

CALIFORNIA ARTS COUNCIL

# STRATEGIC PLAN

ADOPTED JANUARY 2014

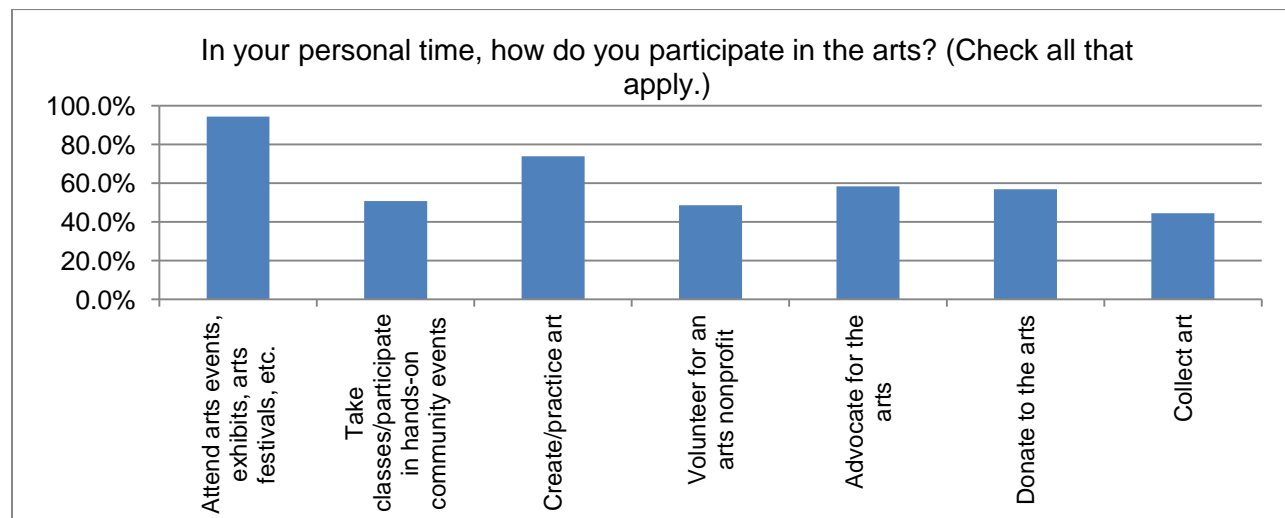
APPENDICES:  
Survey Results  
Listening Tour Attendees  
Stakeholder Interviews



## APPENDIX I: SURVEY RESULTS

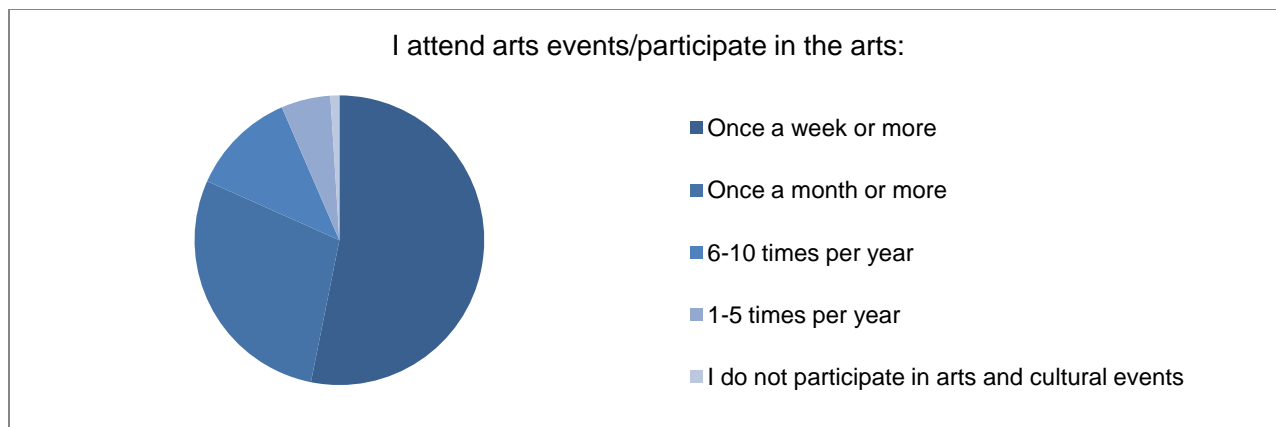
**QUESTION 1: In your personal time, how do you participate in the arts? (Check all that apply.)**

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



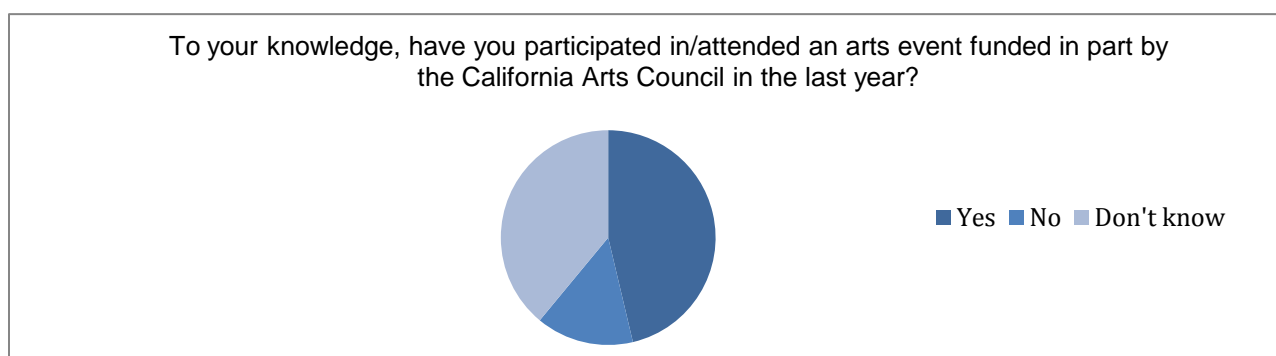
**QUESTION 2: I attend arts events/participate in the arts:**

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



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

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



**QUESTION 4: Budget size of organization:**

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

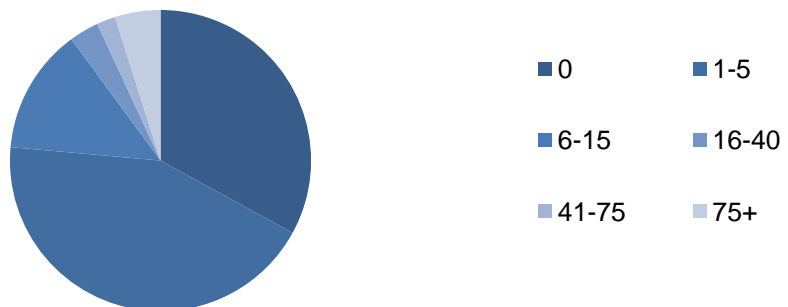
Budget size of organization:



