



Strengthening arts, culture,
and creative expression as the
tools to cultivate a better
California for all.

Gavin Newsom, **Governor**
Jonathan Moscone, **Executive Director**
2750 Gateway Oaks Drive, Suite 300, Sacramento CA 95833
(916) 322-6555 | www.arts.ca.gov

MINUTES OF PUBLIC MEETING
STRATEGIC FRAMEWORK COMMITTEE MEETING
July 31, 2023
4 to 6 p.m.

The members of the California Arts Council convened via web conference to discuss various items as listed in the minutes below. The full audio and video of the meeting can be accessed [here](#).

PRESENT:

Council Members

Consuelo (Chelo) Montoya, Chair
Vicki Estrada, Vice-Chair
Gerald Clarke
Caleb Duarte
Leah Goodwin
Nicola Miner
Olivia Raynor

Arts Council Staff

Jonathan Moscone, Executive Director
Kayla Ungar, Chief Deputy Director
Ayanna Kiburi, Deputy Director
Kristin Margolis, Director of Legislative Affairs
Megan Morgan, Race Equity Manager
Kimberly Brown, Public Affairs Specialist
Wes Breazell, Graphic Designer

1. Call to Order

Chair Consuelo Montoya opened the meeting at 4:03 p.m. and shared Zoom particulars and meeting protocols.

2. Land and Peoples Acknowledgement

Council Member Duarte presented the following: My name is Caleb Duarte and I am part of the Equity Committee along with Gerald. We have been working on keeping the

Land Acknowledgement going forward and progressing as we help build and strengthen our communities.

I am an immigrant, Chicano, campesino background and I joined the California Arts Council in January of this year. This statement keeps evolving and changing with the feedback from the staff and other Council Members.

The California Arts Council acknowledges the original inhabitants of this land now called California and that California continues to be home to many indigenous communities. Generations of tribal communities developed deep understandings of the land and continue longstanding relationships with the land, water, air, plant and animal beings through ceremony, culture, and stewardship.

These communities are not only an important part of the history as contemporary Californians but are also important voices in our understanding of this place.

In acknowledging the violent history of the founding of the state of California, its support of state-sponsored genocide; we at the California Arts Council recognize our responsibility to these indigenous communities and we are compelled to support tribes, tribal organizations and related organizations including arts organizations in their effort to uplift indigenous people and communities.

We strive to learn a little bit more of what was called, *An American Genocide* by Benjamin Madley published by Yale University Press, 2017.

Part of the Acknowledgment is that we open it up to personalize it each time it is read.

With these ideas in mind I recognize that today I am living in and Zooming in from the homelands of the Yokuts here in Fresno, California, the Central Valley. The Gashowu, Hoinumni, Chukchansi, Lakisamni, Wukchumni, Tachi Tribe, and Chowchilla are some of the names under the Yokuts umbrella.

We would also like to highlight the recent news of this past week of the Bay Area nonprofit organization which is also an ACAC previous grantee that worked on the return of 43 acres near Oakland to the female-led, indigenous Sogorea Te Land Trust.

This concludes my formal Land And Peoples Acknowledgement and I open the floor to others who may be residing in other areas of California who may wish to acknowledge other tribal affiliations or specific tribal support, activities that they are a part of or aware of at this time. Thank you so much.

Chair Montoya thanked Council Member Duarte for his presentation. The Chair acknowledged that Los Angeles was on Tongva, Fernandeano, Tataviam, and Chumash land. The Chair also shared working with Visions 2030 with Chad Hamill from Cal Arts on an area of the festival to be known as, Indigenous, Deep Knowledge Circle.

Council Member Raynor added that becoming an avid hiker in the Santa Monica Conservancy has been life enriching. Council Member Raynor has learned more about the Chumash because some the trails hiked were some of the original trails for food purposes.

Council Member Goodwin shared that San Diego is the land of the Kumeyaay, Luiseño and Diegueño tribes, adding: Today I installed a historical role in a county building and we received two beautiful baskets made by a Native artist. And our first point on the history wall is that we are on Kumeyaay land.

3. Chair Introduces Discussion

Chair Montoya announced that today is an open committee meeting under the direction and facilitation of the Strategic Framework Committee led by Council Member Olivia Raynor. We are going to advance ideas from the Advance.

I want to acknowledge and thank Jonathan Moscone and the staff for all the work that went into putting together the Advance. It was a rich conversation. It was a first of its kind.

