



## California Arts Council 2016 Professional Development and Consulting (PDC) Grantees

The Professional Development and Consulting (PDC) program assists arts organizations in building their capacity for success in two areas:

**Professional Development:** Funding will support professional growth and leadership training opportunities for individual staff members, artists, arts administrators or arts educators employed by the applying organization.

**Consulting Services:** Funding will support the hiring of consultants to work with staff to enhance the programmatic, administrative, financial or technical capabilities of the applying organization.

Learn more at <http://arts.ca.gov/programs/pdc.php>.

Number of Grants Awarded: 122 | Total Investment: \$328,500

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### **A Noise Within, Los Angeles**

*\$3,000*

With support from the California Arts Council, A Noise Within (ANW) will retain the services of a consultant to conduct a formal evaluation of its Classics Live! education program which introduces more than 15,000 students to classical theatre each year. The evaluation will include both process and outcome components, allowing ANW to better understand both how to best serve students and to more clearly communicate the benefits of the program to funders and other supporters.

### **A Reason To Survive, San Diego**

*\$3,000*

With support from the California Arts Council, A Reason to Survive (ARTS) will hire Mission Edge, to assess ARTS operational infrastructure and provide recommendations for best practices in two specific areas: Financial Planning and HR administration/processes. The assessment shall be integrated with ARTS strategic plan currently being finalized. It will include both short-term and long-term recommendations for operational sustainability.

### **About Productions, Inc., Los Angeles**

*\$3,000*

With support from the California Arts Council, About...Productions will hire Judith Teitelman to guide the 27-year old Los Angeles-based theater and arts education company through a 6-

month long strategic planning process. Judith has over 30 years of experience consulting with small, mid, and large organizations to strengthen their management and resource generating capacities, and effectively plan for the future.

**African-American Historical & Cultural Museum of the San Joaquin Valley, Fresno**

*\$3,000*

With support from the California Arts Council, the African American Historical & Cultural of the San Joaquin Valley Museum will use funds towards the visioning and efforts of the museum. We need to let the community what we stand for and why we matter. This has not been completed since the inception of the organization decades ago, and are place in the community has evolved. An outside independent consultant will be able to facilitate this discussion among the board and community leaders.

**AfroSolo Theatre Company, San Francisco**

*\$3,000*

With support from the California Arts Council, AfroSolo Theatre Company will engage Consultant Ted Russell to work closely with the organization's founder/artistic director and advisory board members to help determine the vision and initial steps for an organizational process that results in a map leading to AfroSolo's destination: a sustainable nonprofit capable of serving its community over the long term.

**Armory Center for the Arts, Los Angeles**

*\$3,000*

With support from the California Arts Council, the Armory Center for the Arts will work with consultant Liza Auciello, PsyD, Founding Executive Director of A Thousand Joys (an organization providing trauma-related stress management to high-risk children and families), to deliver a series of six 2-hour trainings in trauma informed care to the Armory's faculty of Teaching Artists and administrators.

**ArtReach, San Diego**

*\$3,000*

With the support from the California Arts Council, ArtReach will work with Jason Farran of JF Web Design to reconfigure and optimize the ArtReach website using Wordpress. Wordpress allows users to update information without intermediaries. Jason will work with the ArtReach team to build a secure and user-friendly site, and then provide in-depth training in order for the ArtReach team to become proficient in Wordpress operations and self-sufficient updating the website.

**Arts & Learning Corporation, Orange**

*\$3,000*

With support from the California Arts Council, Arts & Learning Conservatory will use its grant funds to retain the services of Phil Rapa, an accomplished speaker, author, and management

consultant. During his tenure with the University of Southern California, his innovative best practices in fund development, executive education, and management development helped raise millions of dollars for the University. Phil is a generalist who focuses on the field of board development.

**Arts & Services for Disabled, Los Angeles**

*\$3,000*

With Support from the California Arts Council, Arts & Services for Disabled will hire a branding company that will help us create a comprehensive nonprofit rebranding/brand refresh to improve our ability to tell our story after 35 years of delivering the highest quality programming for the intellectually disabled community and the people who love them.

**Arts Connection, San Bernardino**

*\$3,000*

With support from the California Arts Council, Arts Connection will hire the Academy for Grassroots Organizations to help build the capacity of our Board. The Board of Directors consists of mostly new members, with the majority having joined within the last year. Our Directors are enthusiastic, however most are also new at serving on a nonprofit board of directors. Due to limited staff, our organization is in need of active and impactful participation by our board.

**Arts Council Santa Cruz County, Santa Cruz**

*\$3,000*

With support from the California Arts Council, Arts Council Santa Cruz County will develop a new 2017-2020 three-year strategic plan. This will build on our highly successful 2013-16 plan by refining goals, creating a thoughtful strategy for responding to new opportunities, and providing a lens through which we will evaluate all of our programs to ensure they are highly effective, addressing clear community needs, and being professionally delivered in the spirit of community service.

**Ashkenaz Music & Dance Community Center, Alameda**

*\$3,000*

With support from the California Arts Council, Ashkenaz will work with a brand-design consultant to develop brand imaging that reflects our renewed efforts to reinvigorate our brand as a multi-ethnic Music and Dance Cultural Center and our communications strategy of emphasizing multi-cultural music and dance programs. This is our opportunity to reinvigorate the mission and create engaging communications to draw larger, more diverse audiences and funders with impactful cultural programming.

**Asian Pacific Islander Cultural Center, San Francisco**

*\$3,000*

With the support of the California Arts Council APICC will work alongside with Kevin Seaman to evaluate APICC's current commissioning program and to create a plan to better meet the needs

of our artists. Since 1996, APICC has provided artists fees / commissions to artists participating in the United States of Asian America Festival. We've learned, however, that some artists need more assistance than just cash. Artists have expressed needs in fundraising, marketing and production support.

**Aurora Theatre Company, Alameda**

*\$611*

With support from the California Arts Council, Aurora Theatre Company's Annual Fund Manager Katherine Lee will increase her knowledge of and skills in graphic design. Aurora's Graphic Designer works part time and is often not able to design materials for all donor communications; therefore Katherine is frequently tasked with designing invitations, eblasts, and other collateral. Specifically, we would like to offer Katherine some training in Adobe Illustrator and Photoshop.

