CALIFORNIA ARTS COUNCIL

STRATEGIC PLAN

ADOPTED JANUARY 2014

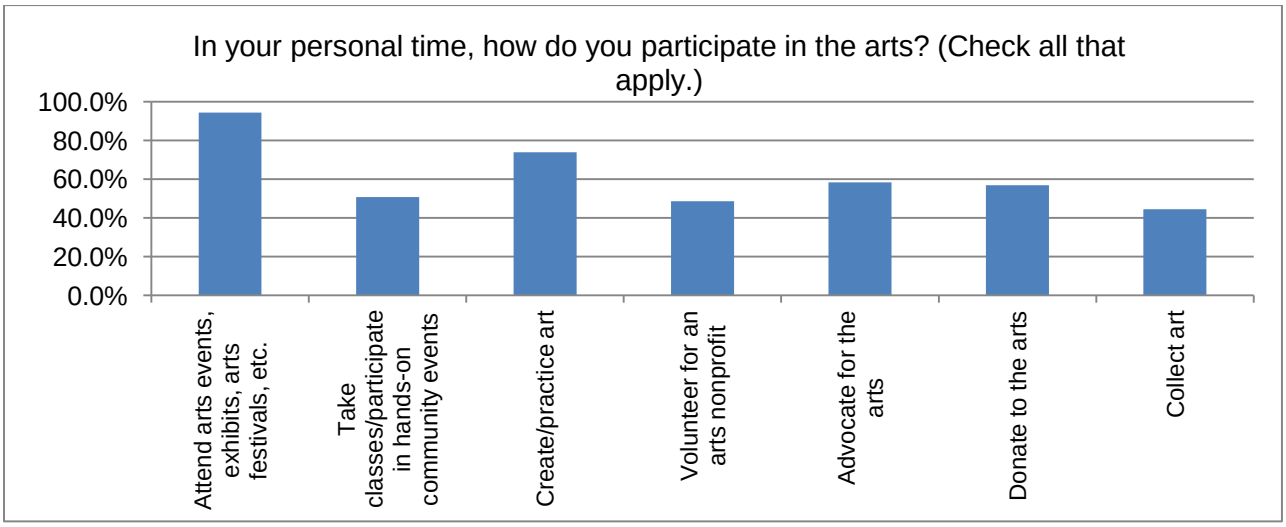
APPENDICES:
Survey Results
Listening Tour Attendees
Stakeholder Interviews

CALIFORNIA
ARTS COUNCIL

APPENDIX I: SURVEY RESULTS

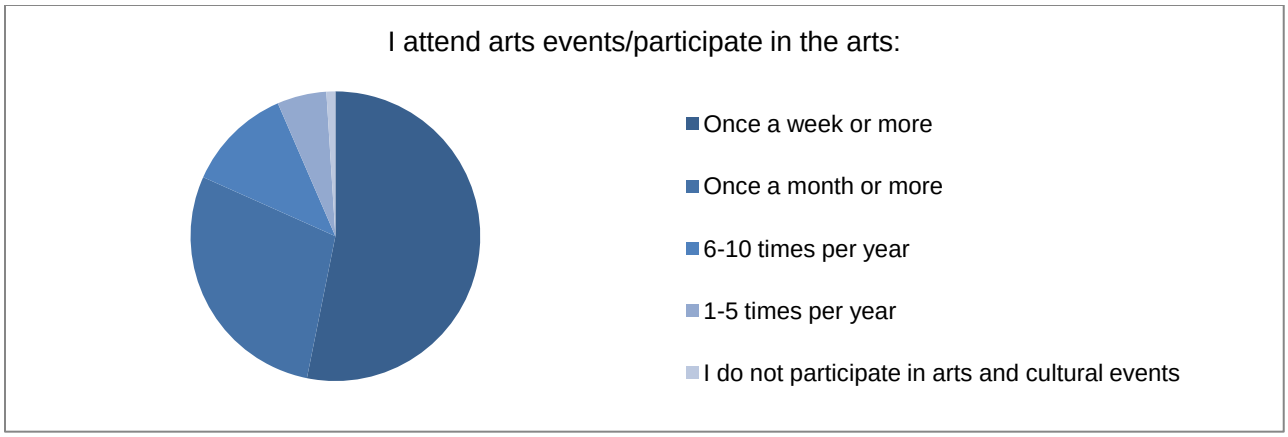
QUESTION 1: In your personal time, how do you participate in the arts? (Check all that apply.)

Answer Options	Response Percent	Response Count
Attend arts events, exhibits, arts festivals, etc.	94.4%	1025
Take classes/participate in hands-on community events	50.9%	553
Create/practice art	73.9%	803
Volunteer for an arts nonprofit	48.6%	528
Advocate for the arts	58.4%	634
Donate to the arts	57.0%	619
Collect art	44.6%	484
Other (please specify)		167
	Answered question	1086
	Skipped question	0



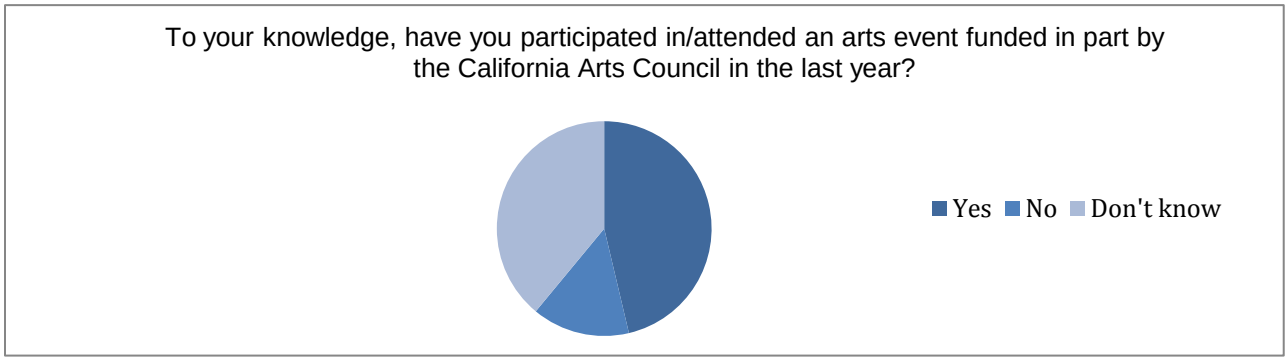
QUESTION 2: I attend arts events/participate in the arts:

Answer Options	Response Percent	Response Count
Once a week or more	53.1%	577
Once a month or more	28.5%	310
6-10 times per year	11.8%	128
1-5 times per year	5.5%	60
I do not participate in arts and cultural events	1.0%	11
	Answered question	1086
	Skipped question	0



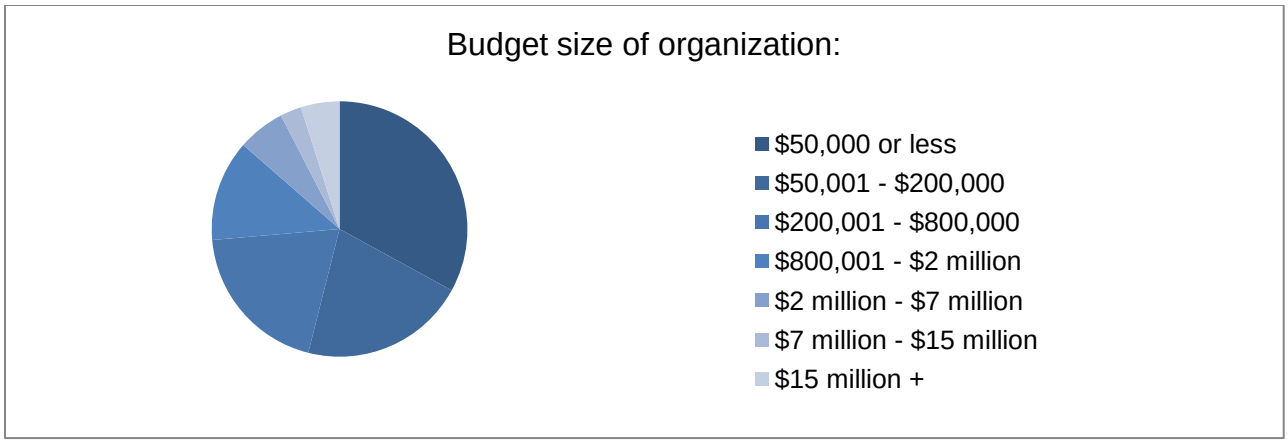
QUESTION 3: To your knowledge, have you participated in/attended an arts event funded in part by the California Arts Council in the last year?

Answer Options	Response Percent	Response Count
Yes	46.3%	503
No	14.7%	160
Don't know	39.0%	423
	Answered question	1086
	Skipped question	0



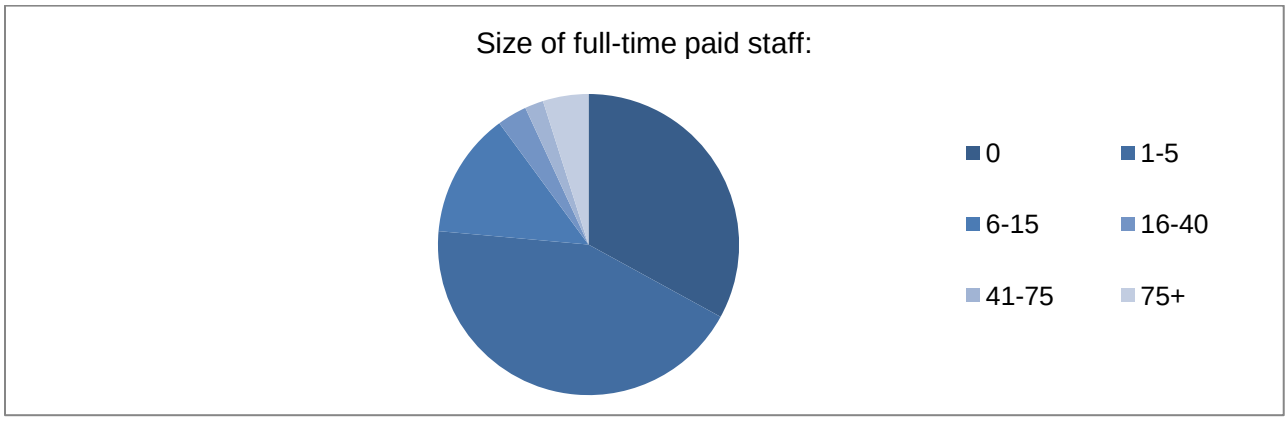
QUESTION 4: Budget size of organization:

Answer Options	Response Percent	Response Count
$50,000 or less	33.0%	231
$50,001 - $200,000	21.0%	147
$200,001 - $800,000	19.7%	138
$800,001 - $2 million	12.8%	90
$2 million - $7 million	6.0%	42
$7 million - $15 million	2.7%	19
$15 million +	4.9%	34
	Answered question	701
	Skipped question	385



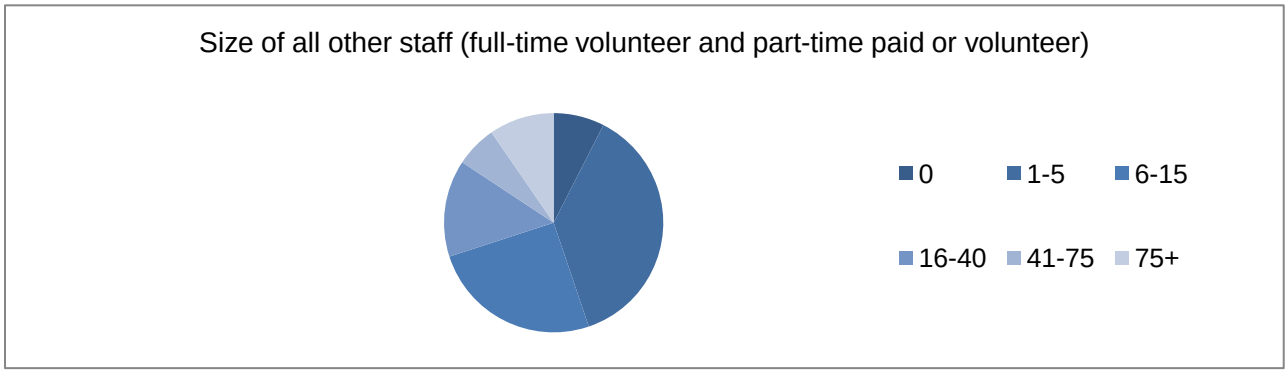
QUESTION 5: Size of full-time paid staff:

