

CALIFORNIA ARTS COUNCIL

STRATEGIC PLAN

ADOPTED JANUARY 2014



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MISSION

Advancing California through the arts and creativity.

VISION

Californians thrive from public belief in, and support for creativity and the arts. To that end, we envision a California where:

- the lives of all Californians are enriched by access to and participation in a diverse spectrum of artists and arts and cultural experiences;
- the arts are woven into the fabric of daily life—promoting civic engagement, encouraging collective problem solving and building bridges across cultures;
- the arts enjoy strong, sustained public support;
- the arts ecosystem reflects contributions from all of California’s diverse populations;
- our students are provided with quality arts education so that they can reach their full potential, including advanced education;
- streets, neighborhoods, and communities are revitalized, enriched and enlivened by art and culture;
- creative industries are recognized as crucial to the economy;
- public and private resources for the arts increase and are sustained to more effectively serve the people of California;
- Californians’ artistic contributions mark the long-term legacy of the state;
- the California Arts Council is recognized as an innovative and cutting-edge agency and known as a regional leader among state arts agencies for its exemplary work on behalf of all Californians; and
- the California Arts Council is a source for policy development and builds a strong foundation for the arts in our state.

VALUES

In fulfilling our mission and vision, we take actions that express the following values:

- The arts are a societal cornerstone that bring people together and build community. Arts and culture have a direct impact on the health, welfare, and economic well being of all Californians and their communities.
- Arts education is an essential tool for healthy human development, core curriculum and lifelong learning that must be available to all—during early development years, during and after school, and for all ages.
- This agency has a role to play in increasing access to the arts for Californians who live or work in areas where the arts are scarce, nonexistent, or vulnerable.
- Diversity is embraced as a source of vibrancy for the state of California.
- Development, preservation and care of the state’s artistic resources, including our artists and art organizations, are central to the state’s social, educational and economic growth and, as such, state government has a responsibility to fund the arts in California.
- Distribution of funds and services must be fair and transparent.
- As we engage in partnerships, collaborations, and collective endeavors with other government agencies, private, and nonprofit entities across sectors, we encourage constituents to do the same.
- Further developing and sustaining strong relationships with the Governor and Legislature and encouraging constituents to do the same with local elected officials is essential.
- Best practices, quality research, and emerging models inform our work to provide the highest quality of service to Californians and their communities.
- Being proactive and nimble in responding to changes in the arts and the larger business communities, including how technology has changed how Californians access, create, and distribute the arts is a best practice.

INTRODUCTION

This plan reflects the mission of the California Arts Council (CAC), and lays out a clear vision and discrete steps for achieving the CAC’s strategic goals over the next 3-5 years.

The new strategic plan is intended to speak to a variety of audiences in furtherance of the CAC’s call to serve all Californians: artists and arts organizations, educators, members of the public, workers in the creative economy, elected officials, thought leaders, and members of the private sector.

This plan is grounded in feedback gleaned from extensive outreach to stakeholders throughout California and the best thinking of Council Members and staff. It seeks not only to build upon existing programs and partnerships, but also to develop new ideas and strengthen relationships across the state.

The arts and creativity are of bedrock significance to a population of over 38 million people who enjoy economic advancement, civic engagement, and personal fulfillment from the arts. To achieve increased levels of support, the CAC recognizes the need to ensure that members of the public and decision makers fully understand the extent to which the arts enrich and improve the lives of Californians. To that end, this plan reflects a comprehensive, multi-pronged effort to build public will and resources for the arts and develop champions statewide.

After the nine month planning process, the CAC has identified four strategic pillars and accompanying goals to guide it over the next 3-5 years:





BUILDING PUBLIC WILL AND RESOURCES FOR THE ARTS

GOAL: Ensure strong support for the arts statewide among the public, elected officials, and decision makers.

Public will is crucial to the work of the CAC. As the state agency responsible for advancing California through the arts, building participation and appreciation for the arts is a core function of everything the CAC does. A key component of this work requires making the case for the arts to the public and building relationships with CAC constituents, members of the arts community, elected officials, and other stakeholders, in an effort to secure the resources and other support necessary to sustain the state's arts ecosystem.

Building public will and resources require two separate, distinct steps: first, raising awareness about, and belief in, the value of the arts with those who are not already thinking about this issue; and second, inspiring people to act and take the necessary steps to secure strong support for the arts.

The CAC is uniquely positioned to build public will through its ability to marshal the field and fulfill a role that artists and arts organizations are not always able to assume on their own—to advance a coordinated, organized effort communicating directly with members of the public and elected officials to ensure that the arts are recognized, celebrated, and supported.

OBJECTIVES

1. Activate CAC constituents, the arts community, stakeholders, and the public

Tasks	a. Communicate success stories about the arts locally and statewide
	b. Provide information to arts organizations
	c. Use research as a tool to drive and activate public will
	d. Regularly and proactively communicate with constituents to stay abreast of developments from the field
	e. Consider reinstating an Arts Day with activities in the Capitol as well as at the local level and implement ongoing outreach around its goals
	f. Raise awareness of CAC-funded programs and events
	g. Publish a calendar outlining key CAC events e.g. Council meetings, convenings, grant application deadlines, etc.
	h. Work with State-Local Partners as a key resource for communicating with local elected officials and recognizing excellence in local programs

2. Develop and provide messaging to Californians about the value of the arts and creativity to the state

Tasks	a. Create materials outlining the value of the arts in both print and digital formats
	b. Identify opportunities to garner media coverage of the arts
	c. Develop quotes and background information for reporters on emerging arts issues and legislation
	d. Keep abreast of, and implement as appropriate, best practices in effectively promoting the arts and creativity

3. Build renewed visibility for the arts and the CAC with California's elected officials

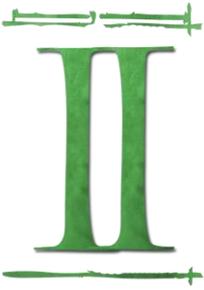
Tasks	a. Develop public hearing strategy around the arts
	b. Develop and leverage state government relationships
	c. Provide information to elected officials regarding the benefits of the arts to their constituents
	d. Encourage communication between constituents and elected officials
	e. Look for targeted opportunities to expose key elected officials to exceptional CAC grantee work

4. Leverage relationships and connections of Council Members within the arts community and throughout the public, private, and nonprofit sectors

Tasks	a. Map and leverage relationships and connections of Council Members within the arts community, the private sector, and local and state government
	b. Create a variety of methods to recognize outstanding work by California artists and arts organizations
	c. Engage with and encourage involvement of alumni Council Members

5. With invigorated public will, work to secure additional resources for CAC programs and services

Tasks	a. Ramp up marketing the California Arts License Plate
	b. Conduct outreach to maximize the potential of the Keep Arts in Schools Fund on state tax returns
	c. Work to identify private sector support for CAC programs
	d. Work to acquire additional general fund monies
	e. Consider entrepreneurial opportunities in order to develop new resources



DIVERSITY, ACCESS, AND PARTNERSHIPS

GOAL: Ensure the CAC’s work is reflective of California’s diverse populations and accessible to all.

Diversity and access informs all of the CAC’s work. The CAC believes that public investment in the arts should reflect the public that funds it. The CAC is committed to being responsive to changing demographics of all types—ethnicity, age, gender, sexual orientation, immigration status, geographic locations, population densities, socio-economic, disability, etc.

The richness and diversity of California is an invaluable asset to the state’s ecosystem. To remain effective, the CAC must regularly engage with all of the various populations that make up California. The CAC is always aiming to expand its footprint into more communities and is committed to developing new partnerships that benefit all Californians.

