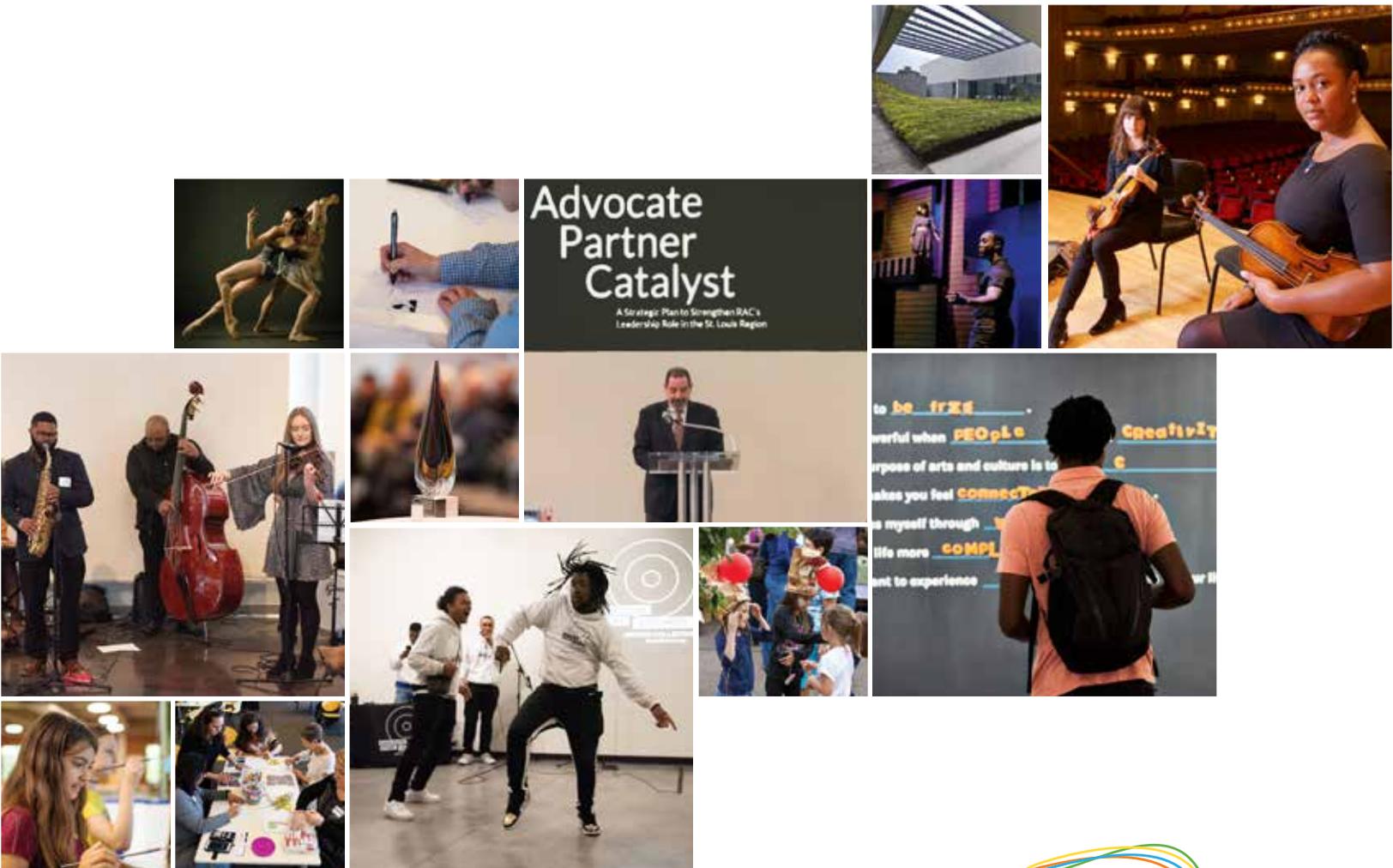


2020

Mid-Year Report



Advocate
Partner
Catalyst

A Strategic Plan to Strengthen RAC's
Leadership Role in the St. Louis Region



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INTRODUCTION

WHY A MID-YEAR REPORT?

On March 11, 2020, the Regional Arts Commission of St. Louis (RAC) celebrated the launch of our five-year strategic plan. This plan was the result of an extensive, collaborative visioning process and a thoughtful, inclusive planning process. The plan further establishes RAC as a public catalyst, convener, and advocate for the arts. And, aligned with our desire to be accountable to our community, we saw great value in issuing a mid-year report that would update our stakeholders on our progress halfway through the first year of this strategic plan.

