



# SIMI VALLEY CULTURAL ARTS CENTER

3050 East Los Angeles Avenue • Simi Valley, California • 93065

## **SIMI VALLEY ARTS COMMISSION SPECIAL MEETING DATE**

Wednesday, July 15, 2020, 3:30 p.m.  
Zoom Online Meeting

<https://simivalley.zoom.us/j/96630405321>

Or by Telephone: Dial US: 1 669 900 9128 Webinar ID: 966 3040 5321

## AGENDA

**IN ACCORDANCE WITH THE CALIFORNIA GOVERNOR'S EXECUTIVE STAY AT HOME ORDER AND THE COUNTY OF VENTURA HEALTH OFFICER DECLARED LOCAL HEALTH EMERGENCY AND LOCAL ORDER RESULTING FROM THE NOVEL CORONAVIRUS, THE CITY IS NOT CONDUCTING IN-PERSON MEETINGS. TO FIND OUT HOW YOU MAY ELECTRONICALLY PARTICIPATE IN THE ARTS COMMISSION MEETING AND PROVIDE PUBLIC COMMENT, PLEASE REFER TO AGENDA ITEM 4.**

1. Call to Order/Welcome/Roll Call
2. Agenda Review
3. Approval of Minutes: May 13, 2020
4. Public Statements

This is the time allotted for statements or comments on matters within the subject matter and jurisdiction of the Arts Commission.

### **NEW COMMENT PROCEDURE DUE TO THE COVID-19 PANDEMIC.**

Public comment is the opportunity for members of the public to participate in meetings by addressing the Arts Commission in connection with one or more agenda or non-agenda items.

The following options allow for public participation:

- a. Watch the Arts Commission Meeting live online at Zoom:  
<https://simivalley.zoom.us/j/96630405321>  
Or listen by telephone: +1 669 900 9128 Webinar ID: 966 3040 5321
- b. If you wish to make a comment on a specific agenda item, please sign-on via this Zoom Link <https://simivalley.zoom.us/j/96630405321> and use the raise hand function when this agenda item is called. If you wish to make a public comment, you must be signed into the meeting and available at the time this agenda item is called.
- c. Or, if you are unable to sign-on to Zoom and wish to make a comment on a specific agenda item, please submit your comment via email by 10:00 a.m. on the Wednesday of the Arts Commission meeting to the Deputy Community Services Director at [amedina@simivalley.org](mailto:amedina@simivalley.org) and include the

subject matter. These emails will be provided to the Arts Commission prior to the meeting and made a part of the record.

5. Continued Business - None
6. New Business
  - a. Preliminary Report of the Cultural Arts Center Strategic Plan and Discussion of Focus Area Strategies
7. Reports
  - a. Overview of the Approved Cultural Arts Center Fiscal Year 2019-20 Operating Budget, Fiscal Year 2019-20 Estimated Actual Budget Projections, and Fiscal Year 2020-21 Operating Budget
    - January – June, 2020 Profit and Loss (Pre/Post COVID-19)
  - b. Overview of the Approved Fiscal Year 2020-21 Operating Plan
  - c. Simi Valley Cultural Arts Center Statistics
  - d. Update on Simi Valley Cultural Arts Center Foundation Activities
  - e. General Manager's Report
8. Commissioner Comments

This is the time allotted for statements or comments from Arts Commissioners on matters within the subject matter and jurisdiction of the Arts Commission.
9. Adjournment

  
\_\_\_\_\_  
Anna M. Medina  
Deputy Community Services Director

If any interested individual has a disability that may require accommodation to participate in this meeting, please contact the Deputy Community Services Director, Anna Medina, at (805) 583-6811. Upon advance notification of the need for accommodation, reasonable arrangements will be made to provide accessibility to the meeting.

## DRAFT MINUTES

1. Call to Order/Welcome/Roll Call/Pledge of Allegiance:

Mayor Keith Mashburn called the meeting to order at approximately 3:30 p.m., welcomed Arts Commissioners, and verified that a quorum was present.

Present: Mayor Mashburn; Council Member Litster; and Commissioners Lorencz; Rosen, Savell, Palky, and Walker

Absent: Cultural Arts Center Foundation Representative Bennett

Staff Members: Brian Gabler, Linda Swan, Anna Medina, David Yoshitomi, Fred Helsel, and Kristin Tignac

2. Agenda Review

No changes were recommended.

3. Approval of Minutes: February 26, 2020

Commissioner Palky noted that his legal first name is Nick, not Nicholas and asked that the February 26, 2020 minutes be amended to reflect his legal name.

A motion to approve the amended February 26, 2020 minutes with was made by Commissioner Walker and seconded by Council Member Litster. The motion passed unanimously.

4. Public Statements

Jan Glasband, Executive Director of Actors Repertory Theater of Simi (ARTS), stated that she had submitted a letter to the Arts Commission regarding the forgiveness of rental fees for the production of *You're A Good Man Charlie Brown*. She thanked the Arts Commission for consideration.

5. Continued Business

a. Mid-Year Review of the Cultural Arts Center Capital Improvement Program for Fiscal Year 2019-20 and Review of the Fiscal Year 2020-21 Capital Improvement Program

Fred Helsel, Community Services Manager, began with a statement that discussed the uncertainty and unknowns that have emerged since the onset of the COVID-19 pandemic. He stressed the importance of working together with local, regional, and national arts organizations to weather the storm and share solutions to the common threats of the pandemic. He

also stressed the importance of the arts during this pandemic

Mr. Helsel presented a revised version of the Fiscal Year (FY) 2020-21 Capital Improvement Plan for the Simi Valley Cultural Arts Center. These revisions were to accommodate the Arts Commission's approval of the 600 MHZ microphone replacement and digital upgrade project with an estimated cost of \$12,000 - \$15,000 in FY 2019-20. The FY 2020-21 Capital Improvement Plan proposes the following projects: 500 MHZ microphone replacement (\$7,000); rechargeable batteries and charging unit system (\$2,250); Clearcom CZ11513 wireless communication system (\$10,000); and, DownStage/MPR sound and lighting upgrade (\$5,000-\$6,000). The total estimated cost for these projects in FY 2020-21 is \$25,250.

The Arts Commission discussed the impact of approving these projects during the economic uncertainty that has resulted from the COVID-19 shutdown, as well as the uncertainty surrounding a reopening date. City Manager Brian Gabler stated that by approving this item, the Arts Commission would only be granting budget authority for the purchases. Mr. Gabler indicated that the City Manager's Office would be evaluating and approving all purchases, based on the needs of the CAC and the economic conditions as they evolve.

A motion to authorize staff to include the proposed capital projects in the amount of \$25,250 in the CAC Fiscal Year 2020-21 budget for approval by the City Council was made by Commissioner Lorencz and seconded by Commissioner Walker. The motion passed unanimously.

## 6. New Business

- a. Receipt of the Cultural Arts Center Fiscal Year 2019-20 Operating Budget, Fiscal Year 2019-20 Estimated Actual Budget Projections, and Review of Proposed Fiscal Year 2020-21 Operating Budget

- January – June, 2020 Profit and Loss (Pre/Post COVID-19)

Mr. Helsel began with a summary of the FY 2019-20 Operating Budget. For FY 2019-20, Net Income is projected to be \$142,296 before City reimbursements for the year. A net loss of \$14,917 is estimated after factoring in City reimbursements of \$157,213. The closure of the CAC on March 16, 2020 resulted in an estimated net loss of income in the amount of \$45,000. Had the shutdown not occurred, the CAC was on track to record a net income of \$28,000, after reimbursing the City an estimated \$160,000. The Performance and Contingency Account balance is estimated to be at \$38,800 on June 30, 2020.

The proposed FY 2020-21 CAC budget projects gross revenue of \$459,385 and gross expenses of \$448,885. The proposed budget for the

forthcoming fiscal year projects a net income of \$10,500 while returning to the City \$159,700 in compensating personnel costs and percentage of earned income.

Mr. Helsel discussed the uncertainty associated with COVID-19, and stated that the budget was built on the assumption of opening in September 2020 with an event calendar that includes: two major CAC productions; a minimum of three major rental productions; a series of six concerts; and ongoing rentals from music conservatories, dance companies, schools and social clubs.

A motion to receive the Cultural Arts Center FY 2019-20 Operating Budget Report and recommend the FY 2020-21 Operating Budget Report as proposed to be forwarded to the City Council for approval was made by Commissioner Palky and seconded by Commissioner Savell. The motion passed unanimously.

b. Review of the Proposed Fiscal Year 2020-21 Operating Plan

Mr. Helsel presented the CAC's FY 2020-21 Operating Plan to the Arts Commission. The plan provided an overview of the FY 2019-20 goals and accomplishments. The FY 2020-21 Operating Plan goals are focused on recovery from the COVID-19 pandemic. The goals include: developing programs to support local arts organizations while reopening the CAC; develop and successfully produce a multicultural performance series and work with the Simi Valley Youth Council to produce a diversity/heritage festival; expand non-weekend programming and facility use for special events, business rentals, and other live arts experiences; expand relationships with the educational arts community; increase use of the DownStage Theater/MPR; and collaborate with external arts organizations to navigate the recovery and rebirth of the arts post COVID-19.