OBJECTIVES

1. Work to ensure that diverse voices help to shape arts policy

- | | |
|-------|---|
| Tasks | a. Continue to empanel diverse experts to review grant applications |
| | b. Seek the counsel of diverse stakeholders from both within and outside the arts on an ad hoc basis |
| | c. Nurture ongoing relationships with geographically diverse and culturally-specific arts organizations |
| | d. Cultivate relationships with and seek the input of voices outside the arts |

2. Provide services for California’s diverse population

- | | |
|-------|--|
| Tasks | a. Continue to pursue working with populations reflective of the rich demographic makeup of California |
| | b. Strive to provide grants, resources and services that serve all geographic regions of the state |
| | c. Work to enhance opportunities (career and participation) in the arts for people with disabilities |

3. Strive to increase accessibility of CAC staff and Council Members

- | | |
|-------|---|
| Tasks | a. Conduct Council meetings and/or convenings in geographically diverse locations and in venues representing various disciplines and organization sizes |
| | b. Use all methods to ensure accessibility of CAC Staff |
| | c. Strive for geographic, ethnic, and professionally diverse makeup of Council Members and Staff |

4. Use technology to maximize accessibility

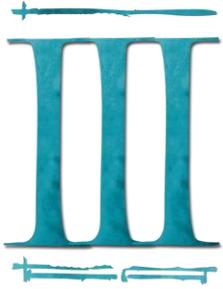
- | | |
|-------|---|
| Tasks | a. Utilize webinars and other virtual methods to facilitate free and accessible events |
| | b. Provide resources for the field and public via the CAC website and social media platforms |
| | c. Explore the development of online platforms to showcase CAC grantee photos, videos, and stories |
| | d. Maintain an online arts resources library on the CAC website |
| | e. Explore ways to make CAC programs and services accessible to those on the far side of the digital divide |

5. Collaborate and partner with other government agencies to maximize the potential for the integration of the arts across state government

- | | |
|-------|--|
| Tasks | a. Continue work on arts education with the California Department of Education |
| | b. Ramp up relationships in development with state agencies (such as the Department of Corrections, GoBiz, etc.) |
| | c. Identify state agencies to determine if the arts are or could be incorporated into collaborative work |

6. Pursue collaborations and partnerships with the private sector

- | | |
|-------|--|
| Tasks | a. Establish list of opportunities conducive to private sector collaboration and conduct outreach to potential partners |
| | b. Participate in events and conferences that draw attendees from the private sector |
| | c. Identify go-to leaders in California’s creative economic industries. Regularly seek their counsel and provide periodic updates on issues of interest to them. |
| | d. Identify businesses that rely on creative people to become champions of the arts, including participation in hearings and outreach to state legislators |



THOUGHT LEADERSHIP

GOAL: Establish the CAC as a leading authority and champion for the arts in California, regionally, and nationally.

California is a magnet for creative people and industries. By operating as a thought leader, the CAC can provide important services not currently available to its constituents that will enable arts organizations to grow and thrive. The CAC can champion the best work of California artists and arts organizations and help to develop new avenues of support for innovative, impactful work.

The CAC has considerable institutional knowledge at its disposal, as well as widespread access to national, regional, and local arts leaders. This focus will help CAC constituents access their counterparts and peers in diverse communities to exchange information and access new resources.

OBJECTIVES

1. Provide leadership and facilitate conversations to address issues where the arts may inform the conversation

Tasks	a. Call on the state’s arts experts and other stakeholders to convene ad hoc task forces on an as needed basis to seek new ideas and input on specific issues
	b. Host in-person and online convenings for arts practitioners and leaders
	c. Pursue opportunities, such as trainings, speaking engagements, panel involvement and conference attendance, etc., for Staff and Council Members to effectively engage and grow their expertise on arts issues
	d. Maintain productive relationships with regional and national arts groups

2. Help shape state and local policy

Tasks	a. Make examples of best practices, success stories, and prototype models available to local arts communities for developing local policies
	b. Explore legislation that would advance the arts
	c. Explore methods to develop new resources for the arts

3. Highlight and promote arts innovation, the value of the arts, and successful arts programs

Tasks	a. Support research that informs various sectors on the value of the arts
	b. Maximize CAC website and newsletters as effective communication tools
	c. Help to develop and publicize successful case studies and grantee stories
	d. Assemble collateral from events and symposia and make available to the field, as appropriate
	e. Honor and recognize artists, arts organizations, arts leaders and supporters
	f. Consider reinstituting a statewide arts award to recognize excellence among California artists

4. Work to provide practical services to working artists and constituent organizations

Tasks	a. Maintain professional development and networking opportunities
	b. Maintain resource library for artists seeking support information
	c. Explore collaborations with arts service organizations to address the needs of the field
	d. Support the development of emerging arts leaders
	e. Promote new and existing strategies to harness the collective buying power of arts organizations



PROGRAMS AND SERVICES

GOAL: Ensure programmatic excellence, effectiveness, and relevance in all of the CAC’s programs and services

Implementing excellent grants programs is a bedrock function of the CAC, as confirmed by input for this Strategic Plan. The CAC is committed to maintaining grants programs that offer support for public access to the arts, lifelong arts education, the state’s cultural infrastructure, and help to working artists. The CAC will proactively embrace innovation by evolving current programs and/or by developing new programs, especially upon any expansion of funding streams, and will consider various methods for funding worthy projects in addition to grants.

OBJECTIVES

1. Effectively manage and evolve CAC resources to address changing needs

Tasks	a. Continue support of arts organizations through grants and services
	b. Provide relevant and valuable technical assistance to arts organizations and artists
	c. Explore avenues of support for individual artists
	d. Leverage public and private partnerships and collaborations to create valuable programs that improve the lives of Californians
	e. Continue to support the California Poet Laureate

2. Keep abreast of current program strategies and best practices in arts grantmaking

Tasks	a. Maximize use of Cultural Data Project to inform programs and services
	b. Identify and support new and innovative ideas, as possible and appropriate
	c. Encourage lifelong arts participation

3. Maintain commitment to arts education

Tasks	a. Sustain funding to Artists in Schools, or a variation on that program
	b. Continue participation in CREATE CA coalition
	c. Explore pilot projects within the field to support innovative models that address systemic change

4. Continually examine CAC grant application eligibility, guidelines, and funding levels

Tasks	a. Examine funding formulas for existing grants programs to ensure that funds are tailored to support organizations according to their needs
	b. Review grant evaluation procedures to ensure accountability and facilitate transparency
	c. Ensure clear, measurable outcomes are met by aligning evaluation requirements with Strategic Plan priorities
	d. Use research to inform actions
	e. Use the expertise of California’s arts community to inform and guide CAC activities

METHODOLOGY

The strategic planning process generated insightful feedback from stakeholders across the state. This plan reflects the best thinking of the CAC's constituent organizations, applicants, grantees, Council Members, staff, consultants, private sector representatives, foundations, government leaders and members of the public.

The CAC conducted a survey and received nearly 1,100 responses regarding the CAC's strategic direction (Appendix I). Between April and October 2013, the CAC Strategic Planning Team (Council Member Task Force Chair and key CAC staff members) and consultants completed nine Listening Tours attended by nearly 350 participants from across California (Appendix II), including two virtual Listening Tours for those unable to attend in person.

The Strategic Planning consultants also conducted one-on-one interviews with key members of the CAC Staff as well as each individual Council Member and distilled their feedback into guidance on the CAC's strengths, weaknesses, and strategic priorities. The consultants also interviewed nearly 70 stakeholders in one-on-one meetings and phone calls with a diverse cross-section of sectors, from working artists and heads of local arts organizations to representatives of private foundations and business leaders (Appendix III).

In July, Council Members and key Staff provided further input into the Strategic Plan in a daylong retreat, where they developed a SWOT analysis (assessment of strengths, weaknesses, opportunities, and threats) and discussed the CAC's strategic direction. The Strategic Planning Team conducted follow-up interviews with Council Members and maintained regular communication throughout the entire planning process.

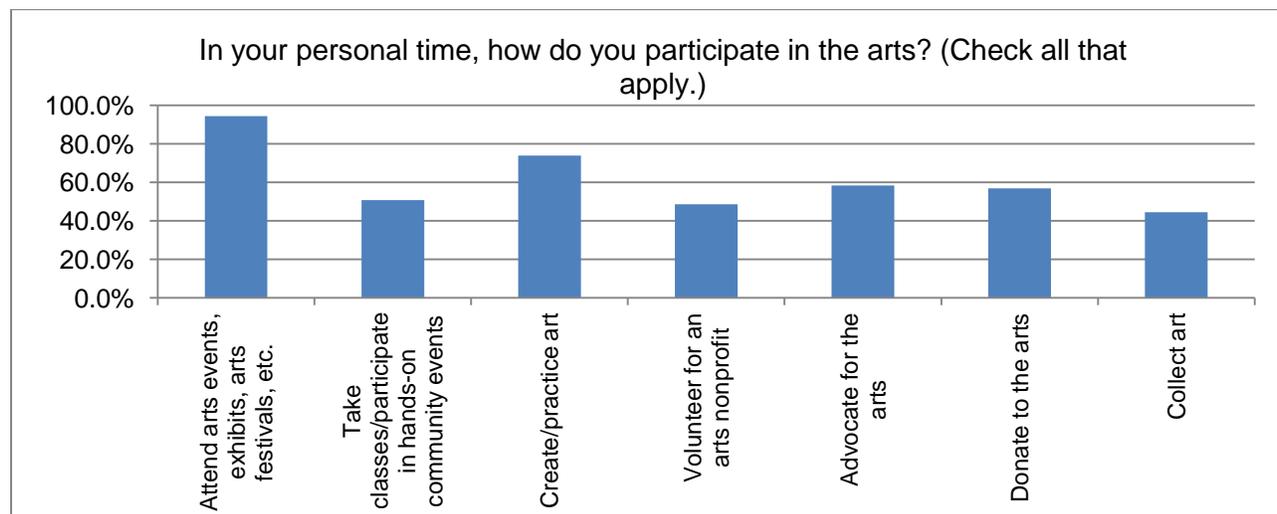
Primary Techniques and Timeline:

- **Listening Tour:** Locations: Santa Barbara, Los Angeles, Fresno, Redding, San Francisco, Sacramento, San Jose, San Diego, Orange County. (February-July 2013)
- **Stakeholder Interviews:** August 2013 - January 2014
- **1st Round Council Member Interviews:** July 2013
- **Staff Interviews:** July 2013
- **Retreat:** July 2013
- **Field Survey:** July - September 2013
- **2nd Round Council Member Interviews:** September - November 2013

APPENDIX I: SURVEY RESULTS

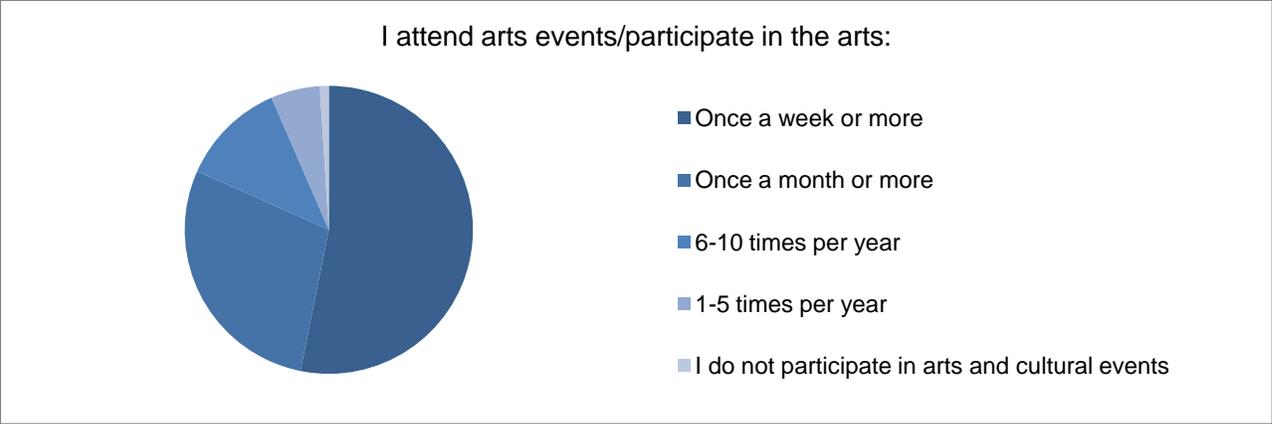
QUESTION 1: In your personal time, how do you participate in the arts? (Check all that apply.)

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
	<i>Answered question</i>	1086
	<i>Skipped question</i>	0



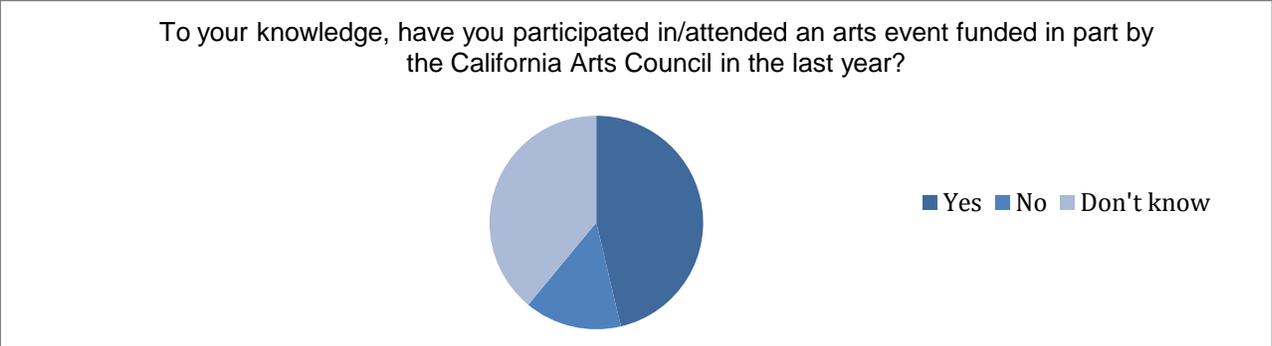
QUESTION 2: I attend arts events/participate in the arts:

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
	<i>Answered question</i>	1086
	<i>Skipped question</i>	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
<i>Answered question</i>		1086
<i>Skipped question</i>		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
<i>Answered question</i>		701
<i>Skipped question</i>		385

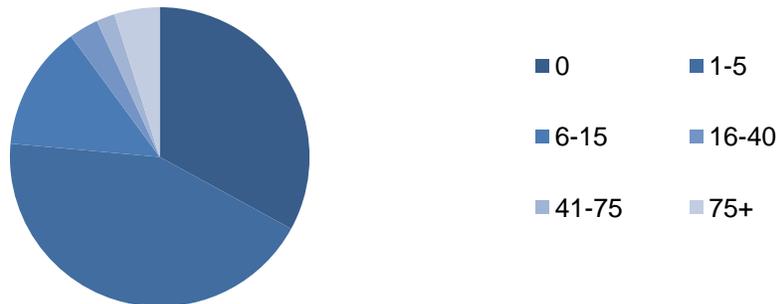
Budget size of organization:



QUESTION 5: Size of full-time paid staff:

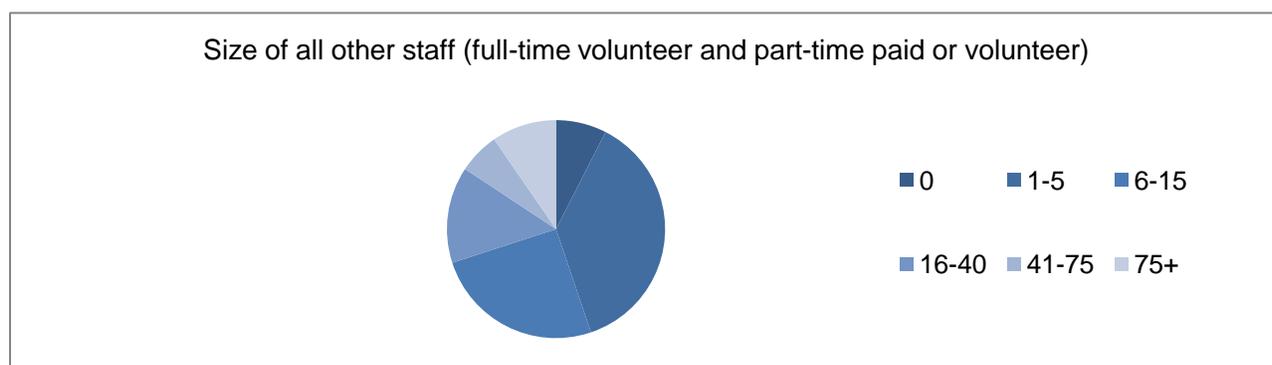
Answer Options	Response Percent	Response Count
0	33.0%	235
1-5	43.5%	310
6-15	13.5%	96
16-40	3.2%	23
41-75	2.0%	14
75+	4.9%	35
	<i>Answered question</i>	713
	<i>Skipped question</i>	373

Size of full-time paid staff:



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
	<i>Answered question</i>	707
	<i>Skipped question</i>	379



QUESTION 7: County where your organization is based:

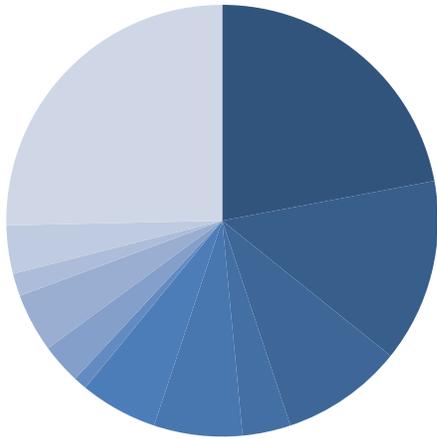
Answer Options	Percent	Count	Answer Options	Percent	Count	Answer Options	Percent	Count
Alameda	6.40%	46	Marin	1.70%	12	San Luis Obispo	1.10%	8
Alpine	0.10%	1	Mariposa	0.10%	1	San Mateo	1.00%	7
Amador	0.10%	1	Mendocino	0.60%	4	Santa Barbara	1.50%	11
Butte	0.80%	6	Merced	0.40%	3	Santa Clara	3.60%	26
Calaveras	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				<i>Answered question</i>		719
						<i>Skipped question</i>		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
	<i>Answered question</i>	722
	<i>Skipped question</i>	364

