equipment or construction costs).
4. We do not fund groups or organizations not located in Sacramento county.
5. We recognize that some multi-cultural arts groups are affiliated with churches, service organizations and other non-arts agencies. This program must be used to support services only to the arts activities of these multi-service agencies.
6. We do not fund hospitality or food costs unrelated to consultant's service.

WHAT TO SUBMIT

Please submit the following information in the order as indicated:

1. Application
2. Resumes of key staff (or board members if no designated staff)
3. Organization's budget for FY 1986,87,88
4. Board List (names and addresses)
5. Flyers, brochures or other documentation of group or organization's arts activities (audio, visual or videotaped examples of group's arts activities are welcomed)

APPLICATION ASSISTANCE

All applicant organizations are strongly urged to attend an orientation workshop presented by the Arts Commission on program guidelines and application process. The workshop will be held on May 13, 1987. If you require additional information, or if you cannot attend the workshop, please call Mary Lynn Perry at the Arts Commission, 449-5558. Appointments can be made on an individual basis to review the guidelines and application process.

SELECTION PROCESS

The application is received by the Sacramento Metropolitan Arts Commission and screened by the Commission's staff to ensure that the applicant organization adheres to the eligibility requirements and that the application is complete and accurate. If additional information is needed, the applicant organization will be contacted. Applicants that fulfill the requirements for eligibility are then evaluated by a review panel.

Organizations that meet the eligibility requirements will be invited to appear individually at a public hearing by the review panel. The purpose of the public hearing is to provide an opportunity for the organizations to briefly state their case and to answer questions from the panel.

The panel will make its recommendations to the Commission's New Ideas Committee. The committee will make recommendations to the full Commission. Organizations wishing to respond to the panel's recommendations regarding their proposals must do so in writing to Chair, Sacramento Metropolitan Arts Commission, 800 Tenth Street, Suite 2, Sacramento, CA 95814. Please respond no later than July 22, 1987.

Organizations are welcome to attend the monthly meeting scheduled for August 12, 1987 when the full Commission will make its final recommendations. Final approval rests with the Commission.

SELECTION AND QUALIFICATIONS
OF REVIEW PANELISTS

The New and Emerging Organizations Program Review Panel will be made up of 5 non-Commissioners. All panelists must meet ~~4~~ of the following qualifications:

- . Respected in his/her professional field.
- . Thorough knowledge of Sacramento's arts community.
- . Capable of engaging effectively in panel process.
- . Open minded and responsible.
- . Knowledge of Sacramento multi-cultural community.

Panelists may submit an application for the New and Emerging Organizations Program but are not able to vote on their own proposal.

DEADLINE

Applications must be postmarked or delivered in person to the Sacramento Metropolitan Arts Commission by 5:00 p.m., June 15, 1987. Late applications will not be accepted.

NOTIFICATION

Applicants will be notified by mail of the panel's decisions.

CREDIT

The following credit shall appear in all publicity, printed programs, publications. The (organization's name) is "funded in part by the the Sacramento Metropolitan Arts Commission."

INSTRUCTIONS

How to fill out an application for the New and Emerging Organization Pilot Program: Complete all the items on the application. Limit your response to the space provided. Instructions are keyed to numbers on the application form.

1. Enter legal name of group, mailing address, contact person's name, title, day and evening telephone numbers
 - a. Check the artistic discipline which best describes the group.
 - b. Check the ethnic community with which the group works most closely.
 - c. Check if group is a tax-exempt non-profit group.
 - d. Indicate year of incorporation.
 - e. Indicate whether group has applied for funding from Sacramento Metropolitan Arts Commission.
 - f. Indicate whether group has applied for funding from California Arts Council.

2. Describe the work of your group.
3. Explain interaction with multi-cultural community.
- 4-7. Provide information requested.
8. Describe how the need for technical assistance was determined.
9. Explain the request for technical assistance. What service is to be provided?
10. Explain how your request relates to goals and future plans of group and why it is important.
- 11-13. Groups are encouraged to apply in conjunction with a consultant or technical assistance provider who could render the necessary service. Complete this section if appropriate.
14. Certification should be signed by person with legal authority to act on organization's behalf.
15. Attachments: See "What to Submit".