A motion to recommend the Fiscal Year 2020-21 Operating Plan for City Council approval was made by Commissioner Palky and seconded by Commissioner Walker. The motion passed unanimously.

c. Review of Production Profit and Loss Statement for *Elf the Musical!*

Mr. Helsel reviewed the Profit and Loss Statement for *ELF THE MUSICAL!* The production had a budgeted income of \$35,500 and budgeted expenditures of \$26,150 for an estimated Net Income of \$9,350. Actual Gross Income was \$46,939.20 and actual expenditures were \$22,279.94 which resulted in a Net Income of \$24,659.26.

d. Consideration of the Simi Valley Cultural Association/Actors' Repertory Theatre of Simi's (ARTS) Request for Rental Fee Forgiveness Due to COVID-19 Closures

Anna Medina, Deputy Community Services Director, stated on April 15, 2020, City Staff had received a letter from the Simi Valley Cultural Association (SVCA)/Actors' Repertory Theater of Simi (ARTS) requesting forgiveness for CAC facility rental fees associated with the production of *You're A Good Man Charlie Brown*. This production was cancelled after five performances due to the COVID-19 closure of the CAC. Prior to the cancellation, ARTS incurred \$6,005.24 in rental fees. These fees were separated into hard costs (\$3,547.44) and facility rental, equipment rental, and cleaning deposit costs (\$2,457.80). Hard costs are those that were expended by the CAC during the rental period, including staff time, ticket surcharge, and credit card fees.

Staff presented a refund/credit model for the Arts Commission's consideration that that would allow the CAC to retain the hard costs while either refunding or crediting the facility rental, equipment rental, and cleaning deposit charges. Any refund or credit would be pending the SVCA/ARTS exhausting the COVID-19 relief opportunities.

Jan Glasband, Executive Director of ARTS, provided additional detail on the financial impact of closure on her organization.

The Arts Commission discussed the request along with the credit or refund model proposed by staff. The Commission agreed that a refund would be preferable to a credit for bookkeeping purposes.

A motion to forgive facility and equipment rental, and cleaning deposit fees incurred by SVCA/ARTS for *You're a Good Man Charlie Brown*, should other funding sources be exhausted, and retain all hard costs was made by Commissioner Palky and seconded by Commissioner Lorencz. The motion passed unanimously.

## 7. Reports

### a. Simi Valley Cultural Arts Center Statistics

Mr. Helsel provided a report on the usage statistics on for the Cultural Arts Center. Comparatively, Mainstage attendance during the period from January to March, 2020 was up 7% when compared to the same period of 2019. This variance in attendance can be attributed to the fact that in 2019 the CAC was dark for four weeks to accommodate for carpet installation and the balcony seating reorganization, as well as performance attendance for the productions occurring during the first three months of 2020. DownStage/MPR use saw an increase of use, and while the gallery events were down by 10%, attendance was up 36%. Altogether, the CAC saw a 1% drop in attendance in January to March 2020 as compared to January to March 2019.

b. Simi Valley Cultural Arts Center Programming Update

A Foundation member was unable to attend this meeting and no report was provided.

c. General Manager's Report

Mr. Helsel announced that the Simi Valley Cultural Arts Center had been awarded a Local Impact Grant from the California Arts Council. The grant project is to produce a series of multicultural programming on the Mainstage of the CAC, along with a diversity/heritage festival with the Simi Valley Youth Council.

8. Commissioner Comments

Commissioner Lorencz commended Mr. Helsel for a great year leading into the closure of the CAC. He recommended that staff consider how social distancing might be accomplished through seat spacing or selling blocks of seats to same household members only.

Commissioner Palky also commended Mr. Helsel for an excellent year.

Council Member Litster thanked Mr. Helsel and Mr. Yoshitomi for writing the California Arts Council grant and remains optimistic that the CAC may be able to open safely in Stage Three.

Commissioner Savell thanked staff for doing a great job in all the recent efforts. She also recommended that staff consider hosting a CAC produced event on Zoom, as there may be an opportunity to generate some revenue during the closure.

Commissioner Rosen congratulated staff on the grant. She recommended that staff consider a reopening plan based on the four-stage process proposed by the State. She also recommended that the CAC continue with some form of productions, webinars, and other forms of content during the closure to engage with the community. She offered to consult in the development of the content if there was a need.

Commissioner Walker thanked and commended Fred for his opening comments at the beginning of the meeting.

Mayor Mashburn thanked Mr. Helsel and staff for their work. He congratulated staff on receiving the California Arts Council grant. Mayor Mashburn stated that City staff is adjusting to new and changing direction due to COVID-19, and that the impact to the CAC should only be viewed as a speedbump within the CAC's successful year. He thanked all for remaining polite and courteous on the Zoom meeting.

9. Adjournment

The meeting was adjourned at approximately 5:20 p.m.

## CITY OF SIMI VALLEY • MEMORANDUM

**DATE:** July 15, 2020

**TO:** Simi Valley Arts Commission

**FROM:** David Yoshitomi, Community Services Manager

**SUBJECT:** PRELIMINARY REPORT OF THE CULTURAL ARTS CENTER STRATEGIC PLAN AND DISCUSSION OF FOCUS AREA STRATEGIES

Attached for the Arts Commission's review and discussion is a preliminary report for the Cultural Arts Center's (CAC) strategic plan. This report provides: a summary of information collected during the strategic planning process; a SWOT analysis; and, an outline of emerging focus areas with example strategies for the Arts Commission's discussion. The intent is to convert the focus areas into strategic priorities that will form the basis of the five-year strategic plan for the CAC.

All information contained in this report was gathered before the onset of the COVID-19 pandemic and the recent social justice movements. The pandemic and social justice movements are unprecedented in both their size and scope. Staff feels incorporating information that reflects these developments is prudent and necessary to strengthen the focus areas. Staff will be initiating supplemental efforts to gather information in these areas.

While the focus areas are still in their early stages and require more information, staff believes they provide a suitable foundation to integrate some immediate COVID-19 needs and social justice concerns into the broader five-year efforts of the plan.

Staff will be presenting a summary of this report at the July 15, 2020 meeting for the Arts Commission's discussion and feedback.

Attachment





# SIMI VALLEY CULTURAL ARTS CENTER STRATEGIC PLAN

Preliminary Report

**Submitted by:**

Anna Medina, Deputy Community Services Director  
David Yoshitomi, Community Services Manager  
Fred Helsel, Community Services Manager  
Kelly Tinker, Management Analyst

## *Introduction*

The strategic planning process for the Simi Valley Cultural Arts Center (CAC) began in March of 2019. It was initiated as a recommendation in the July 2018 Management Partners report<sup>1</sup> and at the subsequent direction of the City Manager. To begin, staff held preliminary meetings with CAC stakeholders, assembled the strategic planning team, and developed a planning process based on community input and information analysis. The purpose of this strategic plan is to engage with all CAC stakeholders to develop innovative new directions and strategies that will best meet the future needs of the City of Simi Valley and its residents.

The first phase of the strategic planning process included: informal stakeholder interviews; an online public survey; one-on-one interviews with the public members of the Arts Commission; and a community visioning forum. These efforts concluded in December 2019 and provided insight on the impact of the CAC and how stakeholders would like to see the CAC utilized in the future.

Overall, the community holds the CAC, its staff, and its programs in high esteem. The CAC and its programs have been successful in creating a venue for arts exposure, entertainment, and shared intergenerational experience. Stakeholder concerns are centered in the areas of: marketing and outreach; program diversity; operational policy; efficiency; and transparency.

The second phase began in January 2020. This phase has seen the completion of: an organization and review of information gathered; an identification of gaps in the information; a strength, weakness, opportunity, and threat (SWOT) inventory and analysis; and a drafting of strategic focus areas to guide the next steps of the process.

This report provides: a summary of the information collected so far; a description of the SWOT analysis process; strategic focus areas; and a summary of the next steps for management's consideration and review. Management's guidance will finalize these focus areas. Information obtained during these focus group sessions will then be presented to City Council members in individual meetings to begin the process of forming overall goals and objectives of the five-year plan.

### ***Consideration of the COVID-19 Pandemic***

*The information provided in this report was obtained prior to the COVID-19 pandemic. The immediate impacts of COVID-19 are of great concern, and the full implications within the arts community are not yet known. Financial challenges are substantial, as*

---

<sup>1</sup> The Management Partners report was a management review of the CAC ordered at the direction of then City Manager Eric Levitt. The majority of recommendations of in their report were completed prior to the launching of the strategic plan process.

*the CAC has no revenue streams for the immediate future. As the local community adjusts to the crisis, the focus areas identified in this report may change in response to this unprecedented event.*

*Staff will be monitoring incoming information from arts agencies, local arts organizations, and artists to identify the impact of COVID-19 and what type of support will be needed. The situation will continue to be watched closely, and adjustments to the strategic planning process will be made as needed.*

## **I. Stakeholder Meetings:**

Staff held informal meetings with stakeholders through the spring of 2019. These meetings included representatives from the arts, business, and education sectors. The meetings asked for candid feedback from these stakeholders to allow for an accurate assessment of how the CAC is both operating and perceived in the community.

These meetings revealed little question as to the quality of the productions and caliber of entertainment the CAC provides to residents. Performing on the stage of the CAC is a goal of many in the arts community. All welcomed the opportunity to develop programming for the stage of the CAC and expressed a desire to see the CAC flourish.

A recurring theme in these meetings was the limited availability of the CAC for community use. Specific concerns included the length of production runs; scheduling practices; the size of the stage; and a shortage of rehearsal space. These meetings also revealed sentiments of fragmentation and distrust among the arts community, sometimes associated with perception of practices at the CAC. This discord was also alluded to in the 2018 Management Partners report.

Stakeholders also shared new opportunities and constructive ideas for the CAC. These include: community partnerships; expanded programming (including youth arts education and multi-cultural programming); enhanced marketing and outreach efforts; and expansion beyond the performing arts. Stakeholders expressed both a willingness and desire to be a part of the CAC and its development. They welcomed a seat at the table during both the planning process and future initiatives for the arts in Simi Valley.