**AXIS Dance Company, Alameda**

*\$3,000*

AXIS Dance Company is celebrating a 30th anniversary during our 2017-18 season. Now is the time to upgrade our media and public relations capability for such a milestone. With the help of our consultant, we will organize a media relations function, effectively pitch our work to local and national media, and build broader awareness for our past and current work. Strong media relations, marketing strategies an expanded press list will cultivate viable new leads for our 30th anniversary campaign.

**Ballet Afsaneh Art & Culture Society, Marin**

*\$3,000*

With support from the California Arts Council, Ballet Afsaneh Art & Culture Society will work with a professional accounting consultant to upgrade and reconfigure vital features of our nonprofit accounting/bookkeeping system, and train our organization's team members in its use.

**Bay Area Video Coalition, San Francisco**

*\$3,000*

With support from the California Arts Council, Bay Area Video Coalition will hire a consultant with whom we've successfully collaborated in the past in order to train every staff member in effective project management. Project management training is the one universally requested professional development training from all of BAVC's staff members. This training will ensure that the organization is working efficiently and effectively across programs and departments.

**Bay Area Youth Arts, Alameda County**

*\$3,000*

With support from the California Arts Council, Bay Area Youth Arts (BAYA) will utilize professional consulting services to build capacity in three functional infrastructure areas: a) organizational administration, b) strategic planning, and c) volunteer development. Consulting services will assess the strengths, gaps, and opportunities, build a strategic sustainability and

growth plan, and train the new generation of parent volunteers and administrative support technicians.

**Better Youth, Inc., Los Angeles**

*\$3,000*

With support from the California Arts Council, Better Youth will benefit from the opportunity to work with a consultant to strengthen programs, curriculum, data evaluation and the technology infrastructure of the organization. Better Youth's most critical needs are program evaluation, curriculum development, understanding our aggregate data to support program outcomes/impact and to automate our systems using available web-based technology to help us operate more efficiently.

**Betti Ono, Alameda**

*\$3,000*

With support from the California Arts Council, Betti Ono will be able to develop a critical long-term plan, greatly improve Board and stakeholder engagement, and form a cogent strategic plan for the organization.

**Brava! for Women in the Arts, San Francisco**

*\$3,000*

With support from the California Arts Council, Brava will hire a consultant to work with our Board, Executive Director, and staff to create a comprehensive strategic plan for the organization in 2017-2021. The plan will focus on developing a stronger Board of Directors, fund development, and executive leadership succession.

**California LGBT Arts Alliance, Los Angeles**

*\$700*

With support from the California Arts Council the California LGBT Arts Alliance will support the housing and travel expenses of the Alliance's Executive Director Greg Day who will attend the first-ever National Queer Arts Summit in Oakland in August 2016. The conference will bring together arts presenters and LGBT artists to explore strategies that will improve the financial condition of LGBT performing artists by enabling them to conduct successful statewide and national touring.

**Canyon Cinema Foundation, San Francisco**

*\$3,000*

With support from the California Arts Council, Canyon Cinema Foundation (CCF) will engage a consultant experienced in media arts non-profit management to develop its first strategic plan. The challenges facing CCF in today's dynamic media environment are unlike any other time in independent media distribution. Operating with limited resources and staffing, CCF needs to create a sustainable plan to achieve its goals in order to effectively serve its constituency and meet the terms of its mission.

**Center for New Music San Francisco, Inc., San Francisco**

*\$3,000*

With support from the California Arts Council, the Center for New Music will engage consultants with expertise in Salesforce to design and implement an audience development workflow. This effort will build upon the diverse programming that takes place at the Center for New Music's facility in San Francisco's Tenderloin District to support the evaluation, integration, and growth of the new music community.

**Center for the Art of Translation, San Francisco**

*\$3,000*

With support from the California Arts Council, the Center for the Art of Translation will update program evaluation tools for the Poetry Inside Out language arts curriculum to reflect program changes and better serve students and teachers. The scope of the project will include a review and update of the theory of action and current implementation model, development of new evaluation tools if needed, and staff training.

**Circo Zero, San Francisco**

*\$3,000*

With support from the California Arts Council, Circo Zero will hire a consultant to engage in a process of capacity building and strategic development. The consultant will conduct an audit of organizational operations, review current and potential revenue sources to increase non-project based income, create a roadmap to diversify and stabilize sources of income, and conduct a performance review one year after the process begins.

**City of Davis, Yolo**

*\$3,000*

With support from the California Arts Council, the City of Davis Arts & Cultural Affairs Program will contract the services of Jay Lopez of GiantPop to design and develop a website to support the efforts of our community Arts Alliance, a group of dedicated individuals representing arts and civic organizations, economic development strategists, and community members. The website will support efforts to encourage collaboration, promote the Arts, and advocate for the arts in the Davis community.

**City of El Cerrito, Contra Costa**

*\$750*

With support from the California Arts Council, the City of El Cerrito will engage Nancy Gonchar to provide 1:1 coaching services to the City's public art administrator, Suzanne Iarla. Ms. Gonchar will share information & best practices for government public art programs including both private & public funding sources; the RFP process to commission public art; the mechanisms for evaluating submittals; identify resources & also help Ms. Iarla network with other Bay Area public arts professionals.

**City of Walnut Creek, Contra Costa**

*\$3,000*

With support from the California Arts Council, Civic Arts Education will hire experienced arts consultants Vanessa Whang and Sylvia Sherman to create a plan for strengthening our music programming. While many community arts centers make music a centerpiece of programming, music at CAE serves less than 10% of our student population, with a slate of programs that lacks cohesion, sequentiality and relevance to all. Sherman and Whang will support a clear vision and goals that increase engagement.

**Collage Dance Theatre, Los Angeles**

*\$3,000*

With support from the California Arts Council, Heidi Duckler Dance Theatre will hire a consultant to work with the company's Board, staff and stakeholders to develop a new strategic plan for 2018-2020.