**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
Answered question		713
Skipped question		373

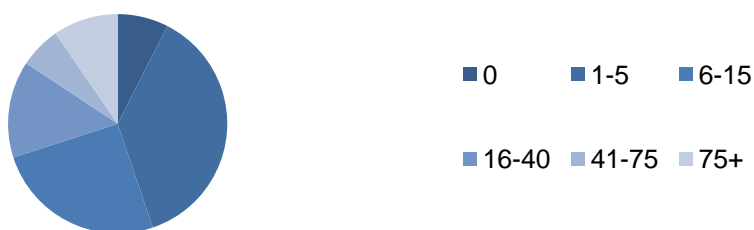
Size of full-time paid staff:



**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
Answered question		707
Skipped question		379

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



**QUESTION 7: County where your organization is based:**

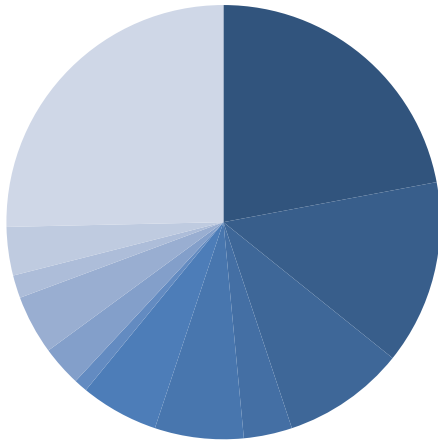
Answer Options	Percent	Count	Answer Options	Percent	Count	Answer Options	Percent	Count
Alameda	6.40%	46	Marin	1.70%	12	San Luis Obispo	1.10%	8
Alpine	0.10%	1	Mariposa	0.10%	1	San Mateo	1.00%	7
Amador	0.10%	1	Mendocino	0.60%	4	Santa Barbara	1.50%	11
Butte	0.80%	6	Merced	0.40%	3	Santa Clara	3.60%	26
Calaveras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

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

**QUESTION 10: Function of your organization:**

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

### Function of your organization:

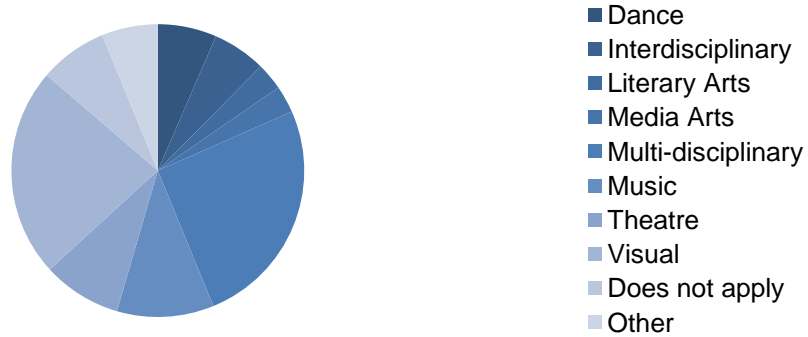


- Arts creation and presentation to the public (e.g., a theater company)
- Public presentation of the arts without creation (e.g., performing arts presenters, museums and festivals)
- Arts Education (K-12)
- Arts Education (college/university level)
- Arts Education (lifelong)
- For profit business (arts-related)
- 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
Answered question		676
Skipped question		410

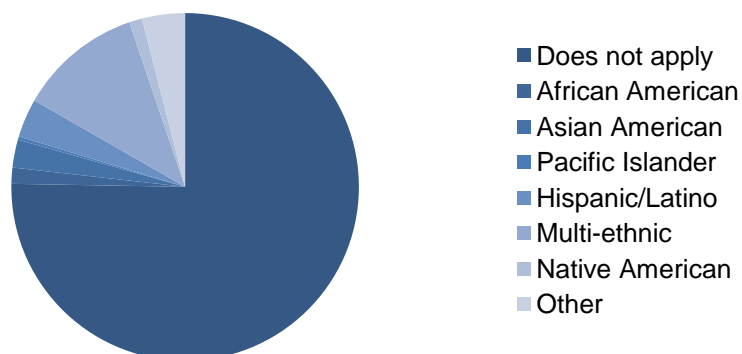
If an arts organization, primary discipline or function:



