

ARTS 365

Building and Strengthening a Resilient
Silicon Valley Arts Community
365 Days a Year

Arts Council Silicon Valley
Strategic Plan
June 2006 – July 2009



Executive Summary

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Consultants: Planning facilitation and consultation provided by Miriam Abrams, Miriam Abrams Associates

Plan documentation by
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Arts Council Silicon Valley is a private, nonprofit organization in partnership with the California Arts Council and the County of Santa Clara



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I. EXECUTIVE SUMMARY

Twenty-five years ago a group of strategic partners, in what wouldn't be known as "Silicon Valley" for another 15 years, came together to form a new kind of arts organization for Santa Clara County. The partners were disparate – the county board of supervisors, artists, arts administrators and advocates, passionate community members, and the State of California -- and had never worked all together before. Yet they all shared a vision for a strong, exciting, creative, cultural arts presence in their county.

In 2006-07 the Arts Council will celebrate its 25th anniversary. As detailed in the pages of this plan, the Arts Council will continue in its historic tradition of bringing together diverse members and elements of our community to work for the collective good by ensuring a fertile environment where the arts and cultural expression of Silicon Valley can grow and flourish.

Changing Landscape

Four years ago, Arts Council Silicon Valley's (ACSV) last strategic plan called for the Arts Council to step into a position of leadership of the arts in Silicon Valley; ACSV set out to become the "go to" organization and leading spokesperson for the arts in Silicon Valley.

Conversations with a number of key individuals and a variety of focus groups during the planning process told us that ACSV has had great success in doing what it set out to do in 2002. The Arts Council is now seen as a leader in the arts community, capable of opening doors to power brokers in government and business, as well as making the case for the importance of the arts, and is "at the table" whenever a voice is needed. Visibility of the arts community has been greatly enhanced, thanks in large part to the Arts Council's efforts.

Over the past few years, the arts organizations in Santa Clara County have withstood major city and state funding cuts, the fallout from the dot com bust, leadership changes within the arts community, and major competition for dollars and audience members, to name a few.

Some of the specific changes and challenges for the arts community in Silicon Valley and Arts Council which have helped shape the direction of this plan are as follows:

- The significantly scaled-back California Arts Council has resulted in an annual loss of approximately \$1.6 million to Santa Clara County arts groups;
- Change in ownership of the San Jose Mercury News has impacted its corporate philanthropy for the arts along with donated advertising space and the potential loss of nonprofit advertising rates;
- Leadership changes have occurred in major area arts organizations: long tenured leaders have left, leaving organizations in various stages of transition. Many arts groups in the community are struggling with this leadership gap;
- The two community foundations are merging operations and the outcome of the new foundation's funding of the arts is unknown;

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- Accumulated debt and significant financial deficits have threatened to close two major San Jose arts and cultural organizations;
- Other City of San Jose arts support programs appear inadequate to meet the needs of the growing San Jose arts community;
- Calpine Corporation, previously a very strong corporate arts supporter the declared bankruptcy which will leave a large funding gap;
- The possible municipal incorporation of San Martin could result in a 50% decrease in funding from the County of Santa Clara to the Arts Council by way of the Transient Occupancy Tax.

Planning Process

Given this landscape along with the knowledge that it will continue to change, the strategic planning process undertook to answer some basic questions:

What do arts organizations need in order to be resilient in the face of a constantly changing, and challenging landscape? Is ACSV adequately serving small and midsize arts organizations? What role can ACSV play in supporting large-budget arts organizations? How can ACSV shine a spotlight on individual artists?

Now that the Arts Council has established itself as a spokesperson for the arts, what will the Arts Council advocate for and to whom? Is raising awareness of the arts overall in the general public a worthwhile and achievable goal? If so, what would success look like? How can ACSV work with leadership of the new combined community foundation?

Given the county's changing demographics, Silicon Valley will look significantly different ten years from now, in terms of racial and ethnic diversity, than it does today. What role will ACSV play in how arts organizations might respond to these changes? What can ACSV provide especially for organizations whose primary audiences or programmatic roots are culturally and/or ethnically specific?