BUT 2020 IS NO ORDINARY YEAR

Of course, just days after that strategic plan was released, the coronavirus pandemic upended life for RAC and the artists and organizations it serves and supports. Though the disruption challenged RAC to quickly make difficult decisions about funding and operations, RAC's leadership remained committed to being an advocate, partner, and catalyst for the arts and culture in St. Louis.

Then, just over two months later, the killing of George Floyd, coming soon after the killings of Breonna Taylor and Ahmaud Arbery, sparked protests in St. Louis, around the country, and throughout the world, as people took to the streets and lit up the Internet speaking out against racial inequity and injustice.

These twin crises meant that we could not proceed with "business as usual," or even "business as planned in the first few months after the release of our new strategic plan." We had to act differently, and we had to be catalysts in our community for extraordinary action and collaboration.

Thankfully, our multi-year planning effort served as excellent preparation for this kind of work, and just as thankfully, we belong to a network of people and organizations who care deeply about St. Louis, and about the arts community. As a result, we've seen many bright lights shine through the darkness.



Despite significant cuts to our revenue due to a massive decline in hotel/motel occupancy in the City of St. Louis and St. Louis County, RAC has worked to ensure that the working artists and arts organizations that rely on it for funding still receive financial support. Despite economic circumstances that challenge all of us and create a great deal of economic uncertainty, we were thrilled to partner with 16 other arts organizations throughout St. Louis to raise more than \$350,000 from the St. Louis community to support our vibrant arts ecosystem.

In response to a renewed focus on racial injustice, RAC has leaned into its role in being a catalyst and contributor to greater racial equity in St. Louis, a key tenet of our strategic plan.

In this challenging time for our world and for our community, RAC is needed now more than ever, and is poised to face the challenge. We are moving through this period with great intention and compassion to support the St. Louis arts and culture community.

With that in mind, this mid-year report will review what has happened at RAC from January through June of 2020. It will explore how that work aligns with our strategic plan, and discuss how we navigate through the crises we all are responding to now.

NAVIGATING THE CHALLENGE OF COVID-19



IMPACT ON RAC'S FUNDING

RAC's primary source of funding comes from the hotel/motel tax collected by St. Louis County and the City of St. Louis. Due to COVID-19, hotel/motel occupancy has dropped dramatically, meaning this funding source has been reduced significantly, with no clear view as to when it might return to pre-pandemic levels.

IMPACT ON GRANTMAKING

While RAC has long supported the St. Louis arts community in a variety of ways, grantmaking has always been the cornerstone of our work. Even in the face of these cuts, our first priority remains supporting artists and arts organizations in our community.

Though the pandemic has unexpectedly affected the grantmaking cycle, RAC committed to maintaining 100% of the funding for all awarded grants for the 2019-2020 grant cycle. This meant that Program Support Grants, Artist Support Grants, Artist Fellowships, and General Operating Support Grants were paid, even if programs and projects were canceled or postponed due to COVID-19.

However, as a result of this hit to our funding source, there are real financial implications for RAC's budget for fiscal year 2020-2021, which began July 1. For the first half of the 2020-2021 grant cycle, RAC anticipates a reduction in revenue of approximately 75%. This limitation will inevitably result in major cuts to our grantmaking, as the reductions in revenue will be passed through to our grantees.

PROGRAM SUPPORT GRANTS

For organizations receiving funding, we estimate that the 2020-2021 Program Support Grants will be decreased to 40% of their original award amount. Grants will be disbursed in four payments on a quarterly basis in amounts that align with our actual revenues. Due to this decrease and the impact of the COVID-19 crisis on our grantees, we recognize programs may not be able to be completed as written in the original grant application, therefore funding can be used to support the organization's general operating expenses.

Given that Program Support Grants will not be dependent on program completion this year, in alignment with RAC's founding legislation and bylaws, we are only funding organizations with an arts-focused mission.

To be clear, RAC has not made a long-term policy decision to end financial support for arts programs at non-arts organizations, but rather is taking this extraordinary step in response to this very difficult funding situation. It is our desire and intent that as funding returns to more normal levels, and we return to a time when in-person programming can resume, we will once again fund non-arts organizations that are doing arts programming.