Answer Options	Response Percent	Response Count
0	33.0%	235
1-5	43.5%	310
6-15	13.5%	96
16-40	3.2%	23
41-75	2.0%	14
75+	4.9%	35
	Answered question	713
	Skipped question	373



QUESTION 6: Size of all other staff (full-time volunteer and part-time paid or volunteer):

Answer Options	Response Percent	Response Count
0	7.5%	53
1-5	37.3%	264
6-15	25.2%	178
16-40	14.3%	101
41-75	6.1%	43
75+	9.6%	68
	Answered question	707
	Skipped question	379



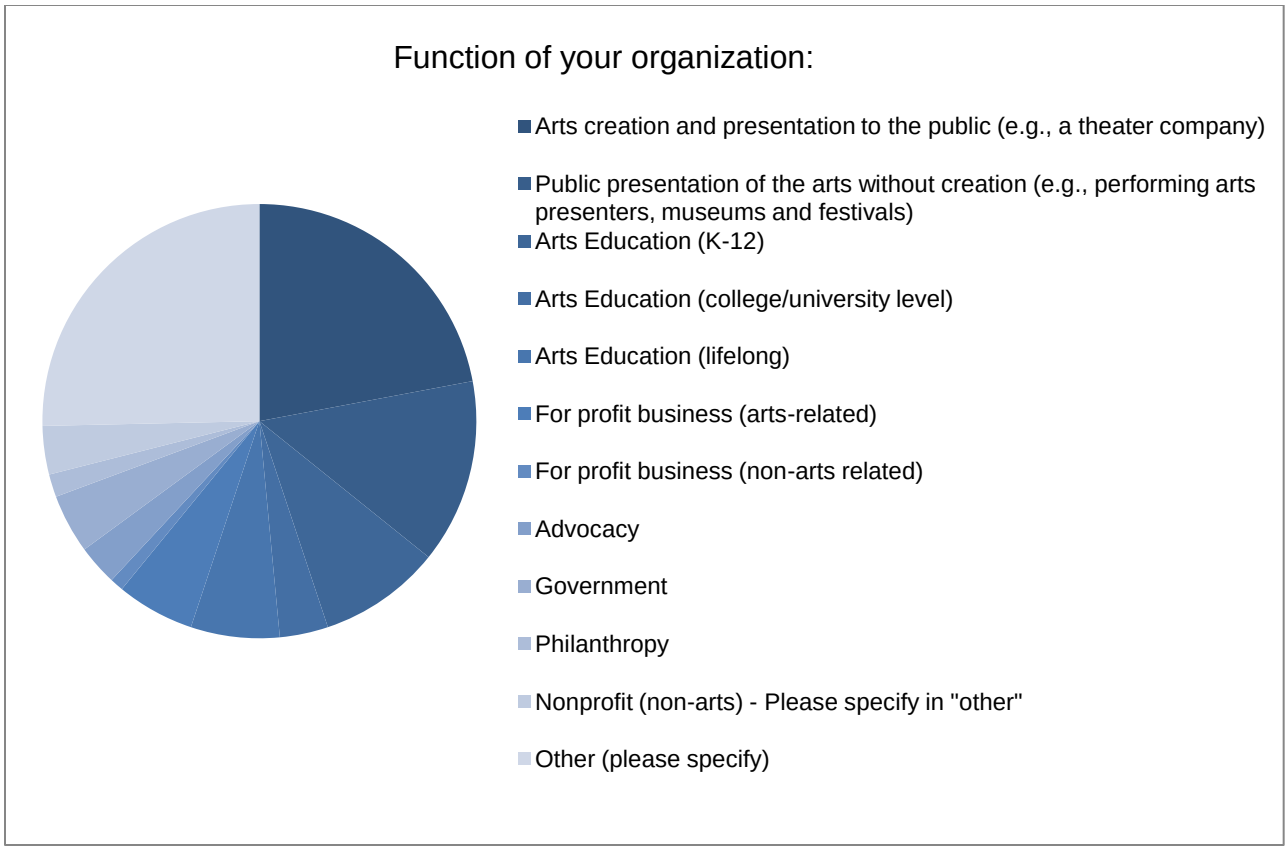
QUESTION 7: County where your organization is based:

Answer Options	Percent	Count	Answer Options	Percent	Count	Answer Options	Percent	Count
Alameda	6.40%	46	**Marin**	1.70%	12	**San Luis Obispo**	1.10%	8
Alpine	0.10%	1	**Mariposa**	0.10%	1	**San Mateo**	1.00%	7
Amador	0.10%	1	**Mendocino**	0.60%	4	**Santa Barbara**	1.50%	11
Butte	0.80%	6	**Merced**	0.40%	3	**Santa Clara**	3.60%	26
Calaveras	0.00%	0	**Modoc**	0.30%	2	**Santa Cruz**	1.90%	14
Colusa	0.10%	1	**Mono**	0.00%	0	**Shasta**	0.10%	1
Contra Costa	2.10%	15	**Monterey**	1.10%	8	**Sierra**	0.30%	2
Del Norte	0.10%	1	**Napa**	1.10%	8	**Siskiyou**	0.30%	2
El Dorado	1.10%	8	**Nevada**	0.80%	6	**Solano**	0.60%	4
Fresno	1.80%	13	**Orange**	3.20%	23	**Sonoma**	1.40%	10
Glenn	0.00%	0	**Placer**	3.90%	28	**Stanislaus**	0.70%	5
Humboldt	1.50%	11	**Plumas**	0.80%	6	**Sutter**	0.00%	0
Imperial	0.10%	1	**Riverside**	1.90%	14	**Tehama**	0.40%	3
Inyo	0.40%	3	**Sacramento**	5.70%	41	**Trinity**	0.30%	2
Kern	0.60%	4	**San Benito**	0.40%	3	**Tulare**	1.00%	7

King	0.00%	0	**San Bernardino**	2.40%	17	**Tuolumne**	1.00%	7
Lake	0.30%	2	**San Diego**	9.20%	66	**Ventura**	0.80%	6
Lassen	0.30%	2	**San Francisco**	7.90%	57	**Yolo**	1.50%	11
Los Angeles	22.30%	160	**San Joaquin**	1.00%	7	**Yuba**	1.30%	9
Madera	0.40%	3				*Answered question*		719
						Skipped question		367

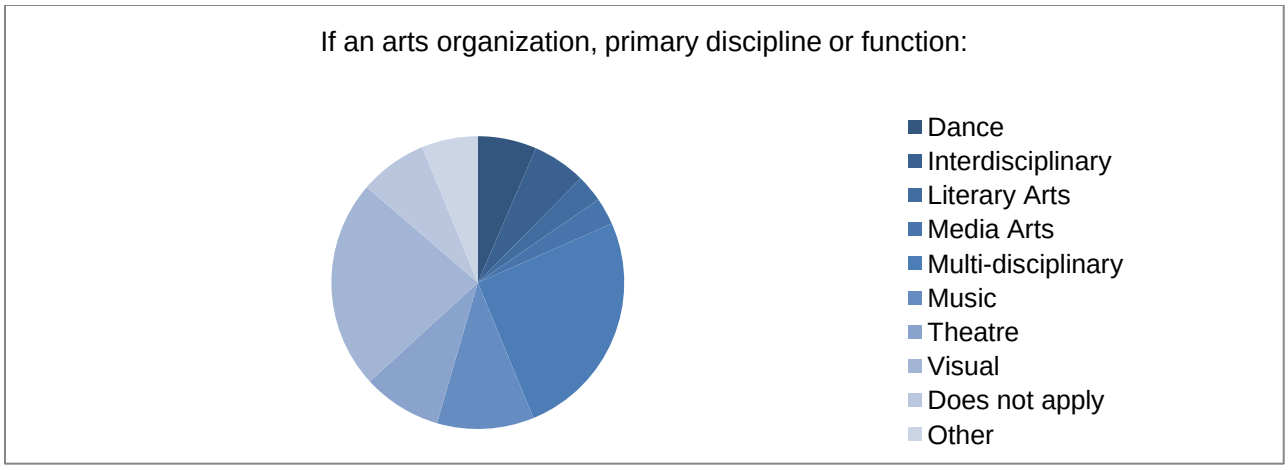
QUESTION 10: Function of your organization:

Answer Options	Response Percent	Response Count
Arts creation and presentation to the public (e.g., a theater company)	22.0%	159
Public presentation of the arts without creation (e.g., performing arts presenters, museums and festivals)	13.7%	99
Arts Education (K-12)	9.1%	66
Arts Education (college/university level)	3.6%	26
Arts Education (lifelong)	6.6%	48
For profit business (arts-related)	5.8%	42
For profit business (non-arts related)	1.0%	7
Advocacy	3.0%	22
Government	4.4%	32
Philanthropy	1.7%	12
Nonprofit (non-arts) - Please specify in "other"	3.6%	26
Other (please specify)	25.3%	183
	Answered question	722
	Skipped question	364



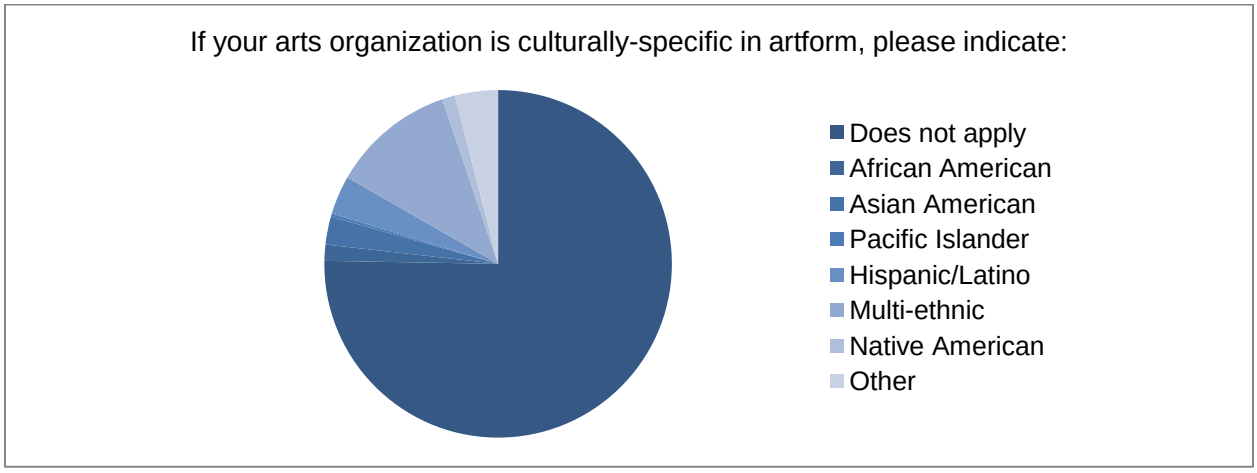
QUESTION 11: If an arts organization, primary discipline or function:

Answer Options	Response Percent	Response Count
Dance	6.5%	44
Interdisciplinary	5.9%	40
Literary Arts	3.0%	20
Media Arts	3.0%	20
Multi-disciplinary	25.4%	172
Music	10.7%	72
Theatre	8.7%	59
Visual	23.1%	156
Does not apply	7.5%	51
Other	6.2%	42
Other (please specify)		64
	Answered question	676
	Skipped question	410



