

# 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



## ARTS 365

**Funder:** The Strategic Planning Process was generously funded by  
the David & Lucile Packard Foundation

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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 25<sup>th</sup> 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 1<sup>st</sup> 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 regranteeing.

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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 25<sup>th</sup> 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.

### III. STRATEGIC FOCUS

#### ***Building and Strengthening a Resilient Silicon Valley Arts Community***

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

Since the completion of the last strategic plan, the region's economy is recovering from the "dot com bust". However, the arts community continues to face significant challenges in coping with the ever-changing landscape. For example, California Arts Council funding in Santa Clara County went from nearly \$1,700,000 to 84 arts organizations and 10 individual artists in 2001 to supporting a mere 12 arts organizations and no individual artists with less than \$60,000 in 2005.

Only six months after beginning our strategic planning process in September 2005, the Silicon Valley arts community landscape took a seismic hit, losing nearly \$750,000 in annual financial support from the Knight Ridder Corporation and another potential \$250,000 in donated ad space in the San Jose Mercury News as a result of the sale of the Knight Ridder Corporation and San Jose Mercury News.

There have been recent leadership changes in at least seven of 14 major area arts organizations. Long tenured leaders have moved on; there is a dearth of new leadership ready to step in. Many of these organizations face lengthy transition periods, during which annual fundraising may suffer.

The community foundations of adjacent counties Santa Clara and San Mateo have recently merged and engaged the first executive leader of the new Silicon Valley Community Foundation. The impact of combining the arts programs of the two former foundations remains unknown.

Accumulated debt and significant funding deficits have threatened to close two major San Jose arts and cultural organizations.

The major outcome of the Arts Council's previous three- year strategic plan was to become the "go to" organization representing the Silicon Valley arts community, to the public, the government sector, and potential funders. The challenge in this planning

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process has been to determine how ACSV will move to the next level in developing its power and voice, and therefore to develop the influence of the arts in Silicon Valley.

This strategic plan calls for the Arts Council itself to be resourceful, resilient and collaborative; strategic partnerships will be critical in these efforts. Over the next four years the Arts Council must focus on achieving long term financial stability in order to be able to fulfill expectations of arts organizations and its chosen role in the arts community. The Arts Council will investigate and develop diverse ways it can contribute to building the capacity of arts organizations and ensure that the arts community can continue to bounce back from adversity and ride financial ups and downs.

## Goals and Objectives by Focus Area

<p style="text-align: center;"><b>ADVOCACY and LEADERSHIP to Increase Public Will for the Arts</b></p>
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### **Goal: Increase Public Sector Support for the Arts**

After more than a decade of reduced and disappearing funding for the arts, it is time to actively work toward bringing back and increasing government support for the arts from the public sector (local, regional, state, and federal). The Arts Council will take an active leadership role in creating public value for the arts and in motivating the public will in support of the arts. Working with other strategic partners such as 1<sup>st</sup> ACT, San Jose Arts Commission/Office of Cultural Affairs, First Voice, and Arts & Cultural Roundtable, the Arts Council will develop and advance messaging and policies to bring stable funding for the arts back and create a healthy, more livable Silicon Valley.

The arts community represents a large group of people (including staff, boards and audience), and has a significant economic impact on the region. With training, support and resources, the arts community could develop and deliver consistent, effective messages about the importance of the arts that are meaningful to a wide range of stakeholders, particularly decision-makers. In order to increase political clout, the arts community needs leadership, clearly defined goals and a direction to unify its efforts.

Research and studies about the arts, such as those produced in the past by Cultural Initiatives Silicon Valley, can be powerful tools in making a case for the arts. As part of its advocacy role, Arts Council will explore taking on this function, as well as regularly publicize and distribute other reports that make the case for the arts, such as those from Americans for the Arts and others.