Today is about the next steps or advancing the Advance. I want to lead the session with our community agreements that we introduced at the Advance in June. These are living agreements meaning as things come up, we might need new guardrails for working with each other. We want to have open and healthy dialogue to continue this work.

4. Discussion: [Council Advance Next Moves](#)

Always:

- Assume good intentions.
- Respect other's personal and professional experiences.
- Take space and definitely give space.
- Ask questions to learn why.
- One microphone, one diva.
- Correct gently.
- Be respectful of each other and be nice.

Chair Montoya suggested: If you hear something that causes you harm or you feel it might be causing others harm; it is all about acknowledging and trying to explain to somebody that experience. And if you are not in a place to do so, maybe do so later.

We hope to correct each other if we miss something and say it in a harmful way to others.

Never:

- Engage in personal attacks.
- Fail to listen to what others are saying.

- Jump to conclusions.
- Resist being gently corrected.
- Interrupt.
- Pontificate.
- Judge other's opinions.
- Practice grace with other Council Members, with staff and with yourself.

Olivia has volunteered to spearhead our Open Strategic Planning Committee meeting. Phil is the second half of the Strategic Framework Committee, however, due to Bagley-Keene, we have decided that Olivia and I would collaborate on the preparations for this open committee meeting.

With that I yield the floor to Olivia to facilitate and lead us into this discussion. Olivia compiled all the notes from the Advance session reviewing the work that the CAC does to promote the arts throughout the state of California. We now need to plan the next steps.

Council Member Raynor covered a number of topics via slides shared with attendees. The main topics to be discussed were:

- Prioritizing areas of focus for the Council.
- Themes and actions generated at the Advance.
- Suggested Committee work and next moves.

Phil and I were asked to review the 2027 Strategic Framework and to begin to develop goals and objectives for the Council.

It was critical that each of the committees define for themselves what the priority actions for their work should be and then the Council as a whole discuss and develop those priorities.

The Strategic Framework outlines a whole series and organizes aspirational areas that were developed by the Council.

We are going to be asking the committees to look at whether the recommendations that came forth from the Advance actually are furthering some of the already-existing aspirations or are adding something new to the work that you believe the Council should focus on.

To move this forward we will continue to need the input and guidance from Council Members, staff, and the communities.

On the screen you see four broad questions for priority setting. We will have a discussion on these.

Executive Director Moscone chimed in: The original Strategic Framework and Aspirations were developed with existing staff and community input and we will continue to develop that practice as we go forward in order to honor that work.

We will be looking at ways to pivot, if necessary, because of the time that we spent in the pandemic. Advice, support, and implementation are essential from the staff.

Chair Montoya added that part of the Retreat and part of the Strategic Framework Committee work is to update us into present day and a lot has happened since that Strategic Framework was created.

This process is about reconciling what we set on the page and where we are at now.

Council Member Raynor continued: We clustered the approximately 100 Post It Notes generated by Advance participants into 21 themes.

Here is a list of six actions that we are going to be asking the committees to accomplish.

Council Member Raynor stated that the themes that came out of the Advance would be read to the group. Individual Committee Members would be asked to read the recommendations that were suggested for their respective committees.

In regard to the Program Committee themes, Executive Director Moscone stated that often there are concurrent staff actions with these recommendations.

Sometimes, you will see these repeated in another committee's work.

Council Member Goodwin noted that the work that we are doing is not in silos. It is all connected to the programs, the policies, the equities, and all of those things have to work in tandem with each other.

Council Member Raynor agreed and emphasized that if we are to move ahead and prioritize our work, it is not owned by one committee. They are all interrelated.

Council Member Estrada asked regarding Number 7, Assess Applications. You and I, Olivia, we are the Allocations Committee. If we have a question on a particular application, will it be provided to us? Or are we talking about looking at all of the applications? Or do we not know yet?

The overall question is, we, the Allocations Committee, has to work pretty closely with the Program Committee if we are, in fact, assessing the applications. I would think that assessing the applications would also be a number for the Allocations Committee, would it not, Olivia?

Council Member Raynor replied that this is part of what does assessing applications mean?

Executive Director Moscone interjected that the terminology may be a little bit misleading. We need to clarify it for everybody. This is about looking at the forms of the templates of our applications to see, just to analyze the templates, not to review applications. That remains in the peer panel review process.