Strategic Focus: *Building and Strengthening*

ACSV will take a leadership role to:

- **Empower** the Silicon Valley arts community to build its combined capacity and resiliency
- **Motivate** public will for the arts in order to garner increased public and private investment in artists and arts organizations

Given recent volatile economic times and a rapidly changing regional environment, this plan aims to be bold yet pragmatic. This planning process was based on the assumption that an uncertain financial climate will continue into the foreseeable future. ACSV also recognizes that the financial troubles and potential loss of major regional arts organizations have dampened the public perception of the field. Therefore rebuilding the public's trust will be an important consideration over the next four years.

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The goals and objectives detailed in the plan fall into four focus areas:

★ **Advocacy and Leadership to Increase Public Will for the Arts**

The Arts Council will take an active leadership role in helping the arts community develop its clout in order to advocate for greater **political support** for the arts. Working with arts organizations and strategic collaborative partners, such as 1st ACT, First Voice, and the San Jose Arts Commission/ Office of Cultural Affairs, the Arts Council will develop the “case” for the arts and advance universal messaging on the value of the arts to government, business, neighborhoods, and individuals.

★ **Provide Strategic Funding and Support**

The “heart” of the Arts Council has been and will continue to be supporting small, midsize and multicultural arts organizations & individual artists through a menu of funding mechanisms. ACSV can play a significant role in ensuring arts organizations are **resilient** and positioned to survive changes in funding and valuing of the arts.

★ **Visibility and Sharing of Resources**

The Arts Council will continue to use its leadership to **develop capacity** of the arts community – whether through its marketing program, Artsopolis, or through convening of the arts community and others to share knowledge and address issues as they arise. Additionally, the Arts Council will use its clout to develop shared resources for the arts community, helping to reduce expenses and increase efficiency of artists and arts organizations.

★ **Fund Development**

As one of the only regional sources that provides project and general operating support, Arts Council is looked to as a stable, ongoing **funding source**; this role has become increasingly important over the last few years as other sources of funding have dwindled. The Arts Council will examine the feasibility of increasing the Arts Council’s existing endowments or establishing a new endowment. As it did in establishing its current endowments, the Arts Council would look again for innovative and unconventional means to address this goal. ACSV will also develop new sources of unrestricted funding which will also be used to help maintain and increase revenues for regranting.

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ACSV STRIVES TOWARDS BUILDING A THRIVING ARTS COMMUNITY

The Arts Council is in a position of strength at this time. It carries no debt. The Artsopolis Marketing Program has achieved 50% earned income in its first three years. Endowments are solidly invested and growing. Staff retention is high with 50% of Arts Council staff having been at the organization for five years or more.

When this plan is realized four years from now, it will have:

- ◆ stabilized the Arts Council itself through developing new sources of income, including plans for building new or increasing existing endowments;
- ◆ created greater public support for the arts through dissemination of consistent, universal messaging and other advocacy efforts;
- ◆ developed shared resources among arts organizations;
- ◆ strengthened its grantmaking ability and pursued opportunities for new funding initiatives.

The Arts Council has proven that it can take on enormous challenges and be successful. Staff and board have already begun implementing activities indicated in this plan even as it is being written and finalized. Over the next four years, ACSV will continue to realize the leadership potential it has developed over the past 25 years.

II. BACKGROUND

Organizational History

Founded in 1982, Arts Council Silicon Valley (ACSV) is a private, nonprofit arts organization dedicated to improving the quality of life for Santa Clara County residents by creating and fostering arts and culture throughout the region.

The largest private nonprofit arts council in the state, Arts Council Silicon Valley, over the past 15 years, has distributed over \$8 million to local arts and cultural organizations, individual artists, schools, and community groups. ACSV enhances the Silicon Valley community by providing funding, advocacy, technical assistance, arts education opportunities, and marketing services to more than 600 local arts and cultural organizations and individual artists throughout Santa Clara County. Its core regranting programs serve small and midsize arts organizations and individual artists and provide opportunities for artists to teach in alternative settings. A program of ACSV, Artsopolis provides a unique collaborative marketing venue for arts and cultural activities throughout the region.