**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
Answered question		646
Skipped question		440

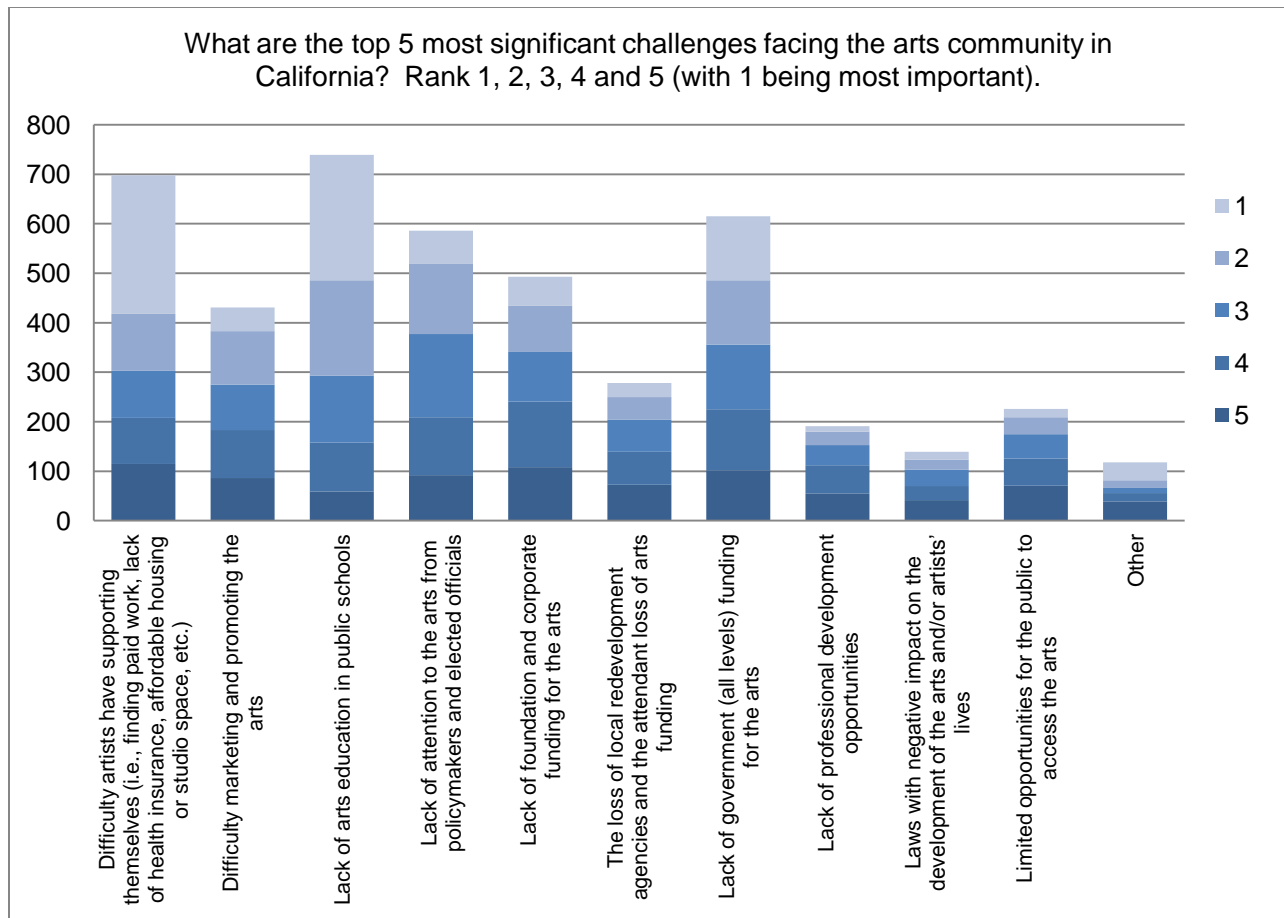
If your arts organization is culturally-specific in artform, please indicate:





**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).**

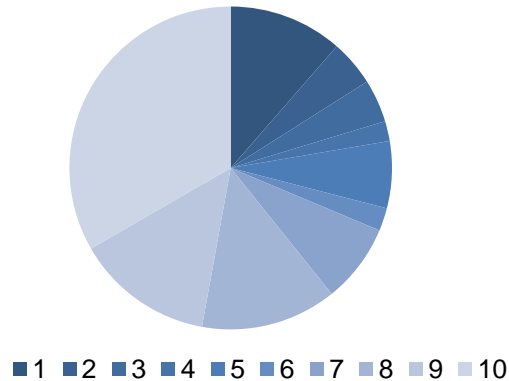
Answer Options	1	2	3	4	5	Response Count
Difficulty artists have supporting themselves (i.e., finding paid work, lack of health insurance, affordable housing or studio space, etc.)	280	115	95	93	115	698
Difficulty marketing and promoting the arts	48	108	92	97	86	431
Lack of arts education in public schools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



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

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

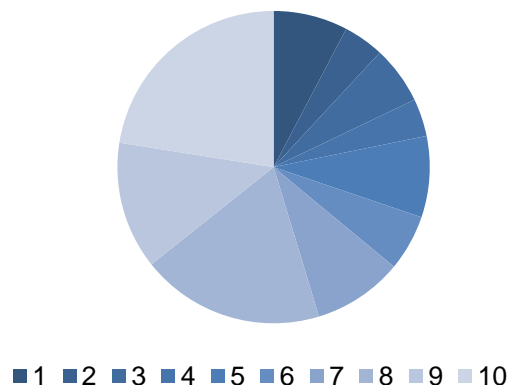
How important is private sector support of the arts (e.g., from the business or foundation community)? Rank with 1 as least important and 10 as most important for your organization.



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

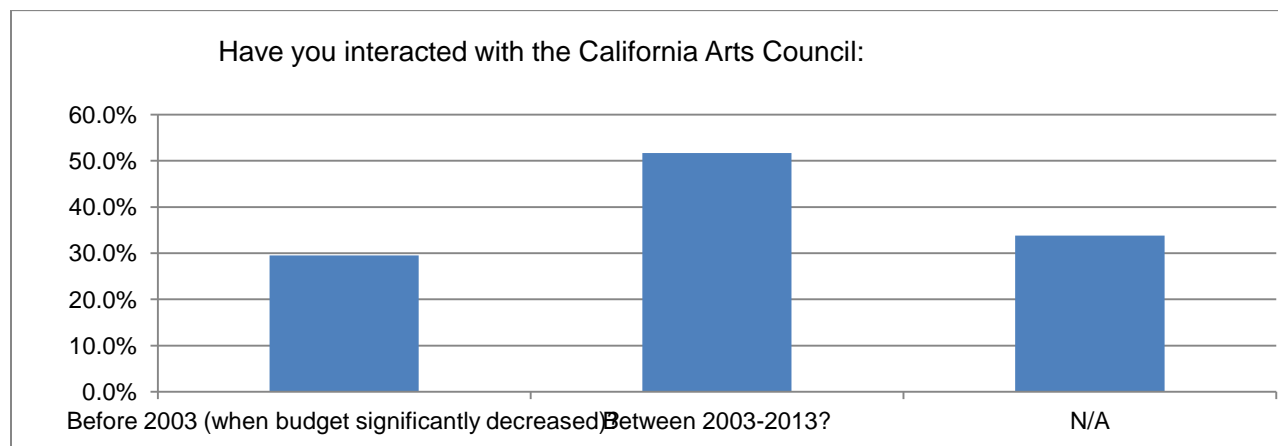
Answer Options	Response Percent	Response Count
1	7.7%	76
2	4.2%	41
3	6.0%	59
4	3.9%	38
5	8.4%	83
6	5.8%	57
7	9.3%	92
8	19.0%	187
9	13.2%	130
10	22.5%	221
Answered question		984
Skipped question		102