It is more of an audit of the applications themselves. And this is something that the leadership team and the program staff is interested in doing and the Council wants to do.

But it is not about getting into the actual applications. I want to be clear about that.

Council Member Estrada said that this makes a lot more sense. Thank you, Jonathan.

Council Member Raynor stated that I want to reiterate Vicki's point. What you will see is that the Allocations Committee is the only committee that did not come out with a specific theme and responsibilities, yet, at some point we do need to take up a fresh look at the award scoring so that we have, perhaps, other ways to consider some of the evaluations of the individual awards.

Kristin Margolis commented that I have a follow-up question about these very broad items here. I am not sure what panel process means.

Council Member Raynor answered that I would refer you back – everyone in the packet received the theme as well as the specific Post It that was associated with that theme.

Ayana clarified that the Program Guidelines are also the application questions. In the Guidelines there is review criteria and they are numbered and there are questions that the applicant has to answer.

We are taking a forensic look at what does that question look like in the grants management system? Are there any barriers that we want to overcome? The Council approves the application questions and the guidelines themselves.

Council Member Raynor reminded the group that when we go through this process, some things are going to be things that we are going to be able to address and complete by 2024; others are aspects of our work that we want to examine and respond to over a longer period of time.

We want to be able point to the fact that the actions can be quantified or qualified in terms of outcomes. We want to begin to identify ways that within our priorities that we can measure our success in one form or another.

Council Member Goodwin emphasized the need to get what we need from our applicants. Maybe we should be asking for more stories and not so much data. We need to find ways to determine who is actually being served in these communities and optimum ways to do this.

Council Member Clarke read the recommendations from the Equity Committee. There were two recommendations from the Equity Committee.

Chair Montoya read the recommendation from the Legislative Committee.

Kristin clarified that when we talk about pathways, are we talking about pathways for legislative constituencies to be aware of our applications?

Executive Director Moscone stated that there is not a lot of training of what people can and cannot do to support the Legislative Committee and the legislative process. We are exploring appropriate ways to activate our Council to support our governor and our organization in getting our work done.

Kristin added that as we talk about pathways, pathways for applications is another thing. Recently, I had a conversation with the consultant for the Senate and the Assembly working on how we get information in their newsletter about when we are launching.

Council Member Raynor reiterated that the idea of the pathways was to know specifically where we fit in as Council Members and become more engaged in the process. This is so that we might take a more proactive approach and why it is important to be able to describe our impacts.

Vice Chair Estrada loved the idea of being more proactive. Wouldn't it be great if once a month or every two months, someone from our Committee actually speaks at the Assembly or at the Senate, kind of summarizing some of the great things that we have done. I am not sure that they read it all. That kind of presentation would have a great benefit as we go forward.

Kayla Ungar added that there is a Legislative and Joint Committee on the Arts. So there are members who are the arts advocates within the Legislature in that joint capacity. It is important that we recognize that we do have arts champions within the Legislature, and it is important for us to continue to build bridges with other members but also maintain those relationships.

Council Member Miner presented the two recommendations from the Governance Committee.

Kristin reminded the Council that at all times you should be sharing information with the person or individual who appointed you. They want to know what you are doing and you should be checking in with them.

I love the idea of public comment when talking about the Governance Committee. It is also important that we think about the fact that we are under the Governor's Office. We always want to be checking with them and sharing what we are doing in terms of by-laws and our Handbook and those types of things.

Vice Chair Estrada read the recommendations from the Executive Committee. There were three recommendations from the Executive Committee.

Vice Chair Estrada felt that I do not sense any friction between the staff and the Council. I really feel that we are coming together. We are like one family as opposed to separate entities.

Executive Director Moscone stated that we will be getting the Calendaring out to you all hopefully by the end of next week. This will accommodate the final voting for 2024 programs.

Executive Director Moscone read the eight recommendations from the Executive Director and Staff Committee into the record.

Kristen liked the idea of increasing the Council's visibility. We are primarily a granting agency but how are we providing services? And how are we doing that in an equitable way in such a diverse and huge state?

Executive Director Moscone emphasized that this is really, really, really important to underline. We are inspired by connections and we are talking about our services to the field.

As part of the work of the Advance we reinforced the notion of two important ad hoc committees – the Partnership Ad Hoc Committee and the Disability Access and Inclusion Committee.

Executive Director Moscone stated that I do want to share Council Member Gavin's desire to ensure that we do these committees as open meetings so that we can engage the Council in them because everyone on the Council should be engaged in partnerships.