NEW AND EMERGING ORGANIZATIONS PILOT PROGRAM
PHASE I
TECHNICAL ASSISTANCE TO MULTICULTURAL GROUPS
1987

Postmark Deadline:
June 15, 1987

Sacramento Metropolitan Arts
Commission
800 20th Street, Suite 2
Sacramento, CA 95814
(916) 449-5558

ORGANIZATIONAL SUMMARY

1. Legal Name of Group _____ Telephone (916) _____
Permanent Mailing Address _____ Zip Code _____
Contact Person _____ Title _____ Telephone
day _____
eve _____

A. Check one artistic discipline listed below which best describes
the work produced by your arts group:

- | | |
|--|---|
| <input type="checkbox"/> 01 Dance | <input type="checkbox"/> 08 Photography |
| <input type="checkbox"/> 02 Music | <input type="checkbox"/> 09 Media Arts |
| <input type="checkbox"/> 03 Opera/Musical Theatre | <input type="checkbox"/> 10 Literature |
| <input type="checkbox"/> 04 Theatre | <input type="checkbox"/> 11 Interdisciplinary* Arts |
| <input type="checkbox"/> 05 Visual Arts | <input type="checkbox"/> 12 Folk Arts |
| <input type="checkbox"/> 06 Design Arts/Architecture | <input type="checkbox"/> 13 Multi-Disciplinary Arts |
| <input type="checkbox"/> 07 Crafts | |

*interdisciplinary means works integrating more than one arts discipline
forming a single work.

B. With which ethnic community is your group primarily involved?

- | | |
|---------------------------------|---|
| <input type="checkbox"/> Asian | <input type="checkbox"/> Native American |
| <input type="checkbox"/> Black | <input type="checkbox"/> Pacific Islander |
| <input type="checkbox"/> Latino | <input type="checkbox"/> Other ethnic group _____
(please specify) |

C. Check if your arts group is an incorporated, tax-exempt arts
organization:

- ☐ under rules of California Franchise Tax Board
☐ under regulations of IRS, 501 (c)(3)

D. Year of incorporation _____

E. If you have ever applied for a Sacramento Metropolitan Arts
Commission grant, please indicate:

Year applied _____ Funded _____ Not funded _____

F. If you have ever applied for a California Arts Council grant,
please indicate:

Year applied _____ Funded _____ Not funded _____

2. Please describe your arts group and its work. (Describe the artwork produced, your group's artistic purpose, and type number of events you have performed or exhibited over the past year.)

3. How has this ethnic community, and other communities whom you may serve, supported your group's work? (Please include letters of support from community members, indicate the number of people in attendance at your events, or provide other documented evidence of community support.)

PERSONNEL AND FINANCIAL SUMMARY

4. Total number of personnel:
5. Is your staff () all unpaid?
() 25-50% paid?
() 50-100% paid?
() other _____
6. Provide the total organization's operating budget for last completed fiscal year, current fiscal year and next fiscal year (FY):

Fiscal Year		Beginning		Ending		Amount	
/	/	to	/	/	\$	/	/
/	/	to	/	/	\$	/	/
/	/	to	/	/	\$	/	/

7. Sources of revenue of organization for the last completed year:
 beginning in _____ and ending in _____.

Sources	Amount	% of Budget
Local Government	\$ _____	_____
State Grants	\$ _____	_____
Federal Grants	\$ _____	_____
Corp. Contributors	\$ _____	_____
Foundations	\$ _____	_____
Membership Dues	\$ _____	_____
Other Contributions	\$ _____	_____
Earned Income (revenue from ticket sales, admissions, subscrip- tions)	\$ _____	_____
Other	\$ _____	_____
TOTAL	\$ _____	100%

TECHNICAL ASSISTANCE SUMMARY

8. Please describe how technical assistance needs were identified.

9. Please provide a brief description of service or technical assistance requested.

10. Provide a statement for purpose of organization, goals, and objectives and how the proposed service supports those goals and objectives. In other words, what is the relationship of the New and Emerging Organizations Program request to the goals and plans of your organization over the next three years. Explain impact to group if your proposal is not funded.