## **II. Community Visioning Forum:**

A Community Visioning Forum was held on Wednesday, November 20, 2019 at the CAC. Attendance was lighter than anticipated with most of the 21 participants being

from the local arts community. These included non-profits, volunteers, and performers. Rancho Simi Recreation and Parks District representatives also attended.

The forum began with a summary presentation on the current operations and programming at the CAC. Attendees then separated into breakout groups to develop ideas in the areas of: programming, marketing, outreach, and facility improvements. Ideas were recorded by each group and retained by staff.

Most attendees had been connected to the CAC throughout the years. They shared that the CAC was a place for growth, development, expression, and transformation for individuals; a venue for intergenerational experience for families; and a place that strengthens bonds across the community. This has been accomplished through the CAC's tradition of strong programming; being one of the primary venues of arts exposure in the City; and creating opportunities to directly participate in the arts.

In the breakout groups, attendees constructed their ideas for the future of the CAC. The vision that emerged from this forum consisted of expanding programming to include more youth, multicultural, and arts education events; increasing outreach, communication, and collaboration with community partners, including the Simi Valley Unified School District and business community; and increasing marketing efforts to raise awareness of CAC activities.

### **III. Cultural Arts Center Community Survey**

A public survey was designed to understand the impact the CAC has had in the community during its 25-year presence in the City of Simi Valley. It sought to understand how the CAC is benefiting the community and individuals, and what changes the community would like to see in the future. The survey was hosted on Survey Monkey and was available to the community for six weeks.

There were 355 responses to the survey (Attachment A). Based on the guidance provided by Survey Monkey and the population size of Simi Valley, it can be inferred that the survey results reasonably reflect the community sentiment. Demographic information collected in the survey indicates limited responses from youth and minority populations. Additional efforts are planned to supplement the survey information among these under-represented groups. These efforts will include focus groups and one-on-one meetings to ensure the inclusion of diverse perspectives.

The following is a summary of the survey responses:

### ***Demographics:***

- 65% of respondents that chose to identify their age range were 45 and above, with the largest percentage (28%) of respondents selecting 65 and above.
- The reported gender of respondents was: 70% female; 27% male; 2% prefer not to say; 1% non-binary/other.

The reported race of respondents that chose to identify was: 87% white/Caucasian; 8% Latinx; 4% Asian; 3% Native American; 2% African American; 5% Multiracial; and 3% other (respondents were allowed to select multiple races).

- The most frequently reported professions of respondents were: 14% Arts/Education/Media; 13% Retired; 12% Education/Library Services; and 12% Business/Financial/Sales.

### ***Experience and Programming Responses:***

- Of survey respondents, 84% felt the CAC has brought joy to their lives. More than 70% describe inspiration felt through other's creativity and expression. More than 60% feel the CAC has helped them to create lasting memories, and more than 50% believe the CAC helps them to feel energized, recharged, and reduces stress.
- 75% of those surveyed believe that the CAC is a place where residents can connect with one another through shared experience. 60% of respondents believe that the CAC makes our city a better place to raise a family. 72% described the CAC as a place where teens and youth have access for creative expression and individual development. 55% feel that the CAC can help individuals gain experience/training for careers in the arts.
- Men and women shared the same views on the individual and community benefits of the CAC, although men reported benefits at a higher rate. The most significant difference in this rating was in the areas of economic development; resident attraction; and job training. Here, men reported benefits at a rate at least 10% higher than women. In terms of personal benefit, men reported the CAC as a venue "to connect with others and strengthen relationships" at an 18% higher rate than that of women.
- The top two benefits for respondents under the age of 35 were provide fun and joy in your life (89%) and create lasting memories (82%). This demographic also reported a higher rate of individual benefit than the total respondents, with nine out of 10 benefits rating 55% percent or better, four of these 10 were above 75%.

- The top three individual benefits for respondents who identified within minority groups were: provide fun and joy in your life” (80%); inspiration through others’ creativity and expression (71%); and create lasting memories (60%). The top three community benefits in this group were: connecting through shared experience (80%); teen and youth development (76%); and career training in the arts (62%).
- 25% of respondents have auditioned, performed, or worked on a production in some other manner (i.e., orchestra member, choreographer, technical crew).
- Programming enjoyed most by survey participants (top five survey responses): Musicals; Plays; Community Events (talent shows, award shows, etc.); Downstage Theater Performances; and Cover Band Concerts.
- The top three desired program additions were: Film Festivals (53%); Arts Education Programs (47%); and Children’s Theatre (45%). These remained consistent among the respondents who identified within minority groups.
- Narrative responses indicate the CAC is providing an intergenerational experience for grandparents, parents, and children. They also attest to the important role of the CAC in improving the quality of life for Simi Valley residents:

*“I have had many meaningful experiences that I don’t know where to start. My 18<sup>th</sup> birthday party was held there, my sister was married there... I found friends that have been with me throughout my entire adult life by participating in productions at the Center.”*

*“After a recent performance, attended by a friend who had been battling cancer for four years... she turned to me and said ‘I don’t remember the last time I had fun. I smiled the whole time.’ To me, that is the reason for the arts.”*

*“I raised my children going to all the plays for many years. It built memories for all of us and a [way] to spend quality time together. I continue to go to shows after my children are grown.”*

- The majority of comments and narrative responses from survey participants were positive, frequently using words like: family; friends; community; expression; inspiration; identity; talent; beauty; fun; enjoyment; memories; and sharing to describe their experience at the CAC. The word cloud here is representative of the frequently used words in the response to question three of the survey (the full narrative response is under Attachment B).

## Simi Valley Cultural Arts Center Survey Word Cloud



#### **IV. Arts Commissioner Interviews**

The first round of interviews with public members of the Simi Valley Arts Commission was completed in October 2019. The process consisted of a pre-interview questionnaire, an initial review, development of follow-up questions, and an in-person interview. The pre-interview questionnaire focused on the role of the Cultural Arts Center in the community; top priorities and concerns; and the discussion of a potential vision for the future.

The Arts Commission interviews brought forth a discussion of both the strengths and the challenges associated with the CAC. These responses were synthesized to develop a summary of the strengths, weaknesses, opportunities, and threats that came up in the Arts Commissioner interview process (Attachment C). This summary was then grouped with survey results, information from the visioning forum, and the stakeholder meetings to formulate the SWOT inventory.

The results of the Arts Commission interviews indicate that the CAC provides the community with high quality programming and a positive intergenerational experience. Its public service orientation attracts the support of high caliber volunteers in the artistic, technical, and front of house realms of performing arts center operations. The skill and dedication of CAC staff, combined with the ongoing support and commitment from City Council, have positioned the CAC for success and longevity in the community. Opportunities were seen in attracting new audiences to the CAC; developing partnerships with external organizations; adopting an advocacy and leadership position within the Simi Valley arts community; meeting the needs of changed demographics in the City; developing partnerships with external organizations; and expanding communitywide support.

The Arts Commissioners also shared their respective concerns. These can be grouped into themes that include: organizational efficiency; ambiguity in the purpose and function of the Arts Commission and Simi Valley Cultural Arts Center Foundation; unclear or undefined goals and objectives; and reliance on practices that may no longer be best suited to meet the needs of the community.

Variance was found within each individual Arts Commissioner's rationale to support the reason for concern. Differences of opinion were found in areas like: staffing; the role of the Arts Commission; revenue performance; and reporting methods. Using staff levels as an example, Arts Commissioners expressed that there were either too many, or not enough, resources available to meet business demand. In these cases, further analysis, determination of strategic priorities, and identifying goals will be useful in determining the best path forward.



## V. SWOT Analysis

The information gathered so far serves as the foundation of our analysis of the strengths, weaknesses, opportunities, and threats (SWOT) facing the CAC. First, raw information was categorized under what could be considered as a strength, weakness, opportunity, or threat. Elements were then grouped together based on similarities to determine the overall theme. These themes were then reviewed by the strategic planning team and assessed for validity.

This resulted in the following SWOT inventory:

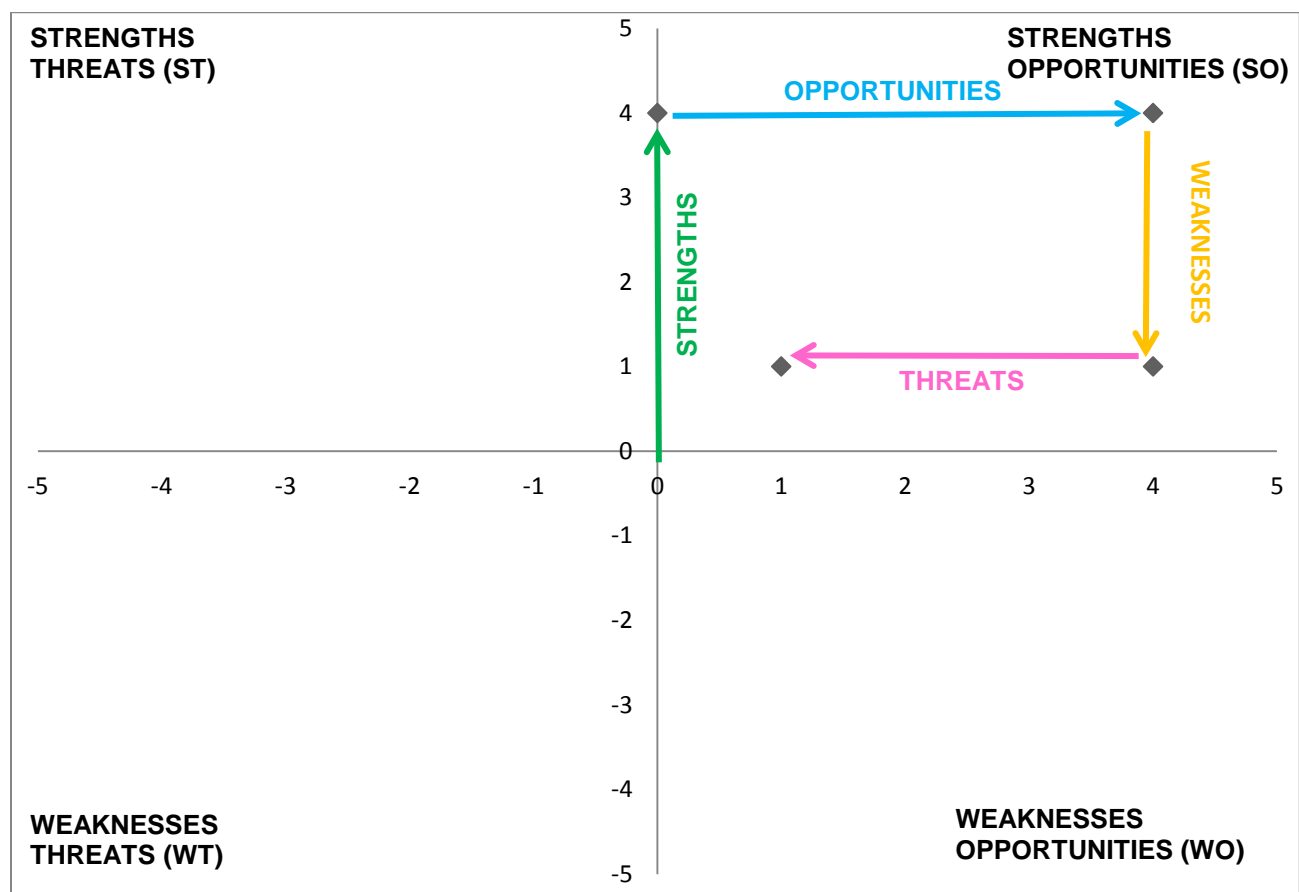
<b>Strengths:</b>	<b>Opportunities</b>
<ul style="list-style-type: none"> <li>• Production quality</li> <li>• Facility</li> <li>• Staff Ability</li> <li>• Volunteer support</li> <li>• Public service orientation</li> <li>• Support and commitment of City Council</li> <li>• Programming</li> <li>• Patron experience</li> </ul>	<ul style="list-style-type: none"> <li>• Partnerships with external organizations</li> <li>• Meeting the changing community demographics</li> <li>• Proximity to entertainment industry</li> <li>• Integrate with the City's promotional resources</li> <li>• Develop new revenue streams</li> <li>• Community investment</li> <li>• Integrate technology to increase efficiencies</li> </ul>
<b>Weaknesses:</b>	<b>Threats:</b>
<ul style="list-style-type: none"> <li>• Synergy between Arts Commission, Foundation, and City</li> <li>• Reliance on dated practices and ambiguous policy</li> <li>• Staffing levels and assignments</li> <li>• Agility and independence as a government organization</li> <li>• Program variety</li> <li>• Outreach and engagement</li> <li>• Physical limitations of the facility</li> <li>• Reporting and communications</li> </ul>	<ul style="list-style-type: none"> <li>• <b>Pandemic</b></li> <li>• Economic downturn/<b>Shutdown</b></li> <li>• Shifts in entertainment tastes and preferences</li> <li>• Reluctance to support the arts</li> <li>• Competition</li> <li>• Scandal (theft, fraud, etc.)</li> <li>• Fragmented arts community</li> <li>• Political and social divisions in the City</li> </ul>

Staff assessed each of the items found on SWOT inventory and weighted their potential impact on CAC operations<sup>2</sup>. The overall impact was then rated one to five, with a rating of five having the most potential impact on the CAC.

<sup>2</sup> This is following the process provided by Professor Thomas McWeeney, California State University, San Bernardino.

Category	Rating	Comments
Strengths	4	The reputation and history of the CAC, combined with the skill and dedication of staff, signal a position of strength in the community. Support from City Council provides the resources necessary for service delivery.
Weaknesses	3	The main weaknesses of the CAC stem from organizational components and reliance on practices that may no longer be effective. Physical limitations limit expansion capacity.
Opportunities	4	Opportunities to collaborate with outside organizations are numerous and seem to be desired. These can be coupled with opportunities for innovation.
Threats	3	The CAC is exposed to the same threats that face any municipal organization, especially an economic downturn. Political and social divisions within the arts community and the City have the potential to interfere with CAC operations.

These were plotted on a four-quadrant graph to determine the approach in developing plan strategies:



The SWOT plotting places the CAC in the Strength and Opportunities (SO) quadrant, near both the X and Y axis. Placement in this quadrant indicates a promising position for the CAC where there is a demand for CAC programs and opportunities for growth. In this environment, positives outweigh the negatives. Although landing in this SO quadrant, the plotting also places the CAC close to the ST, WO, and WT quadrants. While the CAC can be aggressive in strategy development and plan implementation, *risks must be understood, calculated, and connected to the goals of the plan. Further, the environment must be continuously evaluated and assessed for any changes.*

## **VI. Focus Areas**

The focus areas have been developed through the merging of the mission of the CAC and the information gained in the strategic planning process. These focus areas, or close variants, will become the strategic priorities of the plan, and will help shape the goals and strategic direction of the CAC. Each focus area is prescribed example strategies, which can be developed or discarded, in the corresponding focus area meetings. The results of these meetings will also guide the development logic models found in the plan.

The mission of the Cultural Arts Center is:

- *To provide a multipurpose facility to present performances of music, theater, dance, film, lectures and popular entertainment as well as space for conferences, meetings, seminars, and workshops; and,*
- *To develop, support, and encourage cultural activities and educational programs to enhance the quality of life of the citizens of Simi Valley and surrounding communities.*

In the survey of CAC participants, the top five impacts were:

1. *Provide fun or joy in your life*
2. *Allow you to experience/be inspired by others' creativity and artistic expression*
3. *Create lasting memories*
4. *Energize or recharge you*
5. *Reduce stress*

*The COVID-19 recovery effort presents opportunities to expedite some of the underlying strategies in each of the focus areas. The breadth of the COVID-19 impact requires the integration of the recovery plan as part of the five-year plan for the CAC. Strategies that are most pertinent to COVID-19 recovery have been noted by a “\*”.*

## **CULTURAL ARTS CENTER STRATEGIC PLAN FOCUS AREAS**

**Assumption:** General Fund subsidy (salary, benefits, maintenance) and financial arrangement (10% of earned revenue) remain constant

### **1. QUALITY OF LIFE**

*Leverage the value of the arts to enhance the quality of life for all Simi Valley residents*

- a. Reinforce the arts as a source of relaxation, joy, and leisure\*
- b. Create opportunities for free expression, personal connections, and dialogue to bridge community divisions\*
- c. Continue intergenerational programming to create shared experience for all Simi Valley families\*
- d. Communicate the importance of the arts in creating healthy and safe communities\*

### **2. SUSTAINABILITY**

*Ensure stable revenue streams and maximize efficiencies*

- a. Optimize current revenue streams (box office, rentals, concessions, fees)
- b. Develop new revenue streams (sponsorships, classes, subscriptions, grants) \*
- c. Align revenue initiatives with Foundation goals\*
- d. Calibrate staff responsibilities to align with plan and reduce costs\*
- e. Develop revenue and cost recovery goals\*

### **3. PROGRAM DEVELOPMENT**

*Deliver programming that reflects demographics of Simi Valley's current population while staying true to the CAC's mission*

- a. Arts education programs\*
- b. Support new works and emerging artists\*
- c. Meet cultural and intergenerational needs\*
- d. Youth programming\*

### **4. FACILITY & EXPERIENCE**

*Leverage the historical importance of the CAC building and adapt to meet the future needs of the community*

- a. Maintain and update Capital Improvement Plans to increase accessibility and create a contemporary theatre experience
- b. Develop inventory, organizational, and storage systems to ensure prime condition and appearance of facility

- c. Integrate technology, customer service, and facility to create a positive customer experience from ticket purchase to performance\*
- d. Strive to create meaningful and memorable arts experiences unique to Simi Valley\*

## **5. MARKETING, OUTREACH, & COMMUNITY PARTNERSHIPS**

*Partner and collaborate with external organizations to fulfill the CAC's mission*

- a. Encourage and expand participation from local arts organizations\*
- b. Develop relationships with organizations Rancho Simi Recreation and Parks District and Simi Valley Unified School District\*
- c. Cultivate buy-in and support from the business and donor community\*
- d. Develop marketing and outreach programs reflective of the CAC's position within the community

## **6. ARTS LEADERSHIP & ADVOCACY**

*Support emerging arts organizations and establish the arts as an integral component of life in Simi Valley*

- a. Develop reporting that provides metrics on the financial, artistic, and community impact of the CAC
- b. Update the role of the Arts Commission to further the mission of the CAC and increase the presence of the arts in the City\*
- c. Integrate CAC activities with strategic priorities of the City\*
- d. Advocate for programs such as public art and percent for art

## **VII. Next Steps:**

The next steps, subject to the City Manager's review of this report and further direction, are to: evaluate incoming COVID-19 information; schedule meetings with underrepresented groups; finalize the focus areas with the Arts Commission; complete a detailed revenue analysis; set corresponding focus group meeting agendas, assemble the results; and prepare for individual meetings with members of the City Council. From here, goals and objectives, and logic models will be developed. These will form the basis of the plan and ultimately guide the strategic vision and direction for the CAC.