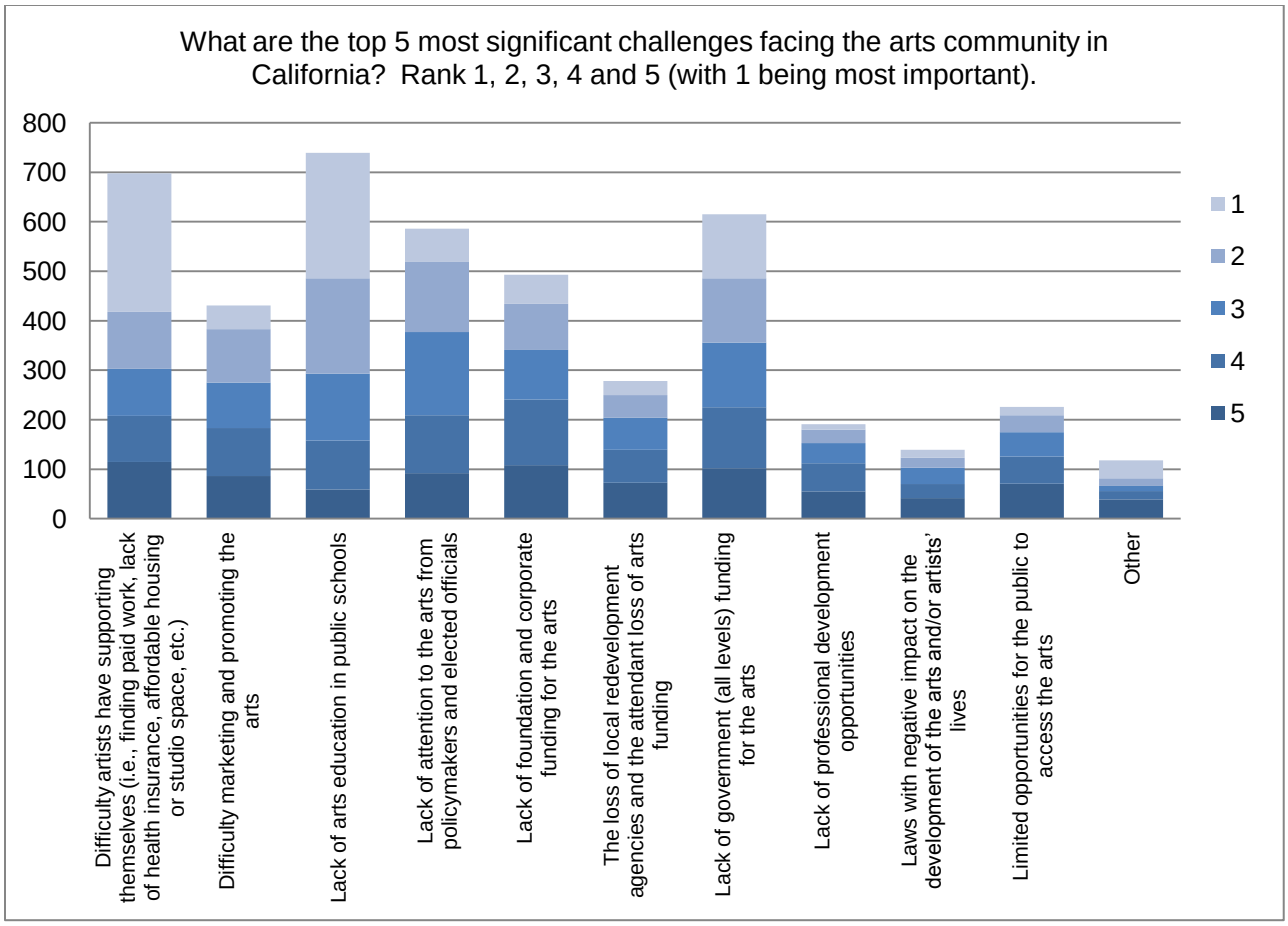
QUESTION 12: If your arts organization is culturally-specific in artform, please indicate:

Answer Options	Response Percent	Response Count
Does not apply	75.20%	486
African American	1.50%	10
Asian American	2.60%	17
Pacific Islander	0.30%	2
Hispanic/Latino	3.60%	23
Multi-ethnic	11.50%	74
Native American	1.20%	8
Other	4.00%	26
	Answered question	646
	Skipped question	440



QUESTION 13: What are the top 5 most significant challenges facing the arts community in California? Rank 1, 2, 3, 4 and 5 (with 1 being most important).

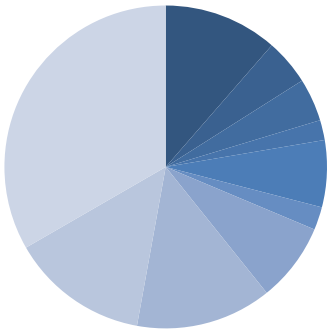
Answer Options	1	2	3	4	5	Response Count
Difficulty artists have supporting themselves (i.e., finding paid work, lack of health insurance, affordable housing or studio space, etc.)	280	115	95	93	115	698
Difficulty marketing and promoting the arts	48	108	92	97	86	431
Lack of arts education in public schools	253	193	135	99	59	739
Lack of attention to the arts from policymakers and elected officials	67	142	168	117	92	586
Lack of foundation and corporate funding for the arts	59	93	100	133	108	493
The loss of local redevelopment agencies and the attendant loss of arts funding	28	46	65	66	73	278
Lack of government (all levels) funding for the arts	129	130	131	123	102	615
Lack of professional development opportunities	11	27	41	57	55	191
Laws with negative impact on the development of the arts and/or artists' lives	16	20	33	28	42	139
Limited opportunities for the public to access the arts	17	34	49	55	71	226
Other	36	16	10	17	39	118
Other (please specify)						116
					Answered question	984
					Skipped question	102



QUESTION 14: How important is private sector support of the arts (e.g., from the business or foundation community)? Rank with 1 as least important and 10 as most important for your organization.

Answer Options	Response Percent	Response Count
1	11.4%	112
2	4.6%	45
3	4.3%	42
4	2.0%	20
5	6.7%	66
6	2.3%	23
7	7.9%	78
8	13.6%	134
9	13.8%	136
10	33.3%	328
	Answered question	984
	Skipped question	102

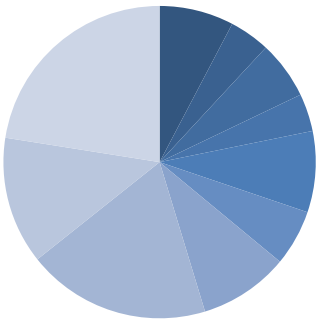
How important is private sector support of the arts (e.g., from the business or foundation community)? Rank with 1 as least important and 10 as most important for your organization.



QUESTION 15: How important are the arts to attracting and retaining employees and businesses in California communities? Rank with 1 as least important and 10 as most important for your organization.

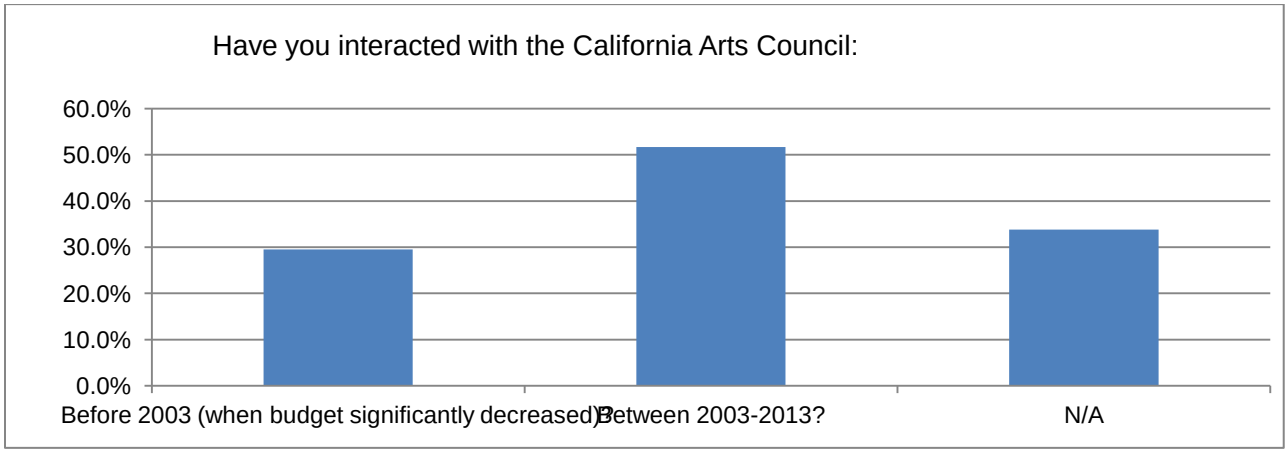
Answer Options	Response Percent	Response Count
1	7.7%	76
2	4.2%	41
3	6.0%	59
4	3.9%	38
5	8.4%	83
6	5.8%	57
7	9.3%	92
8	19.0%	187
9	13.2%	130
10	22.5%	221
	Answered question	984
	Skipped question	102

How important are the arts to attracting and retaining employees and businesses in California communities? Rank with 1 as least important and 10 as most important for your organization.



QUESTION 16: Have you interacted with the California Arts Council:

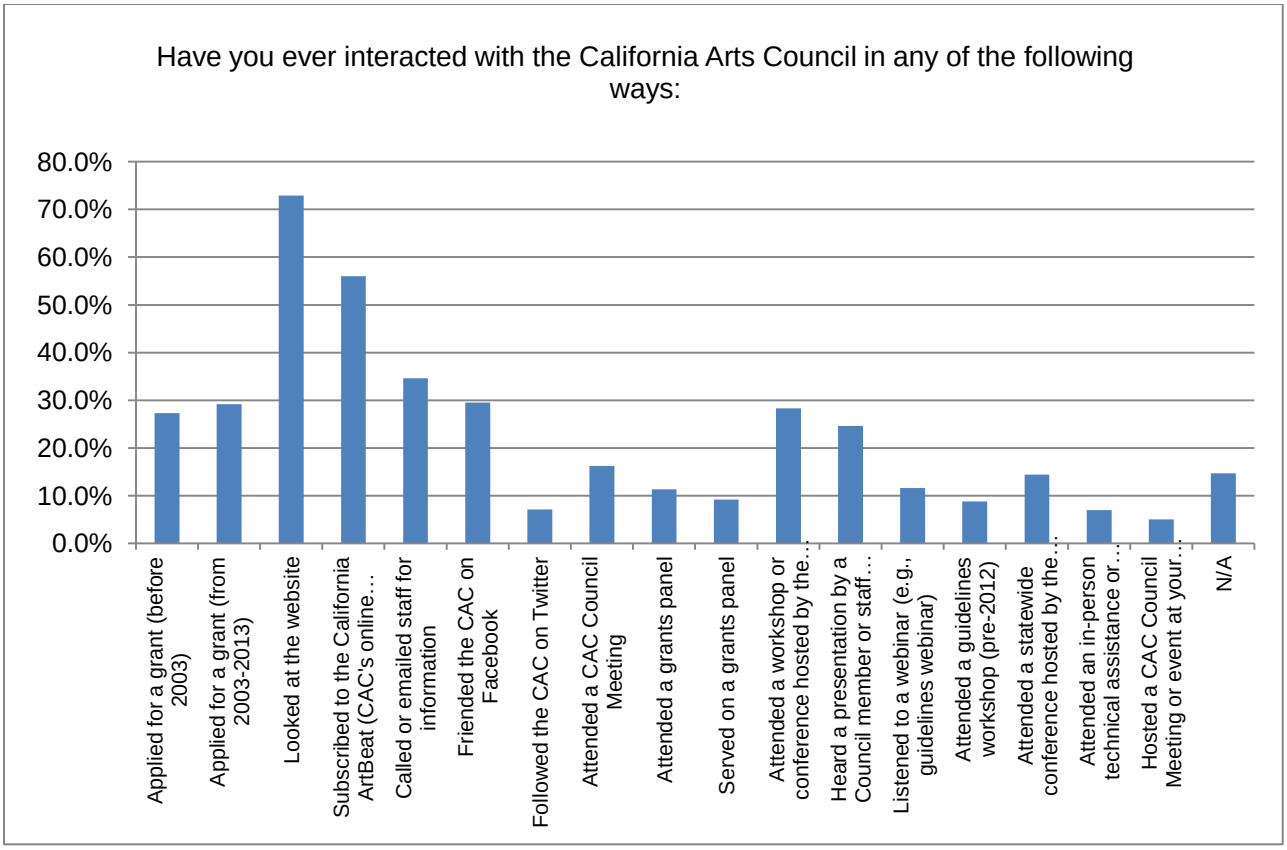
Answer Options	Response Percent	Response Count
Before 2003 (when budget significantly decreased)?	29.5%	282
Between 2003-2013?	51.7%	494
N/A	33.8%	323
	Answered question	956
	Skipped question	130