GENERAL OPERATING SUPPORT GRANTS

General Operating Support Grants will be reduced in the 2020-2021 grant year as well, and if current projections hold, grantees will receive 25% of their original award amount in the first quarter of the fiscal year. Following the first quarter, RAC will adjust for the following three quarters as RAC's revenues become more certain.

ARTIST SUPPORT GRANTS AND ARTIST FELLOWSHIPS

As the largest funder of individual artists in the St. Louis region, RAC has developed strong relationships with working artists, and we appreciate the unique financial challenges they face in pursuing their professional goals. We remain steadfast in our mission to support local artists through these uncertain times.

However, the financial realities of the COVID-19 pandemic affects our ability to support individual artists as well. Due to COVID-19 related budget cuts, we were only able to fund 20 of the 160 eligible applications in the Spring 2020 round of funding for Artist Support Grants, and both the Fall 2020 Artist Support Grants and 2021 Artist Fellowship applications scheduled to open in July 2020 have been postponed.

While these developments are disheartening, we have worked to identify additional ways to support individual artists, which included shifting our limited funding to support the most urgent needs of our artists through initiatives like the RAC Artist Relief Fund, which are outlined later in this report.

IMPACT ON PROGRAMS

In addition to its impact on grantmaking, COVID-19 has also had a significant impact on RAC's programming. However, RAC remains committed to finding innovative ways to support arts programming, arts organizations, and individual artists through the pandemic, and to resuming these programs as soon as conditions allow.

DOWNTOWN PUBLIC ART – INSITE 2020

InSITE 2020, commissioned by The Downtown STL Public Art Initiative, a community partnership between RAC, Explore St. Louis, and Downtown St. Louis, Inc., is a program that opens up opportunities for local artists, and highlights downtown St. Louis as a place for creativity, possibility, and diversity, welcoming visitors and encouraging exploration of its streets and public spaces.

Due to the circumstances surrounding COVID-19, RAC made the difficult decision to postpone InSITE 2020. While RAC is committed to completing this project, timing continues to be uncertain. We want to make sure the exhibits are open at a time when tourists, as well as downtown residents and employees, are able to get out and enjoy public art in Downtown St. Louis again.

GYO OBATA FELLOWSHIP

The Gyo Obata Fellowship, which launched in 2019, is a 10-week full-time paid summer work opportunity for a minimum of 10 undergraduate students from diverse backgrounds that are interested in pursuing careers in arts management. The program focuses on the need for a more diverse, inclusive, and equitable local nonprofit arts and culture sector.

Unfortunately, due to the value of on-site work inherent in the program, and the restrictions put in place due to COVID-19, we have had to postpone the 2020 Gyo Obata Fellowship. Supported by a major grant from the Gateway Foundation, the Gyo Obata Fellowship will return in 2021 and has funding to continue through 2023.



**WE REMAIN STEADFAST
IN OUR MISSION TO
SUPPORT LOCAL ARTISTS
THROUGH THESE
UNCERTAIN TIMES.”**

LEADING THROUGH CHANGE



The title of our strategic plan document is "Advocate, Partner, Catalyst: A Strategic Plan to Strengthen RAC's Leadership Role in the St. Louis Region."

While these unexpected times challenge us all, they are a clear call for RAC to fully step into its role as advocate, partner, and catalyst, and to lean into its responsibility to lead.

Artists in St. Louis and all around the globe today are helping to mend the fabric of communities during this time of upheaval, and there is much that RAC can do even as grantmaking dollars decrease, from responding with emergency support and convening the right leaders and community members around the table to working in partnership with other organizations to respond to critical issues that affect the arts and culture sector of the region.

Like all organizations, RAC has had to react to this new reality, but we have worked hard to be proactive as much as possible. This has meant considering how we can best leverage our limited resources, ensuring sustainability in our decisions, and thinking through our actions and choices thoughtfully and intentionally, so that we can help the St. Louis arts and culture sector move forward with hope, perseverance, innovation, and creativity.

What follows are some of the key initiatives we have launched since March, or will launch later this year, in collaboration with many of our partners, to support artists and arts organizations throughout the region.

ARTIST RELIEF FUND

In response to the dire economic circumstances faced by so many of our local working artists, and as the only major funder with a mandate to support individual artists, RAC joined with the St. Louis Community Foundation in early April to create the RAC Artist Relief Fund, which supports artists whose livelihoods have been disrupted by the pandemic.