Mission

Arts Council Silicon Valley is dedicated to creating and fostering a dynamic local arts environment by providing funding, advocacy and support services to the region's arts organizations and artists.

Vision

We envision a vibrant Silicon Valley, where the arts inspire our innovative spirit, celebrate our rich cultural diversity, and encourage our individual and community involvement.

The Heart of the Arts Council

The core purpose of the Arts Council has been and will continue to be to fund small, midsize and multicultural arts organizations and individual artists through a menu of funding mechanisms. For these constituencies, strengthening and growing the Arts Council in order to continue as a reliable source of ongoing general operating and project support is critical. All new initiatives proposed in this plan support the goal of making the Silicon Valley arts community more resilient.

Guiding Principles

We believe....

The arts are essential for a vibrant, creative, livable, and economically healthy Silicon Valley. Participating in the arts, whether as creator, audience, critic, or student, can help us to understand and interpret the world from new and different perspectives. Through the arts, issues and challenges are illuminated and new solutions and possibilities can be imagined. Access to opportunities to experience the arts develops the problem-solving skills and creativity necessary to thrive in a global society. The arts enhance our local economy through jobs and related audience spending and play a vital role in Silicon Valley's continued leadership in technology and creativity.

The proliferation of wide-ranging cultural, ethnic and traditional arts and artists is a hallmark of Silicon Valley's cultural landscape. The Arts Council has the ability to identify and support in creative ways the unique cultural plurality of Silicon Valley. Arts Council has been a leader in supporting the diverse traditional and ethnic heritages of Silicon Valley citizens through support to community-based cultural specific arts organizations, community social service organizations, and immigrant and refugee populations by funding small all-volunteer groups, with passion but without a 501(c)3.

Small and midsize arts organizations must continue to be nimble and flexible to survive the dramatic "ups" and "downs" of Silicon Valley. Especially when "stability" may not be a realistic goal, helping arts groups and the arts community to be resilient is essential. Broad community support, institutional flexibility and responsiveness are critical to an organization's ability to continue to serve its constituency, remain hopeful and creative and recover quickly from adverse times.

Individual artists are essential to Silicon Valley becoming an exciting, growing creative cultural center. The area's performing musicians, dancers, theatre artists, and practicing visual and literary artists are the unseen bedrock upon which all Silicon Valley arts organizations, festivals, community celebrations, economic development are built. It is critical to support and nurture a vibrant, supportive environment in which artists may grow, practice, explore, produce, and share in meaningful ways.

The arts leaders of Santa Clara County need to unite to become a stronger voice on behalf of the arts. Arts Council Silicon Valley can help strengthen the universal voice of the arts by convening all arts leaders together in support of key issues and by empowering the arts organizations by providing them with the tools they need to take an active role in the betterment of our arts community.

Strategic partnerships will be essential to achieve our goals. The Arts Council cannot "do it all" and has historically collaborated with other community, county and regional organizations, corporations, and individuals. The arts community needs to continue to deeply engage with and support a wide spectrum of community, social service and educational organizations to effectively create value for the arts and motivate public will.

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Arts Council's 25th Anniversary is an opportunity to highlight accomplishments.

The strategies and activities of this Strategic Plan will be partially carried out during the Arts Council's 25th year of operation. This should be leveraged in all Arts Council activities, materials and communications to achieve maximum visibility. The more well known and understood the Arts Council and its vision, the more effectively its goals can be achieved.

Arts learning is an intrinsic aspect of being human and should therefore be accessible to children and adults of all ages, abilities and economic means throughout Silicon Valley. In addition, arts learning is an essential component of an excellent education as it encompasses separate classes in the skills, knowledge, creation, and history of the performing and visual arts disciplines, as well as the arts and creativity as part of the learning experience and to provide multiple points of entry in all subject areas.