**Community School of Music and Arts, Santa Clara**

*\$3,000*

With support from the California Arts Council, the Community School of Music and Arts (CSMA) will engage a consultant to work with visual arts program staff, especially the Art School Director, to implement a series of recommendations for improving on site and in school visual arts programs. Key to successful implementation are supporting the creation of a new team structure and culture including providing training and executive coaching in leadership skills for the Art School Director.

**David Brower Center, Alameda**

*\$3,000*

With support from the California Arts Council, The Brower Center will hire an experienced evaluation firm to help guide us in building an effective evaluation process that can help both inform and shape the future of The Brower Center's programming. The Public Profit evaluation firm will help not only help The Brower Center build an evaluation process, but they will also help increase our internal capacity in evaluation planning and data collection and analyzing.

**Dell'Arte, Inc., Humboldt**

*\$3,000*

With the support from the California Arts Council, the Humboldt Creative Culture Alliance will collaborate with a local graphic designer to develop a marketing plan that brings visibility to the county's vibrant arts culture. Humboldt County has a rich and diverse cultural, visual and performing arts community that exemplifies the power of the arts in shaping the future of rural areas.

**Diavolo Dance Theatre, Los Angeles**

*\$3,000*

With support from the California Arts Council, Diavolo will conduct a comprehensive strategic

planning process that is professionally facilitated by Blue Garnet Associates. The strategic planning process will result in a shared strategic focus, a business plan, a roadmap for implementation, and buy-in from key stakeholders. This grant will support the process during the required project period, from July 2016 to October 2016.

**DramaDogs, a Theater Company, Santa Barbara**

*\$3,000*

With the support of a California Arts Council Consulting Grant, DramaDogs will engage the services of Inlineos LLC to build its online presence. Inlineos is an Internet strategy company that specializes in helping non-profits and small businesses define and realize achievable goals through online services. Inlineos LLC will redesign and rebuild the DramaDogs website in WordPress, a de facto standard platform for content management, and optimize it for search engine placement and event promotion.

**El Dorado Arts Council, El Dorado**

*\$3,000*

With support from the California Arts Council, El Dorado Arts Council will engage the Joan Madison Collaborative as the consulting group to lead a Cultural Master Planning process for El Dorado County. CAC funding will be used to supplement funds already committed to this project by the National Endowment for the Arts, El Dorado County and other funders, and will be directed specifically to creating an asset map of cultural resources with which to develop pilot programs and collaborations.

**Embodiement Project, Alameda**

*\$3,000*

With support from the California Arts Council, Embodiment Project will work with arts consultants Yesenia Sanchez and Elizabeth Pickens to strengthen the organization's earned income and administrative capacities.

**Escondido Children's Museum dba San Diego Children's Discovery Museum, San Diego**

*\$3,000*

With support from the California Arts Council, SDCDM will work with Pat Libby Consulting to improve our Board Development structure/policies, and update our governance documents. Our attendance has grown from 15,000 in 2011 (in our old facility), to 115,000 in 2015, and continues to increase. It is imperative that we update and improve our policies to prepare the Board of Directors for the new organizational lifecycle, successes, and challenges that accompany this incredible rate of growth.

**Eth-Noh-Tec Creations, San Francisco**

*\$3,000*

ENT will be use funds to hire a webdesign consultant to train staff. As ENT's founders/master artists mature, there is an emphasis on the next generation. With a younger board of directors

and a young performance ensemble, ENT needs to create an updated webpage. ENT's webpage was designed in the 1980s. With the onslaught of numerous computerized devices, ENT's webpage is very difficult to navigate, e.g. on cell phones which most people now use moment to moment to find something.

**Foundation for Educational & Employment Resources Development, Inc (Foundation, EERD), known locally as, AcunaGallery and Cultural Center/Cafe on A, Ventura**

*\$3,000*

With the support from the California Arts Council the Acuna Art Gallery and Cultural Center will hire Center for Non Profit Management in Los Angeles consultants to work with volunteer personnel on key nonprofit management topics including six intensive days to review management and improve organization's strategic future-consulting in leadership style, developing team leads, sustainability, planning, board, resource development, administration, and communications.

**Gallo Center for the Arts, Inc., Stanislaus County**

*\$3,000*

With support from the California Arts Council, the Gallo Center for the Arts will be able to assess its current programming and outreach activities, strategize innovative methods for reaching new and diverse audiences from throughout the San Joaquin Valley region, and execute these new activities during its upcoming 2016/2017 season.

**Hayward Area Historical Society, Alameda**

*\$750*

With the support from the California Arts Council, the Hayward Area Historical Society (HAHS) would like to send 3 key leadership staff to attend the 2017 California Association of Museum Conference in Sacramento. By supporting the cost of the CAM registration fees, this grants the HAHS Staff access to participate in discussions and workshops on museum trends that can be implemented to transform and strengthen the current policies, programming, and collections of HAHS and its properties.

**High Desert Test Sites, San Bernardino**

*\$750*

With support from the California Arts Council, High Desert Test Sites will train staff member, Vanesa Zendejas, in basic nonprofits accounting and bookkeeping. Vanesa will take 2 classes at the Center for Nonprofit Management in LA: Financial Literacy for the Non-Accountant and Financial Strategy: Budgets that Cover Full Costs. Vanesa will have 15 hours training on QuickBooks through tutorials and individually with Kristen VanDeventer, Human Resources Manager at Blackwidow LLC in LA.

**Highways, Inc., Los Angeles**

*\$700*

With support from the California Arts Council, Highways will expand our outreach and provide the housing and travel expenses of Highways Executive Director Leo Garcia, who will attend the

first-ever National Queer Performing Arts Summit in Oakland in August 2016. The conference will improve the financial condition of LGBTQ performing artists by bringing them together with arts presenters and funders to explore strategies that enable them to conduct successful statewide and national touring.

**Idris Ackamoor and Cultural Odyssey, San Francisco**

*\$3,000*

With support from the California Arts Council Cultural Odyssey (CO) will partner with Attorney M.J Bogatin to protect CO's Intellectual Property including films, music, plays, and book publications. In addition, CO with attorney M.J. Bogatin will assess current IP protocols, contracts, and legal documents making recommendations where needed to upgrade and providing training in the maintenance of safeguards, and protections of ongoing IP, contracts, and online legal security.