CONSULTANT/SERVICE PROVIDER INFORMATION

To be completed only by groups applying in conjunction with a consultant or service provider organization.

11. Name of Service Provider _____

Address _____

Contact Person/Title _____

12. Description of service provider's credentials and experience related to technical assistance request (resume of consultant or organizational brochure should be attached).

13. Cost of consultant to render services (if known) \$ _____

14. Certification: I certify that to the best of my knowledge and belief, data in this application are true and correct:

Certifying Representative of Multi-Cultural Group:

Name (please print)

Date

Signature and Title

PROPOSED TIMELINE

New and Emerging Organizations Pilot Program, Phase One: Technical Assistance to Multi-Cultural Groups

1987

<u>Date</u>	<u>Action</u>
March 11	Commission approves program outline.
March 16	New and emerging committee formed.
March 11-23	Guidelines drafted and mailed to committee.
March 30	Committee meets, reviews guidelines. Panel selected.
April 8	Commission approves guidelines.
April 9-24	Guidelines printed.
April 27	Guidelines distributed.
May 13	Guidelines workshop.
June 15	Application deadline.
June 15-29	Staff reviews applications.
June 30	Panel orientation.
July 9-10	Panel reviews applications.
July 15	Applicants notified of panel results.
July 22	Comments received from applicants concerning panel recommendations.
July 29	Committee reviews comments.
August 12	Commission acts on committee's recommendations.
August 17	Applicants notified.
September - December	Technical assistance provided through workshops and one-to-one consultancies.



**Sacramento Metropolitan
Arts Commission**

800 Tenth Street Suite 2
Sacramento, California 95814
(916) 449-5558

A Public Agency

Director
Wendy A. Ceccherelli

March 31, 1987

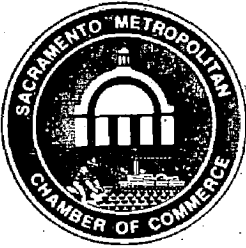
MEMORANDUM

TO: ALL COMMISSIONERS
FROM: MAGGIE UPTON, CHAIR, AIE COMMITTEE
RE: NEW COMMITTEE APPOINTMENTS

The Chair of the AIE Committee would like to ask the Commission to approve the appointment of the following people to serve a one-year term on the AIE Committee:

Rory Nakata
Alix Pleshette
Faye Kennedy

This will bring the total number of committee members to seven, including myself.



RECEIVED
JAN 28 1987
ARTS COMMISSION

Serving Sacramento, Placer, Yolo & El Dorado Counties
January 27, 1987

Wendy Ceccherelli
Sacramento Metropolitan
Arts Commission
800 Tenth Street, Suite 2
Sacramento, CA 95814

Dear Wendy:

The Sacramento Metropolitan Chamber of Commerce is now in the process of establishing a Business Volunteer in the Arts program to serve metropolitan Sacramento. The program is designed to provide direct business consulting and assistance to local cultural arts groups to improve cultural arts organizations in metropolitan Sacramento. This is consistent with and complimentary to the arts commission's goal of providing technical assistance to local arts organizations.

On behalf of the Sacramento Metropolitan Chamber, I would like to request that the Sacramento Metropolitan Arts Commission participate with the Chamber in this important effort by providing a two year challenge grant to local business of \$12,000 in 1987 and \$10,000 in 1988. This initial grant would provide a major impetus for the Chamber to raise the remaining portion of the \$78,000 annual budget from the business community for implementation of this new effort.

We would like to kick off the program in March by holding a luncheon with potential participants and a press conference to announce the development of the program. We would also expect to distribute a promotional brochure and do a major article in "Sacramento Business Magazine", promoting the Business Volunteer in the Arts program at that time. The Sacramento Metropolitan Arts Commission would of course be recognized in those events and publications should you decide to participate.

Thank you very much for your interest in helping to build this important cultural arts assistance program in Sacramento.