The fund supports working artists recouping financial losses due to cancelled events, programming, contracts, or commissions in all artistic disciplines; and teaching artists who could not teach during this time because of cancelled classes and school closures. The fund offered help to artists in paying urgent, life-sustaining expenses, such as residential rent, mortgage lease or occupancy payments; residential utility bills; groceries and food; medical expenses not covered by insurance; child-care services; car payments or repair; insurance premium payments; and student loans, expenses, or tuition.

Through July 31, the Fund has supported almost 600 local working artists with \$500,000. Priority has been given to artists who have the greatest need due to COVID-19 related income loss, and artists whose current household income is largely from their artistic endeavors.



“ARTS UNITED STL” BENEFIT CONCERT

To raise funds for the RAC Artist Relief Fund, 16 arts organizations came together on May 31 for Arts United STL, a free virtual benefit concert under the direction of Tom Ridgley of St. Louis Shakespeare Festival and fully produced by Opera Theatre of St. Louis. Arts United STL was first envisioned by OTSL's General Director Andrew Jorgensen as a way for St. Louis' established arts institutions to help support the community's vibrant arts ecosystem.

Arts United STL set a goal of raising \$250,000, and exceeded that with a total of more than \$350,000, including gifts and commitments made during and after the May 31st broadcast. The Arts United STL benefit performance can still be viewed in its entirety at bit.ly/ArtsUnitedSTL.

"The vibrancy, diversity, and strength of the St. Louis arts community was brilliantly displayed on Sunday evening," said Andrea Purnell, RAC Commissioner and host of the Arts United STL broadcast. "At this time when we need artists' voices more than ever, St. Louisans responded generously with love, hope, and vital support for artists across our region."

As RAC's charter mandates that all funds and grants be given to those living in St. Louis County and the City of St. Louis, the first three rounds of grants from the Artist Relief Fund were limited to those residents. However, as Arts United STL sponsored this fundraising effort, it allowed RAC to open up eligibility for event proceeds to working artists throughout the 8-county St. Louis region, including the City of St. Louis (MO), as well as St. Louis (MO), Franklin (MO), Jefferson (MO), St. Charles (MO), Madison (IL), Monroe (IL), and St. Clair (MO) Counties.

THE ARTS FUNDERS GROUP

The Arts Funders Group is a partnership of local public and private organizations and foundations that support the vibrancy of the St. Louis arts community. The group consists of RAC, the Missouri Arts Council, the Kranzberg Arts Foundation, the Pulitzer Arts Foundation, the Whitaker Foundation, and the Arts & Education Council.

The group was formed in March of 2020 shortly following the shelter-in-place order with the sole purpose to develop strategies to support local artists and arts organizations who were directly impacted by the immediate closing and cancellations of arts and entertainment venues.



AT THIS TIME WHEN WE NEED ARTISTS' VOICES MORE THAN EVER, ST. LOUISANS RESPONDED GENEROUSLY WITH LOVE, HOPE, AND VITAL SUPPORT FOR ARTISTS ACROSS OUR REGION."

— ANDREA PURNELL, RAC COMMISSIONER AND HOST OF THE ARTS UNITED STL BROADCAST

MISSOURI ARTS SAFETY ALLIANCE

In partnership with nearly 20 arts funders and nonprofit arts organizations representing the St. Louis and Kansas City regions, the Arts Funders Group also formed a reopening working group, the Missouri Arts Safety Alliance, to assist with the development of standards, guidelines, and protocols for arts venues that will support the safe reopening of nonprofit arts and culture venues throughout the state.

The coronavirus pandemic and subsequent mitigation efforts have changed our world and will greatly alter the experience of public assembly in every form for the foreseeable future. Arts organizations large and small have a responsibility to define arts best practices and implement a set of policies and procedures to keep staff, artists, crews, and the public safe.

Working with key government and health officials, and through the leadership of the Kranzberg Arts Foundation and the Missouri Arts Council, the group is currently developing a shared set of guidelines to steer planning and internal operating procedures and communications strategies for the non-profit arts sector to assist in the reopening of arts and culture facilities. The goal is to have arts venues commit to safety and preparedness measures to ensure the health and safety of all stakeholders who utilize their facilities and gather to experience arts of all forms.

The group plans to have a final version of its guidelines completed by late August. In addition to the guidelines, the Alliance will also provide a training video for the arts community to aid in their respective operations and communication strategies. The training materials will be available through a dedicated website: missouriartsafe.org.