**Intersection for the Arts, San Francisco**

*\$2,999*

With support from the California Arts Council, Intersection for the Arts will work with Ryan Crowder to develop a comprehensive strategy for our social media marketing to promote the work of our 130+ members through a variety of platforms; introducing our new brand and helping our members gain more visibility.

**Invertigo Dance Theatre, Los Angeles**

*\$750*

With support from the California Arts Council, Invertigo Dance Theatre will send its Executive Director to the Executive Directors Leadership Institute, a year-long professional development program for non-profit leaders. Invertigo added the Executive Director position to its staff in 2014 and believes that supporting strong leadership is crucial to the organization's success and sustainability.

**Italian American Art and Culture Association of San Diego, San Diego**

*\$3,000*

With support from the California Arts Council, the Italian American Arts and Cultural Association of San Diego will develop a communications program designed to give a small arts organization with limited resources maximum branding and marketing impact in the communities it serves.

**JC Culture Foundation, Los Angeles**

*\$3,000*

With support from the California Arts Council, JC Culture Foundation will hire a Consultant to: document performances and activities such as Lunar New Year Celebration program and after-school workshops; create videos for grant applications and activities; and provide pre-production consultation, high definition video equipment including cameras, lighting and sound recording equipment, transportation to taping locations, production crew.

**Kala Institute, Alameda County**

*\$3,000*

With support from the California Arts Council, Kala Art Institute will hire a web design consultant to finish the redesign of Kala's website. Kala's current site was created ten years ago. Since then the scope of Kala's programs have evolved. We need a new website that engages the public, reaches an expanded audience to learn about Kala's residency programs for art classes, and get involved. This accessible site will invite public participation while increasing back-end efficiency.

**Kearny Street Workshop, San Francisco**

*\$3,000*

With support from the California Arts Council, Kearny Street Workshop proposes to conduct a comprehensive assessment and re-envisioning of our audience development and marketing strategies, two identified key areas of improvement for KSW. Based on this, the consultant will develop and implement an overarching plan covering staff training and recommendations on new and improved systems and strategies, resulting in increased audience engagement and resource development.

**Kitka, Inc., Alameda**

*\$3,000*

With support from the CAC, Kitka will embark on a strategic planning consultancy with Elizabeth Seja Min. Planning will address key artistic personnel transitions facing the organization in the next two years.

Consultancy goals include:

- Evaluation and possible reinvention of Kitka's organizational model which, for nearly three decades, has prioritized maintaining a professional touring ensemble, and
- Developing a strategy to identify and hire a new music director by the 17-18 season.

**KSTARPRODUCTIONS, Alameda**

*\$3,000*

With support from the California Arts Council, KSTARPRODUCTIONS (KSP) will hire two consultants to help with capacity building. After close to 20 years of serving the community we are applying for our non-profit status. This has required us to refine our current mission, seek tools to maximize our potential for greater impact, and revisit our branding to ensure that it is in alignment. It is important to implement a plan that is sustainable for our organization at this crucial juncture.

**Kulintang Arts INC., San Francisco**

*\$3,000*

With support from the California Arts Council, Kularts will contract the services of a consultant to conduct a thorough assessment of and make recommendations on its internal artistic production and mentorship systems, procedures and processes. The outcomes of this effort will

support our vision for strategic change in the next 3 years and will ensure new leadership steps in with enhanced tools and information much needed for our continued success and sustainability.

**La Raza Galeria Posada, Sacramento**

*\$3,000*

With support from the California Arts Council, the Latino Center of Art and Culture will engage in a re-branding project, a critical component of our 3 year organizational transformation process that began in 2015. The project will result in a cohesive identity for both hard copy and internet uses that will be respectful of our 40-year history while simultaneously projecting a contemporary and forward-looking identity.

**Laguna Plein Air Painters Association, Orange**

*\$3,000*

With support from the California Arts Council, LPAPA will be able to update its website with newer, more secure technology. Membership has doubled since 2013, and expected to double again within the next five years. As global leaders in the plein air art community, LPAPA is looked upon to support its artist members and collaborate with other arts organizations. Expanding LPAPA's web based capacity with improved educational and information resources will better serve artists and the community.

**Launch Productions, Inc, Los Angeles**

*\$3,000*

With support from the California Arts Council, Launch LA will work with a marketing consultant to assess our needs and current procedures, then develop a plan, working primarily in digital and social media marketing, to expand our reach to underserved audiences and artists in Los Angeles.

**Livermore Valley Performing Arts Center, Alameda**

*\$3,000*

With support from the California Arts Council, LVPAC will fund consultant fees for a comprehensive redesign of its website, [www.lvpac.org](http://www.lvpac.org). Funding will help allow 4PIA to identify problem areas and propose improvements to design elements, the site map, and user experience. While the goal is to increase online traffic and ticket revenue, the website redesign will make [lvpac.org](http://lvpac.org) more useful to patrons, donors, and students in the Livermore Valley area.

**Los Angeles Chamber Orchestra Society, Inc., Los Angeles**

*\$3,000*

With support from the California Arts Council, LACO will engage consultant Jennifer Kessler to report on the impact of its Lift Every Voice initiative. CAC funds will support a portion of her consulting fees over a period of approximately ten weeks, while she observes and assesses project activities; gathers feedback from audiences and participants; and compiles a report to document the project's success for funders and inform planning for future initiatives and collaborations.

**Los Angeles Master Chorale Association, Los Angeles County**

*\$3,000*

With support from the California Arts Council, the Los Angeles Master Chorale will engage an arts education program consultant to review our current offerings and make recommendations for areas of growth and opportunity, either for expansion of existing programs or for possible new directions our programs might take, with the ultimate goal of reaching more students in the areas of greatest need in the community.

**Luna Kids Dance, Inc., Alameda**

*\$3,000*

With support from the California Arts Council, Luna Dance Institute will improve communications directed toward the stakeholders, decision-makers and leaders who can create sustainable change in their communities by allocating resources for dance education programs. Public relation materials will be developed which convey Luna's creativity, integrity and social justice values; and the value of a complete dance education for children and families.