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



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

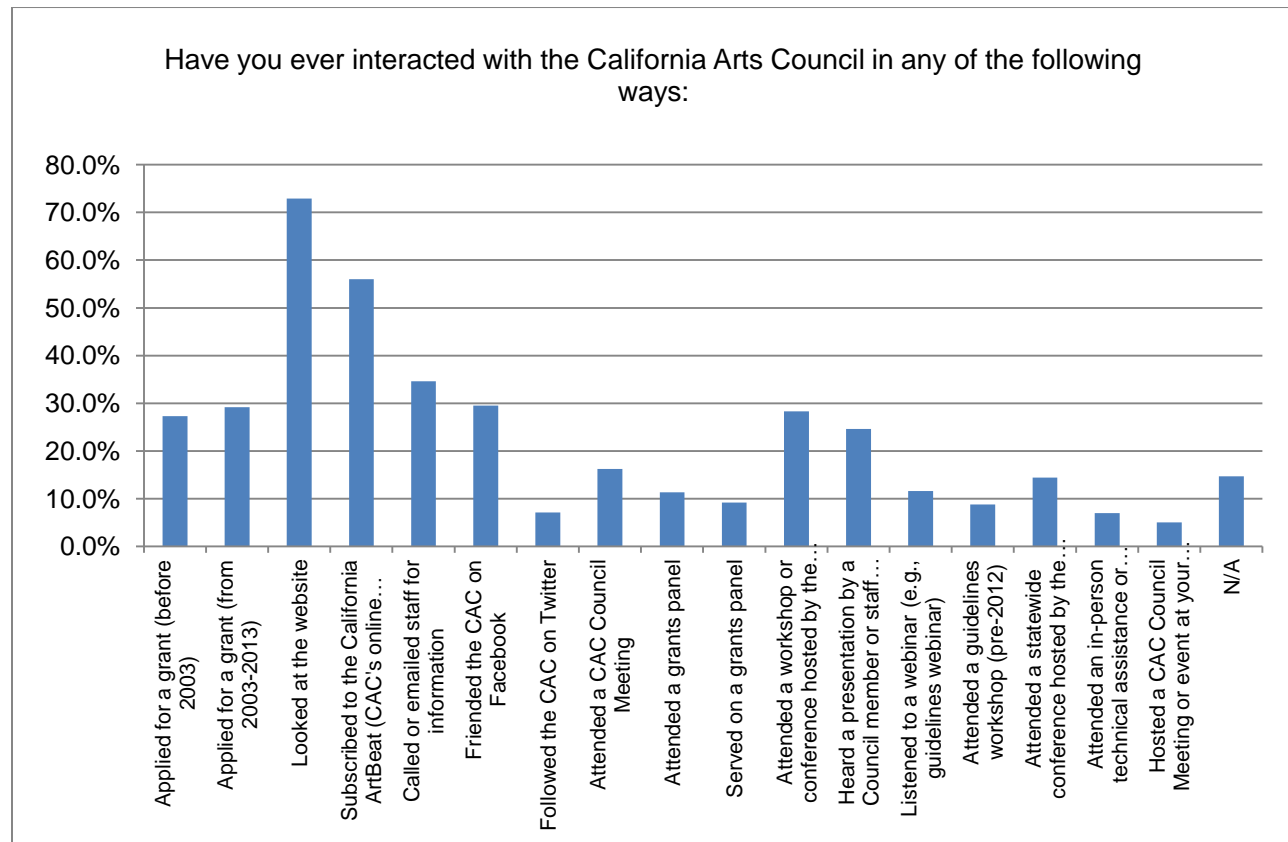
Answer Options	Response Percent	Response Count
Before 2003 (when budget significantly decreased)?	29.5%	282
Between 2003-2013?	51.7%	494
N/A	33.8%	323
	Answered question	956
	Skipped question	130



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

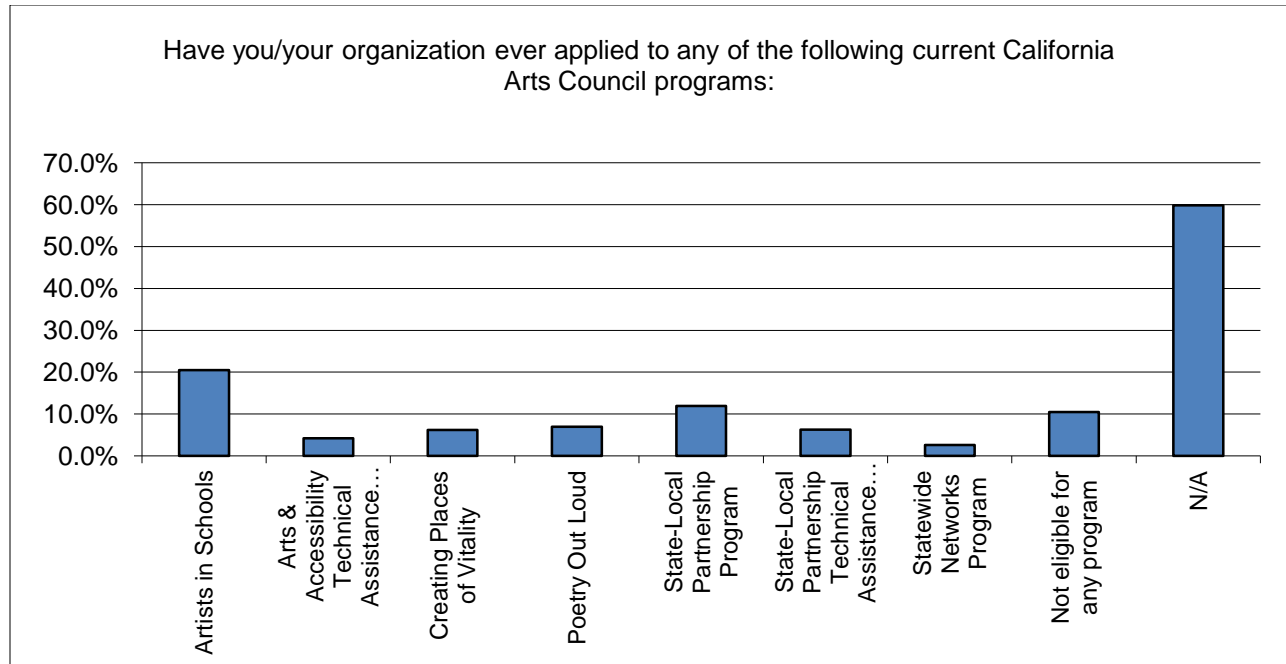
Answer Options	Response Percent	Response Count
Applied for a grant (before 2003)	27.3%	261
Applied for a grant (from 2003-2013)	29.2%	279
Looked at the website	72.9%	697
Subscribed to the California ArtBeat (CAC's online newsletter)	56.0%	535
Called or emailed staff for information	34.6%	331
Friended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