## CITY OF SIMI VALLEY • MEMORANDUM

**DATE:** July 15, 2020

**TO:** Simi Valley Arts Commission

**FROM:** Anna M. Medina, Deputy Community Services Director

**SUBJECT:** OVERVIEW OF THE APPROVED CULTURAL ARTS CENTER FISCAL YEAR 2019-20 OPERATING BUDGET, FISCAL YEAR 2019-20 ESTIMATED ACTUAL BUDGET PROJECTIONS, AND FISCAL YEAR 2020-21 OPERATING BUDGET

The Arts Commission (Commission) reviewed the Fiscal Year (FY) 2019-20 Cultural Arts Center (CAC) Operating Budget Report, FY 2019-20 estimated actual budget projections, and the proposed FY 2020-21 Operating Budget at the meeting of May 13, 2020 and recommended it be forwarded to the City Council for approval. The City Council approved the budget at its June 8, 2020 meeting. An overview is being provided for the new Arts Commissioners since the budget was approved prior to the start of their term.

### **Status of FY 2019-20 Operating Budget**

For FY 2019-20, Net Income is projected to be \$135,592 before City reimbursements for the year. Factoring in City reimbursements of \$157,467 results in a net loss of \$21,875. At the May Arts Commission meeting a deficit of \$14,916 was originally reported and revised for the City Council meeting to reflect the posting of additional CAC expenses of \$6,959 (i.e. refunds, permit fees, etc.). As Fiscal staff is in the process of closing out FY 2019-20, this estimate is not final as there is still potential for journal entries and accounts payable postings. A final report will be provided to the Arts Commission at a future meeting. The CAC reimbursed the City for 1.5 full-time equivalent salaries, which includes the Office Assistant II assigned to Box Office and the Volunteer Program, and half budgeted costs plus half overtime costs for Theater Technician II.

While the first half of the fiscal year was extremely positive due to the huge success of *Mamma Mia!* and *Elf The Musical*, the unanticipated forced facility closure on March 16, 2020 due to the COVID-19 pandemic emergency has been financially devastating for the Center. All of the rental agreements for musicals, concerts, recitals, school talent shows, service and social club luncheons, and an SVCAC produced major musical have had to be canceled. This has resulted in an estimated net loss of income of over \$45,000.

Despite the COVID-19 interruption, Box Office Income for the FY 2019-20 reached 93% of the proposed budget. However Rental Fee Income for the Mainstage Theater and MPR/DownStage combined ended up at only 46% of anticipated budget as many of the rentals were scheduled in the later portion of the calendar year. Reimbursed Technical

Costs are slightly above budget projections due to an increase in technical fees to providers.

In the Expense Costs category, Technical Supplies were less than projected due to both the CAC presenting fewer productions this fiscal year and the Center's continued efforts to recycle and reuse set, costume and prop materials for multiple productions. Artists Fees and Contract Labor were well below budget projections due to the Center producing fewer shows. Provider payments were above budget projections due to the success of *A Gentleman's Guide to Love and Murder*, *The Drowsy Chaperone*, *Heathers* and *Just Imagine* which is offset by increased revenue.

In the Fixed Operational Expenses Categories, Licenses and Permits are projected to be below budget. Office Expenses are below projected budget with Credit Card Service Fees expected to be above projected budget mainly due to increased box office sales. City staff is also investigating why the Credit Card Service Fees have increased dramatically in recent past and are working with the provider to re-negotiate the contract or switch processing companies. Capital Replacement is slightly above budget projections due to moving the purchase of digital microphones to this fiscal year as instructed by the Arts Commission.

Had COVID-19 not have happened, the CAC was anticipating an estimated Net Income of \$188,000 prior to City Reimbursements. Factoring in estimated City Reimbursements of \$160,000 would have resulted in an estimated Net Income after City Reimbursements of \$28,000.

Unfortunately due to the COVID-19 emergency, the CAC anticipates a net loss of \$21,875 after City Reimbursements for FY 2019-20 based on estimated revenues of \$431,952.

The Contingency/Performance Fund Account balance, including accrued interest, is estimated to be over \$38,800 on June 30, 2020. The Contingency/Performance Fund Account is a separate restricted account accessed only for 1) financial emergencies, and expenditures beyond the financial capability of the operational reserves or 2) funds utilized to expand programming through co-sponsorship, seed funding, or more expensive higher risk ventures previously inaccessible to the CAC. Pursuant to Simi Valley Arts Commission policy adopted on March 5, 2003, the Commission will be informed of any expenditure from the Contingency fund and will review the account during the annual budget closeout to determine if it should be augmented in order to maintain a healthy emergency cash reserve. Expenditures from the Performance Fund are to be approved by the Commission in advance.

### **Proposed Fiscal Year 2020-21 Operating Budget**

The proposed FY 2020-21 CAC budget projects gross revenue of \$459,385 and gross expenses of \$448,885. The proposed budget for the forthcoming fiscal year projects a net income of \$10,500 while returning to the City \$159,700 in compensating personnel costs and percentage of earned income.

With the enormous amount of unknowns and mitigating factors due to the COVID-19 crisis, it is impossible to predict with any certainty what lies ahead. The proposed 2020-21 budget is conservative in nature, and is based on an assumption of the Center not being able to present programming any earlier than late September of 2020. In

addition, the budget is based on the following: The Center will produce two major productions, provide for a minimum of three rental productions, a series of six concerts as well as ongoing rentals from music conservatories, dance companies, schools and social clubs during FY 2020-21.

During the Center's closure, CAC staff will remain actively working either from home or at CAC on a multitude of projects including: researching, planning and implementing a Post COVID-19 recovery and reopening plan; researching, identifying, and applying for possible grants; cleaning, repairing and upgrading technical equipment; cleaning and organizing storage areas of the Center in preparation for the arrival and installation of exterior storage units; processing refunds for canceled events and rescheduling renters, volunteers, patrons and events; updating social media, the CAC website, marketing materials, and the electronic marquee to reflect the changing schedule of events at CAC; actively engaging past patrons, volunteers and social media followers to retain a personal investment in the Cultural Arts Center; researching and upgrading box office software, policies and procedures in anticipation of when patrons return; upgrading the MPR/DownStage audio and lighting equipment to increase MPR/DownStage rental usage; purchasing and installing the new digital microphone system for the Mainstage in response to FCC regulation changes; contacting and collaborating with other local, regional and California theater companies on Post COVID-19 recovery and challenges facing live event venues post COVID-19; continuing to create and execute the CAC strategic planning process in collaboration with other City staff; and providing clerical support to other City departments including the City Clerk's Office, Fiscal Services, and other areas as needed.

Overall the proposed FY 2020-21 Operating Budget continues the practice of providing high quality programming at the Cultural Arts Center while generating positive Net Income that can be set aside for emergencies, for special programming, and to replace aging and obsolete equipment.

Staff will closely monitor the Programming Budget and provide quarterly updates, as well as a detailed report of revenue and expense status at the end of the budget year and again at mid-year.

Also attached is a January – June, 2020 Profit and Loss Report Pre/Post COVID-19 identifying those events that actually took place as well as scheduled events that were subsequently canceled, along with their actual or estimated income and expense to the Center. The report was created to show the potential estimated loss of income to the Center from the COVID-19 pandemic. The spreadsheet only identifies specific income and expenses associated with rentals and events (having actually taken place or planned) and does not include other non-event based income and expense categories. Some examples of other non-event based income and expense categories include the Foundation quarterly payments, office expenses, City reimbursements, etc.

Staff will be available at the July 15, 2020 meeting to answer any questions.

Attachments

Prepared by: Fred Helsel, Community Services Manager/CAC



**SIMI VALLEY CULTURAL ARTS CENTER OPERATING BUDGET  
FY 2019-20 & 2020-21 BUDGET REPORT**

	FINAL BUDGET 2019-20	Estimated ACTUAL 2019-20	VARIANCE 2019-20	PROPOSED BUDGET 2020-21
<b>INCOME</b>				
<b>4000 Box Office Income</b>				
<i>4010 Service Charges</i>				
4011 Ticket Surcharge	\$17,000	\$12,219	(\$4,781)	\$16,000
4012 Ticket Printing	\$100	\$25	(\$75)	\$150
4016 Provider Credit Card Fees	\$7,000	\$8,102	\$1,102	\$8,000
<b>Total Service Charges</b>	<b>\$24,100</b>	<b>\$20,346</b>	<b>(\$3,754)</b>	<b>\$24,150</b>
<b>4040 Box Office Sales (Gross)</b>				
4020 Box Office	\$295,000	\$281,671	(\$13,329)	\$266,500
4025 Box Office Share the Arts	\$0	\$740	\$740	\$1,000
4030 Box Office Gift Certificates	\$15,000	\$7,736	(\$7,264)	\$7,500
<b>Total Box Office Sales (Gross)</b>	<b>\$310,000</b>	<b>\$290,147</b>	<b>(\$19,853)</b>	<b>\$275,000</b>
<b>Total Box Office Income</b>	<b>\$334,100</b>	<b>\$310,493</b>	<b>(\$23,607)</b>	<b>\$299,150</b>
<b>4200 Contribution Income</b>				
4210 Sponsorships	\$500	\$0	(\$500)	\$750
4220 Miscellaneous Income	\$100	\$95	(\$5)	\$100
4230 Foundation Contributions	\$33,000	\$32,856	(\$144)	\$33,000
4240 City Employee Payroll Deductions	\$500	\$0	(\$500)	\$400
<b>Total Contributions Income</b>	<b>\$34,100</b>	<b>\$32,951</b>	<b>(\$1,149)</b>	<b>\$34,250</b>
<b>4400 Grants</b>	<b>\$1,750</b>	<b>\$1,667</b>	<b>(\$83)</b>	<b>\$22,500</b>
<b>4500 Rental Fee Income</b>				
4510 Cleaning/Damage Income	\$1,000	\$1,075	\$75	\$1,000
4530 Rental Fees - Mainstage Theater	\$42,000	\$23,915	(\$18,085)	\$34,500
4540 Rental Fees - Multipurpose Room/DownStage	\$22,000	\$4,735	(\$17,265)	\$7,500
<b>Total Rental Fee Income</b>	<b>\$65,000</b>	<b>\$29,725</b>	<b>(\$35,275)</b>	<b>\$43,000</b>