**Mingei International Inc., San Diego**

*\$750*

With the support from the California Arts Council, Mingei International Museum will send their Volunteer and Development Coordinator, Erin McGinn, to the California Association of Museums conference in Sacramento, California, in March 2017. The grant will be used to pay for registration and transportation to the conference from San Diego as well as help cover the cost of accomodation, enabling Erin to enjoy the many wonderful learning and development opportunities offered by the conference.

**Mixed Remixed, Inc., Los Angeles**

*\$3,000*

With support from the California Arts Council, Mixed Remixed will develop a comprehensive plan to engage the public & program quarterly events. We'll outline a plan to extend the # of festival days & develop quarterly exhibitions & develop an engagement program w/media & arts organization partnerships. We anticipate 2 meetings & weekly phone conversations/email exchanges. The Festival will retain consultant Romalyn Tilghman who has 30+ years of expertise in arts engagement/audience development.

**Museum Educators of Southern California, Los Angeles**

*\$3,000*

With support from the California Arts Council, Museum Educators of Southern California (MESC) will be securing the consulting services of Mary-Ellen Munley of MEM Associates to facilitate a multi-day retreat for selected Board of Directors and Programming Committee members with the purpose of rewriting the organization's mission and by-laws, as well as streamlining its governing structure and crafting an action plan for the next phase of the transition.

**Museum of Children's Arts, Alameda**

*\$3,000*

With support from the California Arts Council, the Museum of Children's Art will improve its ability to measure and evaluate student outcomes for youth engaged in drop-in and short-term interactive art programs. As part of a learning culture, MOCHA leadership and staff want to be able to demonstrate accountability and evidence of ongoing evaluation to support good planning and management practices. MOCHA will hire an evaluation consultant conversant in measuring the impact of arts education.

**Museum of Latin American Art, Los Angeles**

*\$3,000*

With support from the California Arts Council, MOLAA will hire a consultant to work with senior staff and the Board of Directors to prepare a strategic planning document that will guide the museum over the next five years. This work builds on the Board's recent organizational development work, funded by the James Irvine Foundation, to strengthen its leadership and governance capacities and advance the Museum's goal of transitioning from a founder's board to a publicly supported institution.

**Music at the Mission, Alameda**

*\$2,900*

With support from the California Arts Council, Music at the Mission will undertake a critical project to vastly improve database management. DonorPerfect (DP) Advisory Services consultants will work virtually with 2 database volunteers to:

- Assess and make recommendations about data management

- Give 4 hours of consulting to volunteers to integrate 4 databases into DP

- Import Excel mailing list into DP

- 1 volunteer attend Regional DP Workshop

- 1-year subscription for training webinars

**North Tahoe Arts, Inc., Placer**

*\$3,000*

With support from the California Arts Council, North Tahoe Arts (NTA) will hire consultant Laura Moriarty, president and co-founder with Tahoe Training Partners to conduct an organizational assessment. The primary goal of this assessment is to address the need for stronger organizational sustainability. Specific anticipated outcomes include developing a cadence for accountability and a vision for the future, creating an organizational manual and updating strategic plans.

**ODC, San Francisco**

*\$3,000*

With support from the California Arts Council, ODC will focus on human capital and systems improvement. In partnership with Sequoia Consulting, ODC will create a Professional Development Plan that will improve staff recruitment, development, and retention. ODC will establish training opportunities for all staff and reinforce a culture of coaching at the managerial level. This plan will strengthen ODC as an organization and result in greater stability, resilience, and long term vitality.

**Opera San Luis Obispo, San Luis Obispo**

*\$3,000*

With support from the California Arts Council, Opera San Luis Obispo will secure an experienced local vendor to create programming and design for a much needed new website. Specifically, we hope to have a new website which is compatible with mobile devices, is user friendly for customers and staff, and allows for easy training to enable staff to make changes when appropriate. Our current website does not offer any of these three capabilities.

**Orange County Children's Therapeutic Arts Center, Orange**

*\$3,000*

With the support of the California Arts Council, the Orange County Children's Therapeutic Arts Center will develop its first managed database of constituents, volunteers, partners, community members, program participants, donors and funders. This dynamic database will serve as the for all programs, public relations, marketing, outreach, publicity and fundraising and will enable OCCTAC to refine and vastly improve our program reach, public connection and community responsiveness.

**Orange County Women's Chorus, Orange**

*\$750*

With support from the California Arts Council, Orange County Women's Chorus will provide tuition for our Artistic Director, Assistant Director and Conducting Intern to attend the Summer Conference of the California Chapter of the American Choral Directors Association. This important annual professional development conference will allow our artistic directors and conducting intern to make important personal contacts and receive hands on training in new directing techniques and popular trends.

**Ox, San Francisco**

*\$660*

With support from the California Arts Council, Ox's Executive Director Mica Sigourney will undergo expanded finance and fundraising training through workshops at CompassPoint in Oakland. CAC funds will support the registration costs for training in bookkeeping, non-profit finance, effective fundraising plans, and budgeting. The four workshops will strengthen Sigourney in his ability to manage and grow the organization, and engage in a 2017 strategic

planning process.

**Pacific Art League of Palo Alto, Santa Clara**

*\$3,000*

With support from the California Arts Council, the Pacific Art League (PAL) will contract with Group of Minds Principal, Ron E. Evans to assess current and past student data, and design and implement a marketing plan to support PAL's focus on growing its presence in the Silicon Valley region through its education and community engagement programs.

**Pacific Chorale, Orange**

*\$3,000*

We intend to use any granted CAC funds to hire a consultant to assist in updating and transforming our website capabilities so that we appeal to broader audiences; becoming more computer accessible in order to be more responsive to subscribers, ticket buyers and donors (this would include an all-new website featuring our new Artistic Director and his vision); and enhancing our data base systems to become more agile in segmenting our audiences and messages.