Answered question	956
Skipped question	130



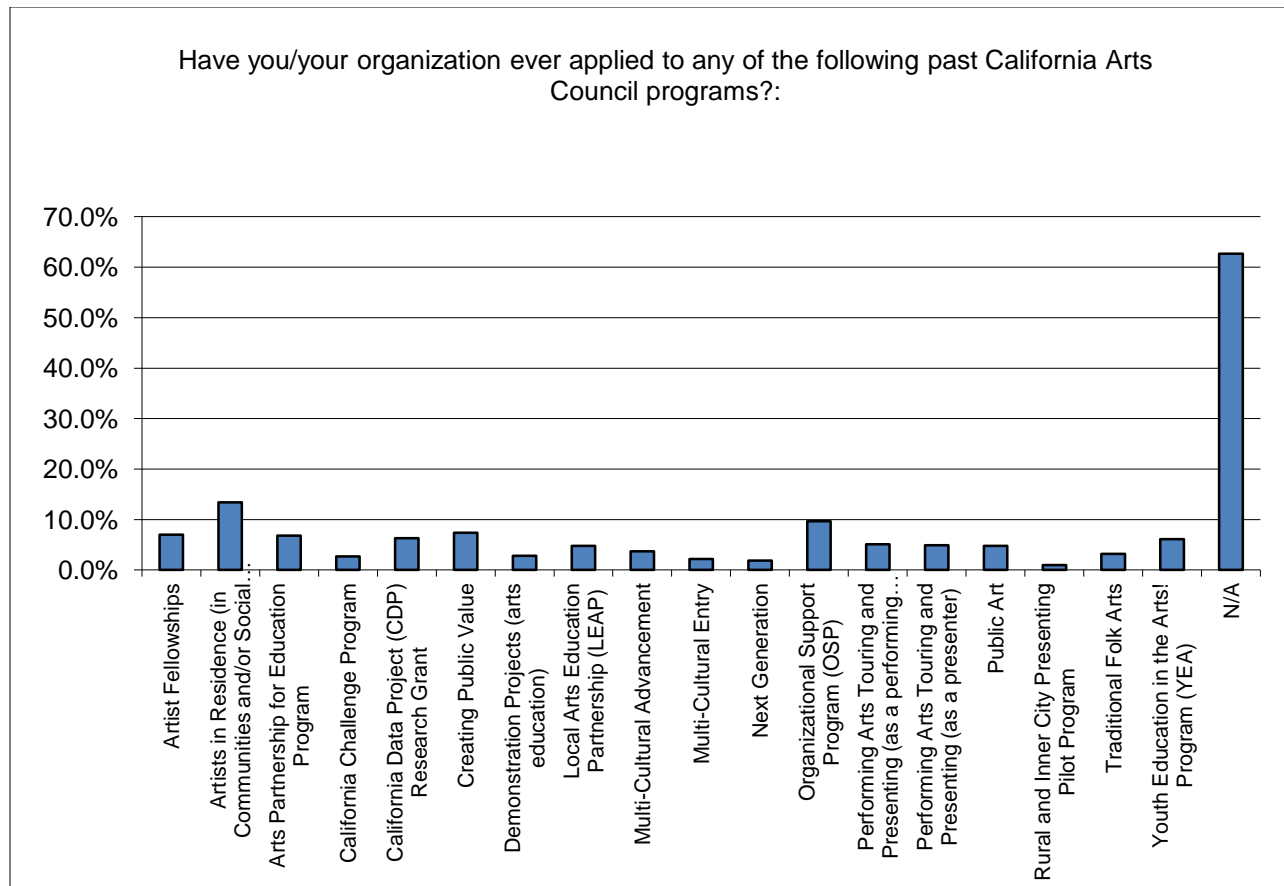
**QUESTION 18: Have you/your organization ever applied to any of the following current California Arts Council programs:**

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



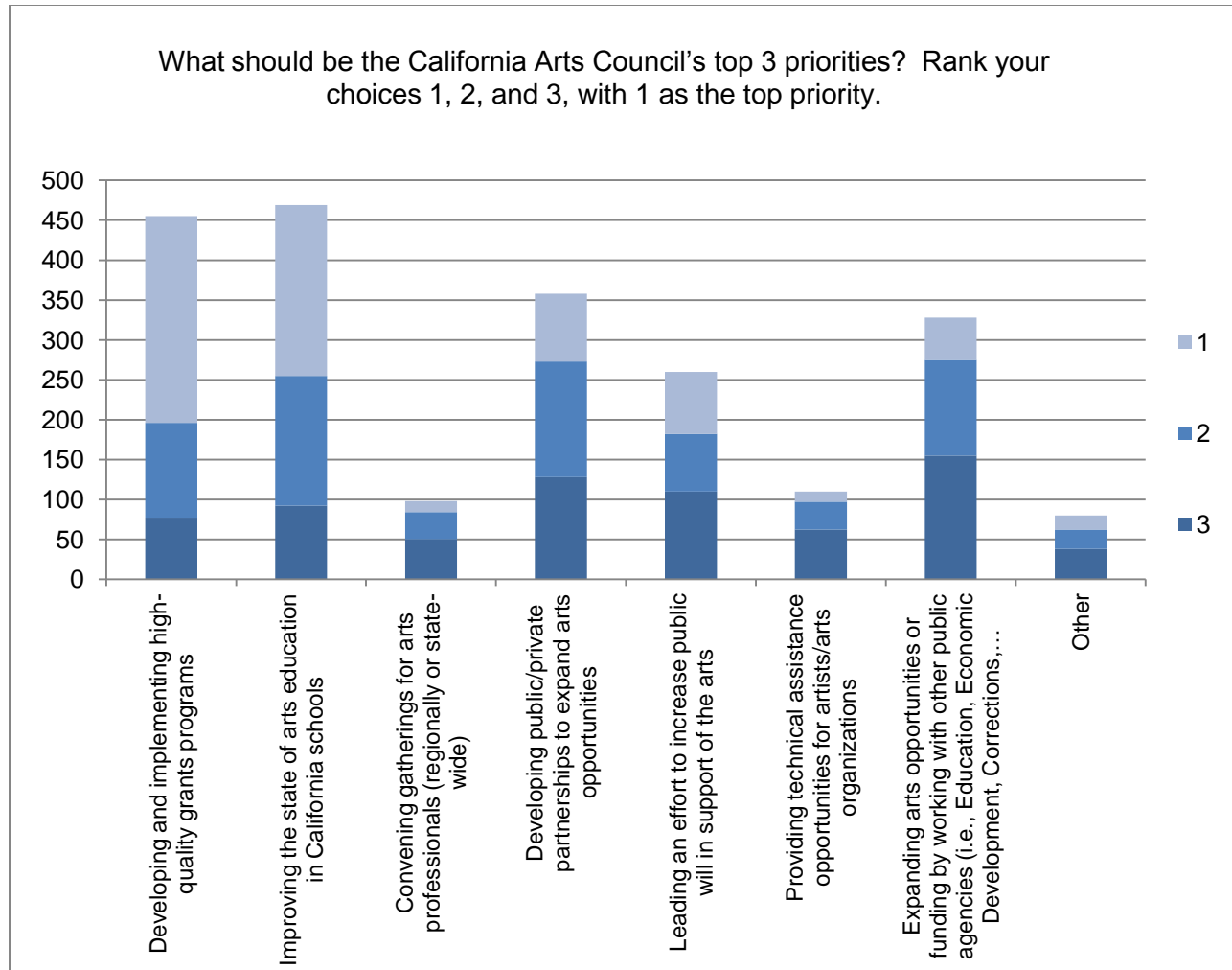
**QUESTION 19: Have you/your organization ever applied to any of the following past California Arts Council programs?:**