**SIMI VALLEY CULTURAL ARTS CENTER OPERATING BUDGET  
FY 2019-20 & 2020-21 BUDGET REPORT**

	FINAL BUDGET 2019-20	Estimated ACTUAL 2019-20	VARIANCE 2019-20	PROPOSED BUDGET 2020-21
<b>4600 Concessions</b>				
4610 Cnc's - Gallery/CD Sales	\$1,200	\$787	(\$413)	\$1,000
4620 Cnc's - Beer/Wine	\$2,500	\$1,774	(\$726)	\$3,000
4630 Cnc's - Food/Soft Drinks	\$6,500	\$5,632	(\$868)	\$7,000
4640 Cnc's - Promotional Items	\$0	\$0	\$0	\$2,800
<b>Total Concessions</b>	<b>\$10,200</b>	<b>\$8,193</b>	<b>(\$2,007)</b>	<b>\$13,800</b>
<b>4700 Advertising Income</b>	<b>\$500</b>	<b>\$400</b>	<b>(\$100)</b>	<b>\$500</b>
<b>4800 Reimbursed Technical Costs</b>				
4820 Other Reimbursed Tech Income	\$2,000	\$1,079	(\$921)	\$1,000
4830 Technical Staff Costs	\$32,000	\$37,925	\$5,925	\$35,000
<b>4840 Reimbursed Equipment Rental</b>				
4841 Electrics Surcharge (Lamp Usage)	\$0	\$383	\$383	\$500
4842 LCD Projector	\$600	\$178	(\$422)	\$500
4844 Spotlight Rental Income	\$750	\$1,136	\$386	\$1,250
4845 Piano Rental Fee	\$500	\$154	(\$346)	\$400
4846 Microphone Rentals	\$9,000	\$7,636	(\$1,364)	\$7,500
<b>Total Reimbursed Equipment Rental</b>	<b>\$10,850</b>	<b>\$9,487</b>	<b>(\$1,363)</b>	<b>\$10,150</b>
<b>Total Reimbursed Technical Costs</b>	<b>\$44,850</b>	<b>\$48,491</b>	<b>\$3,641</b>	<b>\$46,150</b>
<b>4900 Interest Income</b>	<b>\$0</b>	<b>\$32</b>	<b>\$32</b>	<b>\$35</b>
<b>TOTAL INCOME</b>	<b>\$490,500</b>	<b>\$431,952</b>	<b>(\$58,548)</b>	<b>\$459,385</b>

**SIMI VALLEY CULTURAL ARTS CENTER OPERATING BUDGET  
FY 2019-20 & 2020-21 BUDGET REPORT**

	FINAL BUDGET 2019-20	Estimated ACTUAL 2019-20	VARIANCE 2019-20	PROPOSED BUDGET 2020-21
<b>EXPENSE COSTS</b>				
<b>5000 Special Events (MPR/DownStage, Receptions)</b>	<b>\$10,000</b>	<b>\$2,344</b>	<b>(\$7,656)</b>	<b>\$4,000</b>
<b>5100 Artists Fees</b>	\$27,500	\$17,344	(\$10,156)	\$27,500
<b>Total Artists Fees</b>	<b>\$27,500</b>	<b>\$17,344</b>	<b>(\$10,156)</b>	<b>\$27,500</b>
<b>5300 Concession Supplies</b>				
5320 Cnc's Supplies -Promo. Items	\$0	\$238	\$238	\$500
5340 Cnc's Supplies - Gallery/CD Sales Payout	\$1,250	\$375	(\$875)	\$200
5360 Cnc's Supplies - Food	\$2,500	\$2,019	(\$481)	\$1,935
5380 Cnc's Supplies - Beer/Wine	\$1,250	\$849	(\$401)	\$900
<b>Total Concession Supplies</b>	<b>\$5,000</b>	<b>\$3,481</b>	<b>(\$1,519)</b>	<b>\$3,535</b>
<b>5400 Supplies</b>				
5410 Operating & Miscellaneous	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$500</b>
5420 Equipment Rentals	\$500	\$237	(\$263)	\$400
<b>5430 Technical Supplies</b>				
5431 Lighting Supplies				\$400
5432 Sound Supplies				\$1,750
5433 Gallery Supplies				\$250
5434 Costumes/Wigs/Makeup Supplies				\$6,000
5435 Props Supplies				\$1,250
5436 Set Supplies				\$2,500
<b>Total Technical Supplies</b>	<b>\$14,000</b>	<b>\$12,582</b>	<b>(\$1,418)</b>	<b>\$12,150</b>
<b>Total Supplies</b>	<b>\$14,500</b>	<b>\$12,819</b>	<b>(\$1,681)</b>	<b>\$12,550</b>
<b>5500 Provider Payments (Total Box Receipts)</b>	<b>\$180,000</b>	<b>\$188,964</b>	<b>\$8,964</b>	<b>\$160,000</b>
<b>5600 Advertising/Marketing</b>				
5610 Postage & Delivery	\$1,200	\$416	(\$784)	\$700
5620 Printing/Playbills/Tickets	\$8,500	\$7,648	(\$852)	\$6,500

**SIMI VALLEY CULTURAL ARTS CENTER OPERATING BUDGET  
FY 2019-20 & 2020-21 BUDGET REPORT**

	FINAL BUDGET 2019-20	Estimated ACTUAL 2019-20	VARIANCE 2019-20	PROPOSED BUDGET 2020-21
<i>5630 Advertising/Marketing</i>	\$10,000	\$5,026	(\$4,974)	\$9,400
<b>Total Advertising/Marketing</b>	<b>\$19,700</b>	<b>\$13,090</b>	<b>(\$6,610)</b>	<b>\$16,600</b>
<b>5700 Contract Labor</b>	<b>\$20,000</b>	<b>\$4,913</b>	<b>(\$15,087)</b>	<b>\$12,000</b>
<b>TOTAL EXPENSE COSTS</b>	<b>\$276,700</b>	<b>\$242,955</b>	<b>(\$33,745)</b>	<b>\$236,685</b>
<b>GROSS PROFIT</b>	<b>\$213,800</b>	<b>\$188,997</b>	<b>(\$24,803)</b>	<b>\$222,700</b>
<b>FIXED EXPENSES</b>				
<b>6100 Capital Replacement</b>	<b>\$21,000</b>	<b>\$23,317</b>	<b>\$2,317</b>	<b>\$25,250</b>
<b>6300 Credit Card Service Fees</b>				
<i>6350 Credit Card Discount Fees</i>	\$9,000	\$18,795	\$9,795	\$9,500
<i>6360 Service Fees (Bank Charges)</i>	\$300	\$30	(\$270)	\$150
<b>Total Credit Card Service Fees</b>	<b>\$9,300</b>	<b>\$18,825</b>	<b>\$9,525</b>	<b>\$9,650</b>
<b>6400 Dues/Licenses/Permits</b>				
<i>6410 Dues and Subscriptions</i>	\$3,500	\$1,744	(\$1,756)	\$2,000
<i>6420 Licenses &amp; Permits</i>	\$17,000	\$8,572	(\$8,428)	\$15,000
<b>Total Dues/Licenses/Permits</b>	<b>\$20,500</b>	<b>\$10,316</b>	<b>(\$10,184)</b>	<b>\$17,000</b>
<b>6600 Office Expenses</b>				
<i>6610 Office Supplies</i>	\$2,500	\$947	(\$1,553)	\$600
<b>Total Office Expenses</b>	<b>\$2,500</b>	<b>\$947</b>	<b>(\$1,553)</b>	<b>\$600</b>
<b>TOTAL FIXED EXPENSES</b>	<b>\$53,300</b>	<b>\$53,405</b>	<b>\$105</b>	<b>\$52,500</b>
<b>NET INCOME</b>	<b>\$160,500</b>	<b>\$135,592</b>	<b>(\$24,908)</b>	<b>\$170,200</b>
<b>6000 City Reimbursement (10% of earned inc.)</b>	\$25,000	\$28,972	\$3,972	\$26,000
<b>6200 City Reimbursed Staffing</b>	\$128,000	\$128,495	\$495	\$133,700
<b>Total City Reimbursements</b>	<b>\$153,000</b>	<b>\$157,467</b>	<b>\$4,467</b>	<b>\$159,700</b>
<b>NET INCOME AFTER CITY REIMBURSEMENTS</b>	<b>\$7,500</b>	<b>(\$21,875)</b>	<b>(\$29,375)</b>	<b>\$10,500</b>