Objective 1: Develop and disseminate new universal messaging for use by Arts Council, arts organizations and arts supporters

Objective 2: Develop political clout of the arts community

**Goal: Build Public Participation in Regional Arts and Cultural Events through Artsopolis**

There is limited public awareness about the rich and varied arts and cultural opportunities that exist in Silicon Valley. This results in lack of full and consistent public participation in Silicon Valley cultural arts events and activities. Since the last plan, Artsopolis has developed into a major source of information and marketing for local arts groups that is recognized nationally. In this plan, Artsopolis will be further developed to reach significantly larger numbers of arts patrons, for a greater number of arts organizations. ACSV believes that a significant impact could come from increasing the number of Artsopolis e-subscribers, the open e-rate, the number of tickets sold on Artsopolis.com, and number of website visits. As a direct result, more people will attend a greater variety of arts and cultural events on a more frequent basis.

- Objective 1: Increase public awareness about arts and cultural opportunities through Marketing and Communications
- Objective 2: Increase participation in arts and cultural events by continuing to diversify and personalize online ticketing services

**PROVIDE STRATEGIC FUNDING and SUPPORT**

**Goal: Maintain and Support Core Grants Programs**

Supporting and nurturing the growth of small, midsize and multicultural arts organizations is paramount to what the Arts Council does. For these constituencies, the Arts Council is a singularly unique funder and partner.

ACSV recognizes that a key characteristic of a resilient arts community is stable sources of general operating and project funding; The Community Arts Fund and Organizational Enhancement Fund are essential in supporting small and midsize arts organizations to develop their programs and organizational infrastructures. As the arts community continues to face uncertainty in funding sources, it is critical to ensure that funding levels are maintained and not to get distracted by new programs.

- Objective 1    Ensure the Core Grants programs are responsive to the needs of small and midsize arts organizations in Santa Clara County
- Objective 2    Maintain and, when possible, increase current funding levels for organizations in the core grants programs
- Objective 3    Support grantees and others with Arts Council expertise and through technical assistance

**Goal: Advance Multicultural Leadership**

Santa Clara County is unique in that it is the only Bay Area county where no one ethnic or cultural group constitutes a majority. This cultural diversity is one of the things that identifies Silicon Valley and contributes to making Silicon Valley a vibrant and leading cultural arts center. Building capacity and leadership in the multicultural community is essential to carrying out this vision. The Arts Council currently supports culturally specific creative and traditional arts through grants to arts organizations, community centers, festivals, and immigrant and refugee groups.

Experienced leaders in the multicultural arts community are often stretched to the limit by managing an organization and, at the same time, acting as a community advocate and resource. Developing and implementing strategies to support and grow leadership in the multicultural arts community is a core element of this plan. Working with possible strategic partners such as First Voice and 1<sup>st</sup> ACT, the Arts Council will work to develop resiliency through leadership in multicultural arts organizations.

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At the same time that some multicultural arts organizations need assistance in building their organizational capacity, multicultural arts and artists are often served by organizations that do not identify themselves as “arts organizations”. The Arts Council will further serve these social service or community organizations that feature arts by and for their community in appropriate and unique ways.

- Objective 1 Provide support/ professional development/ leadership training and technical assistance to community arts leaders representing diverse cultural and ethnic groups
- Objective 2 Investigate developing targeted grants program component for leading midsize arts organizations rooted in diverse geographic and cultural communities

**Goal: Investigate and Develop Appropriate New Funding Programs**

Two strengths of the Arts Council have always been its knowledge of needs and trends in the arts community and its close relationships with regional artists and arts organizations. Its ability to be flexible and responsive position the Arts Council to identify, initiate and pursue opportunities for new initiatives. All new initiatives proposed in this plan support the overall strategic goal of making the Silicon Valley arts community more resilient.

- Objective 1 Develop strategic opportunities for granting programs to better serve arts organizations
- Objective 2 Continue to support and encourage arts learning experiences and programs through the core grants program

## **VISIBILITY and SHARING of RESOURCES**

### **Goal: Convene the Arts Community and Promote the Sharing of Resources**

A major focus area of this plan is to enhance the ability of small, midsize and multicultural organizations to be resilient in the face of the ever-changing economic, social and political landscape. One of the key roles that the Arts Council can play in the next three years is our role in convening organizations and promoting the sharing and collaboration of information and resources. Increasing the capacity and visibility of arts organizations through shared resources, information and opportunities will make them more capable and adaptive in dealing with challenges, adversity and disruption.