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



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

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

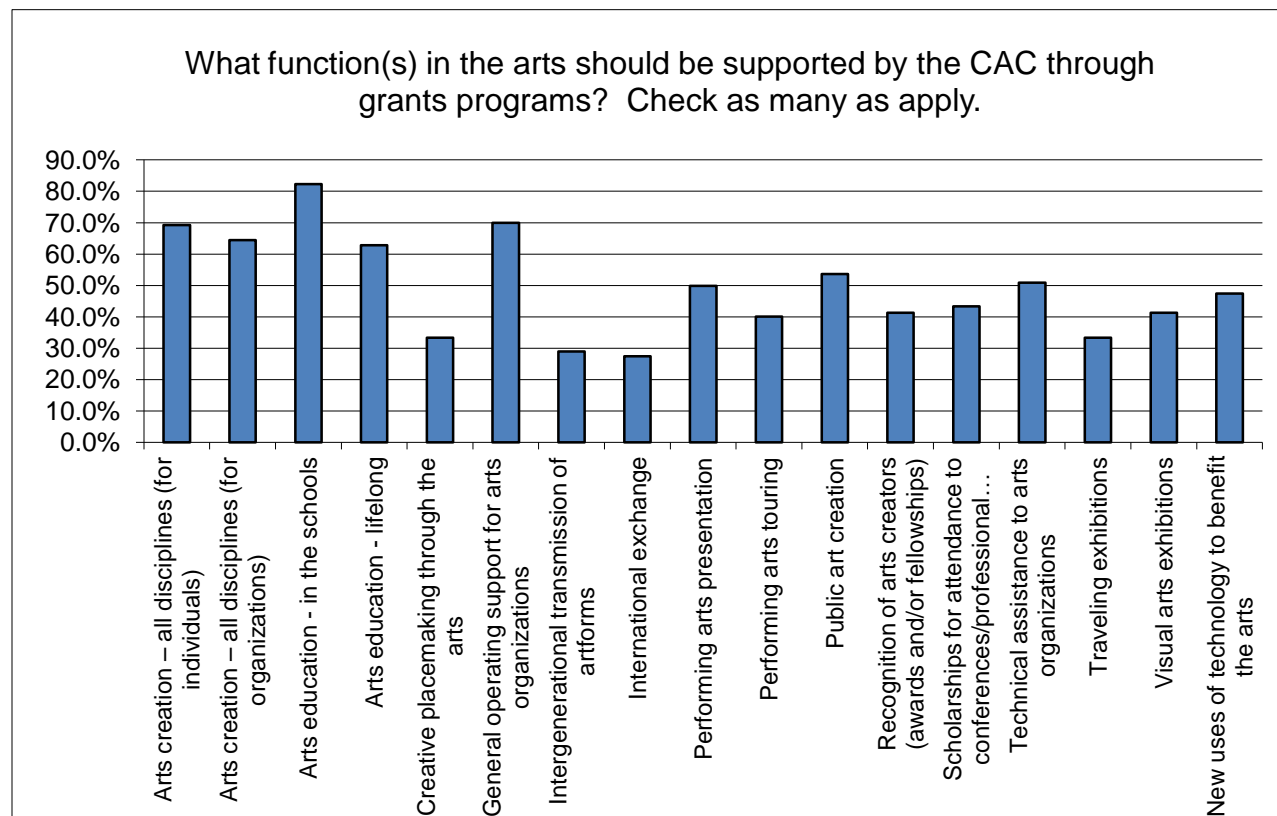


**QUESTION 24: What function(s) in the arts should be supported by the CAC through grants programs? Check as many as apply.**

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



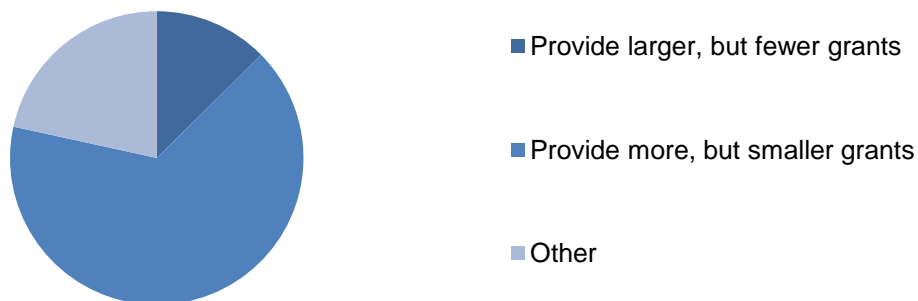
Technical assistance to arts organizations	50.9%	377
Traveling exhibitions	33.3%	247
Visual arts exhibitions	41.3%	306
New uses of technology to benefit the arts	47.4%	351
Other (please specify)		79
Answered question		741
Skipped question		345