**SIMI VALLEY CULTURAL ARTS CENTER OPERATING BUDGET  
FY 2019-20 & 2020-21 BUDGET REPORT**

	<b>FINAL BUDGET 2019-20</b>	<b>Estimated ACTUAL 2019-20</b>	<b>VARIANCE 2019-20</b>	<b>PROPOSED BUDGET 2020-21</b>
	<b>July 1, 2019</b>	<b>Credits/Interest</b>	<b>Debits</b>	<b>Est. Balance</b>
<b>CONTINGENCY/PERFORMANCE FUND</b>	<b>\$38,779</b>	<b>\$32</b>		<b>\$38,811</b>



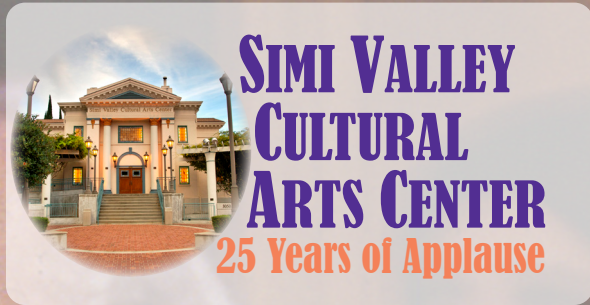
**SIMI VALLEY  
CULTURAL  
ARTS CENTER**  
**25 Years of Applause**

**FY 2020-2021  
OPERATING PLAN**



**Cabaret  
2005, 2017**





# **FY 2020-2021**

## **OPERATING PLAN**

### **Table of Contents**

<b>Page Three</b>	<b>Mission Statement</b>
<b>Page Four</b>	<b>Cultural Arts Center Goals</b>
<b>Page Five</b>	<b>Facility Description</b>
<b>Page Six</b>	<b>Statistical Overview &amp; Attendance</b>
<b>Page Seven</b>	<b>Programming</b>
<b>Page Eight</b>	<b>Programming Goals &amp; Achievement FY 2019-20</b>
<b>Page Nine</b>	<b>Programming Goals Post COVID-19 Recovery</b>
<b>Page Ten</b>	<b>Marketing and Marketing Goals FY 2020-21</b>
<b>Page Eleven</b>	<b>Update on CAC Strategic Plan</b>

**1776**  
**2000**





# MISSION STATEMENT

To provide a multipurpose facility to present performances of music, theater, dance, film, lectures and popular entertainment, as well as space for conferences, meetings, seminars, and workshops. To develop, support and encourage cultural activities and educational programs to enhance the quality of life of the citizens of Simi Valley and surrounding communities.



**Shrek, the Musical  
2014**





# CULTURAL ARTS CENTER GOALS

- To present programming that encourages cultural activities and enhances the quality of life of the citizens of Simi Valley and surrounding communities
- To conduct a marketing/development plan to encourage and involve the citizens of Simi Valley and surrounding communities in the cultural activities and educational programs presented at the Cultural Arts Center (CAC).
- To establish the Simi Valley Cultural Arts Center as an educational resource to the community.



**Sister Act  
2018**





**SIMI VALLEY  
CULTURAL  
ARTS CENTER**  
25 Years of Applause

# FACILITY DESCRIPTION



The Simi Valley Cultural Arts Center encompasses a 185-seat theater, a multipurpose room accomodating up to 174 for events or 80 for DownStage performances, gallery space for visual art exhibits, a catering kitchen, a box office, a professional stage, dressing rooms and technical equipment for a fully operational performing arts center.

The site also includes a 520 square foot storage facility for props and other theater equipment.





**SIMI VALLEY  
CULTURAL  
ARTS CENTER**  
25 Years of Applause

# STATISTICAL OVERVIEW & ATTENDANCE

## Overview

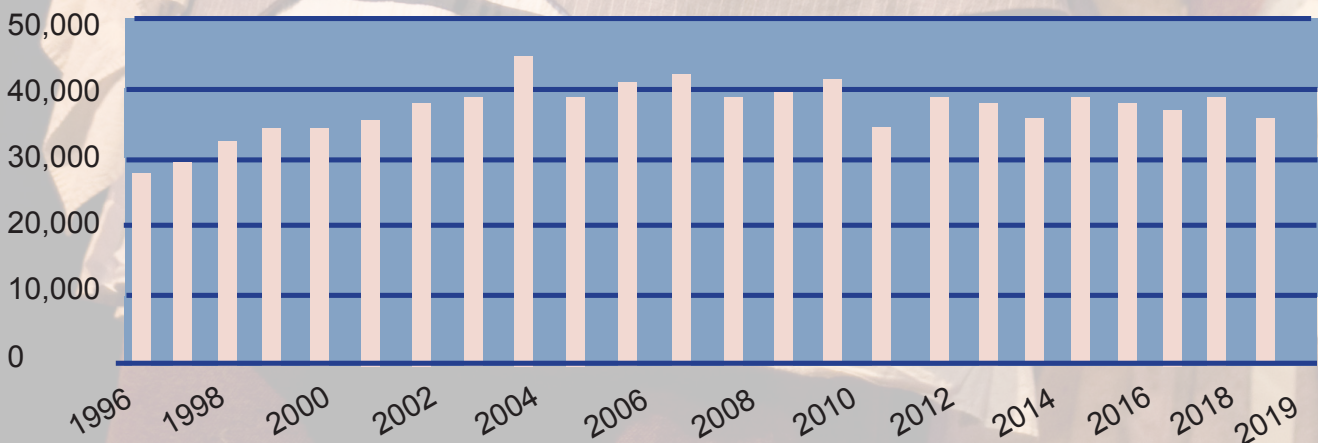
In 2019, the Simi Valley Cultural Arts Center produced or hosted 430 events serving over 35,010 participants. From *Newsies* to *Mamma Mia* to *Elf the Musical*, 222 performances occurred on the Mainstage. The Cultural Arts Center also saw an increase in midweek rentals including the return of the Unplugged Concert Series, social club luncheons, and business seminars.



**Fiddler on  
the Roof**  
2004, 2006, 2015

## Goal

In 2020 continue to raise awareness and increase the use of the CAC as a gathering place for the arts, social clubs, private celebrations and businesses as well as a training ground for youth.





# PROGRAMMING

There are three areas of the Cultural Arts Center that work in concert with each other to fulfill its programming mission. They are the Mainstage, the Multipurpose Room/DownStage, and the Lobby Gallery.

From 1996 through 2019, the Cultural Arts Center has hosted a total of 10,057 events, including musicals, plays, concerts, school productions, children’s theater, two film series, graduations, meetings, receptions and seminars. The Center’s diverse range of programming also encompasses youth programs, special events and visual art exhibits in the Center’s lobby gallery. The Cultural Arts Center provided a total of 430 events in 2019.



## 2019

**222 mainstage events**

**157 mpr/downstage theater events**

**51 gallery events**



**Newsies  
2019**





**SIMI VALLEY  
CULTURAL  
ARTS CENTER**  
25 Years of Applause

**PROGRAMMING  
ACHIEVEMENTS  
FY 2019-2020**

**Goal**

In 2019-20, produce or host at least seven fully realized Mainstage productions with production values that maintain the artistic excellence for which SVCAC has become known. In addition, produce or host at least eight concert events on the Mainstage featuring a variety of genres and audience appeal.

**Achievement**

Seven fully staged theatrical productions (including sold-out runs of *Mamma Mia!* and *Elf The Musical*) and a multi-weekend John Lennon tribute concert event were staged in FY 2019-20. Unfortunately one of the theatrical productions (*You're a Good Man, Charlie Brown* presented by Actors' Repertory Theatre of Simi) only enjoyed two weekends before the production was canceled due to the COVID-19 pandemic. In addition, SVCAC will have hosted six concert events as well as more than 20 events on the Mainstage (including 6 performances of summer youth workshop productions) and 51 events in the MPR/DownStage prior to being shut down in March 2020 due to the COVID-19 emergency. Over 60 scheduled performances and events at SVCAC have had to be canceled in FY 2019-20 due to the COVID-19 closure.

**Goal**

Continue to explore and expand non-weekend performances of special events, concerts and other live arts experiences to generate additional revenue and provide more opportunity for community use of the Center.

**Achievement**

SVCAC increased their non-weekend performances, rentals, concerts and special events in FY 2019-20 to include the hugely successful UnPlugged concert series, the return of the Federated Republican Women of Moorpark/Simi monthly luncheons, two co-ventures with the Chamber of Commerce, California Lutheran University's HUB 101, and Youth Employment Services, as well as several private social parties and a Klezmer Concert/Chanukah Celebration hosted by Chabad of Simi Valley.

**Goal**

Through the newly revamped rental application process beginning in 2020, support and develop the emerging arts culture in Simi Valley and the surrounding communities as represented by such stakeholders as ARTS, Simi Valley Art Alliance, Simi Valley Cultural Association, It's a New Day, Studio C Performing Arts Conservatory, Lit Live and others. Expand collaborative efforts for gallery exhibits with local and regional partners such as the Reagan Museum, Ventura County Museum, and more. The CAC can also play a positive role in helping emerging organizations through technical assistance, providing space, logistical support and collaborative programs.

**Achievement**

In season 2020, multiple new and returning providers were scheduled to use the Cultural Arts Center as a result of a newly revamped rental application process. Those scheduled to rent the CAC included Studio C Performing Arts, Actors' Repertory Theatre of Simi, Panic Productions, California Shakespeare Company, Lit Live Productions, and Grace Brethren School. Due to the COVID-19 pandemic some of these events were either canceled or are in jeopardy of being postponed or canceled.