Objective 1 Increase capacity of arts organizations through convening and networking

Objective 2 Develop new resources for grantees and other arts organizations, such as shared discounts for key services

### **Goal: Help Arts Organizations Develop Resources, Skill and Capacity to Promote and Sell Their Events and Activities**

Many local cultural arts organizations lack adequate resources, skills and capacity to market and sell their events and activities. Artsopolis will work with organizations in a number of ways to enable them to effectively access Artsopolis services that will enhance their ability to effectively market their programs and products. Outreach and informational avenues will be explored to make organizations savvy users of Artsopolis features such as creating and maintaining a shared database co-op and the private label ticketing service. Artsopolis will develop strategic partnerships such as increasing the number of media partners and launching new partnerships with civic and cultural organizations throughout the region.

Objective 1: Build the marketing and sales capabilities of partner organizations

Objective 2: Explore, cultivate and expand strategic partnerships

**Goal: Create Support and Visibility for Individual Artists**

Developing recognition and visibility of artists' work and providing financial support for individual artists has always been an important role that the Arts Council has played. The Arts Council is one of very few institutions that directly funds individual artists in Santa Clara County that encompass visual, performing, literary, and digital media. With Silicon Valley's continuing affordable housing crisis and proven economic volatility, providing support and visibility for individual artists is even more critical.

This plan calls for increasing the Artist Fellowship program, in both number and amount of awards. Institutionalizing practical ways for achieving regional and national visibility for Silicon Valley artists and the development of local resources to support individual artists' economic struggles are both addressed in this plan.

Objective 1    Develop and increase sources of direct funding

Objective 2    Provide avenues to raise visibility of individual artists

Objective 3    Address practical and economic issues of surviving as an individual artist

## FUND DEVELOPMENT

### **Goal: Build/Increase Endowment(s) for Long Term Stability**

As a nonprofit organization itself, the Arts Council is dependent on multiple contributed revenue sources. Funding for general operating support is decreasing as many funders change priorities or are interested in the development of new programs.

The Arts Council's two current endowments are administered by Community Foundation Silicon Valley and are restricted to providing annual support for the core regranting programs. Both endowments were raised through unique regional arts initiatives coordinated through the Community Foundation. Neither was a sole undertaking of the Arts Council.

Currently valued at approximately \$1.8 million, both endowments are reliable sources of regranting revenue. It is timely for the Arts Council to investigate growing the current regranting endowments or establish a new one for Arts Council general operating support. Like the previous endowments, it is not anticipated that the Arts Council would conduct a traditional campaign primarily reliant on current individual donors to the organization. The Arts Council would look again for innovative and unconventional means to address this goal. *(It should be noted that this would be a multiyear goal that would begin but not necessarily come to fruition in the three years of this plan.)*

- Objective 1 Conduct endowment campaign feasibility study
- Objective 2 Develop appropriate planning and implementation processes based on outcomes of feasibility study
- Objective 3 Based on feasibility study, identify endowment campaign components

### **Goal: Maintain and Increase Revenues for Regranting and for Unrestricted Uses**

Traditionally, the Arts Council has depended very heavily on corporate, foundation and government grants to provide most of its funding. However, with the number of corporations and foundation funders being limited, the amount of government funding still flat, and the decrease in sources of unrestricted funding, maintaining funding for the core grants programs has become even more challenging. Additionally, most corporate funders are interested in supporting new projects, rather than ongoing support for existing programs. Development of new sources of unrestricted funding is critical.

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Underdeveloped areas of revenue generation need to be explored. These areas include support from individuals, beginning with the Arts Council's own Board members, new approaches to engaging corporations and developing one or more special events as fundraising opportunities. In order to actively pursue these potential revenue sources, composition, training and organization of the Board of Trustees must be undertaken. Staff resources need to be assessed and developed in line with this strategic direction.