STLARTSRESOURCES.ORG

In an effort to provide a comprehensive, resource-driven website to help artists and non-profit arts organizations sustain the viability of the arts in St. Louis, the Arts Funders Group launched STLARTSRESOURCES.org. The website was initially developed to provide links to a collection of websites containing emergency funding information and other pertinent information from arts sector service organizations for those negatively impacted due to COVID-19.

The site has since expanded its content to include additional resource information such as legal, financial, medical, social services, and capacity building materials for artists and arts organizations. The site also hosts COVID-19 Operation and Facility Reopening Guidelines for arts venues. The site provides a central repository of information for the St. Louis arts sector.

CAPACITY BUILDING: ST. LOUIS

In the fall of 2020, RAC, in partnership with the DeVos Institute of Arts Management at the University of Maryland, will launch Capacity Building: St. Louis, a new two-year teaching and mentoring program that focuses on capacity building for small and mid-sized arts organizations. A cohort of 30 participants will be identified from arts and cultural organizations throughout St. Louis.

The program will include group seminars in long-term artistic planning, institutional and programmatic marketing, fundraising, board development and engagement, and strategic planning; planning prompts to help managers and their boards develop concrete next steps following each seminar; and ongoing, individualized consultation with an Institute advisor.

In the short term, Capacity Building: St. Louis will help stabilize and strengthen participating organizations' artistic planning, financial planning, fundraising, board engagement, and marketing practices. Given the impact of COVID-19, the program will also address strategies for maintaining visibility, relevance and service during this time of uncertainty, and create space for long-term thinking to position organizations for success in the years ahead.

In the long term, the initiative will produce a cadre of thriving, sustainable organizations that serve as models of good governance and financial sustainability for our community, and a class of board members prepared to share that experience with other organizations throughout their career.

Given the priority placed on diversity, racial equity, and inclusion in RAC's strategic plan, and our belief that a healthy and vibrant arts ecosystem depends on a diverse set of organizations that reflect the diversity of the broader community, we are working with the DeVos Institute to customize the program to embed diversity, equity, and inclusion principles in each component of the curriculum; to ensure that the program operates with a diversity, equity, and inclusion lens; and to ensure that the cohort itself represents the diversity of our arts community.

Capacity Building: St. Louis is a program of the Regional Arts Commission (RAC), made possible by the Centene Charitable Foundation.





TOWARDS A MORE EQUITABLE COMMUNITY

On June 4, RAC issued a statement on the killing of George Floyd and our work towards a more equitable community:

News of the horrific killings of Ahmaud Arbery, Breonna Taylor, and George Floyd have filled us with deep sorrow. We are angered by these senseless tragedies, and the countless other episodes of racial violence, that continue to occur here and in communities all over the country. The Regional Arts Commission of St. Louis stands in solidarity with the Black community in pursuit of equity and justice. We recognize that inequity is pervasive, historic, and systemic. Disparities and discrimination are daily occurrences rooted in long-standing majority privilege and power, both inside and outside of the arts. Sustained racialized public policies and institutional practices, both conscious and unconscious, have resulted in generations of unjust and inequitable outcomes based on race.

Artists and cultural creators have a unique role in challenging inequity and imagining new, more just realities. RAC will prioritize its support to artists and arts organizations doing this important and necessary work. We will redouble our efforts to understand our role in perpetuating inequitable practices within our organization and take action to dismantle them. We will engage with, listen to, and learn from our community as we work together to build a more equitable arts sector. As we continue this work, we want to hear from you. Please send us an email at equity@racstl.org.



WE RECOGNIZE
THAT INEQUITY IS
PERVASIVE, HISTORIC,
AND SYSTEMIC."

Creating a communication channel specifically to address issues of equity served as an invitation to the community to engage, and as a call for us to listen and sharpen our community focus. Though simply creating an email address may seem like a small thing, that email address has led to productive conversations with community members around this essential issue.

In addition, we have adjusted our strategic plan implementation timeline to accelerate some of our planned work on diversity, equity, and inclusion. We are highly committed to this work, and will hold ourselves accountable to the community to make meaningful progress in our stated priorities.

COMMUNICATING THROUGH CHANGE

Since the launch of the cultural planning initiative (EVOKE), RAC has been continually improving its communications efforts. RAC is committed to transparency. This year, and especially through the pandemic, constituents have experienced more frequent and transparent communications about grants and other programs, and more grant workshops and information guides have been provided to grantees. In addition, survey participation has increased to evaluate and improve its programs and services.