Function of your organization:

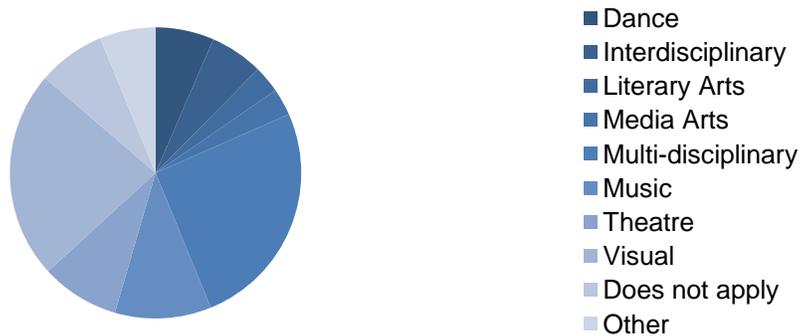


- Arts creation and presentation to the public (e.g., a theater company)
- Public presentation of the arts without creation (e.g., performing arts presenters, museums and festivals)
- Arts Education (K-12)
- Arts Education (college/university level)
- Arts Education (lifelong)
- For profit business (arts-related)
- For profit business (non-arts related)
- Advocacy
- Government
- Philanthropy
- Nonprofit (non-arts) - Please specify in "other"
- Other (please specify)

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
	<i>Answered question</i>	676
	<i>Skipped question</i>	410

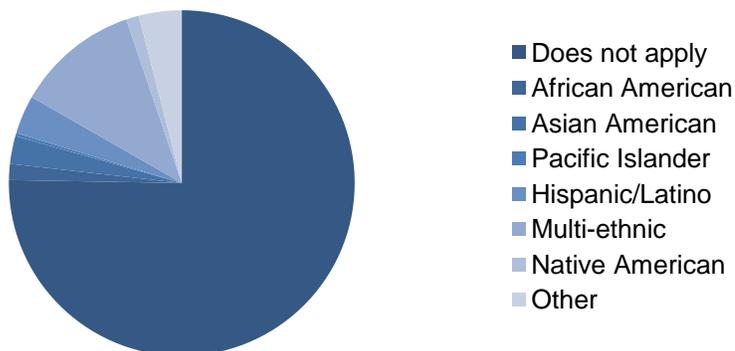
If an arts organization, primary discipline or function:



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

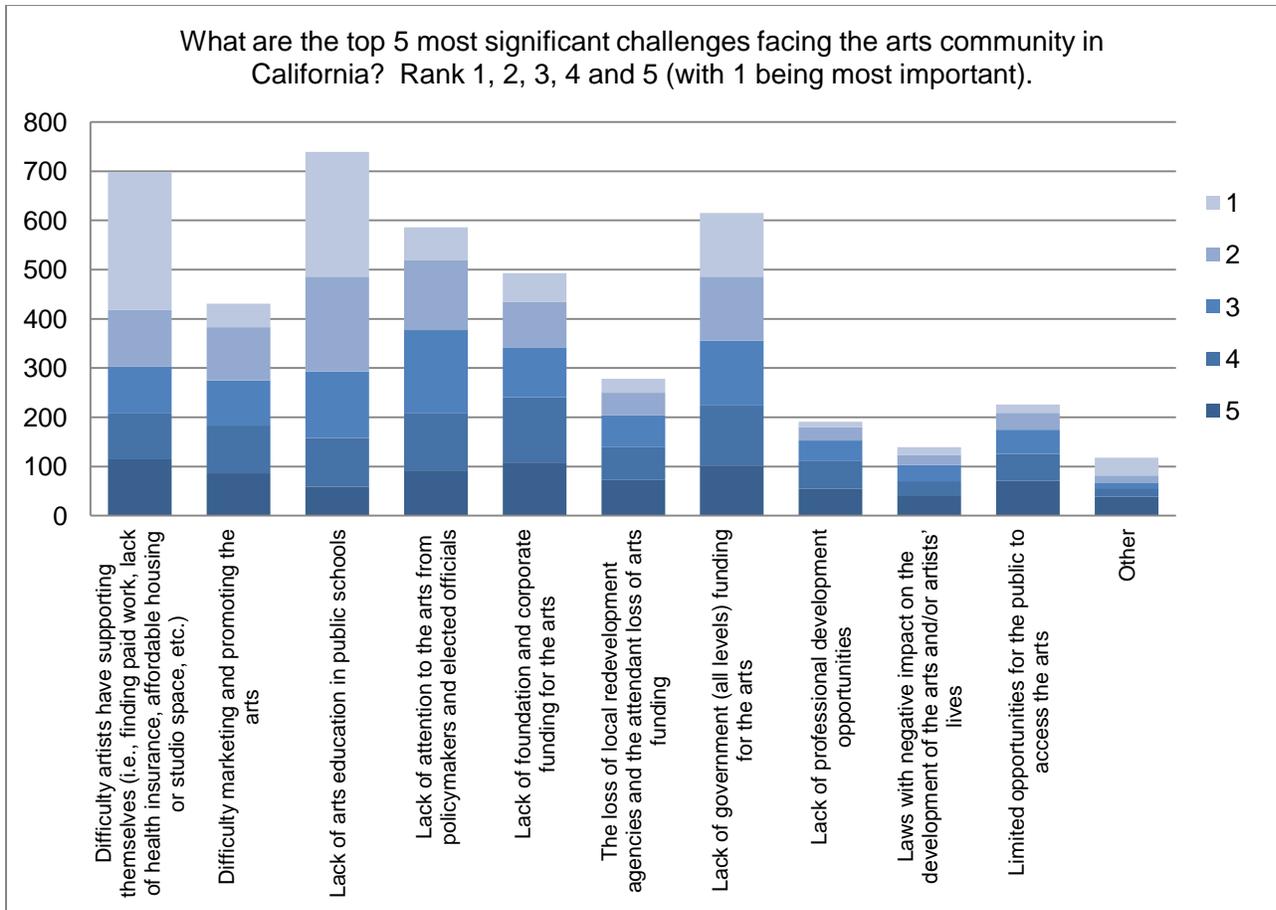
Answer Options	Response Percent	Response Count
Does not apply	75.20%	486
African American	1.50%	10
Asian American	2.60%	17
Pacific Islander	0.30%	2
Hispanic/Latino	3.60%	23
Multi-ethnic	11.50%	74
Native American	1.20%	8
Other	4.00%	26
	<i>Answered question</i>	646
	<i>Skipped question</i>	440

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



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).

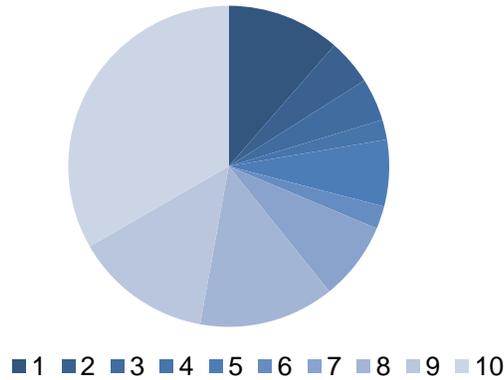
Answer Options	1	2	3	4	5	Response Count
Difficulty artists have supporting themselves (i.e., finding paid work, lack of health insurance, affordable housing or studio space, etc.)	280	115	95	93	115	698
Difficulty marketing and promoting the arts	48	108	92	97	86	431
Lack of arts education in public schools	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
						<i>Answered question</i> 984
						<i>Skipped question</i> 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
<i>Answered question</i>		984
<i>Skipped question</i>		102

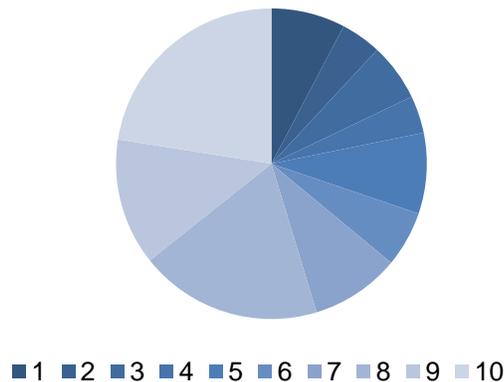
How important is private sector support of the arts (e.g., from the business or foundation community)? Rank with 1 as least important and 10 as most important for your organization.



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.