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Report Participants Individual Interviews

Randy Adams, *Former Managing Director*, TheatreWorks
Greg Avis, *Managing Partner*, Summit Partners
Pat Dando, *President and CEO*, San Jose/Silicon Valley Chamber of Commerce
Jane Decker, *Deputy County Executive*, County of Santa Clara
Moy Eng, *Program Director for Performing Arts*, The William and Flora Hewlett Foundation
John Ford, *Sr. Vice President of University Resources*, Stanford University
Eddie Garcia, *Director of Government Affairs*, Comcast Cable Communications
President of Board, Mexican Heritage Association
Nancy Glaze, *Director of Arts Programs*, The David & Lucile Packard Foundation
Susan Goldberg, *Executive Editor*, San Jose Mercury News
Kathleen Gwynn, *President & CEO*, Steven and Michele Kirsch Foundation
Peter Hero, *President*, Community Foundation Silicon Valley
Jerry Hiura, *Dentist and Former Northern Vice Chair*, California Arts Council
Connie Martinez, *Executive Director*, Children's Discovery Museum
Angela McConnell, *Former Executive Director*, Community School of Music and Art
Michael O'Farrell, *Vice President, Global Community Affairs*, Applied Materials Foundation
Kim Walesh, *Assistant Director*, Office of Economic Development
Kathy Yates, *Chief Operating Officer*, AllBusiness.com

Large Budget Organizations Group Interview Participants

Dan Keegan, *Executive Director*, San Jose Museum of Art
David Jobin, *Former Managing Director*, San Jose Repertory Theater
Lee Kopp, *Marketing Director*, Ballet San Jose Silicon Valley

ACSV Grantee Arts Organizations Focus Group Participants:

Tamara Alvarado, *Executive Director*, MACLA
Scott Barsky, *Volunteer Business Manager*, TOPAZ (Chamber ensemble)
Linda Craighead, *Executive Director*, Palo Alto Art Center
Amy Himes, *City Lights Theatre Company*
Jennifer Hull, *Former Executive Director*, Children's Musical Theater
Prathibha Lollabattu, *Director*, Evergreen Bahlvihar
Sylvia Lowe, *Director*, Chinese Moon Festival
Leianne Lamb, *Interim Director*, CATS (Contemporary Asian Theater Scene)
Emily Ray, *Music Director*, Mission Chamber Orchestra
Ann Woo, *Executive Director*, Chinese Performing Artists of America

Strategic Planning Committee

Co-Chairs

Joyce Iwasaki, *President*, ACSV Board of Trustees and *Field Representative*, Assemblymember
Sally Lieber's Office
Renee Guild, *ACSV Trustee, CEO*, Global Energy Markets

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Committee

Bruce W. Davis, *Executive Director*, Arts Council Silicon Valley
Judi Fleitman, *Grants Program Manager*, Arts Council Silicon Valley
Diem Jones, *Director of Programs*, Arts Council Silicon Valley
Ken Jue, *Board of Trustees*, Arts Council Silicon Valley
Gillian Moran, *ACSV Trustee, Executive Director*, Santa Clara County Cities Assoc.
Joshua Russell, *Communications Manager*, Arts Council Silicon Valley
Miguel Salinas, *Program Manager, Community Relations*, Adobe Systems
Andrea Temkin, *Consultant*, AST Consulting

Advocacy/Leadership Sub-Committee

Peter Gelfand, *ACSV Trustee, Cellist*, Symphony Silicon Valley
Joyce Iwasaki, *President*, ACSV Board of Trustees and *Field Representative*, Assemblymember
Sally Lieber's Office
Gillian Moran, *ACSV Trustee, Executive Director*, Santa Clara County Cities Assoc.
Gail Price, *ACSV Trustee, Director of Individual Giving*, San Jose Museum of Art
Joshua Russell, *Communications Manager*, Arts Council Silicon Valley
Miguel Salinas, *Program Manager, Community Relations*, Adobe Systems

Outer Circle: Individuals in the community who provided input during the planning process by participating in a focus group or by being interviewed.