Working with other non-profits such as the Rome Group and Volunteer Lawyers and Accountants for the Arts (VLAA), the St. Louis business community, Explore St. Louis, and city and county government, RAC has increased its email

communications to share vital information to assist our artists and non-profit organizations with COVID-19 resources, marketing, finances, career opportunities and other capacity-building information.

To respond to the current climate, RAC immediately created a COVID-19 section of its website to house local and national relief effort information, impact reports, and funding and job opportunities, along with health, safety, and wellness information from the CDC and local public health agencies. Additionally, RAC created a listing of resources for the arts community and the public to learn more about social justice and equity.

RAC continues to listen to its constituents and the community at large about racial injustice, and released an equity@racstl.org email address to invite community feedback. Staff responds to each email received.

In addition, the organization has increased its local and regional media coverage with the launch of new programs and events. As part of the 5-year plan, and to further enhance its communications strategies, RAC will implement a new Customer Relationship Management (CRM) system to better segment and respond to its growing audience. RAC will launch an external newsletter in August to keep its constituents and the St. Louis community informed about its programs, funding opportunities, and collaborative efforts with local partners to create a more vibrant St. Louis through the arts. In September, RAC will launch a new website that will provide news and information about its programs and funding opportunities, and will continue its commitment to serve as a primary resource for artists, arts organizations, and arts administrators. The new website will have a vibrant look and feel, reflective of the St. Louis arts community.

ADDITIONAL RESOURCES AND SUPPORT

To further support the arts community during this unprecedented time, RAC has been connecting artists and organizations to additional resources locally and nationally and has been convening other local and statewide organizations and agencies which fund local arts organizations to find ways to more closely work together and address the issues facing St. Louis's arts community today.



ADDITIONAL 2020 UPDATES



EXECUTIVE DIRECTOR SEARCH

In May of this year, Mont Levy, chairman of the Regional Arts Commission, appointed a search committee of the Commission to oversee the recruitment of RAC's new executive director. The Board of Commissioners has retained Isaacson, Miller, a national search firm, to assist in the search. The position emphasizes RAC's desire to bring on a person who is a skilled leader and proven manager to lead RAC at a critical point in its history and into 2025, offering boundless engagement, creativity, and guidance to both the organization and the multifaceted community it serves. The position offers a unique opportunity for devising ways to implement aspects of an ambitious vision for the future of RAC and the St. Louis arts ecosystem. The Commission hopes to have the position filled this year.

COMMUNITY ARTS TRAINING (CAT) INSTITUTE

On March 14, we celebrated the graduation of 15 Fellows from RAC's 26th CAT Institute. The CAT Institute, founded in 1997, is the longest-running sustained training program of its kind in the United States. It is a five-month training program that fosters successful partnerships between artists of all disciplines, social workers, educators,

community and social activists, and policymakers with the goal of creating relevant, impactful arts programs particularly in under-resourced community settings.

Now a national model, the CAT Institute offers artists of all disciplines, social service professionals and community organizers an opportunity to collaborate across sectors to develop programs that can affect positive social change within a targeted neighborhood. The program emphasizes the power of the arts to change communities and inspire new ways to address social issues.

While the 2020 CAT Institute has been postponed due to COVID-19, we are committed to the continuation of this critical program as an integral part of the mission of RAC. We will resume this program as soon as our revenue stream provides us with sufficient funds to do so.

This summer and fall, staff is further engaging the network of over 400 alumni. The CAT Alumni Advisory Committee made great strides in its first year in 2019, and will continue its work for a second year in 2020. This committee will work with staff to review and update the CAT curriculum, and develop new ways to engage the CAT alumni network, including relaunching the CAT alumni directory this fall on the new RAC website, connecting with CAT alumni through meetings and a survey, and hosting more virtual and in-person meetups and workshops, as COVID-19 restrictions allow.



THE CAT INSTITUTE EMPHASIZES THE POWER OF THE ARTS TO CHANGE COMMUNITIES AND INSPIRE NEW WAYS TO ADDRESS SOCIAL ISSUES.”

ST. LOUIS TEACHING ARTIST INSTITUTE (TAI)

The St. Louis Teaching Artist Institute (TAI), which began in 2018, trains up to 30 teaching artists each year who are focused on K-12 education. The program uses a curriculum inspired by the Lincoln Center Institute for the Arts in Education, and participants benefit from peer learning and individualized coaching from master teaching artists. TAI Fellows complete a six-month training program that offers hands-on opportunities to explore and understand the arts through "imaginative learning."