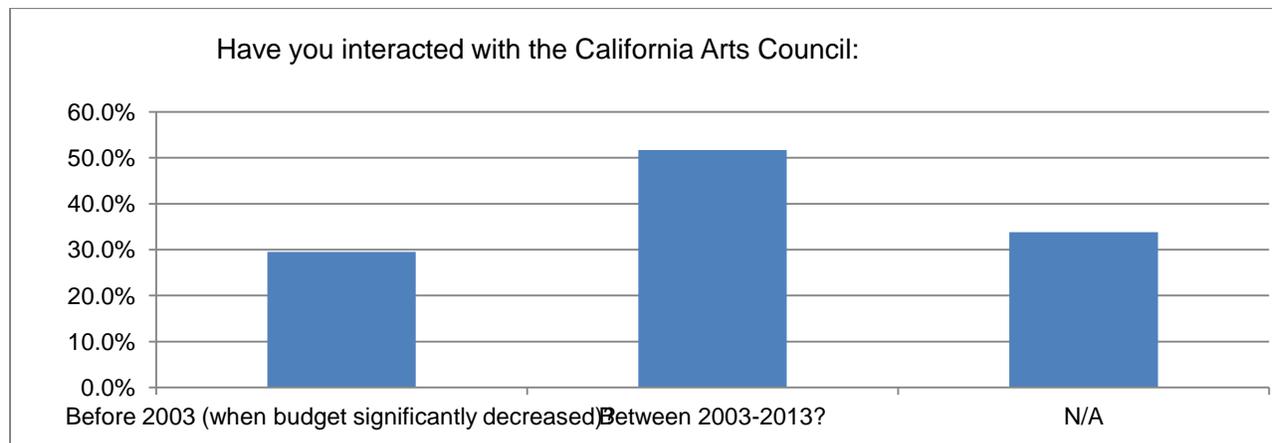
Answer Options	Response Percent	Response Count
1	7.7%	76
2	4.2%	41
3	6.0%	59
4	3.9%	38
5	8.4%	83
6	5.8%	57
7	9.3%	92
8	19.0%	187
9	13.2%	130
10	22.5%	221
<i>Answered question</i>		984
<i>Skipped question</i>		102

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:

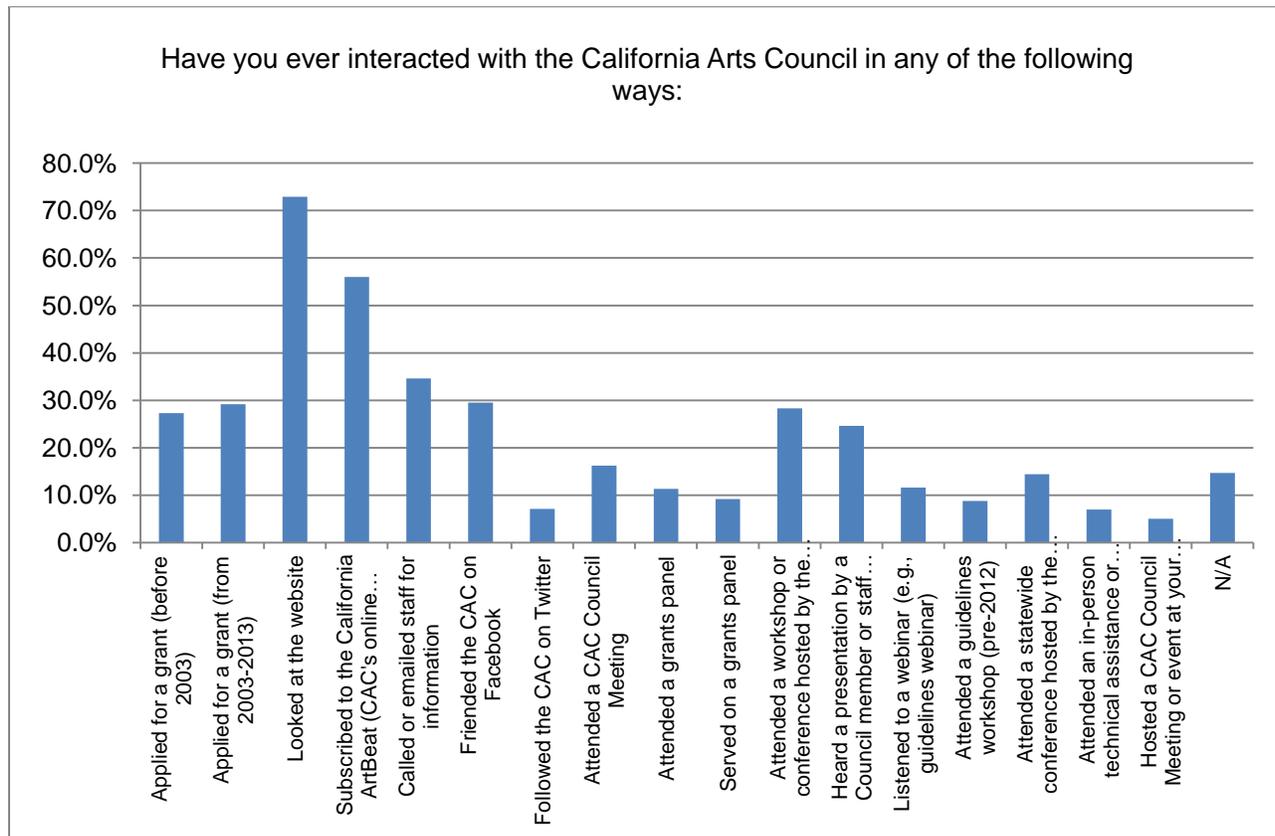
Answer Options	Response Percent	Response Count
Before 2003 (when budget significantly decreased)?	29.5%	282
Between 2003-2013?	51.7%	494
N/A	33.8%	323
	<i>Answered question</i>	956
	<i>Skipped question</i>	130



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

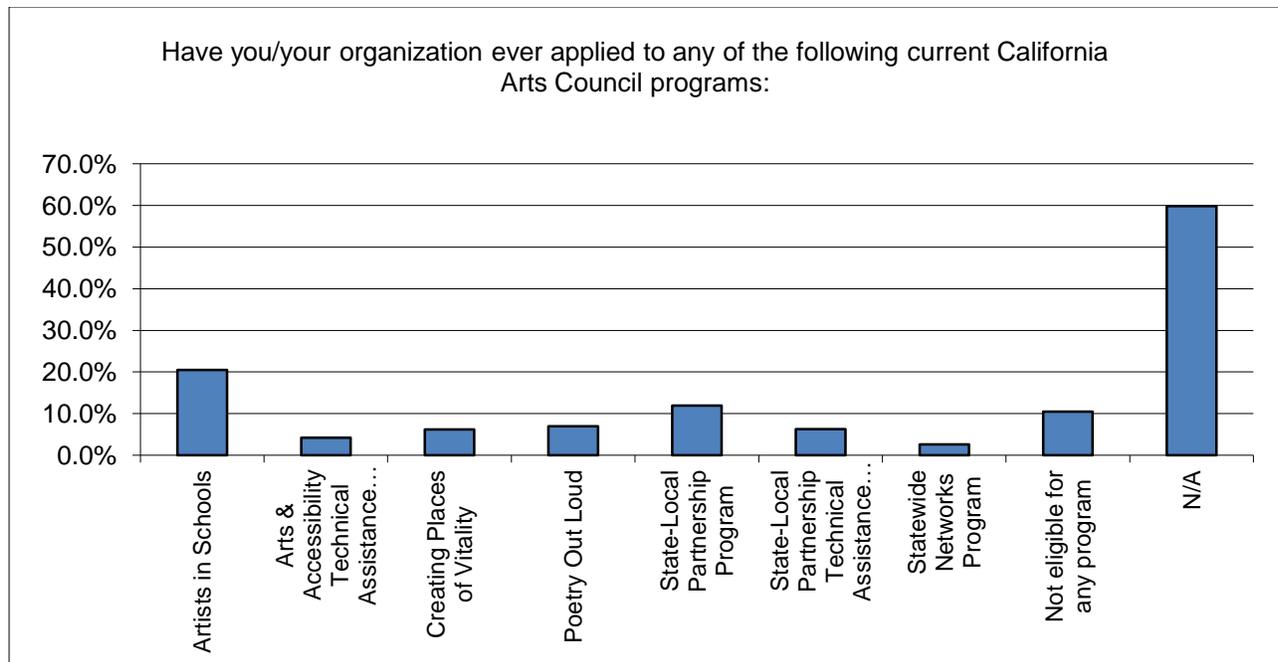
Answer Options	Response Percent	Response Count
Applied for a grant (before 2003)	27.3%	261
Applied for a grant (from 2003-2013)	29.2%	279
Looked at the website	72.9%	697
Subscribed to the California ArtBeat (CAC's online newsletter)	56.0%	535
Called or emailed staff for information	34.6%	331
Friended 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