QUESTION 17: Have you ever interacted with the California Arts Council in any of the following ways:

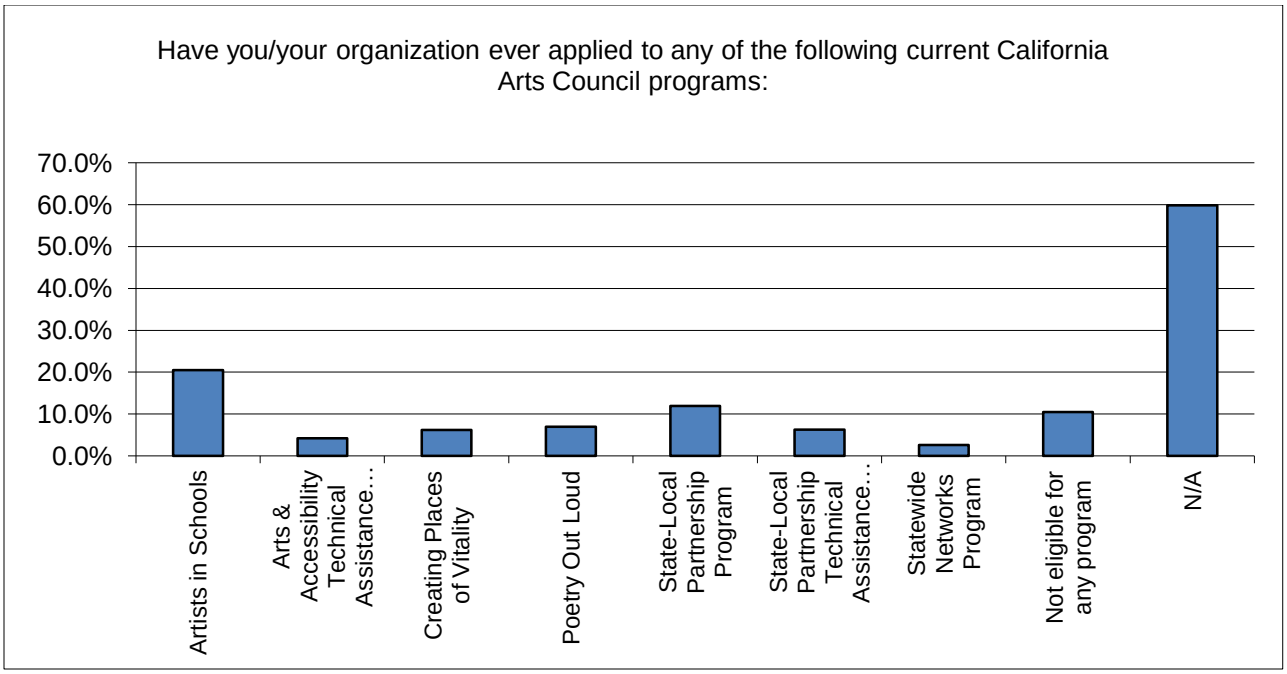
Answer Options	Response Percent	Response Count
Applied for a grant (before 2003)	27.3%	261
Applied for a grant (from 2003-2013)	29.2%	279
Looked at the website	72.9%	697
Subscribed to the California ArtBeat (CAC's online newsletter)	56.0%	535
Called or emailed staff for information	34.6%	331
Friended the CAC on Facebook	29.5%	282
Followed the CAC on Twitter	7.1%	68
Attended a CAC Council Meeting	16.2%	155
Attended a grants panel	11.3%	108
Served on a grants panel	9.2%	88
Attended a workshop or conference hosted by the CAC	28.3%	271
Heard a presentation by a Council member or staff member re: the CAC	24.6%	235
Listened to a webinar (e.g., guidelines webinar)	11.6%	111
Attended a guidelines workshop (pre-2012)	8.8%	84
Attended a statewide conference hosted by the CAC	14.4%	138
Attended an in-person technical assistance or guidelines workshop by the CAC	7.0%	67
Hosted a CAC Council Meeting or event at your organization's space	5.0%	48
N/A	14.7%	141
Other (please specify)		72

Answered question	956
Skipped question	130



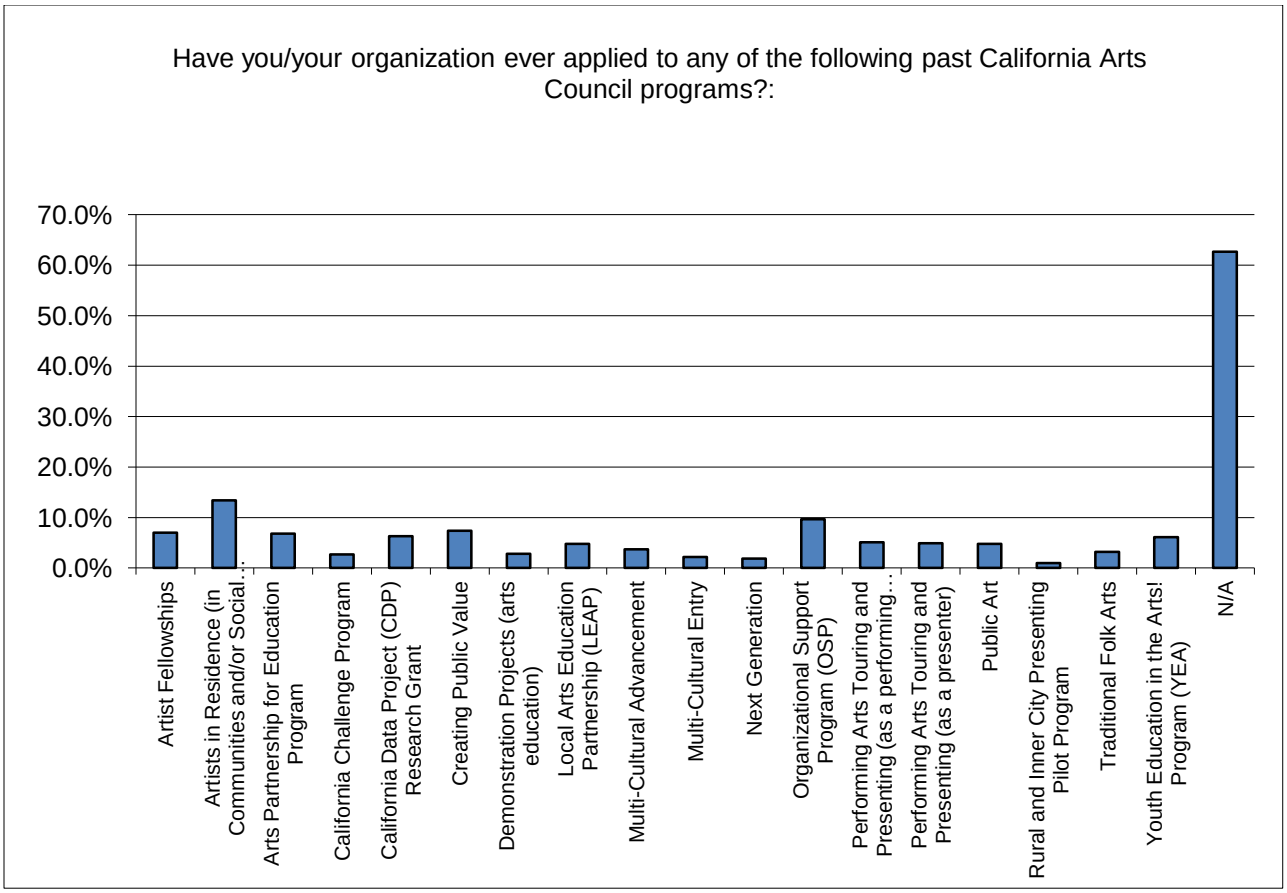
QUESTION 18: Have you/your organization ever applied to any of the following current California Arts Council programs:

Answer Options	Response Percent	Response Count
Artists in Schools	20.5%	196
Arts & Accessibility Technical Assistance Program	4.2%	40
Creating Places of Vitality	6.2%	59
Poetry Out Loud	7.0%	67
State-Local Partnership Program	11.9%	114
State-Local Partnership Technical Assistance Program	6.3%	60
Statewide Networks Program	2.6%	25
Not eligible for any program	10.5%	100
N/A	59.8%	572
	Answered question	956
	Skipped question	130



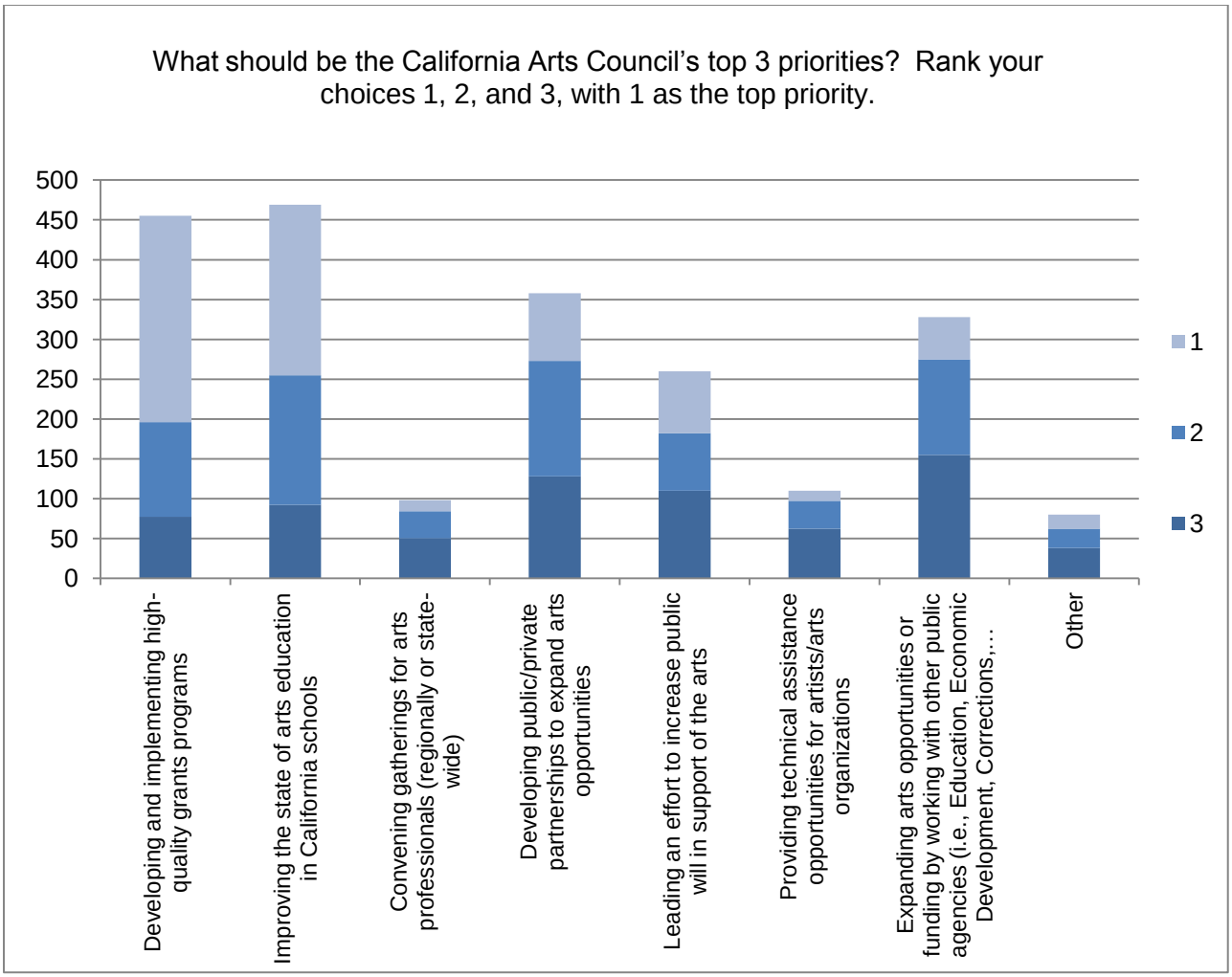
QUESTION 19: Have you/your organization ever applied to any of the following past California Arts Council programs?:

Answer Options	Response Percent	Response Count
Artist Fellowships	7.0%	67
Artists in Residence (in Communities and/or Social Institutions)	13.4%	128
Arts Partnership for Education Program	6.8%	65
California Challenge Program	2.7%	26
California Data Project (CDP) Research Grant	6.3%	60
Creating Public Value	7.4%	71
Demonstration Projects (arts education)	2.8%	27
Local Arts Education Partnership (LEAP)	4.8%	46
Multi-Cultural Advancement	3.7%	35
Multi-Cultural Entry	2.2%	21
Next Generation	1.9%	18
Organizational Support Program (OSP)	9.7%	93
Performing Arts Touring and Presenting (as a performing artist)	5.1%	49
Performing Arts Touring and Presenting (as a presenter)	4.9%	47
Public Art	4.8%	46
Rural and Inner City Presenting Pilot Program	1.0%	10
Traditional Folk Arts	3.2%	31
Youth Education in the Arts! Program (YEA)	6.1%	58
N/A	62.7%	599
	Answered question	956
	Skipped question	130



QUESTION 20: What should be the California Arts Council's top 3 priorities? Rank your choices 1, 2, and 3, with 1 as the top priority.