We need to remind ourselves that the Disability Accessing Inclusion Ad Hoc Committee is established so that it can eventually become part of the Equity Committee's work.

Council Member Raynor mentioned the Allocations Committee. We are having substantive discussions and review of how we come about our allocations and ways that we determine the amount of dollars that are the balance in terms of the portfolio but also in terms of the making decisions about affirming via specific awards that we have included criteria that allows us to really affirm that we have made the proper choice and proper decisions.

Executive Director Moscone spoke about the Ad Hoc Committees. I am pretty sure that we will want to vote on the establishment of these committees at the next Council Meeting.

Ayana opined that I do not think that you have to have a vote. It is up to the Chair's discretion about a committee. I do not think it needs to be voted on.

Executive Director Moscone stated that if indeed it turns out that this is the case, we will do that – if not, we will get moving.

Council Member Raynor moved to the next slide and said that this is reiteration of the directions or the recommendations we were giving you of how to begin to have the discussions about the themes and actions and comments that were provided during the Advance.

The group chose a theme, "Calendaring" and used it as an example for practice on how to move forward with next steps and appropriate processes.

Chair Montoya reiterated that we just want to align with the bigger picture whenever possible.

Executive Director Moscone recommended to Council Member Raynor that you think about how the committees would consider a questions of, is this a one-time solution or a beginning of a practice solution or recommendation?

Council Member Raynor asked – do people feel that the questions that are here including Jonathan's recommended addition, would be an effective way for you to structure the conversations in your committees? Is this a useful series of questions?

Vice Chair Estrada stated it was.

Chair Montoya added that in some cases it will be a little bit adapted. But these are great frameworks to get into these conversations and make a path forward.

Council Member Clarke asked regarding Number 2, what is the high end expected benefit or the high level expected benefit? In the decision support tool – and one of the most important questions on that is, are there any areas that actually will not be of benefit? Maybe that could be added to this list.

Consideration of consequences of making that decision.

Council Member Goodwin stated that this discussion about the Governor's Award that kind of just showed up in the Program Committee would be something that we should unpack a little more at the Council and what do we actually mean? Is it something that the ACA used to do before? Or is it something that we are bringing back? Are we starting from scratch? Is it a one year or two year?

Kayla stated that this has not been done before. It is not resurfacing or resurrecting an old program. This would be brand new.

Executive Director Moscone added that this isn't to say that there wasn't a Governor's Award. But it was done by one governor, and it was not involving us whatsoever.

Kristin noted that we have done versions of this before. Kayla's point has more to do with of, what we are envisioning by this proposal. We have not done specifically like that. The governor has his own awards that he gives out but they are not specifically in the arts. We have had directors who have given out specific awards based on discipline or all sorts of different things.

Council Member Raynor added that when I think about the Governor's Award – who is the population that it is going to be culled from? Is it anyone within the state of California? Or are we trying to elevate someone who has already been recognized and been a grant recipient in one way or another through the Council?

Council Member Clarke stated that I was going to point out that question number 1, that review and clarify, you know, I saw a couple of different recommendations on the panelist's process. On the Equity Committee we are looking at where those panelists come from.

So, we are looking at the very front in, whereas maybe there is some other committee that was recommended, but they are looking later down the process.

So, this idea of reviewing and clarifying each one of our committees; that is what we need to do is look at those recommendations and really hone down what is being asked and then come back to the Council for clarity if they are unsure.

Executive Director Moscone stated that we did have a discussion of this among the leadership team around the Governor's Awards and we thought – we came to a thought that, there might be two different paths here. One that might be an actual Governor's Award and one that might be a Council award, a director's award, something that is lifted up potentially from the individual artist's fellowships. It might be something in that space.

And those are two different pathways. They can both happen. It does not mean both cannot happen. They just may not happen in the same lane.

Vice Chair Estrada commented on Number 2. I know we want to be as positive as we can. Along with what is a high-level, expected benefit – I think if we are going through a decision process we need to look at the expected opposite of benefit with the negative impacts of the action.

The way we are looking at Number 6, it doesn't really mention that at all. I think that this is something that is valid. What is the downside of doing this?

Executive Director Moscone shared that somebody brought this up a little bit earlier. This is great to have this reiterated. Hearing this twice means that it is extra important.