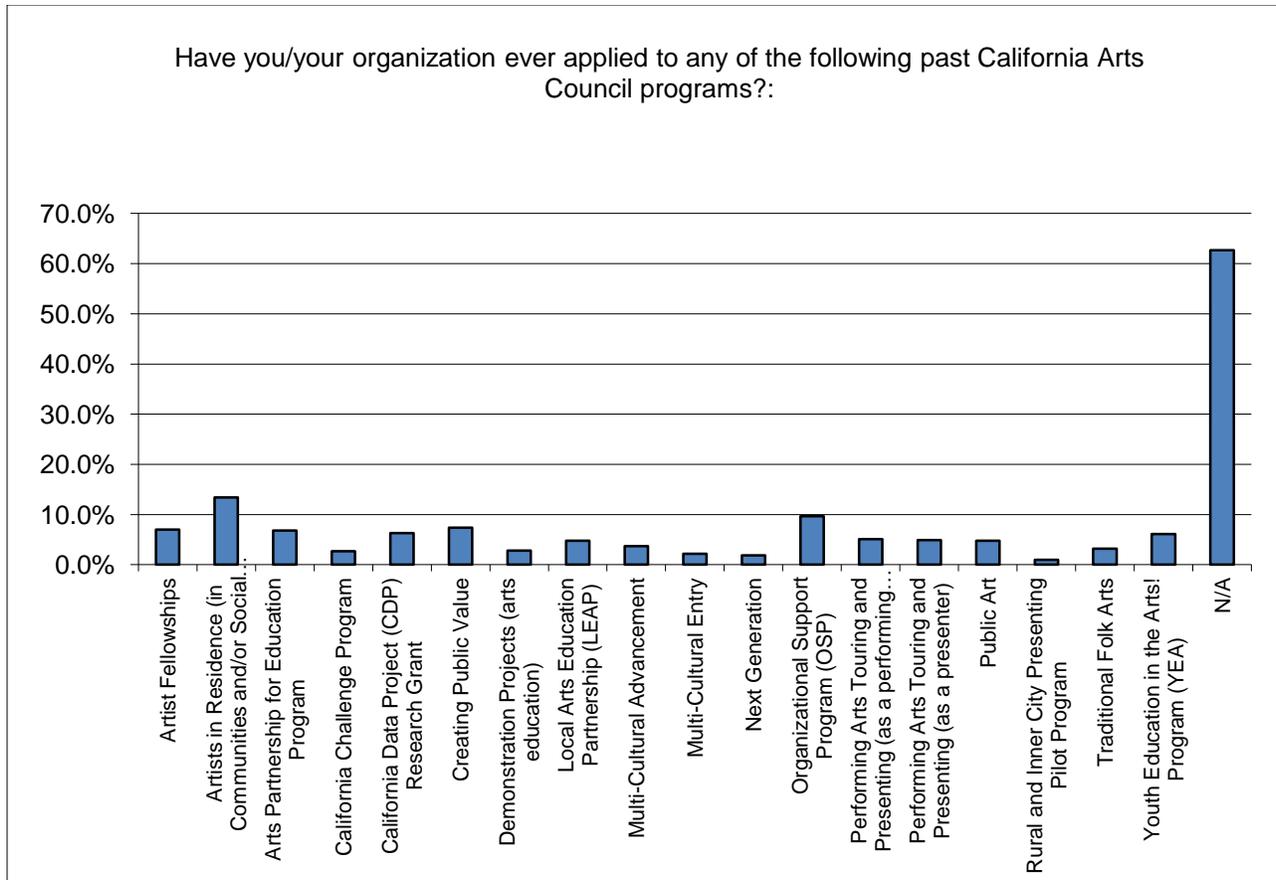
QUESTION 18: Have you/your organization ever applied to any of the following current California Arts Council programs:

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



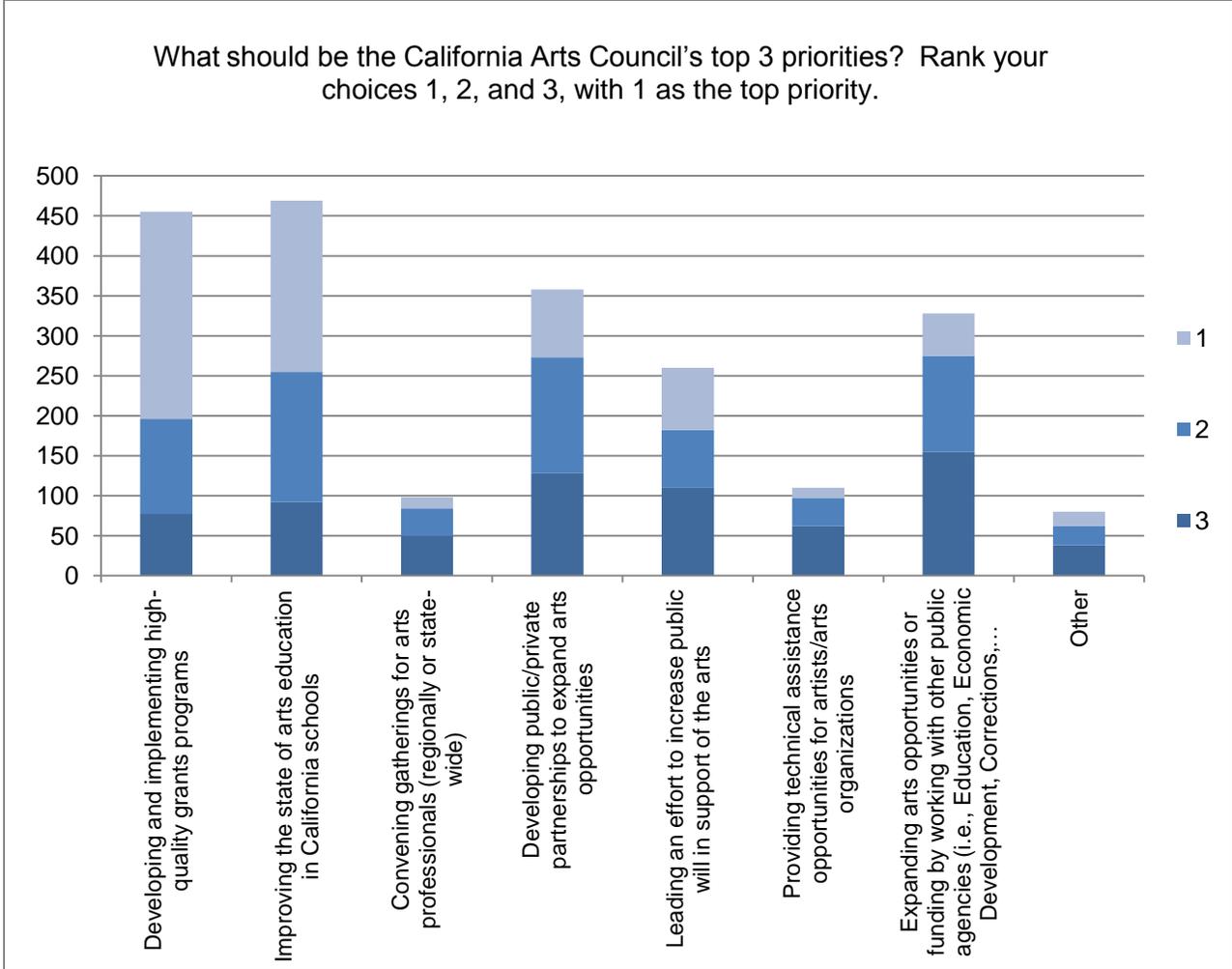
QUESTION 19: Have you/your organization ever applied to any of the following past California Arts Council programs?:

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
	<i>Answered question</i>	956
	<i>Skipped question</i>	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.