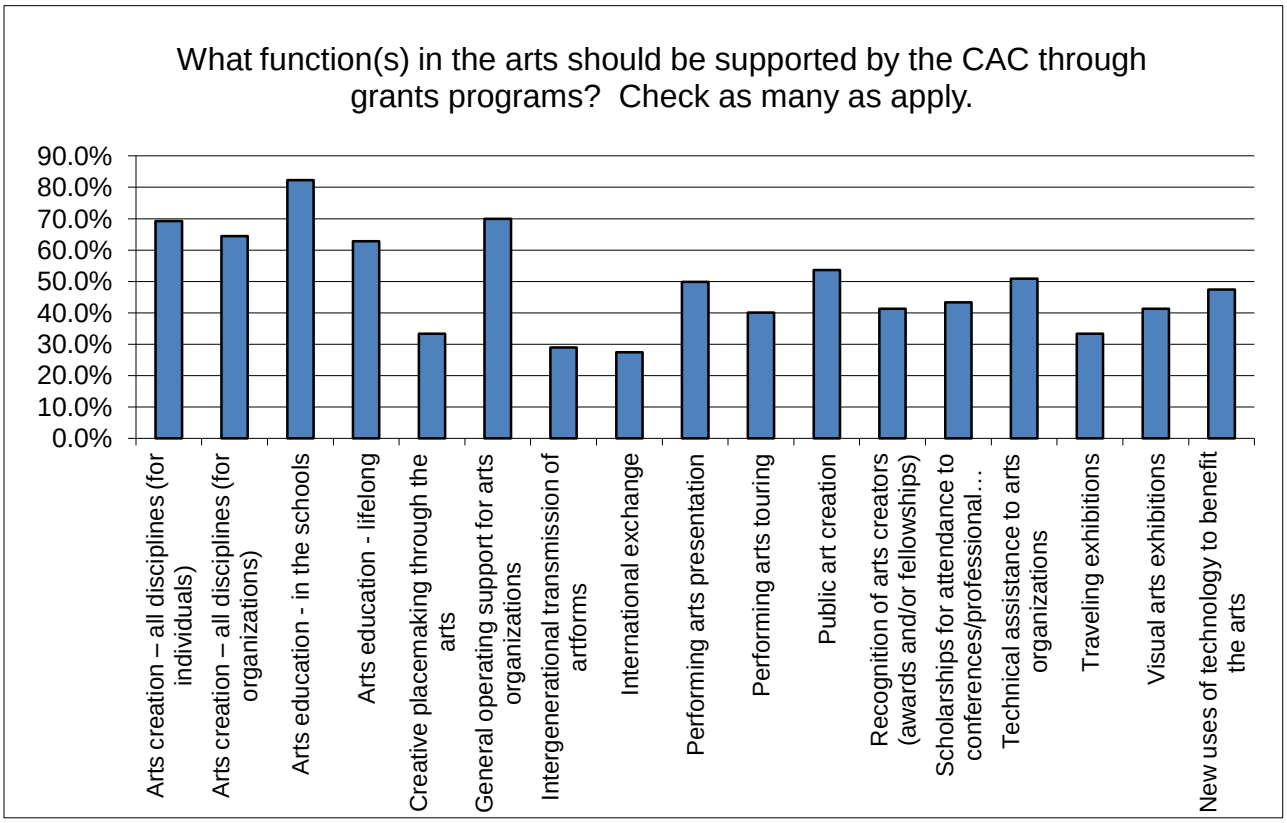
Answer Options	1	2	3	Response Count
Developing and implementing high-quality grants programs	259	119	77	455
Improving the state of arts education in California schools	214	163	92	469
Convening gatherings for arts professionals (regionally or state-wide)	14	34	50	98
Developing public/private partnerships to expand arts opportunities	85	145	128	358
Leading an effort to increase public will in support of the arts	78	72	110	260
Providing technical assistance opportunities for artists/arts organizations	13	35	62	110
Expanding arts opportunities or funding by working with other public agencies (i.e., Education, Economic Development, Corrections, Tourism, etc.)	53	120	155	328
Other	18	24	38	80
Other (please specify)				78
		Answered question		741
		Skipped question		345



QUESTION 24: What function(s) in the arts should be supported by the CAC through grants programs? Check as many as apply.

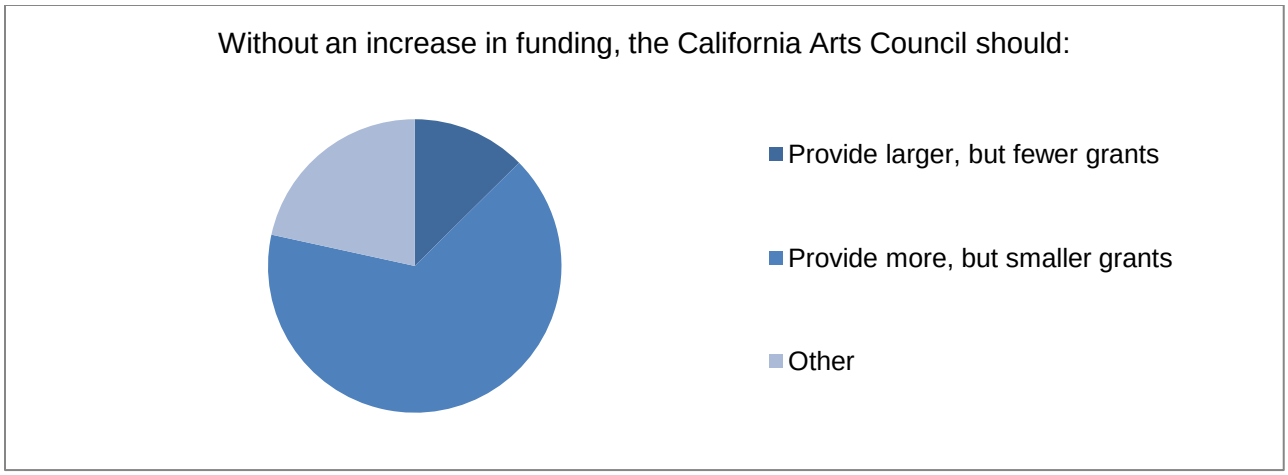
Answer Options	Response Percent	Response Count
Arts creation – all disciplines (for individuals)	69.2%	513
Arts creation – all disciplines (for organizations)	64.4%	477
Arts education - in the schools	82.3%	610
Arts education - lifelong	62.8%	465
Creative placemaking through the arts	33.3%	247
General operating support for arts organizations	69.9%	518
Intergenerational transmission of artforms	28.9%	214
International exchange	27.4%	203
Performing arts presentation	49.9%	370
Performing arts touring	40.1%	297
Public art creation	53.6%	397
Recognition of arts creators (awards and/or fellowships)	41.3%	306
Scholarships for attendance to conferences/professional development	43.3%	321

Technical assistance to arts organizations	50.9%	377
Traveling exhibitions	33.3%	247
Visual arts exhibitions	41.3%	306
New uses of technology to benefit the arts	47.4%	351
Other (please specify)		79
	Answered question	741
	Skipped question	345



QUESTION 25: Without an increase in funding, the California Arts Council should:

Answer Options	Response Percent	Response Count
Provide larger, but fewer grants	12.6%	93
Provide more, but smaller grants	65.9%	488
Other	21.6%	160
	Answered question	741
	Skipped question	345

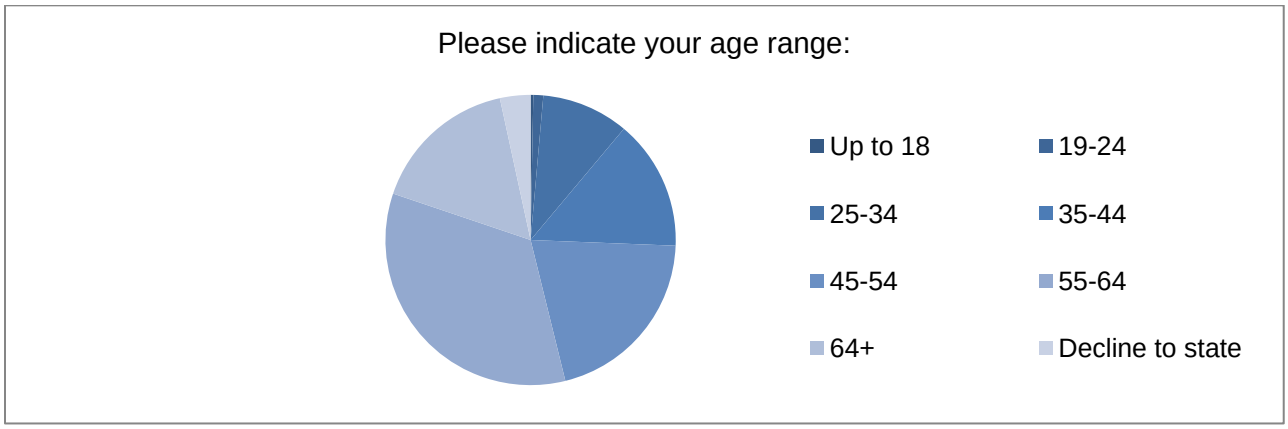


QUESTION 26: If associated with an organization, please rank the top 3 learning opportunities important to you. Rank your choices 1, 2, and 3 with 1 as the most important.