**Pasadena Playhouse State Theatre of California, Inc., Los Angeles**

*\$3,000*

With the support of the California Arts Council, The Pasadena Playhouse will hire consultants to guide and train staff throughout the first year of a Tessitura Network Customer Relation Management (CRM) conversion. In order to customize Tessitura to our needs, the consultants will be a certified Tessitura representatives. Conversion to Tessitura is part of a Technology Improvement Campaign aimed to increase capacity, build data-driven business strategies and improve constituent services.

**Peacock Rebellion, San Francisco**

*\$3,000*

Peacock Rebellion requests \$3000 to contract with strategic planning consultant Krista Smith. During the grant period, Smith and the Artistic & Executive Director will assess Peacock's current programs, staffing, governance and fundraising approaches and will then formulate a plan outlining the organization's development from January 2017 to December 2018. These planning services will enable Peacock's Board and staff to reach consensus on the organization's future direction.

**Peninsula Ballet Theatre, San Mateo**

*\$3,000*

With support from the California Arts Council, PBT will continue our audience survey and development program begun as part of the Audience Research Collaborative coordinated by Wolf Brown Consultants. We will be able to conduct audience surveys for new productions presented during our upcoming 50th Anniversary. These additional surveys will allow us to evaluate audience growth, response and reaction to the programming & audience services we

initiated as a result of the original surveys.

**Pieter, Los Angeles**

*\$3,000*

With support from the California Arts Council, Pieter will contract with a consultant to create and implement a leadership transition plan in late 2017. Founder James Kidd will transition out of her role as Executive Director and onboard Alexa Durrans into the role over the course of 3 months.

**Plaza de la Raza, Los Angeles**

*\$3,000*

Plaza de la Raza will contract professional consulting services to redesign and relaunch the website. Currently, Plaza has been operating on a website which has been outmoded and is in need of new and additional services to work in tandem with the current initiative, "45 to 50", a five year ongoing strategic development plan to enhance resources and expand audiences. The need for a state of the art website is critical to our fundraising endeavors, audience building and networking.

**Relampago del Cielo, Inc., Orange**

*\$3,000*

With support from the California Arts Council, Relampago del Cielo will use funding to support the hiring of a consultant to work with the staff in enhancing the operations of the Relampago del Cielo organization in the area of audience development and marketing. The consultant activities will include the assessment of the current marketing plan, recommendations for developing the marketing plan and provide training with the Relampago del Cielo's marketing team.

**Rhythmix Cultural Works, Alameda**

*\$3,000*

With support from the California Arts Council, Rhythmix Cultural Works will undertake a five-year strategic planning process with consultant Rose Chastain. Chastain is a highly motivated consultant that will facilitate the creation of a clearly defined strategy, setting new directions and establishing priorities for the organization over the next five years.

**Richmond Art Center, Contra Costa**

*\$3,000*

The Richmond Art Center plans to provide Professional Development training on coaching skills to its staff so that they can become more effective in working with our diverse group of teaching artists, volunteers and direct reports. Our staff recognizes the need to improve the manner in which they are currently observing and giving feedback to our 40+ teaching artists working with the public in classroom settings, to our 100+ volunteers, and to the staff who support them.

**Riverside Art Museum, Riverside**

*\$671*

With support from the California Arts Council, Riverside Art Museum will advance its mission to provide quality arts education programming through professional development activities. RAM's Director of Art Education, Caryn Marsella, will participate in the California Arts Education Association Conference in November 2016, where she will connect with colleges to explore curriculum development and teaching techniques via artist workshops, panels, and tours.

**Rogue Artists Ensemble, Los Angeles**

*\$3,000*

With support from the California Arts Council, Rogue Artists Ensemble will complete its first strategic plan. At this time of great artistic growth for the company, with hiring a new Managing Director and restructuring of our staff, this represents the perfect moment to evaluate and engage with an expert to support the envisioning of the next few years. Our strategic plan for 2017-2019 will include clear goals with actions that the board, staff and membership can confidently complete.

**Sacramento Children's Chorus, Sacramento**

*\$1,600*

With support from the California Arts Council, Sacramento Childrens Chorus will hire a consultant: 1). to facilitation through a committee workgroup a succession plan and active recruitment due to the retirement of the founding artistic director and 2). to provide staff governance restructuring as part of the succession plan to strengthen and support the organization as they move into the future.

**Sacramento Master Singers, Sacramento**

*\$3,000*

With support from the California Arts Council, the Sacramento Master Singers will engage consultant Jeanne Reaves to provide a review of Board structure and dynamics, and a strategic planning session. Grant funds will be used to pay Ms. Reaves for these consulting services.

**SAMAHAN FILIPINO AMERICAN PERFORMING ARTS & EDUCATION CENTER, INC., San Diego**

*\$3,000*

With support from the California Arts Council, Samahan will collaborate with Nonprofit Management Solutions (NMS) on Board Development., NMS will deliver the following two programs:

Board Development :NMS to guide the Board in developing a governance impact plan that will strengthen director engagement & effectiveness.

Strategic Planning :NMS to guide Samahan w/goal setting to address growth & sustainability in addition to the governance impact of the Board of Directors.

**San Benito County Arts Council, San Benito**

*\$3,000*

With support from the California Arts Council, the San Benito County Arts Council will work with Vogl Consulting to create a new framework for data collection and analysis to help guide strategic decision-making, report back to funders, demonstrate impact to stakeholders and harness as a resource for advocacy and archiving. These new tools and resources will empower staff to develop programming and advocate for the arts in a more productive, meaningful and data-driven way.

**San Diego Art Institute, San Diego**

*\$3,000*

With support from the California Arts Council, San Diego Art Institute will hire consultant Steven Schindler to conduct a strategic and business plan in support of SDAI's core values.

**San Diego Junior Theatre, San Diego**

*\$3,000*

With support from the California Arts Council, San Diego Junior Theatre will engage an arts consultant who will work with us to develop a 3 - 5 year organization strategic plan.

**San Diego Musical Theatre, San Diego**

*\$2,975*

With support from the California Arts Council, San Diego Musical Theatre will hire and work directly with a leading nonprofit arts marketing consultant to achieve the following key objectives: engage a broader and more diverse audience; increase overall ticket sales; strengthen SDMT's visibility and brand within the community; provide a mentorship opportunity for SDMT's recently hired Marketing Associate.