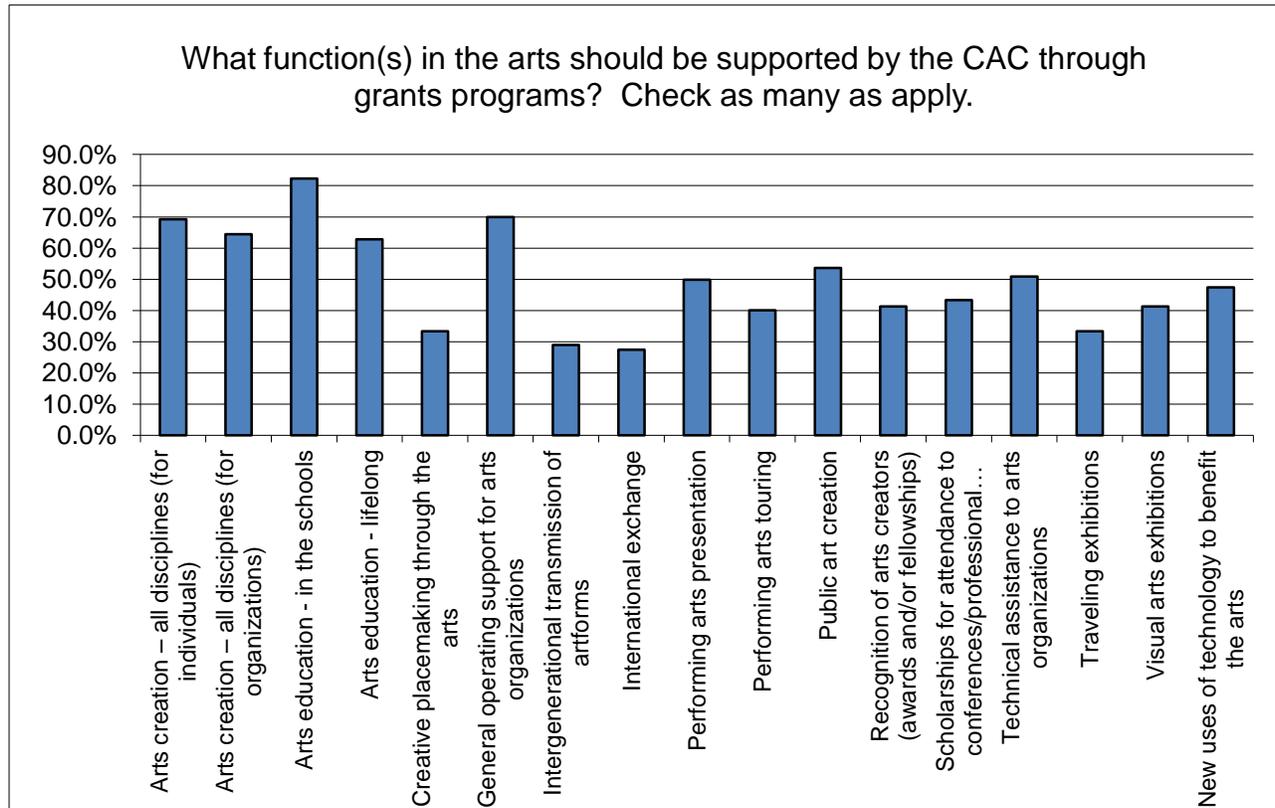
Answer Options	1	2	3	Response Count
Developing and implementing high-quality grants programs	259	119	77	455
Improving the state of arts education in California schools	214	163	92	469
Convening gatherings for arts professionals (regionally or state-wide)	14	34	50	98
Developing public/private partnerships 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

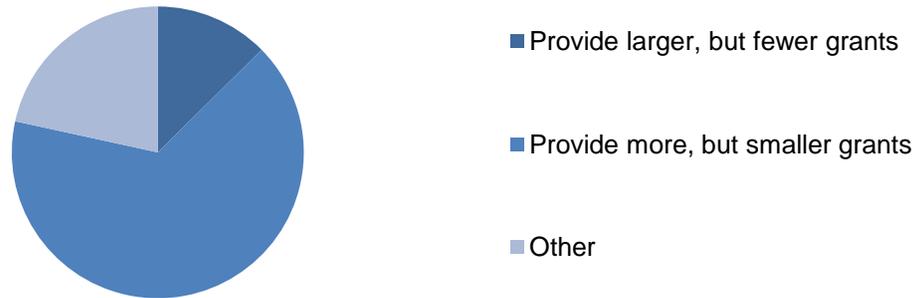
Technical assistance to arts organizations	50.9%	377
Traveling exhibitions	33.3%	247
Visual arts exhibitions	41.3%	306
New uses of technology to benefit the arts	47.4%	351
Other (please specify)		79
	<i>Answered question</i>	741
	<i>Skipped question</i>	345



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
	<i>Answered question</i>	741
	<i>Skipped question</i>	345

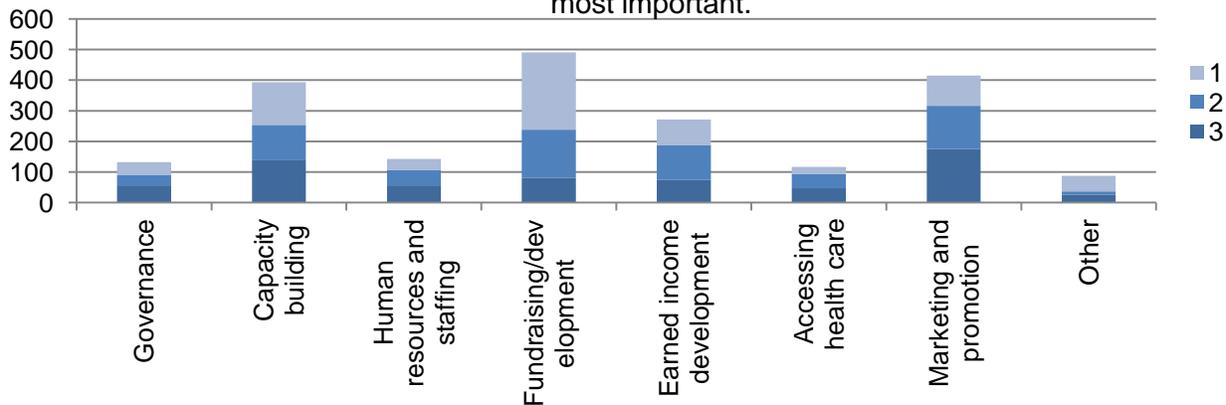
Without an increase in funding, the California Arts Council should:



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.*

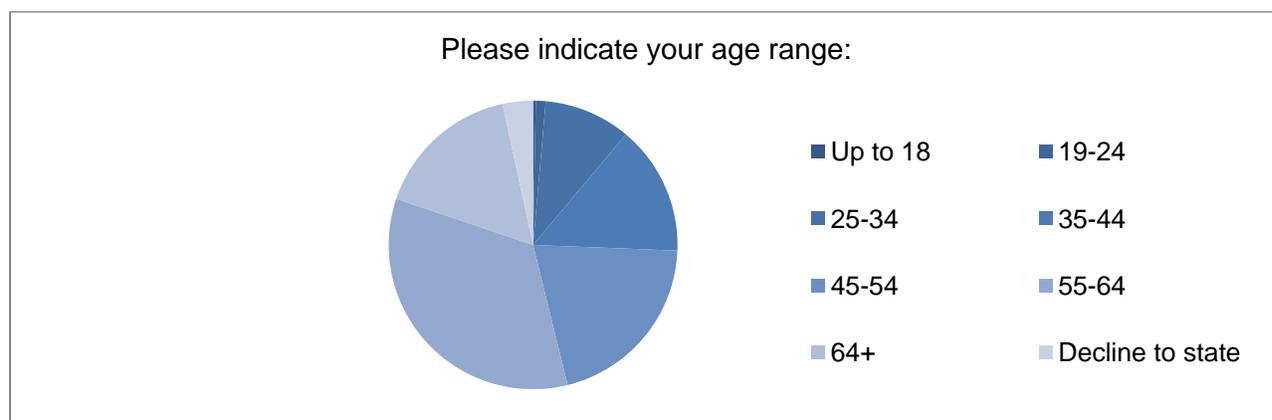
Answer Options	1	2	3	Response Count
Governance	43	33	56	132
Capacity building	139	114	140	393
Human resources and staffing	37	50	56	143
Fundraising/development	253	157	81	491
Earned income development	83	114	74	271
Accessing health care	23	47	47	117
Marketing and promotion	99	141	175	415
Other	50	11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

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.