Answer Options	1	2	3	Response Count
Governance	43	33	56	132
Capacity building	139	114	140	393
Human resources and staffing	37	50	56	143
Fundraising/development	253	157	81	491
Earned income development	83	114	74	271
Accessing health care	23	47	47	117
Marketing and promotion	99	141	175	415
Other	50	11	26	87
Other (please specify)				92
			Answered question	741
			Skipped question	345

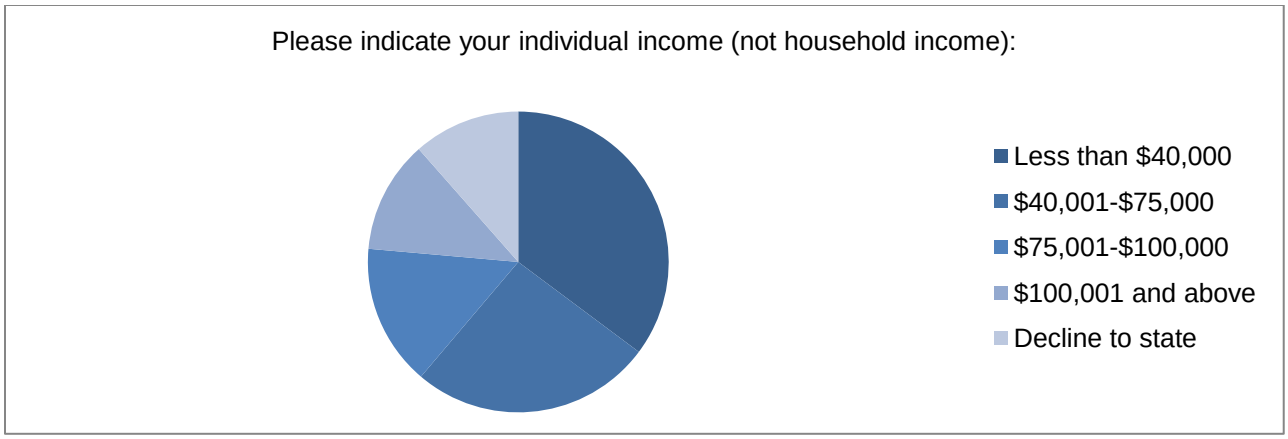
QUESTION 29: Please indicate your age range:

Answer Options	Response Percent	Response Count
Up to 18	0.3%	2
19-24	1.1%	8
25-34	9.7%	71
35-44	14.5%	106
45-54	20.5%	150
55-64	34.0%	248
64+	16.4%	120
Decline to state	3.4%	25
	Answered question	730
	Skipped question	356



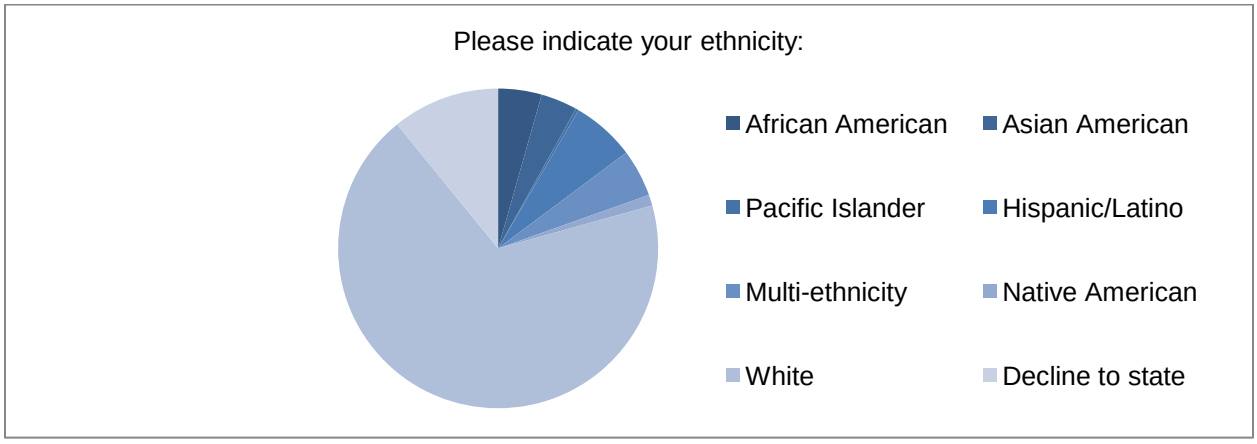
QUESTION 30: Please indicate your individual income (not household income):

Answer Options	Response Percent	Response Count
Less than $40,000	35.2%	256
$40,001-$75,000	26.0%	189
$75,001-$100,000	15.2%	111
$100,001 and above	12.1%	88
Decline to state	11.5%	84
	Answered question	728
	Skipped question	358



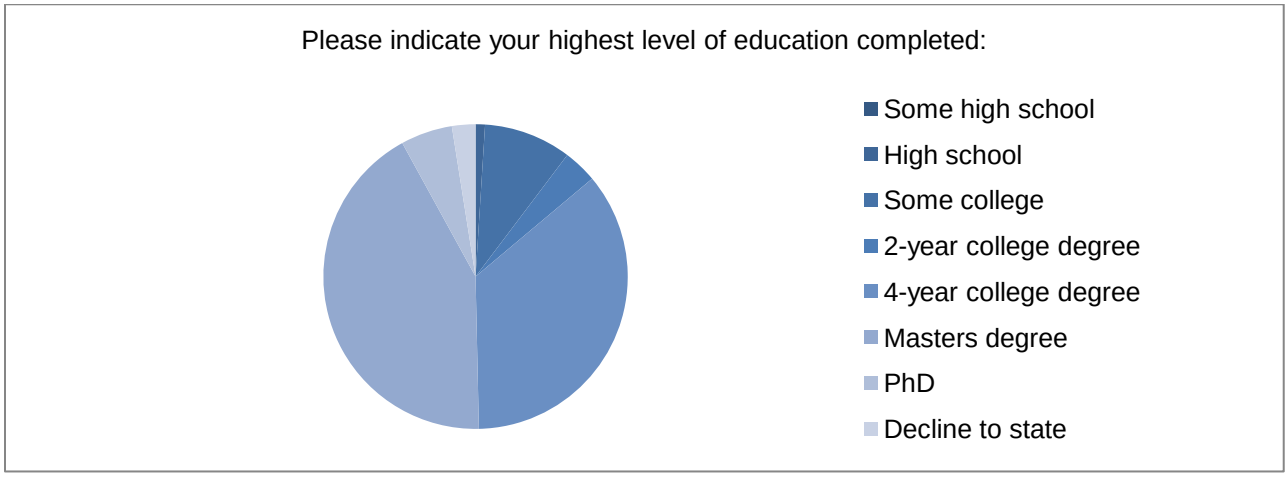
QUESTION 31: Please indicate your ethnicity:

Answer Options	Response Percent	Response Count
African American	4.4%	31
Asian American	3.7%	26
Pacific Islander	0.3%	2
Hispanic/Latino	6.4%	45
Multi-ethnicity	4.8%	34
Native American	1.1%	8
White	68.5%	485
Decline to state	10.9%	77
Other (please specify)		34
	Answered question	708
	Skipped question	378



QUESTION 32: Please indicate your highest level of education completed:

Answer Options	Response Percent	Response Count
Some high school	0.0%	0
High school	1.0%	7
Some college	9.3%	68
2-year college degree	3.6%	26
4-year college degree	35.8%	261
Masters degree	42.4%	309
PhD	5.5%	40
Decline to state	2.5%	18
	Answered question	729
	Skipped question	357



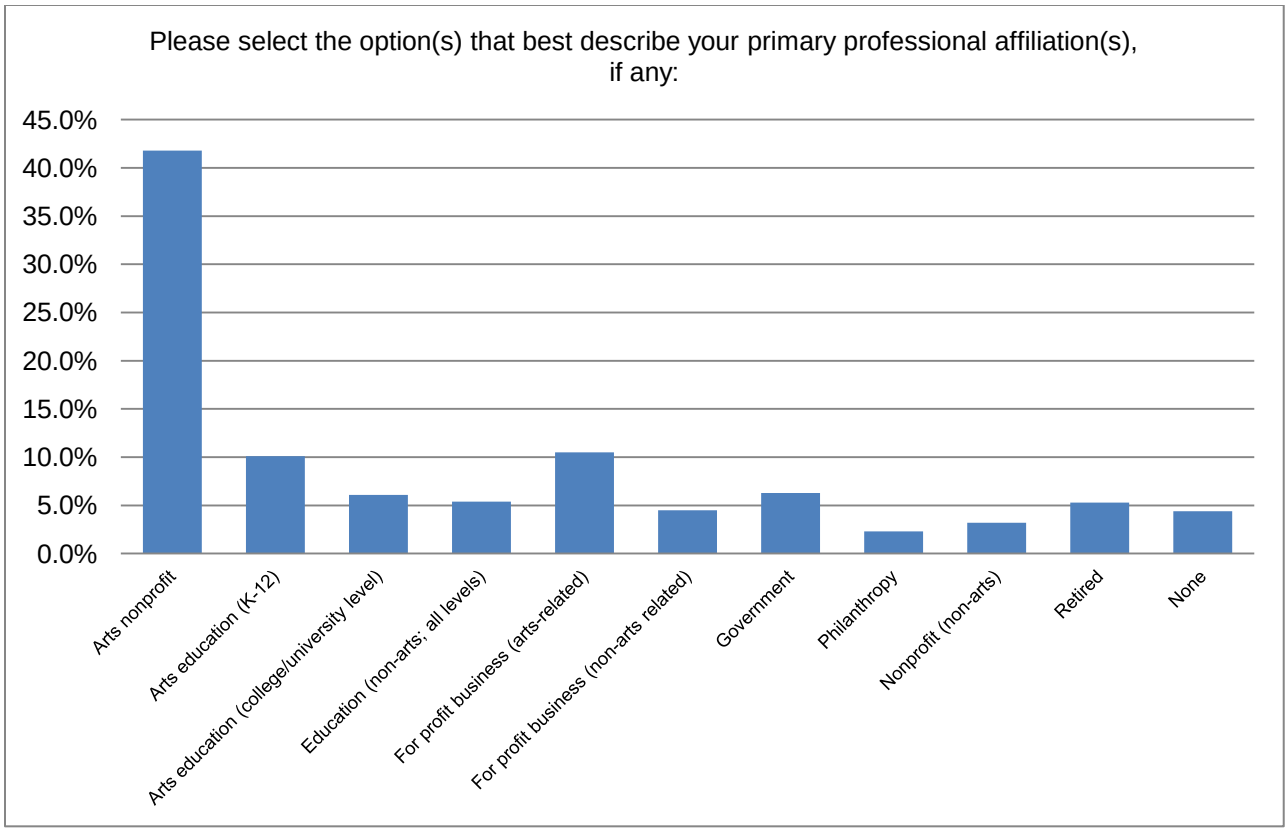
QUESTION 33: Please select the California county where you live.

Answer Options	Percent	Count	Answer Options	Percent	Count	Answer Options	Percent	Count
Alameda	5.80%	42	Marin	2.10%	15	San Mateo	2.50%	18
Alpine	0.00%	0	Mariposa	0.60%	4	Santa Barbara	1.00%	7
Amador	0.00%	0	Mendocino	0.40%	3	Santa Clara	3.00%	22
Butte	1.20%	9	Merced	0.10%	1	Santa Cruz	1.80%	13
Calaveras	0.10%	1	Modoc	0.30%	2	Shasta	0.40%	3
Colusa	0.10%	1	Mono	0.10%	1	Sierra	0.30%	2
Contra Costa	2.40%	17	Monterey	0.70%	5	Siskiyou	0.30%	2
Del Norte	0.10%	1	Napa	1.00%	7	Solano	0.60%	4
El Dorado	1.50%	11	Nevada	1.00%	7	Sonoma	1.70%	12
Fresno	1.10%	8	Orange	4.00%	29	Stanislaus	0.60%	4
Glenn	0.00%	0	Placer	4.80%	35	Sutter	0.40%	3
Humboldt	1.50%	11	Plumas	1.10%	8	Tehama	0.60%	4

Imperial	0.10%	1	Riverside	2.40%	17	Trinity	0.30%	2
Inyo	0.00%	0	Sacramento	6.10%	44	Tulare	1.10%	8
Kern	1.00%	7	San Benito	0.60%	4	Tuolumne	1.00%	7
King	0.00%	0	San Bernardino	2.10%	15	Ventura	1.20%	9
Lake	0.30%	2	San Diego	7.90%	57	Yolo	1.20%	9
Lassen	0.30%	2	San Francisco	6.00%	43	Yuba	0.80%	6
Los Angeles	21.60%	156	San Joaquin	1.40%	10	*Answered question*		722
Madera	0.40%	3	San Luis Obispo	1.10%	8	*Skipped question*		364