Sincerely,

Michael D. Seward, CCE
Executive Vice President

MDS/mkn



THE GOALS

The establishment of a Business Volunteers for the Arts program will be fundamental to the continued growth and development of cultural life in Sacramento by providing skilled business professionals to arts organizations in need of management and administrative assistance.

Business Volunteers for the Arts is a program of the Arts and Business Council (ABC), a nonprofit agency established twenty years ago as liaison between the arts and business communities. The fundamental purpose of BVA is to provide skilled business professionals, recruited and trained in a specially designed arts management course, to donate their expertise to arts groups in need of management and administrative assistance. A carefully designed procedure is used to select the business volunteers, assess the actual needs of the arts organizations, match the appropriate arts group with a volunteer, and evaluate the results. A secondary, but equally important goal of the program, is to respond to the needs of the business community and meld their arts contributions with their corporate and community objectives.

BVA affiliates operate as a product of their own communities and are managed, funded and administered as local entities. As private sector initiative, the local BVA would be operated as a committee of the Sacramento Metropolitan Chamber of Commerce. This will facilitate business volunteer recruitment, in-kind services, financial support and provide effective committee members.

Objectives of BVA are:

1. to assist in improving management of nonprofit organizations by recruiting and training business and professional volunteers to work closely with them in resolving practical management problems;
2. to provide substantive and rewarding opportunities for business professional employees to contribute their expertise to their community;
3. to provide opportunities for businesses to furnish in-kind services and material resources to the arts community; and
4. to develop a creative partnership between the business and artistic communities.

THE NEED

The rapid expansion of economic and artistic growth of local, nonprofit arts organizations has resulted in the need for advanced administrative skills necessary to properly manage human and financial resources. While arts managers responsible for successful artistic and creative programming often find it difficult to obtain professional business expertise at an affordable price, corporations and philanthropic foundations increasingly are concerned about the need to improve management capabilities of arts organizations.

There is an increasing number of management problems which plague many nonprofit arts organizations: cash flow problems; inadequate fundraising efforts; inadequate or non-existent planning; ineffectual marketing and public relations; and failure to adjust artistic programs to reflect the changing cultural needs of the community.

The local arts community contains several major arts institutions. While the development of these organizations is rapid, financial resources are straining to keep up, necessitating increased management expertise.

Sacramento also has an abundance of small, emerging arts organizations which operate on very small budgets with no paid staff. In most of these smaller nonprofit arts organizations, there is a need for increased self-sufficiency, professionalism and improved managerial expertise. To better understand these needs, the Sacramento Metropolitan Chamber of Commerce Business in the Arts Committee conducted a survey of over 200 arts organizations in the Sacramento region. The survey identified development of fundraising strategies and techniques as the number one need of local arts groups, with audience development and long-range planning ranking as second and third priority needs.

The Sacramento Metropolitan Arts Commission recently completed a planning process utilizing community input to research the needs of artists and the community. Technical assistance is the second priority in their plan. In addition, the California Arts Council's three year plan addresses the need for management and technical assistance to arts organizations and, working with nonprofit management organizations, will, on a statewide basis, "create an executive pool of private business people who can voluntarily provide management expertise to arts organizations in need of such assistance."

THE PROGRAM

The new Chamber program would follow this basic methodology:

1. A committee comprised of Sacramento business, professional and community leaders will be appointed to advise on planning, evaluation, policy and participant selection for the BVA program.
2. Criteria for participation will be established and application procedures developed. Through contacts with local businesses and area business leaders, potential volunteers will be identified and recruited.
3. Business volunteers will participate in a ten-hour training program. This orientation program is conducted to familiarize volunteers with nonprofit management and the problems encountered by arts administrators, as well as techniques for effective volunteerism with arts organizations.
4. Specialty seminars will be developed to provide volunteers with in-depth, up-to-date information on relevant arts management issues; and personal interviews and evaluations will occur frequently between the volunteer and the BVA. Group meetings will be held to provide the opportunity for volunteers to discuss issues and common management problems identified within the arts sector.