QUESTION 29: Please indicate your age range:

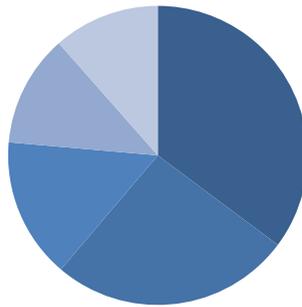
Answer Options	Response Percent	Response Count
Up to 18	0.3%	2
19-24	1.1%	8
25-34	9.7%	71
35-44	14.5%	106
45-54	20.5%	150
55-64	34.0%	248
64+	16.4%	120
Decline to state	3.4%	25
	<i>Answered question</i>	730
	<i>Skipped question</i>	356



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
	<i>Answered question</i>	728
	<i>Skipped question</i>	358

Please indicate your individual income (not household income):

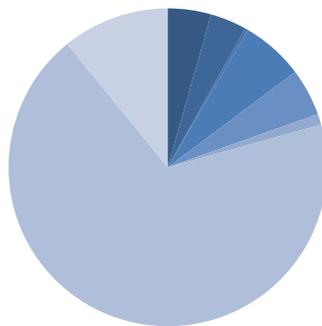


- Less than \$40,000
- \$40,001-\$75,000
- \$75,001-\$100,000
- \$100,001 and above
- Decline to state

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
	<i>Answered question</i>	708
	<i>Skipped question</i>	378

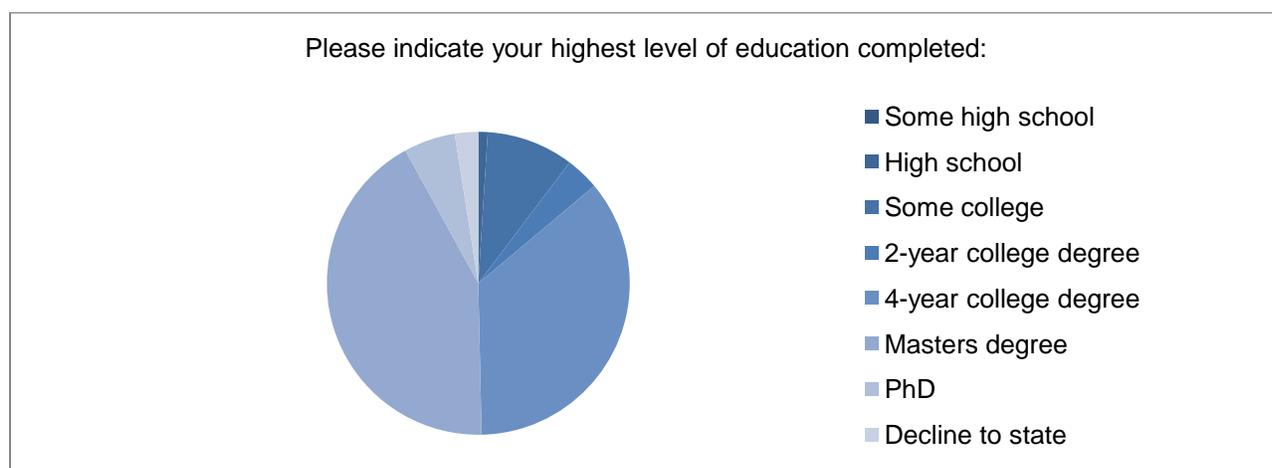
Please indicate your ethnicity:



- African American
- Asian American
- Pacific Islander
- Hispanic/Latino
- Multi-ethnicity
- Native American
- White
- Decline to state

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
	<i>Answered question</i>	729
	<i>Skipped question</i>	357



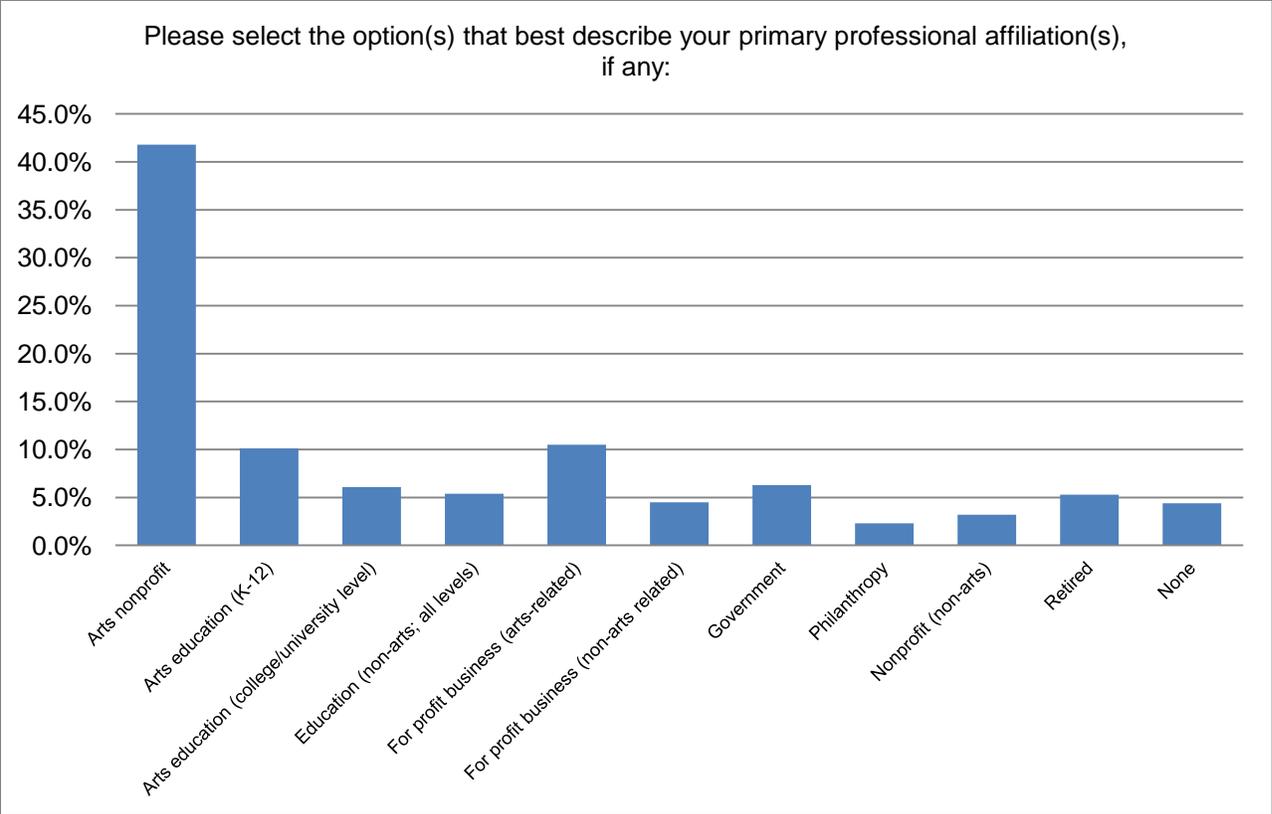
QUESTION 33: Please select the California county where you live.

Answer Options	Percent	Count	Answer Options	Percent	Count	Answer Options	Percent	Count
Alameda	5.80%	42	Marin	2.10%	15	San	2.50%	18
Alpine	0.00%	0	Mariposa	0.60%	4	Mateo	1.00%	7
Amador	0.00%	0	Mendocino	0.40%	3	Santa Barbara	3.00%	22
Butte	1.20%	9	Merced	0.10%	1	Santa Clara	1.80%	13
Calaveras	0.10%	1	Modoc	0.30%	2	Santa Cruz	0.40%	3
Colusa	0.10%	1	Mono	0.10%	1	Shasta	0.30%	2
Contra Costa	2.40%	17	Monterey	0.70%	5	Sierra	0.30%	2
Del Norte	0.10%	1	Napa	1.00%	7	Siskiyou	0.30%	2
El Dorado	1.50%	11	Nevada	1.00%	7	Solano	0.60%	4
Fresno	1.10%	8	Orange	4.00%	29	Sonoma	1.70%	12
Glenn	0.00%	0	Placer	4.80%	35	Stanislaus	0.60%	4
Humboldt	1.50%	11	Plumas	1.10%	8	Sutter	0.40%	3
						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	<i>Answered question</i>		722
Madera	0.40%	3	San Luis Obispo	1.10%	8	<i>Skipped question</i>		364

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

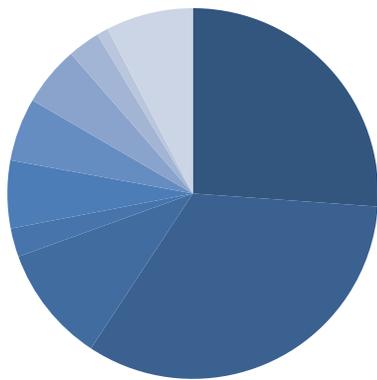
Answer Options	Response Percent	Response Count
Arts nonprofit	41.8%	286
Arts education (K-12)	10.1%	69
Arts education (college/university level)	6.1%	42
Education (non-arts; all levels)	5.4%	37
For profit business (arts-related)	10.5%	72
For profit business (non-arts related)	4.5%	31
Government	6.3%	43
Philanthropy	2.3%	16
Nonprofit (non-arts)	3.2%	22
Retired	5.3%	36
None	4.4%	30
Other (please specify)		79
	<i>Answered question</i>	684
	<i>Skipped question</i>	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
	<i>Answered question</i>	674
	<i>Skipped question</i>	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 Kroskirty, 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, Cunningham, 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 for 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