Hal Bordy, *Executive Director*, Addison-Penzak Jewish Community Center
Martha Kanter, *Chancellor*, Foothill-DeAnza Community College District
Steve McCray, *Chair*, Arts Commission, City of San Jose
Brendan Rawson, *Former Director of Community and Neighborhood Programs*,
Cultural Initiatives and *Board Member*, Teatro Vision
Leigh Weimers, *Former Columnist*, San Jose Mercury News

Artsopolis Marketing Partnership

Per a separate grant from the William and Flora Hewlett Foundation, the Artsopolis Marketing Partnership (a program of Arts Council Silicon Valley), conducted a separate planning process. This process was led by BTW Consultants who created a "Theory of Change". A theory of change is a clear articulation of the problem an organization or program is setting out to address; the strategies it employs to address the problem; the target constituencies (organizations and/or individuals that will be reached by the strategies); and the desired short and long-term outcomes.

Sub-Committee:

Tamara Alvarado, *Executive Director* MACLA
Ron Evans, *Project Manager*, Artsopolis Marketing Partnership
Steven Favreau, *Director of Marketing & Development*, American Musical Theatre of San Jose
Susannah Greenwood, *Content & Ticket Services Manager*, Artsopolis Marketing Partnership
Ed Sengstack, *Director*, Artsopolis Marketing Partnership
Jeff Trabucco, *Assistant Director*, Artsopolis Marketing Partnership
Fay Twersky, *Principal*, BTW Informing Change
Mark Waxman, *Senior Vice President of National Marketing*, CBIZ, Inc.

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Fundraising/Finance Sub-Committee

Lisa Cole, *Director of Development*, Arts Council Silicon Valley
Ida Highlander, *Co-Chair, Board Development Committee*, ACSV Board of Trustees
Elena Mosko, *Co-Chair, Board Development Committee*, ACSV Board of Trustees
David Sandal, *Vice President, Development*, ACSV Board of Trustees,
Jeff Strawn, *Treasurer, ACSV Board of Trustees*; Silicon Valley Bank
Monica Toumani, *Director of Finance*, Arts Council Silicon Valley

Grants Sub-Committee

Judi Fleitman, *Grants Program Manager*, Arts Council Silicon Valley
Diem Jones, *Director of Programs*, Arts Council Silicon Valley
Chike Nwoffiah, *Executive Director*, Oriki Theatre
Audrey Wong, *ACSV Trustee, Interim Director of Development*, Hidden Villa
Jean Yi, *Grants Committee Member*, ACSV

Outer Circle: Individuals in the community who provided input during the planning process by participating in a focus group or by being interviewed.

Barbara Day Turner, *Music Director, Conductor*, SJ Chamber Orchestra
Maria de la Rosa, *Choreographer*, Los Lupenos
Kathryn Dunlevie, *Artist*
Eddie Gale, *Jazz Artist*
Judy Gittelsohn, *Visual Artist*
Richard Godinez, *Artist*
Jeff Jones, *Grantwriter and fundraising consultant*
Randall King, *Artistic Director*, San Jose Stage
Mythili Kumar, *Artistic Director*, Abhinaya Dance Company
Raul Lozano, *Executive Director*, Teatro Vision
Kat Meads, *Poet*
Jim Nadel, *Director*, Stanford Jazz Workshop
Timothy Near, *Artistic Director*, San Jose Repertory Theatre
Flo Oy Wong, *Visual Artist*
Frances Phillips, *Creative Work Fund* (a program of the Walter and Elise Haas Fund)
Jane Przybysz, *Executive Director*, San Jose Museum of Quilts and Textiles
John Ribovich, *Artistic Director*, Caleveras Repertory Theatre
George Rivera, *Executive Director*, Triton Museum of Art
Viera Whye, *Artistic Director*, Tabia Theater

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Development Associate

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Susannah Greenwood

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