Over the course of the program, Teaching Artists develop a better understanding of the fundamentals of teaching artistry while also learning and applying the basic tenets of the Lincoln Center teaching artists' model for effective activities, lessons, and workshops. These Teaching Artists will serve as trusted leaders in the arts community to increase our impact and act as agents for positive social change through the arts. This project is funded by Wells Fargo Advisors.

On March 7, RAC recognized 17 Teaching Artists during a special graduation ceremony.

Unfortunately, in response to the fiscal realities brought about by COVID-19, RAC has made the difficult decision to

postpone all existing 2020 programming, including the Teaching Artist Institute. TAI is included in our five-year strategic plan, and we are committed to the continuation of this critical program as an integral part of the mission of RAC. We will resume this program as soon as our revenue stream provides us with sufficient funds to do so. In the interim, we will be taking this time to further improve the program for participants and alumni.

ST. LOUIS CANVASS PROJECT

On February 29, students from across St. Louis City and County spent their extra day of the year learning from local artists through the St. Louis Canvass Project, which offered free programming to middle-school students in select districts designed to teach life skills through the arts, with an emphasis on leadership.

Students gathered to view a performance from Story Stitchers titled "Stand Down, Rise Up," as part of their Black History Month touring season. The performance informed the lessons the Teaching Artists led the students through, which related to how writing and performing music and lyrics can be a form of self-expression and activism along with what it means to be a storyteller. A total of 31 students participated in the program across four St. Louis community sites including Beyond Housing, Central Print, Intersect Arts Center, and RAC.

In alignment with RAC's strategic plan, and the conclusion of Wells Fargo's three-year commitment to the program, the St. Louis Canvass Project officially sunset in April.



ARTS EDUCATION COLLECTIVE IMPACT INITIATIVE

While the Canvass Project is no longer part of RAC's portfolio of programs, it has deeply informed our understanding of arts education initiatives. Building on what we have learned, RAC will continue its commitment to arts education through a collective impact initiative that will begin later this year with a research effort to understand national best practices. In 2021, an Arts Education Advisory Committee (AEAC) will be created, and will work to document the state of arts education in St. Louis.

COMMITTEES OF THE REGIONAL ARTS COMMISSION

Directed by 15 commissioners appointed by the chief executives of the City of St. Louis and St. Louis County, the current RAC board represents the diversity of business leadership and arts advocacy in St. Louis. With professional experience in finance, law, marketing, healthcare, non-profit management, education, human resources, and artistic practice and arts management, Commissioners meet monthly with the full staff and more frequently for committee meetings.



Since the launch of RAC's 5-year strategic plan, RAC has activated eight committees of the Commission. The increase in the number of committees is indicative of RAC's commitment to transform St. Louis into a more vibrant, creative, and equitable community. The committees, listed below, were formed to support the strategic plan and to ensure accountability at every level of the organization.

Executive Committee

The primary function of the Executive Committee is to provide leadership for the Commission by assisting in shaping the Commission's vision by planning and creating goals for the future, ensuring a holistic approach to decision-making, and overseeing the Executive Director

Strategic Planning Implementation Committee

The primary function of the Strategic Planning Implementation Committee is to establish and monitor the execution of the strategic plan on an ongoing basis

Grants Committee

The primary function of the Grants Committee is to oversee the grantmaking process of the organization to ensure a fair, equitable, and impactful distribution of the funds.

Diversity, Equity, and Inclusion Committee

The primary function of the Diversity, Equity, and Inclusion Committee is to provide leadership for the Commission to champion policies, and practices that promote diversity, racial equity, accessibility and inclusion in the arts and all elements of the organization's programs and internal operations.

Ad-hoc Facilities Committee

The primary function of the Ad-hoc Facilities Committee is to ascertain the highest and best use and the configuration of the current facility..

Strategic Initiatives Committee

The primary function of the Strategic Initiatives Committee is to monitor and guide the strategic initiatives programs to ensure alignment with the strategic plan and intended outcomes and goals.

Finance Committee

The primary function of the Finance Committee is to oversee current and long-term financial health of the organization.

Governance Committee

The primary function of the Governance Committee perpetuates an engaged Commission and ensure compliance with our by-laws, enabling legislation, and not-for-profit rules and regulations.