**SAN DIEGO SYMPHONY ORCHESTRA ASSOCIATION, San Diego**

*\$3,000*

With support from the California Arts Council, San Diego Symphony will contract with DefCult to complete Phase One (stakeholder interviews) of a comprehensive review and needs analysis of its music education and community engagement programs. This project includes mapping current programs, exploring model programs, and identifying community-specific needs and desires, with a goal of building a solid foundation on which to move forward with strategic planning, program design and implementation.

**San Diego Watercolor Society, San Diego**

*\$2,940*

With support from the California Arts Council, the San Diego Watercolor Society will be able to use the power of social media to engage and inspire diverse audiences and increase appreciation of and involvement with watermedia painting. A social media consultant can build (and train SDWS volunteers to maintain) platforms to increase exposure, engagement, traffic to the gallery and website, build relationships, develop followers, and potentially increase SDWS

membership, art sales, donations.

**San Diego Youth Symphony & Conservatory, San Diego**

*\$750*

With support from the California Arts Council, SDYS will arrange for a half-day tailored learning workshop for 8-12 of its Conductors, Teaching Artists, and Instrument Coaches. It will be held before the 2016-17 season begins and will focus on 2 primary topics: 1) methods for assessing classroom dynamics and tools for managing behavior to promote effective learning; and 2) working with students from different cultures and socio-economic circumstances to ensure productive learning experiences.

**San Fernando Valley Youth Chorus, Los Angeles**

*\$3,000*

With support from the California Arts Council, the San Fernando Valley Youth Chorus will reach more underserved children and teens in the San Fernando Valley through development of a strategic marketing awareness and recruitment program. We anticipate an increased number of choristers, performance opportunities, audiences and supporters as a result of this consulting grant.

**San Francisco Camerawork, San Francisco**

*\$3,000*

With support from the California Arts Council, SF Camerawork will hire development consultants to help our organization design a financial strategy and lead a development training with our current board and staff members. The consultants, Ruth McCutcheon and Angie Smith, will conduct a financial audit of our organization, develop a financial/development strategy, and lead the training.

**San Francisco Children's Art Center, San Francisco**

*\$3,000*

With support from the California Arts Council, the San Francisco Children's Art Center (SFCAC) will contract with a consultant to assist the organization in a strategic planning process. The plan will consider the organization's areas of strength, areas for improvement, and issues of most pressing importance. Ultimately, this will provide a guide to build SFCAC's capacity and keep the organization focused on a vision that benefits our community in the years to come.

**San Luis Obispo County Arts Council, San Luis Obispo**

*\$3,000*

With support from the California Arts Council, ARTS Obispo will hire two consultants, one focused on strengthening the board of directors' aptitude, and the other, in concert with staff, on communications development, creating messages in a variety of forms and media, which position ARTS Obispo, defining its value as an organization and relating stories of real people whose lives have been changed by association, and thereby increase both resources and

audience.

**Sanchez Art Center, San Mateo**

*\$3,000*

With support from the California Arts Council, Sanchez Art Center will engage the services of a creative design expert to develop design direction to provide our constituents with an engaging online presence showcasing our programs and community commitment. The Sanchez Art Center website has not been significantly updated in more than ten years.

**Santa Barbara Dance Institute, Santa Barbara**

*\$3,000*

With support from the California Arts Council, SBDI will develop a three-year strategic plan to meet the increasing demand for our programs and ensure that the growth can be sustained long-term. Support will help SBDI identify needs, set goals, and develop a plan to reach them. Support will also help us develop a new, scalable revenue model and expansion of our existing programs - a training program for elementary school teachers to incorporate dance into their classroom curriculum.

**Santa Cecilia Opera and Orchestra Association, Los Angeles**

*\$3,000*

Santa Cecilia Orchestra will hire a consultant for the creation of a strategic work plan. In this final year of our current strategic plan, work on a new vision was already on our schedule for administration and the Board. In recent months the Orchestra has more than doubled its physical space, opening exceptional opportunities for expanding our programs, particularly for Latinos. Planning has become a priority for our near future as we balance the potential our expanded facilities.

**Self-Help Graphics and Art, Los Angeles**

*\$1,250*

With support from the California Arts Council, Self Help Graphics & Art will hire a consultant to facilitate a documentation and growth plan for our new shared leadership model that will be used as both an internal tool and potentially become an external toolkit to be utilized by organizations interested in exploring new and different ways of working.

**ShadowLight Productions, Alameda**

*\$3,000*

With support from the California Arts Council, ShadowLight Productions will hire web design consultant, Adam Tow, to assist in the development and launch of a new website which will reflect the rapidly changing audience engagement trends and highlight the evolution of our organization over the past decade. The consultant will train staff members on the design software and integration so as to swiftly update content, effectively streamline data collection, and maximize user experience.

**Sierra County Arts Council, Sierra**

*\$3,000*

With support from the California Arts Council, the Sierra County Arts Council will improve our outreach by revitalizing our digital presence on the web. In the frontier of Sierra County it is essential to have responsive design and dynamic content on our website and to be up-to-date with the latest in marketing and social media services. Local graphic artist consultant, Elisabeth Henson, will enhance our web presence and train our Executive Director in the use of Word Press.

**Stockton Symphony Association, San Joaquin**

*\$744*

With support from the California Arts Council, the Stockton Symphony will provide the opportunity for our new Executive Director, Don Nelson, to attend the Association of California Orchestras (ACSO) annual conference. Grant funds will be used for conference registration, lodging, travel to and from the conference, and parking at hotel.

**Studio Channel Islands Art Center, Ventura**

*\$3,000*

With support from the California Arts Council, Studio Channel Islands will work with Organizational Development Consultant Kay Sprinkel Grace to coach its current Board members in defining roles and responsibilities, strengthening their skills, and assisting with recruitment strategies to advance the organization's future direction and branding as a high-profile regional cultural destination - a multi-arts center known for visual & performing arts, crossing genres and traditional boundaries.