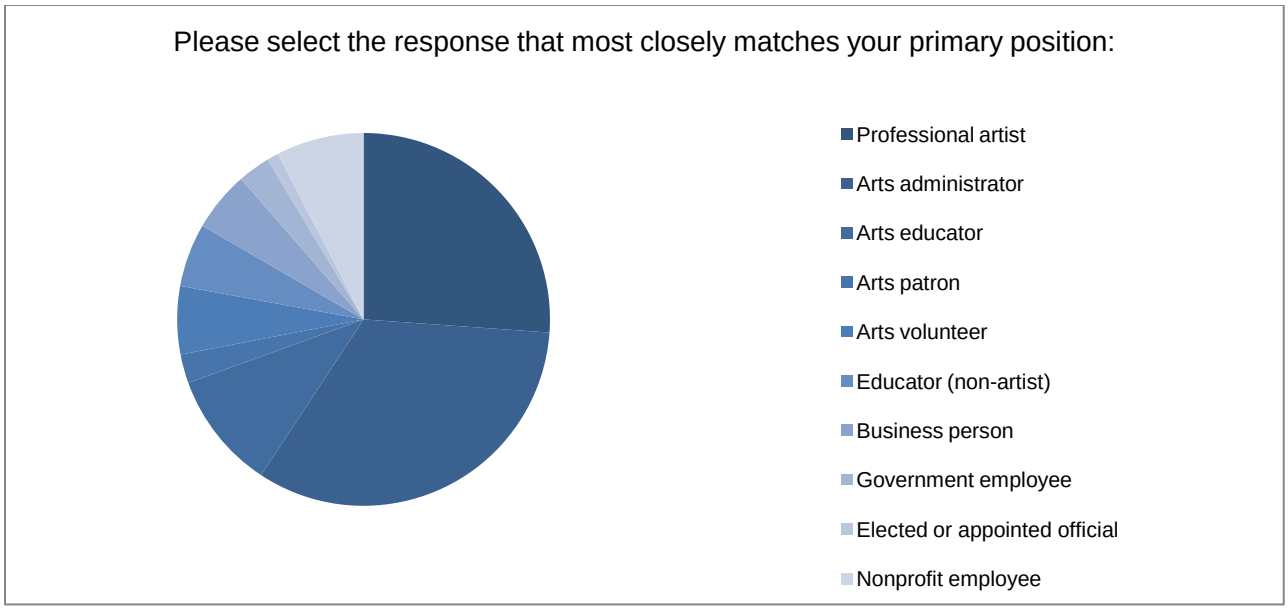
QUESTION 35: Please select the option(s) that best describe your primary professional affiliation(s), if any:

Answer Options	Response Percent	Response Count
Arts nonprofit	41.8%	286
Arts education (K-12)	10.1%	69
Arts education (college/university level)	6.1%	42
Education (non-arts; all levels)	5.4%	37
For profit business (arts-related)	10.5%	72
For profit business (non-arts related)	4.5%	31
Government	6.3%	43
Philanthropy	2.3%	16
Nonprofit (non-arts)	3.2%	22
Retired	5.3%	36
None	4.4%	30
Other (please specify)		79
	Answered question	684
	Skipped question	402



QUESTION 36: Please select the response that most closely matches your primary position:

Answer Options	Response Percent	Response Count
Professional artist	26.1%	176
Arts administrator	33.1%	223
Arts educator	10.2%	69
Arts patron	2.5%	17
Arts volunteer	5.9%	40
Educator (non-artist)	5.5%	37
Business person	5.2%	35
Government employee	2.8%	19
Elected or appointed official	1.0%	7
Nonprofit employee	7.6%	51
Other (please specify)		90
	Answered question	674
	Skipped question	412


Please select the response that most closely matches your primary position:
Professional artist
Arts administrator
Arts educator
Arts patron
Arts volunteer
Educator (non-artist)
Business person
Government employee
Elected or appointed official
Nonprofit employee

APPENDIX II: LISTENING TOUR ATTENDEES

SANTA BARBARA, *February 20, 2013*

Heather Silva, California Presenters
Tracy Hudak
Margaret Travers, Ventura County Arts Council
Holly Gillette, LACMA
Sue Lafferty
Alicia Ide, The Wende Museum
Holly Unruh, University of California Institute for Research in the Arts
Michael Wall, San Diego Natural History Museum
Nicole Garzino, Center for Photographic Art
Karen Wade, Homestead Museum
Tom Lucas, University of San Francisco
Gina Benesh, Santa Barbara Botanic Garden
Michael Pearce, California Lutheran University
Lynn Norris, California Association of Museums
Kristie Sheppard, Napa Valley Museum
Kathy Wertheim, Werth-It

LOS ANGELES, *April 30, 2013*

Jerri Allyn, Venice Arts
Glenna Avila, Cal Arts Community Partnerships
Larry Baza, City of San Diego Commission for Arts & Culture
Tomas Benitez, Latino Arts Network
Varina Bleil, Inside Out Community Arts
Leni Boorstin, Los Angeles Philharmonic
Danielle Brazell, Arts for LA
Patrick Brien, Riverside Arts Council
Cynthia Campoy Brophy, The HeArt Project
Jilly Canizarez, FilAM Arts
Lyn Cason, Stanton Chase International
Craig Cheslog, Special Advisor to State Superintendent of Public Instruction Tom Torlakson
Tom Crocker, Bluepalm
Adam Davis, LA County Arts Commission
Amy Eriksen, Angels Gate Cultural Center
Rachel Fine, Los Angeles Chamber Orchestra
Jennifer Fukutomi, Los Angeles County Arts Commission, Ford Theatre Foundation
John Gallogly, Theatre West
Olga Garay-English, Los Angeles Department of Cultural Affairs
Denise Grande, Los Angeles County Arts Commission
Alma Guzman, Los Angeles County Arts Commission
Joann Hyslop, San Fernando Valley Museum Arts Alliance
Charlie, Jensen, Arts for LA
Maria Jimenez-Torres, Plaza de la Raza
Gai Jones, California Educational Theatre Association
Shayna Keller, Dance Resource Center of Greater Los Angeles
Janice Kern, Hershey Cause
Sofia Klatzker, Los Angeles County Arts Commission

Liz Levitt Hirsch, Levitt Pavilions
Deborah Lewis, Angels Gate Cultural Center
Robin Lithgow, Retired from Los Angeles Unified School District
Otono Lujan, Artist, Marketing & Social Media Consultant
Karen Mack, LA Commons
Bronwyn Mauldin, Los Angeles County Arts Commission
Terence McFarland, LA Stage Alliance
Nobuko Miyamoto, Artist, Great Leap
Rebecca Nevarez, Latino Arts Network
Joan Palmer, Armory Center for the Arts
Lauren Pizer Mains, California State Senator Curren Price
Jackie Planeix, Bluepalm
Janice Pober, Sony Pictures Entertainment
Heather Rigby, Los Angeles County Arts Commission
Trini Rodriguez, Tia Chucha
Emily Rumack, Dance Resource Center of Greater Los Angeles
Lois Saffian, LA Jazz Society
Sheila Scott Wilkinson, Theatre of Hearts/Youth First
Michael Sheehan, Artist
Mark Slavkin, LA Music Center
Howard Spector, South Pasadena Arts Council
David Spiro, Arts Council for Long Beach
Tracey Standard, Private Artist
Thelma Starr, San Fernando Valley Arts Council
Zoot Velasco, Muckenthaller Center
Sara Villegas, Young Musicians Foundation
Sean Watson, 24Connect
Andy Woods, Arts Connection Network
Christine Yazzie
Jerry Yoshitomi, Arts Consultant
Theresa Yvonne, Lancaster Performing Arts Center
Joan Zierhut, Glendale Unified
Laura Zucker, Los Angeles County Arts Commission

FRESNO, *May 9, 2013*

Sarah Anderberg, California County Superintendents Educational Services Association
Glenn Avila, Cal Arts Community Arts Partnership
Inez Bush, Otis Collect of Art and Design
Leslie Caviglia, City of Visalia
Lilia Chavez, Fresno Arts Council
Cynthia Cooper
Julia Copeland, Youth Orchestras of Fresno/Valley Cultural Coalition
Lisa Crawford, Music Stand Foundation
Dennis Doyle, Collaborations: Teachers and Artists
Mary Jo Eastes, Arts Visalia
Paulette Fleming, FSU Partners-in-Art
McKenna Friend, Arts Consortium
Roseann Galvan, Selma Arts Council
Amy Gantman, Otis College of Art and Design
Sandra Garcia, Office of California Assemblymember Henry Perea
Cara Goger, Mariposa County Arts Council

Tina Gruen, Los Angeles Unified School District
Shana Habel, CDEA/LAUSD
John Hord, Fresno City College
Caroline Koontz, Arts Consortium
Jaclynne Kroskrity, Venice High School, Los Angeles Unified School District
Jennifer Lewis, Sanger Unified
Julie Linxwiler, Fresno Arts Council
Nancy Marquez, Arte Americas
Joe Mathews, Zocalo Public Square
John McGuirk, Hewlett Foundation
Michael Miller, Arts Council of Kern
Hugo Morales, Radio Bilingue
Dr. Martha Mossman
Jerry Palladino, Valley Cultural Coalition and Cultural Arts Rotary
Dianne Rich, Madera County Arts Council
Sherril Royse, Madera County Arts Council
Sarah Sagouspe, California Association of Museums
Francisca Sanchez, California Association of Bilingual Education
Carl Schafer
Amy Shimshon Santo, Arts Center
Kimber Smith, Blacksmith Creative
Larry Stein, Young Audiences
Celena Turney, Creative Capacity Builders
Hamish Tyler, Monterey County Office of Education
Martin Valencia, CSU Fresno
Richard Wanjema, CSU Fresno
Stephen Wilson, Fresno Philharmonic

REDDING, *May 21, 2013*

Laurie Baker, RCUB
Catherine Bird, California State Senator Ted Gaines
Chrissie Clapp, Tehama County Arts Council
Trudy Duisenberg, Museum of Northern California Art
Laura Eubanks
Marika Garcia, Yuba-Sutter Regional Arts Council
Rachel Hatch
Bruce Jans, Greenlight Productions
Sean Longoria, Redding Record Searchlight
Debra Lucero, Shasta County Arts Council
Pat Macias, Museum of Northern California Art-MONCA
Jane McGarigal
Melissa Mendonca, Tehama County Arts Council
Suzanne Muenca, Tehama County Arts Council
Jim Phillips, Shasta Arts Council
Paula Reynolds, Siskiyou Arts Council
Nancy Silva, Butte County Office of Education
Bob Swanson, Siskiyou Arts Council
Barbara Walter, North Valley Art League

SAN FRANCISCO, *May 23, 2013*

Carin Adams, Oakland Museum of California
Rachelle Axel, San Francisco Arts Commission
Roberta Becker
Laura Bergman, Z Space
Dyana Bhandari, Contra Costa Arts Commission
Paula Blaydes, Sonoma County Economic Development Board
Y'Anad Burrell, Contra Costa Arts + Cultural Commission
Paul Chin, La Pena Cultural Center
Shira Cion, Kitka
Jessica Closson, Alvarado Elementary School PTA
Sean Dorsey, Fresh Meat Productions
Kebo Drew, Queer Women of Color Media Arts Project
Kim Epifano, Epiphany Productions
Michael Fried, Oakland Cultural Trust
Wayne Hazzard, Dancer's Group
Rhodessa Jones, Cultural Odyssey
Jeff Jones, Queer Cultural Center
Emily Klion, Marsh Youth Theater
Jo Kreiter, Flyaway Productions
Miko Lee, Youth In Arts
Ali Liebegott, Radar Productions
Madeleine Lim, Queer Women of Color Media Arts Project
Laura Moriarty, Small Press Distribution
Nancy Ng, Luna Dance Institute
Lenore Nixon, Jewish Community Center of San Francisco
Evelyn Orantes, Oakland Museum of California
Rachel Osajima, Alameda County Arts Commission
Vinay Patel, APICC
Annika Presley, AXIS Dance Company
Jennifer Rissler, San Francisco Art Institute
Alma Robinson, CA Lawyers for the Arts
Colette Rodgers, Community School of Music and Arts
Jennifer Sloan, Arts Council Sonoma County
Latanya Tigner, Dimensions Dance Theater
Yayvi Tsutakawa-Chinn, Oakland Museum of California
Ariel Weintraub, Oakland Museum of California
Dominic Willsdon, San Francisco Museum of Modern Art
Andrew Wood, San Francisco International Arts Festival
Torange Yeghiazarian, Golden Thread Productions
Yangqin Zhao, Melody of China

SACRAMENTO, *June 7, 2013*

Marie Acosta, La Raza Galeria Posada
Sarah Anderberg, CCSESA
Charley Ansbach, Metro Arts Partnership
Anja Aulenbacher, Sacramento Metropolitan Arts Commission
Alliso Cagley, California Musical Theatre