Council Member Raynor talked about Next Moves. Next, we will make the modifications based on the feedback to the questions. We will make sure that each of the committees have a copy of what we are providing as some guiding questions.

We will be expecting that this is what they are bringing back to the Council in their reports and also a suggestion to speak to the Executive Committee about any agenda items that need to be put on the agenda.

Chair Montoya commented about committee members actively reaching out to each other. We each have our standing rhythms of committee meetings. You can meet with your committee member but not a third member because that is a Bagley-Keene situation.

You can do some footwork in advance of the committee meeting with your staff collaborators. And this is totally permissible and encouraged.

We encourage you to use the staff space to do the vetting. Sometimes staff will clarify what the pathway is for the idea you may have.

Ayana added that staff is always available to support you in this. We are here to help you and support you in doing what you want to do. You can engage staff with whoever is the representative of your committee.

Kristin stated that we are in the middle of our panel process. We have made some changes in how we are gathering all of our forms that the panelists have to fill out.

We are seeing some of those forms turned in earlier which should help us on our payments. The panelists have done an amazing job.

We are gathering data on how many folks have submitted what we are asking them to submit in terms of their forms. That is where we are right now.

Chair Montoya said that I am so excited to welcome you to my hometown. You will be within 12 miles of where I grew up in California, a.k.a. a very rural town of 1200 people.

Hanford, California was the next town over and that is where our next meeting will be held in August. There are a lot of good cultural and community events happening.

It is one of those counties that does not have an SLP. Some of these counties do not have the representation to know about our resources.

Vice Chair Estrada said that whoever does the Land Acknowledgement on that day, I have been doing a lot of research on Tulare Lake. I did not realize that this is a sacred place to all of the local tribes. I would like to bring up the acknowledgement that they were chased out of this place.

Kristin added that the programs team has been working on a plan in terms of outreach. Part of that plan will be going to Hanford or Fresno the night before the Council meeting and doing a listening session. We will have all the programs team there and they will be available to answer questions folks may have.

This is kind of our first effort to reach out to folks who may never have received any grants from the California Arts Council. We are going to be doing a lot of outreach.

Executive Director Moscone emphasized that one of the high-level benefits expected of having these administering organizations on the Creative Corps is they have reached innumerable new constituents who will receive monies to do their work in service of these four issue areas.

Ayana underscored the work that Megan is doing with paying attention to everything that is happening across the agency and pointing out some of the equity work that is happening, particularly around the California Creative Corps. It is important that our Public Affairs Department is going to be working to pull that information out.

What the data is showing is that through this mechanism we are actually engaging with the community and we are serving those within the lowest quartile of the Healthy Places Index which means we are serving those that have been historically marginalized or ignored. We are actually making a difference.

It is quite amazing. We also need a strong feedback loop on what is happening and who is being served. There is a narrative that needs to get out there.

Please let us know of any successes that you might be aware of because this is our story and we might miss some of these stories. This is the narrative that we always talk about. We need to have the narrative documented that we actually got to the right people and that we are engaging communities that we have never engaged before.

Kristin stated that we should have a long-term plan of how Public Affairs is supporting our grantees on a regular basis statewide. And that plan is something that should be shared with the Council.

Megan stated that everything that has been said is great. I love seeing the CAC out there and the impacts that the programs and all the work that everyone is doing is having on the world and specifically on the Healthy Places Index.

You can count on me to keep track of all of this and communicating with all of you. And if you hear anything, please share it with me and please share it with us.

Ayanna mentioned that our Racial Equity Action Plan is really the area that we are gratefully able to now pick up and move a little faster through with Megan being a part of it. At some point we will be sharing all the successes we are having.

Council Member Goodwin shared that in San Diego there are 65 artists who are receiving these funds. They are diverse and they have not received CAC funds before. We are training them to do a lot of things.

It is amazing to see how supported they feel. Now that we have supported these artists and they are doing this great work and they are collaborating, it is really upon us to figure out – what are we going to do? Because this is great one-time funding and I am concerned about the sustainability of this.

If we can tell the stories well enough, it can turn into funds and dollars.

Ayana added that it is also the building blocks for justification to get permanent funding. We are all working to have this be ongoing. The story is important.

5. Public Comment

Chair Montoya explained the purpose and prohibitions for making Public Comment at CAC meetings. Ms. Margolis explained the process and provided specific instructions.

No members of the public addressed the Committee.

6. Adjournment

Chair Montoya adjourned the meeting at 5:47 p.m.