UPDATED STRATEGIC PLAN IMPLEMENTATION SCHEDULE

The chart below shows the strategic plan implementation schedule, updated to reflect changes made since its original publication in the strategic plan document.

IMPLEMENTATION TIMELINE

	2020	2021	2022	2023	2024
GROW AND DEVELOP CAPACITY OF ARTISTS AND ARTS ORGANIZATIONS					
Implement Capacity Building Program for Organizations	Active	Active	Active	Active	Completed
Initiate Artist Count II Survey	Completed	Completed	Active	Completed	Completed
Leverage Artist Count II Survey Data for Artist Programs and Services	Completed	Completed	Active	Completed	Completed
Develop and Implement Capacity Building Program for Individual Artists	Completed	Completed	Active	Active	Completed
ADVANCE THE EDUCATION OF YOUNG PEOPLE IN AND THROUGH THE ARTS					
Conduct State of the Arts Education Research	Completed	Active	Active	Completed	Completed
Launch and Implement Arts Education Collective Impact Initiative	Completed	Active	Active	Active	Completed
INCREASE EQUITY IN THE ARTS THROUGH LEADERSHIP AND COLLABORATION					
Develop Communications and Engagement Strategies for DEI efforts	Active	Completed	Completed	Completed	Completed
Support Equity Training Programs for Arts Leadership	Completed	Active	Completed	Completed	Completed
Evaluate Equity Training Programs for Arts Leadership	Completed	Completed	Active	Completed	Completed
Implement Capacity Building Intensive Program for Organizations of Color	Active	Active	Active	Completed	Completed
Continue to Fund and Evaluate Equity Training Programs	Completed	Active	Active	Active	Active
Optimize Pipeline for Arts Administrators of Color	Completed	Active	Active	Active	Completed
STRENGTHEN KEY ORGANIZATIONAL INFRASTRUCTURE					
Optimize Grantmaking Programs to Support DEI Objectives	Completed	Active	Active	Completed	Completed
Relaunch RAC Website	Active	Completed	Completed	Completed	Completed
Evaluate and Optimize Strategic Initiatives Programs	Active	Active	Active	Completed	Completed
Develop Regional Marketing Program to Support Arts and Culture Awareness	Completed	Active	Completed	Completed	Completed
Develop and Implement Master Facility Plan	Completed	Active	Active	Completed	Completed



WHAT HAPPENS NEXT

Since the beginning of the pandemic, we have convened ongoing conversations with local and statewide organizations and agencies who fund and support our local arts organizations to find ways we might work in partnership to help address the growing number of issues facing our arts community today and into the future.

We have also stepped up our communication efforts: distributing surveys to better understand the needs of our constituents; sending more frequent outreach emails; sharing economic impact data on our website; building out the resources section of our website to include arts-focused resources, resources for diversity, equity, and inclusion, and links to critical information on federal government programs and other funding opportunities throughout the country. But we are not just sharing more, we are also listening more, so that we can respond better.

Our goal throughout the pandemic, and in response to the killing of George Floyd, Breonna Taylor, and Ahmaud Arbery, and the protests for racial justice we have seen across the region, nation, and globe, has been to respond to this challenge in a way that is aligned with the RAC we said we wanted to be – that you said you needed us to be – in our strategic plan.

We heard our community's voice loud and clear throughout the process that led to that strategic plan, and while nobody expected we would find ourselves navigating these dual crises, the community voice that informed our

strategic plan informs how we are thinking about our work in this moment, and how we must respond to these crises now.

This moment calls on us to be nimble and responsive, but also thoughtful and deliberative. This moment calls on us to leverage our relationships, and to build new partnerships. This moment calls on us to hold ourselves accountable, and change our expectations of what is possible.

During this unprecedented time and beyond, we will continue to do all that we can, with the resources we have, to ensure we are providing the greatest support to our arts community, not only in this moment, but with an eye toward a sustainable future.

As we said in the conclusion to our strategic plan, we are ready and eager to rise to this challenge, and we know we can do it – but we can't do it alone.

We need your support. We need the city's support. We need the county's support. We need the support of non-profit organizations and corporate citizens. We need the support of the people and organizations across the region who know the positive impact that the arts can have on all of our lives.

We hope you'll join us in this defining moment for St. Louis.



racstl.org

REGIONAL ARTS COMMISSION OF ST. LOUIS
6128 DELMAR BLVD., ST. LOUIS, MO 63112

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