**The AjA project, San Diego**

*\$750*

With support from the California Arts Council, The AjA Project will provide graphic artist, Josemar Gonzales Lizzarraga, with project management training through a course offered by the University of California at San Diego. The 4-day course will focus on the skills needed to identify, plan and execute large and small scale projects. This will support AjA's programs team in tackling AjA's growing student exhibition and public art priorities and enable Josemar to move into a leadership role.

**The Dance Resource Center of Greater Los Angeles, Los Angeles**

*\$3,000*

With support from the California Arts Council, DRC will strengthen its efforts to evolve its website and overall online presence by hiring a consultant with expertise in website design and information technology. The consultant will work with DRC to create a more user-friendly website that clearly communicates DRC's story, membership benefits and programming to its constituencies. DRC also will investigate a mobile friendly website platform focusing on its calendar of Greater LA dance events.

**The Lab SF, San Francisco**

*\$3,000*

With support from the California Arts Council, The Lab will contract with organizational consultant Elizabeth Pickens to support the growth of both contributed and earned income. CAC funds will enable The Lab to obtain Pickens' services for 40 hours July - November 2016. A central activity to Pickens' work will be the facilitation of a board retreat and board development training.

**The New Children's Museum, San Diego County**

*\$3,000*

With support from the California Arts Council, The New Children's Museum will hire a consultant to assess the impact of its Innovator Lab, a newly funded "maker-space" opening August 2016. Innovator Lab will feature rotating design challenges created by California artists partnered with technology professionals. The challenges will: teach new hands-on skills; enhance creativity and problem solving; and engage children ages 7-13+ and their parents. This grant funds an evaluation of the project.

**The San Francisco Mime Troupe, San Francisco**

*\$3,000*

With support from the California Arts Council, SFMT will engage Ms. Erina Atkins-Hadad to overhaul SFMT's difficult-to-manage accounting system. Ms. Atkins-Hadad will develop & implement: 1) a new, streamlined chart of accounts that, unlike the current system, is: a) GAAP compliant, b) reflects actual activities, & c) aligns with grant reporting needs; 2) a Quickbooks class list aligned with activities & 990 functional expense reporting; & 3) standard financial reporting & common benchmarks.

**Unusual Suspects Theatre Co, Los Angeles**

*\$3,000*

With support from the California Arts Council, The Unusual Suspects Theatre Company (US) will provide professional coaching/consulting services for four months to our newly-appointed executive director, Melissa Denton. The consultant will assist Ms. Denton in her transition from program director, and will empower her to guide US through our current strategic plan by enhancing her ability to manage day-to-day activities so she may lead with a strong, clear vision of how to carry out our mission.

**Upstate Community Enhancement Foundation, Butte**

*\$3,000*

With support from the California Arts Council, Friends of the Arts will hire 3 consultants to enhance the operations of the Chico Arts Commission which was nearly disbanded by the city in 2015. Friends of the Arts has had a close relationship with the City for 14 years and its executive director now sits on the Commission. An Arts Summit will bring together stakeholders to determine programmatic, administrative, financial & technical capabilities of the Commission given its new limited capacity.

**Vietnamese American Arts and Letters Association, Orange**

*\$3,000*

With support from the California Arts Council, VAALA will be able to work with a consultant to focus on strengthening our organization's infrastructure. We are a 25 year-old organization, running a variety of enriching arts programs for the Vietnamese/Orange County communities. Our board members and Executive Director are all volunteers, and each member runs programs, fundraises, and more. Moving forward, the strategic focus for us is a capital campaign that will allow us to hire staff.

**Villa Musica, San Diego**

*\$3,000*

With support from the California Arts Council, Villa Musica will be able to work with consultant Tom Iselin to bring our board and upper management into a new, more engaged place. Tom's approach begins with "First Things First" by Mr. Iselin which is required reading. Next, an organizational assessment, then a retreat/workshop and finally, a report that ensures continued engagement and accountability beyond the high energy training he provides in person.

**VOX Femina Los Angeles, Los Angeles**

*\$3,000*

With support from the California Arts Council, VOX Femina Los Angeles (VOX) will gain the ability to carry out an ongoing audience research and data collection plan, and through this plan, understand the demographic makeup of our audiences, so that we can increase our audience diversity and our visibility and impact in the community. To meet these goals, VOX will hire a professional marketing consultant who will train two VOX staff members over the course of 3 months.

**Watts Village Theater Company, Los Angeles**

*\$3,000*

With support from the California Arts Council, Watts Village will engage the consulting services of Marissa Herrera to assist Artistic Director, Bruce A. Lemon, Jr, to develop a plan of action for recruitment, engagement and retainment for high school youth to become the members of Watts Villages Youth Ensemble; a new program to allow our commitment to creating creative leaders to expand outside of our current program offerings which are limited to in school or after school programs.

**Women's Audio Mission, San Francisco**

*\$3,000*

With support from the California Arts Council, Women's Audio Mission (WAM) will engage a consultant to create & implement a critical strategic plan to expand programs, build capacity and plan for new satellite locations to meet the current and growing demand for WAM's training programs. WAM trained over 1,200 under-served women/girls last year to become the

next generation of music/media producers. Yet last year, WAM had to turn away 300 girls. This plan builds capacity to address this issue.

**Youth Art Exchange/The Tides Center, San Francisco**

*\$3,000*

With support from the California Arts Council, Youth Art Exchange will engage a consultant to build organizational capacity around Program Evaluation through the assessment of existing strategies and tools, recommendations to modify YAX outcomes measurement efforts to align with the program model, organizational vision and strategic plan, and improving youth impact, and work with key staff to develop an implementation plan. Funds from this grant would be used to support consultant hours.

**Youth in Arts, Marin**

*\$3,000*

Youth in Arts will work with Chris Schondel, a WordPress consultant, to make improvements to our website. We want to keep the functionality and appearance of our site while adding "responsive" design features to make the site mobile-friendly. This will improve the reach of our site by maximizing search results, while also making the site more accessible to community members who have access to a phone, but not a computer, including low-income families and local teens of all economic backgrounds.

**Youth Orchestras of Fresno, Fresno**

*\$750*

With support from the California Arts Council, the Youth Orchestras of Fresno will send one staff member and two board members to the Association of California Symphony Orchestras (ACSO) conference in August 2016.