City of Costa Mesa – Scope of Work

Arts & Culture Master Plan Update

Purpose:

The City of Costa Mesa seeks to update its Arts & Culture Master Plan, originally adopted in 2021. The updated Plan will assess progress to date, reevaluate community needs, and establish revised goals and strategies that align with the City's motto, *"City of the Arts."*

Project Objectives:

- Evaluate implementation progress of the 2021 Master Plan.
- Re-engage the community to gather updated input and feedback.
- Review and analyze new trends, demographic shifts, and emerging needs.
- Identify updated goals, measurable objectives, and actionable strategies for the next 5–10 years.
- Explore innovative arts policy, public art practices, and sustainable funding models.
- Assess current staffing levels, roles, and capacity.
- Propose a staffing model that supports sustainable plan implementation and growth of the City's arts initiatives.
- Emphasize diversity, equity, inclusion, and geographic balance across Costa Mesa.

Scope of Work:

A. Project Initiation

1. Conduct kickoff meeting with City staff and Arts Commission.
2. Review the 2021 Arts & Culture Master Plan and any relevant City initiatives and policies.
3. Establish a project timeline, communications plan, and deliverable schedule.

B. Assessment of Progress and Current Conditions

1. Review progress made on goals and action items in the 2021 Plan.
2. Conduct updated inventory of:

   - Cultural assets and programs
   - Public and private arts initiatives

- Public art installations
- Creative industries and arts organizations

3. Analyze demographic, economic, and geographic shifts since 2021, with emphasis on post-pandemic recovery.

C. Community and Stakeholder Engagement

1. Develop and deploy multilingual engagement tools, including:
   o Community-wide surveys
   o Pop-up engagement events
   o Town halls and focus groups
   o Bilingual community forums
2. Interview a diverse cross-section of stakeholders, including city leadership team, city commissioners, youth, working artists, business leaders, cultural institutions and arts organizations, and underrepresented communities.
3. Facilitate collaborative visioning sessions with the Arts Commission
4. Facilitate at least one joint study session with Arts Commission and Parks & Community Services Commission regarding arts and parks

D. Plan Refinement and Strategic Visioning

1. Reassess and revise the City's arts vision and mission statements, if needed.
2. Identify priority focus areas, which may include:
   o Public art expansion
   o Youth and community arts programming
   o Cultural equity and access
   o Creative placemaking and infrastructure
3. Develop an implementation roadmap with:
   o Short-, mid-, and long-term priorities
   o Cost estimates and potential funding sources
   o Key performance indicators and tracking tools

E. Staffing Needs and Workload Analysis

1. Conduct an organizational review of current arts-related staffing in Parks & Community Services and associated departments.
2. Evaluate current workload and identify program management gaps (e.g., event coordination, public art management, grant administration, community engagement).
3. Benchmark staffing models from comparable cities with strong cultural arts programs.
4. Identify necessary roles, qualifications, and resource levels to support plan implementation.
5. Develop a proposed staffing plan, including:

- Recommended classifications (e.g., Arts Administrator, Arts Coordinator, Public Art Manager)
- Organizational reporting structure
- FTE levels
- Phased implementation strategy
- Cost estimates and budget impact

F. Plan Preparation and Approval

1. Compile all data, community input, recommendations, and action plans into a professionally written and designed Master Plan Update.
2. Present drafts to the Arts Commission and City Council.
3. Incorporate feedback and finalize the Master Plan Update for adoption.

Deliverables:

- Community Engagement Summary Report
- Updated Inventory of Cultural Assets
- Draft and Final Master Plan Document (PDF and editable format)
- Implementation Matrix with recommended timeline and budget framework
- Staffing & Workload Assessment Report with Proposed Staffing Plan
- Presentation slide decks and outreach materials