5. Arts groups requesting assistance from BVA will be selected following an application and interview process and will participate in an orientation program to assure the most effective use of volunteer talent. As with the volunteers, specialty seminars will be developed and group meetings will be planned for arts clients.

6. Assignment will be made matching skills and interests to need. Prior to formal placement, the arts organization volunteer and BVA staff will meet to draw up a work agreement which will delineate tasks to be accomplished and other conditions of the consultancy. It is anticipated projects will involve a time commitment by the volunteers of approximately two to three hours per week.

7. Once the "match" is made, the BVA staff will carefully monitor each consultancy and will be available for guidance and counseling during each assignment.

8. The information gathered from questionnaires and interviews will be incorporated into BVA/SAC's year end evaluation and annual report documenting the year's experiences and statistical information relative to the value of services.

THE BENEFITS

The following benefits are anticipated as direct results of the BVA/SAC program:

1. Benefits to Business:

- a. Strengthening arts organizations to better enable them to increase their contributions to the economic and cultural vitality of their community.
- b. Recognition for its efforts and credit for meaningful involvement in the cultural community.
- c. The ability to provide quality employees an opportunity to grow professionally through community service.
- d. Reassurance that business contributions to the arts are efficiently managed and well utilized.
- e. Promotion and strengthening of tourism through support of the arts.
- f. Promotion of understanding between the business and cultural communities.

2. Benefits to Arts Organizations

- a. Access to management experience and business skills that they could not otherwise afford.
- b. More effective and efficient use of available resources, enabling groups to spend more time and energy on artistic aspects of their organizations.
- c. Ability to understand and cope with rapid growth which creates greater demand on management.
- d. Promotion of relationships with the business community which could lead to increased understanding, support and audiences.
- e. Sharing of resources among arts organizations and with the business community.
- f. The building of individual relationships with volunteers, thereby establishing a possible long range commitment to the organization such as board service.

3. Benefits to Volunteers

- a. The opportunity to apply business skills in new ways; to excel off the job.
- b. A chance to gain new perspectives from interacting with people active in the creative process.
- c. The opportunity to gain experience and expand personal interests in the arts.
- d. Enhanced personal satisfaction as a result of worthwhile community service.
- e. Recognition for community involvement.

RESOURCE ASSESSMENT

In order to assess the interest and potential support of Sacramento area businesses for a BVA program, a letter describing the BVA program was sent in November, 1986, to 50 Sacramento businesses. The letter was followed up in December by the resource assessment survey conducted over the telephone by members of the Chamber's Business in the Arts Committee.

An overwhelming positive response was received from the business community. Of the 37 businesses that responded to the survey, all indicated the need for the BVA program, 35 already contribute to arts and cultural organizations, and 34 provide employee volunteers to arts as well as other nonprofit organizations.

In November 1986, a needs assessment survey of Sacramento area arts organizations was conducted to identify cultural organizations in need of management expertise and the scope of management needs. The survey was sent to approximately 200 arts organizations from the mailing list of the Arts Commission. The purpose of the assessment was to introduce the arts community to the BVA program; to describe the potential benefits of such a program; and to provide the opportunity for arts executives to identify and rank in priority order their management needs.

Responses to the needs assessment confirm the fact that nonprofit arts organizations are in need of improved managerial expertise. As a result of the survey, BVA can focus on the specific management needs of Sacramento area arts organizations and will better serve cultural and artistic development of these groups and the community they serve.

IN SUMMARY

Business Volunteers for the Arts will be administered by a staff coordinator employed by the Sacramento Metropolitan Chamber of Commerce. The Coordinator, working with the volunteer committee, will be responsible for development and implementation of the BVA Program. In so doing, program staff will adapt and utilize methodology and procedures outlined by the Arts and Business Council. Program staff will provide support and resources to volunteers and arts clients and will be responsible for directing marketing and programs.

The Business Volunteers in the Arts Committee will be comprised of Chamber members who are area business, professional and community leaders. They will provide expertise and advice on policy and program development, and review and evaluate the program's progress. The annual budget for the program is \$78,000.