**Goal**

Continue to develop collaborative relationships with educational and community partners, including music training programs, dance studios, conservatory programs, Homeschooler groups, and Simi Valley Unified School District, in order to maximize our mutual support of 'Arts in Education' projects that provide performance related experiences to youth of all ages. Several schools, dance studios, music training programs and conservatories were scheduled to use the CAC during FY 2019-20 including ARTS Youth Workshops, Kristina Turpin Vocal Studio, JK Vocal Studio, Stage 1 Music, Conejo Valley Homeschoolers, Simi Valley Unified School District Reflections Program, the Simi Institute for Higher Learning, Serendipity Dance Company, Dave Janssen Music Studio and more.

**Achievement**

**Goal**

Expand the DownStage Cabaret Series and the use of the DownStage Theater in order to present a variety of performing arts experiences and provide additional opportunities for increased community involvement.

**Achievement**

The DownStage was scheduled to host several cabaret events which had to be canceled due to the COVID-19 pandemic. The MPR was utilized by several service and business organizations to host luncheons, seminars, and meetings during FY 2019-20.



**SIMI VALLEY  
CULTURAL  
ARTS CENTER**  
25 Years of Applause

**FY 2020-2021**

# **PROGRAMMING GOALS POST COVID-19 RECOVERY**

Due to the uncertainty of COVID-19 and the unknown date (at this time) of when the Cultural Arts Center can resume programming, it is challenging to set concrete programming goals. There are so many unknowns at this point – reopening date, restrictions on audience size and seating, how long it will be until both audience and artists feel safe to return to live events, economic impact on disposable income for attending the arts, whether local arts organizations will be able to survive and continue to rent the CAC, and more. Now more than ever the CAC will need to play a positive role in helping emerging organizations through technical assistance, providing access to space, logistical support and collaborative programs. That being said, below are some programming goals for the CAC post COVID-19 Recovery:

■ In FY 2020-21, work with struggling local arts organizations to help strengthen and stabilize them by creating means for them to utilize the CAC and create income for both the organizations and the Center. This could be accomplished in the form of rentals, subsidies, co-productions, securing sponsorships and grants to help offset production and facility costs, and other creative partnerships. As a result of these efforts the CAC could produce, co-produce or host at least five fully realized Mainstage productions with production values that maintain the artistic excellence for which SVCAC has become known. In addition, produce or host at least six concert events on the Mainstage featuring a variety of genres and audience appeal.

■ In co-operation with the Youth Council of Simi Valley, co-host several Cultural Diversity events including possible Cultural Heritage Festival, cultural film festival, or cultural music or dance performances to help broaden the spectrum of the Center’s programming goals to bring more diverse programming to the Simi Valley and surrounding community.

■ Continue to explore and expand non-weekend performances of special events, concerts, business rentals and other live arts experiences to generate additional revenue and provide more opportunity for community use of the Center.

■ Strengthen and develop collaborative relationships with educational and community partners in order to maximize our mutual support of “Arts in Education” projects that provide performance related experiences to youth of all ages.

■ Establish a DownStage Cabaret Series of events and expand the use of the DownStage Theater and MPR in order to present a variety of performing arts experiences and provide additional opportunities for increased community involvement as well as generate additional revenue for the Cultural Arts Center.

■ Collaborate with fellow arts organizations, performing arts venues, and local producers to help navigate the recovery and rebirth of the arts post Covid-19.



**Chitty Chitty Bang Bang 2011**



# MARKETING AND MARKETING GOALS FY 2020-2021



The Center's marketing program incorporates the use of print media, color brochures and flyers, radio, television, Website promotion, e-mail marketing, social web outreach and special promotions. Individual producers of events also generate their own marketing materials that work in concert with the Center's marketing efforts.

Continue to expand the Center's advertising and marketing in local and regional print media to include promotion of both programming and rental availability of the Center to increase awareness of the Center's availability as a venue for business and community usage as well as performance based rentals.



Continue to expand our successful e-mail relationship with our audience and continue to increase the CAC's impact on Social Media through Facebook, Twitter, Instagram, blogs, online publications, online reviewers as well as cooperative promotions with other theatrical organizations that help to increase the CACs recognition within the L.A. region.



**Mamma Mia!  
2020**

Through cooperative events, promotions, and publications with other community organizations including the Cultural Arts Center Foundation, reach out to the community in order to create awareness of the activities of the CAC and the unique resources that are available.

Continue to consult and provide technical assistance to organizations that promote, present and enrich the arts within the Simi Valley community.



# UPDATE ON CAC STRATEGIC PLAN

The strategic plan for the Cultural Arts Center is scheduled to begin its implementation phase in the first quarter of Fiscal Year 2020-21. The strategic planning process, relying heavily on stakeholder input thus far, has revealed six key focus areas that will be used to develop strategies and goals. These focus areas, or close variants, will become the strategic priorities of the plan, and ultimately shape the goals and strategic direction of the CAC.

## QUALITY OF LIFE

Leverage the value of the arts to enhance the quality of life for all Simi Valley residents.

## SUSTAINABILITY

Ensure stable revenue streams and maximize operational efficiency.

## PROGRAM DEVELOPMENT

Deliver new avenues of programming while staying true to the CAC's mission.

## FACILITY & CAC EXPERIENCE

Leverage the historical importance of the CAC building and adapt to meet the future needs of the community.

## MARKETING, OUTREACH, & COMMUNITY PARTNERSHIPS

Partner and collaborate with external organizations to fulfill the CAC's mission.

## ARTS LEADERSHIP & ADVOCACY

Support emerging arts organizations and establish the arts as an integral component of life in Simi Valley.

The COVID-19 fallout and the recovery efforts are anticipated to impact available resources as well as influence the formulation of strategy in the above focus areas. For this reason, the COVID-19 recovery efforts and the implementation of the strategic plan are viewed as complementary endeavors. Together, they will guide the decision making process as CAC operations come back on line and lay out a path for success.

**Elf the Musical  
2019**







## CITY OF SIMI VALLEY • MEMORANDUM

**DATE:** July 15, 2020  
**TO:** Simi Valley Arts Commission  
**FROM:** Fred Helsel, Community Services Manager/Cultural Arts Center  
**SUBJECT:** SIMI VALLEY CULTURAL ARTS CENTER STATISTICS

Attached for review are the Simi Valley Cultural Arts Center (CAC) attendance and usage statistics for April - June, 2020. A summary of key statistics is presented in the table below. Due to the COVID-19 pandemic, the CAC was closed to the public for all three months of April - June. The CAC remains closed until further notice.

Description	Q3, Q 4 2019 (Jan-Jun)	Q3,Q4 2020 (Jan-Jun)	Percentage Change
Main Stage Events	96	38	(60%)
Main Stage Attendance	10,149	3,488	(66%)
MPR/Down Stage Events	52	53	2%
MPR/Down Stage Attendance	2,377	1,325	(44%)
Gallery Events	25	9	(64%)
Gallery Attendance	1,066	443	(58%)
Center Usage	345	153	(56%)

Staff will be available at the July 15, 2020 meeting for any questions.

Attachment

## SIMI VALLEY CULTURAL ARTS CENTER STATISTICS

	Main Stage Events	Main Stage Attendance	MPR Events	MPR Attendance	Gallery Events	Gallery Attendance	Total Events	Total Attendance	Hrs Open to the Public (per week)
<b>Annual Total 2016</b>	168	25,096	176	8,171	50	4,008	394	37,275	70
<b>Annual Total 2017</b>	168	25,740	165	7,435	53	3,556	386	36,731	70
<b>Annual Total 2018</b>	179	26,969	132	6,672	53	3,529	364	37,170	69
Jan-19	14	972	4	170	5	85	23	1,227	62
Feb-19	6	175	6	305	0	0	12	480	35
Mar-19	15	2,655	7	315	5	241	27	3,211	57
Apr-19	18	1,163	10	380	3	139	31	1,682	58
May-19	20	2,887	12	677	6	327	38	3,891	60
Jun-19	23	2,297	13	530	6	274	42	3,101	73
Jul-19	21	2,022	12	520	3	175	36	2,717	73
Aug-19	19	1,922	30	817	4	210	53	2,949	78
Sep-19	16	2,005	16	740	4	219	36	2,964	69
Oct-19	22	2,682	11	379	3	321	36	3,382	65
Nov-19	20	3,140	25	820	4	376	49	4,336	79
Dec-19	28	3,617	11	912	8	542	47	5,071	73
<b>Annual Total 2019</b>	<b>222</b>	<b>25,537</b>	<b>157</b>	<b>6,565</b>	<b>51</b>	<b>2,909</b>	<b>430</b>	<b>35,011</b>	<b>65</b>
<b>January - June 2019</b>	<b>96</b>	<b>10,149</b>	<b>52</b>	<b>2,377</b>	<b>25</b>	<b>1,066</b>	<b>173</b>	<b>13,592</b>	<b>58</b>
Jan-20	15	1,430	20	570	2	85	37	2,085	61
Feb-20	11	1,527	19	445	4	306	34	2,278	55
Mar-20	12	531	14	310	3	52	29	893	37
Apr-20	0	0	0	0	0	0	0	0	0
May-20	0	0	0	0	0	0	0	0	0
Jun-20	0	0	0	0	0	0	0	0	0
Jul-20									
Aug-20									
Sep-20									
Oct-20									
Nov-20									
Dec-20									
<b>Annual Total 2020</b>	<b>38</b>	<b>3,488</b>	<b>53</b>	<b>1,325</b>	<b>9</b>	<b>443</b>	<b>100</b>	<b>5,256</b>	<b>26</b>
<b>% Change From 2019</b>	<b>-60%</b>	<b>-66%</b>	<b>2%</b>	<b>-44%</b>	<b>-64%</b>	<b>-58%</b>	<b>-42%</b>	<b>-61%</b>	<b>-56%</b>