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

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

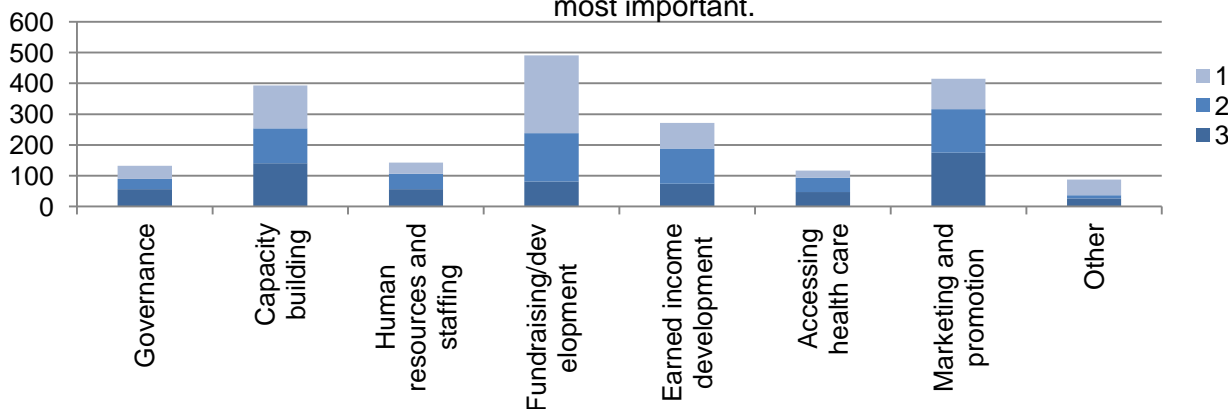
Without an increase in funding, the California Arts Council should:



**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.*

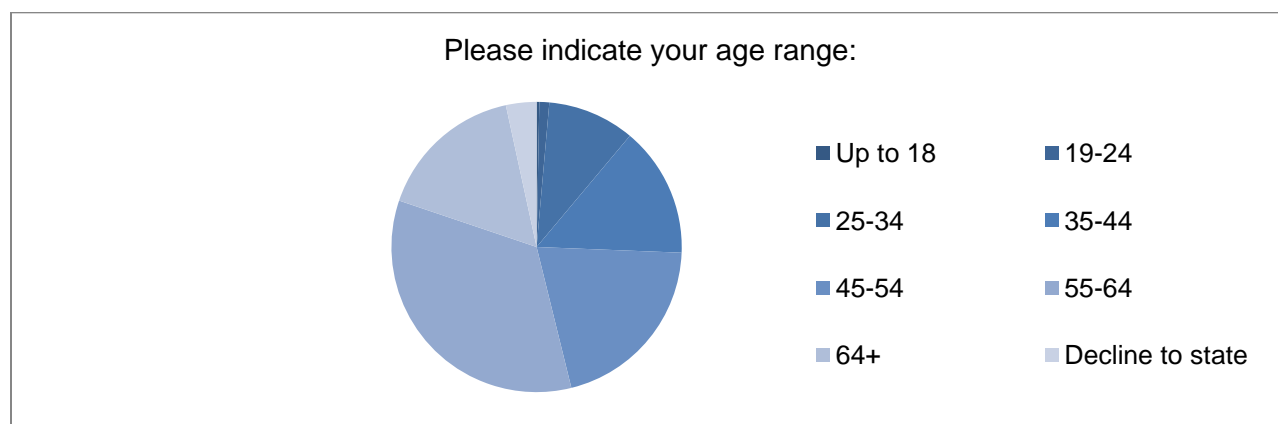
Answer Options	1	2	3	Response Count
Governance	43	33	56	132
Capacity building	139	114	140	393
Human resources and staffing	37	50	56	143
Fundraising/development	253	157	81	491
Earned income development	83	114	74	271
Accessing health care	23	47	47	117
Marketing and promotion	99	141	175	415
Other	50	11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

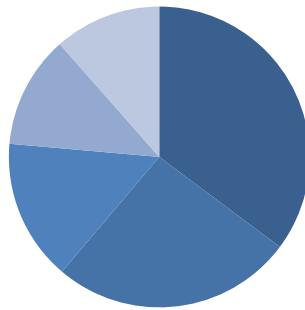
Answer Options	Response Percent	Response Count
Up to 18	0.3%	2
19-24	1.1%	8
25-34	9.7%	71
35-44	14.5%	106
45-54	20.5%	150
55-64	34.0%	248
64+	16.4%	120
Decline to state	3.4%	25
<i>Answered question</i>		730
<i>Skipped question</i>		356



**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):

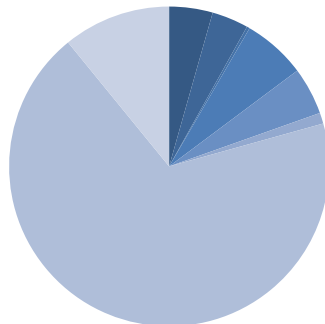


- Less than \$40,000
- \$40,001-\$75,000
- \$75,001-\$100,000
- \$100,001 and above
- Decline to state

**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
Answered question		708
Skipped question		378

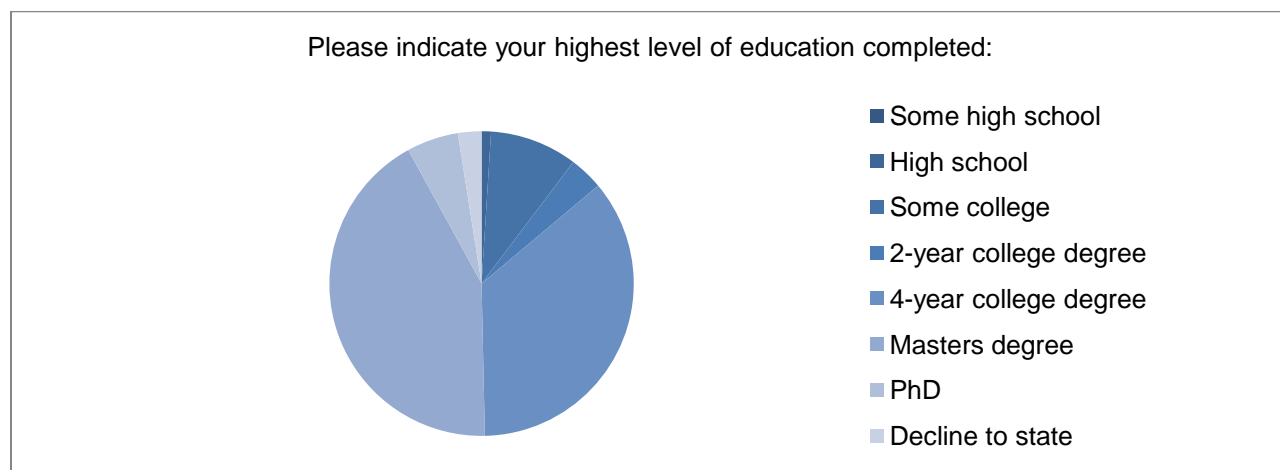
Please indicate your ethnicity:



- 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
Answered question		729
Skipped question		357



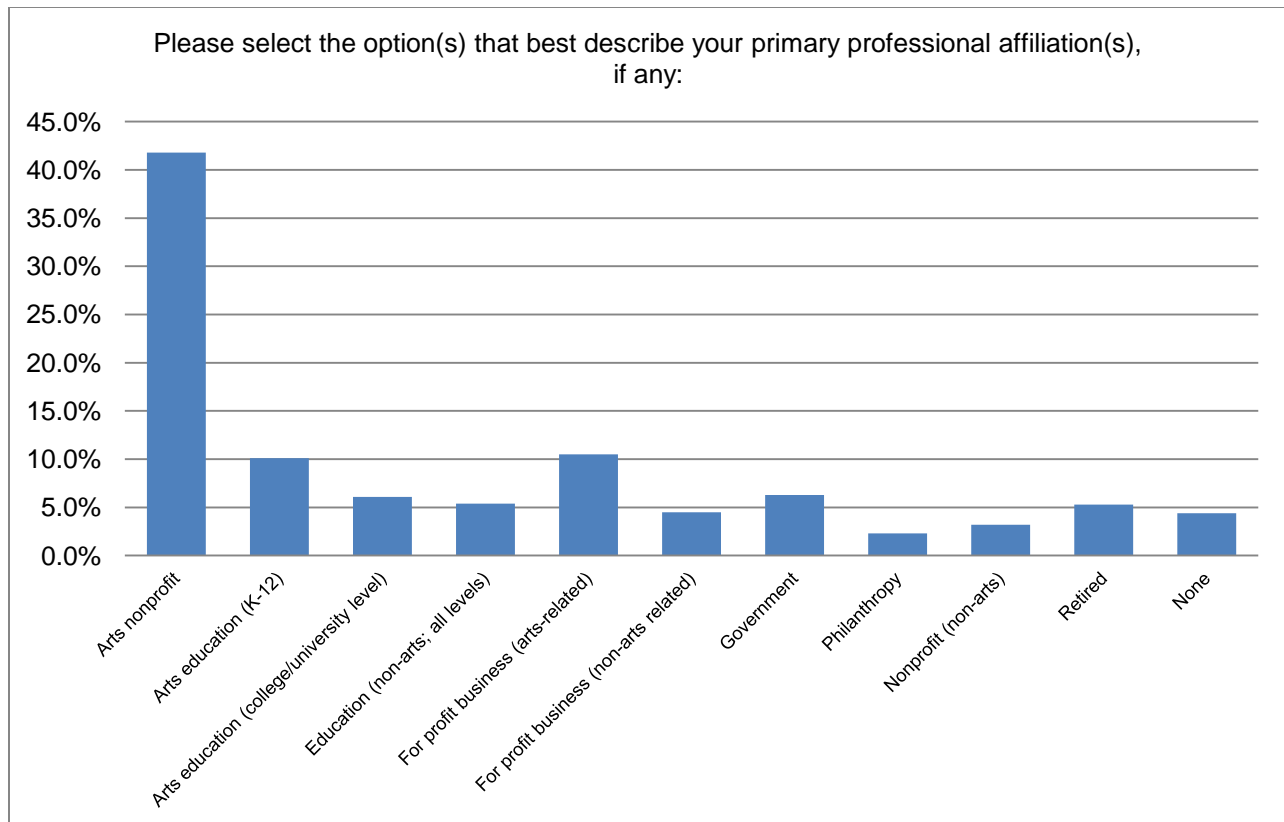
**QUESTION 33: Please select the California county where you live.**

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

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

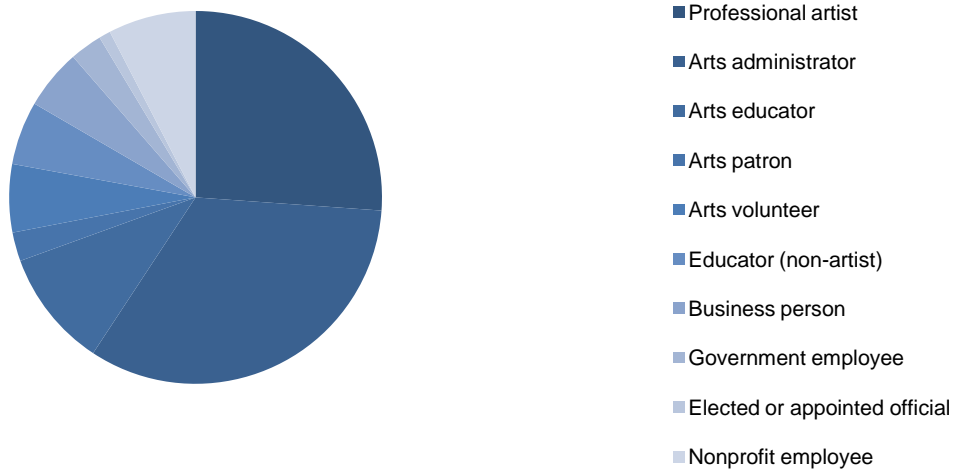
<b>Answer Options</b>	<b>Response Percent</b>	<b>Response Count</b>
<b>Arts nonprofit</b>	41.8%	286
<b>Arts education (K-12)</b>	10.1%	69
<b>Arts education (college/university level)</b>	6.1%	42
<b>Education (non-arts; all levels)</b>	5.4%	37
<b>For profit business (arts-related)</b>	10.5%	72
<b>For profit business (non-arts related)</b>	4.5%	31
<b>Government</b>	6.3%	43
<b>Philanthropy</b>	2.3%	16
<b>Nonprofit (non-arts)</b>	3.2%	22
<b>Retired</b>	5.3%	36
<b>None</b>	4.4%	30
<b>Other (please specify)</b>		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
Answered question		674
Skipped question		412

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





## **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, Muckenthaler 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