Melissa Cirone, B Street Theatre
Diana Cowan, California Senator Darrell Steinberg
Erika Craft, Sacramento Metropolitan Arts Commission
Ron, Cunnigham, Sacramento Ballet
Penelope Curtis,
Maria Dickerson, A Day in the Life Project
Alan Dismuke, Chalk it Up to Sacramento
Julian Dixon, Sacramento Philharmonic and Opera
Atomic Elroy,
Olivia Everett, Arts Council Napa Valley
Gregg Fishman, California State Association of Counties
Arabella Grayson
Brenda Harris, California Department of Education
Kim Jason
Lial Jones, Crocker Art Museum
Janice Kelley, outdoorjan
Jane Kenworthy, Stockton Symphony
Les Lehr, Sacramento Symphonic Winds
Christina Marie, Capitol Indie Collective, Cow Town Film Productions
Paco Marquez, Sacramento Poetry Center
Valerie Marston, B Street Theatre
Liv Moe, Verge Center for the Arts
Loretta Murray, California Alliance for Arts Education
Gayliene Omary, FUSIONIAC
Dave Pier, Harris Center for the Arts, Three Stages at Folsom Lake College
YaYa Andrea Porra, Metro Arts Partnership
Barbara Range, The Brickhouse Gallery
Ruth Rosenberg, Mondavi Center for Performing Arts, UC Davis
Frances Sardina-Hall
Wade Sherman, Sacramento Theatre Company
Steven Stenzlor, California Assemblyman Ken Cooley
Angela Tahti, Placer Arts
Don Tarnasky
Dani Thomas, Yolo Arts
Connie Vaughan-Jenkins, Celebration Arts
Bill Wagman

SAN DIEGO, *June 19, 2013*

Sandra Ang, AJA Project
Jessica Baron, Guitars in the Classroom
Nigel Brookes, San Diego Commission for Arts & Culture
Angelica Cardona, Omo Ache Cuban Cultural Arts
Marisol De Las Casas, Talento Hispano Arte & Cultura Global
Caren Dufour, Rising Arts Leaders
Jo Anne Emery, City Ballet
Susan Enowitz, California Association of Museums
Carl Foster, Spanish Village Art Center
Gabe Garcia, Cygnet Theatre
Sergio Gonzalez, Writerz Blok
Bertha Gutierrez, Centro Cultural de la Raza

Emily Hicks, San Diego State University
John Highkin, Young Audiences of San Diego
Lynne Jennings, San Diego Guild of Puppetry
Julie Kendig, Collaborations: Teachers & Artists
Erin Knight, La Jolla Playhouse
Cecelia Kouma, Playwrights Project
Sharon Lee Master, Classics 4 Kids
Lauren Lockhart, Lux Art Institute
Gina M. Jackson, City of San Diego Horton Plaza Theater Foundation
Annamarie Maricle, The Old Globe
Sylvia Meja, Artist/Studio Balboa Park
Denise Montgomery, City of San Diego Commission fro Arts & Culture
Sara Morrison, Classics 4 Kids
Juliana Morse, MCASD
Victor Ochoa, Centro Cultural de la Raza
Jenn Oliver, Young Audiences
Joaquin Ortiz, MOPA
Victor Payan, OC Film Fiesta
Pocha Pena, OC Film Fiesta
Molly Puryear, Malashock Dance
Rebecca Rader, San Diego Opera
Vicki Reed, San Diego Commission for Arts & Culture
Emily Roossien, Idyllwild Arts Academy
Carmen, Sandoval, Centro Cultural de la Raza
Bill Schmidt, Cygnet Theatre
Marion Scire, Classics 4 Kids
Cris Scorza, Museum of Contemporary Art
Gabe, Selak, San Diego History Center
Felicia Shaw, The San Diego Foundation
Russ Sperling, San Diego County Office of Education
Patric Stillman, Space 4 Art
Mario Torero, Fuerza Mundo
Samuel Valdez, Individual Artist
Ethan Van Thillo, Media Arts Center San Diego
Lauren Widney, San Diego Youth Symphony
Andie Wilcox, Idyllwild Arts Academy
Elizabeth Woolrych, Spanish Village Art Center
Vicki Young-Hill, Ahme Art
Alan Ziter, NTC Foundation

SAN JOSE, *June 25, 2013*

Kerry Adams Hapner, City of San Jose Office of Cultural Affairs
John Agg, Museums of Los Gatos
Peter Allen, Teatro Vision
Karen Altree Piemme, San Jose Repertory Theatre
Mike Alvarado, PBDC
Tamara Alvarado, School of Arts & Culture at MHP
Andrew Bales, Symphony Silicon Valley
Joe Bastida Rodriguez, Milpitas/San Jose JBRarts.com
Juan Carlos Arayjo, Empire Seven Studios
Chris Chang Weeks, Triton Museum of Art

Amanda Chiado, San Benito County Arts Council
Harley Christensen, San Jose Jazz
Ben Daniels, Arts Council Silicon Valley
Celeste Dewald, California Association of Museums
Brian Eda, Anno Domini Art Walk SUBZERO
Mark Farley, Akoma Arts
Min Filip, MFA Artist at San Jose State University
Stephen Hall, Santa Clara University
Larry Hancock, Opera San Jose
Margot Helm, Arts Council Silicon Valley
Anjee Helstrup-Alvarez, MACLA
Roy Hirabayashi, SJ Taiko
Meghan Horowitz, Santa Clara University
Michelle Hubbard, Santa Clara University
Tom Inged, SBGS
Maureen Javey, San Jose Institute of Contemporary Art
Christine Jeffens, San Jose Museum of Quilts & Textiles
Meredith Jung, Abhinaya Dance Company of San Jose
Mythili Kumer, Abhinaya Dance Company
Kristin Kusanovich, Santa Clara University
Jennifer Laine, San Benito County Arts Council
Cherri Lakey, Anno Domini Art Walk SUBZERO
Emily Lieu-Harris, Montalvo Arts Center
Ruth Mankin, Arts & Education Consultant
Wun Mark, Cantonese Opera Silicon Valley
Maribel Martinez, San Jose State University/MALI
Catherine Miller, Santa Clara University
William Moran, Empire Seven Studios
Luis Ochoa, Empire Seven Studios
Ceci Ogden, Music for Minors
Ron P. Muriera, San Jose Arts Commission
Ruth Pangilionan, SCU Presents Santa Clara University
Jill Popolizio, Children's Musical Theater of San Jose
Ymelda Rivera Laxton, Museums of Los Gatos
Robin Rodricks, San Mateo County Arts Council
Josh Russell, Arts Council Silicon Valley
Letti, Smith, Opera San Jose
Danae Stahlnecker, Santa Clara University
Audrey Struve, Arts Council Silicon Valley
Andrea Temkin, AST Consulting Group
Emily Welon, Museums of Los Gatos
Lisa Welstern, San Jose Institute of Contemporary Art
Nora, Whiting, Santa Clara University
Audrey Wong, Arts Council Silicon Valley
Ann Woo, Chinese Performing Arts of America

COSTA MESA, *July 25, 2013*

Charissa Barger, Young Musicians Foundation
Troy Botello, VSA California
Craig Cheslog, Special Advisor to State Superintendent of Public Instruction Tom Torlakson
Peter Chang, Child Creativity Lab

Kristina Colby, Arts Orange County
David Emmes, South Coast Repertory
Monica Fernandez, Arts & Services for Disabled
Julia Foster, Irvine Barclay Theatre
Char Gould
James Houtmann, Organico
Mireya Jones, Los Angeles Philharmonic
David Lee, Coastline Community College
Christian Lenord, University of California Irvine
Genevieve, Macias, Long Beach Symphony
Jessica Meyers
Erika Miller, Chance Theater
Sandra Nerland, Modesto Symphony Guild
Oanh Nguyen, Chance Theater
Prumsodun Oh, Khmer Arts
Lyn Pohlmann, Long Beach Arts Council
Albert Ramos, Claremont Graduate University
Dawn Reese, The Wooden Floor
Diane Salisbury, La Jolla Symphony & Chorus
Peter Somogyi
Rick Stein, Arts Orange County
Serey Tep, Khmer Arts
Tom Torlakson, California State Superintendent of Public Instruction
Pat Wayne, Arts Orange County

VIRTUAL LISTENING TOUR, *September 6, 2013*

Andrea Abeleda, California Community Foundation
Laura Feeney, Adobe
James E. Herr, California Community Foundation
Michele Roberge, The Carpenter Performing Arts Center
Roxanne Valladao, Plumas County Arts Commission

APPENDIX III: STAKEHOLDER INTERVIEWS

Kerry Adams Hapner, City of San Jose Office of Cultural Affairs
Holly Austin, Del Norte Association for Cultural Awareness
Rachelle, Axel, San Francisco Arts Commission
Tarabu Betserai Kirkland, A Place Called Home
Celesta Billeci, UC Santa Barbara Arts and Lectures
Danielle Brazelle, Arts for LA
Brian Brennan, Silicon Valley Leadership Group
Patrick Brien, Riverside Arts Council
Laurie Brooks, William James Foundation
Bob Bullwinkel, Fresno County of Education
Theresa Cameron, Americans for the Arts
Lilia Chavez, Fresno Arts Council
Craig Cheslog, Office of the Superintendent, California Department of Education
Logan Crow, Long Beach Cinemateque
Jeff Davis, San Francisco Symphony
John Eger, Creative Economy Initiative, San Diego State University
Brad Erickson, California Arts Advocates
Lori Fogarty, Oakland Museum of California
John Gallogly, Theatre West
Jeremy Gruber, Concord Music Group
Victoria Hamilton, Jacobs Center for Neighborhood Innovation
Brenda Harris, California Department of Education
Ed Honowitz, Office of California State Senator Carol Liu
Philip, Horn, Pennsylvania Council on the Arts
Jeff Jones, Queer Cultural Center
Jonathan Katz, National Assembly of State Arts Agencies
Lerna Kayserian Shirinian, Office of California State Assemblymember Ian Calderon
Amy Kitchener, Alliance for California Traditional Arts
Mythili Kumar, Abhinaya Dance Company of San Jose
Bruce Labadie, San Jose Jazz Festival
Mindy Lake, Office of California State Assemblymember Adrin Nazarian
Debra Lucero, Shasta County Arts Council
Paulette Lynch, Monterey County Arts Council
Pat Macias, Museum of Northern California Art
Dennis Mangers, State Bar Board of Governors and former California legislator
Libby Maynard, The Ink People Center for the Arts
Peter Mays, Los Angeles Art Association
Terence McFarland, LA Stage Alliance
Gaye Mueller, Mammoth Art Guild
Lenore Naxon, Jewish Community Center of San Francisco
Adrin Nazarian, California State Assembly
Roger Niello, Sacramento Chamber of Commerce and former California legislator
Chike Nwoffiah, Menlo College & Rhesus Media Group
Gordy Ohlinger, Musician
Rachel Osajima, Alameda County Arts Commission
Kristen Paglia, P.S. Arts
Janice Pober, Sony Pictures Entertainment
Anthony Radich, WESTAF
Josephine Ramirez, Irvine Foundation
Doug Rankin, Irvine Barclay Theater
Alma Robinson, California Lawyers for the Arts

Michael Rubel, Creative Artists Agency
Sarah Russin, Otis College of Art and Design
Robert Sainz, Los Angeles Economic and Workforce Development Department
Daniel Seeman, Office of California State Senator Mark Leno
Amy Shimson Santo, UC Irvine
Anna Silverman, The Goldhirsh Foundation
Dana Springs, City of San Diego Commission for Arts and Culture
Richard Stein, Arts Orange County
Bob Swanson, Siskiyou Arts Council
Kris Tucker, Washington State Arts Commission
Roxanne Valladao, Plumas Arts
Zoot Velasco, The Muckenthaler Cultural Center
Erie Vitiello, Davis Art Center
Harvey White, The Old Globe
Thomas Witt-Ellis, California State University Fresno
Torange Yeghiazarian, Golden Thread Productions
Laura Zucker, LA County Arts Commission