- Objective 1 Create strategies to help the organization increase board engagement and effectiveness
- Objective 2 Develop new, innovative ways to engage corporate donors
- Objective 3 Plan an event that makes money by including a fundraising component to the Silicon Valley Arts & Business Awards (ABBYs) and by taking advantage of our 25<sup>th</sup> anniversary
- Objective 4 Nurture and grow relationships and collaborations with current funders

#### **IV. IMPLEMENTATION PLAN**

This Implementation Plan is organized alphabetically by functional department. Consequently, some Focus Areas and Goals are addressed in more than one functional department and are so noted. When two or more departments will work in consort on an Objective, it is only stated once under the lead department. This organization of the Implementation Plan will facilitate ease of annual and semi-annual staff and board reviews to assess progress, make adjustments as the Plan unfolds and take advantage of opportunities unseen at the time of the writing of the Plan.

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**ADVOCACY & LEADERSHIP**

**FOCUS AREA: Advocacy and Leadership to Increase Public Will for the Arts**

**Goal: Increase Public Sector Support**

**Objective**

**Develop new universal messaging for use by Arts Council, arts organizations and arts supporters**

<b>Strategy</b>	<b>Activities</b>	<b>Who</b>	<b>When</b>	<b>Priority</b>
a. Conduct informal surveying of different communities to determine hot buttons and specific arts-related themes/concepts that 'move the needle'	Identify marketing and public relations strategic partners to help accomplish all of the following:	<i>Communications Manager</i>	<i>Year 1</i>	<i>High</i>
	Create an email or phone questionnaire and identify three to five individuals in the following industries to survey: <ul style="list-style-type: none"> <li>➤ Corporations</li> <li>➤ Small Businesses</li> <li>➤ Foundations</li> <li>➤ Public Sector (such as elected officials)</li> <li>➤ Media Professionals (large pubs like the Mercury News and smaller, community publications)</li> <li>➤ Regional, state and national arts advocacy organizations</li> <li>➤ Labor Leaders</li> <li>➤ Key Educators</li> </ul>	<i>Communications Manager</i>	<i>Year 1</i>	<i>High</i>
	Review and incorporate information from existing research and reports: regional and national			

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	Use “outer circle” and ad hoc group of PR professionals to pull top level themes and messages	<i>Communications Manager</i>	<i>Year 1</i>	<i>High</i>
b. Develop specific messages	Develop a “grand document” - tailor different messages to different audience members and/or messages that resonate with all audiences. Create a modular approach where the message changes based on audience and vehicle.	<i>Communications Manager</i>	<i>Year 1</i>	<i>High</i>
	Form strategic relationships with other key organizations such as the Community Foundation to cross reference other messaging documents to ensure that messaging is consistent and valuable throughout community.	<i>Communications Manager</i>	<i>Year 1</i>	<i>Medium</i>
	Use the “ACSV slant” of core constituency – arts in the neighborhoods, arts learning, cultural relevancy, part of everyday life			
c. Organize and train members of the arts community, community leaders and their “supporters”	Organize an advocacy committee for the arts, to continue to organize grassroots arts participation	<i>Executive Director</i>	<i>Year 1</i>	<i>High</i>
	Convene arts and cultural organizations to clarify and prioritize issues of importance to the arts community	<i>Executive Director and Comm Manager</i>	<i>Year 2</i>	<i>Medium</i>
	Conduct advocacy training for small and midsize arts and cultural organizations, individual artists and their supporters	<i>Executive Director and Comm Manager</i>	<i>Year 1 and ongoing</i>	<i>High</i>
	Conduct Advocacy training for Arts Council Board and staff	<i>Executive Director and Communications</i>	<i>Yr 1 and Ongoing</i>	
<b>Goal: Enable full and consistent public participation in regional arts and cultural events through Artsopolis</b>				

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<b>Objective</b> <b>Increase public awareness about arts and cultural opportunities through Marketing and Communications</b>				
<b>Strategy</b>	<b>Activities</b>	<b>Who</b>	<b>When</b>	<b>Priority</b>
a. Increase visits to Artsopolis website by 33%	Search engine optimization; maintain up-to-date, user-friendly technology; develop personalized Web site content	<i>AMP Ass't. Director &amp; Project Manager</i>	<i>First 6 months &amp; ongoing</i>	<i>High</i>
b. Increase e-subscribers by 20%	Develop personalized email content; mine & utilize shared database to identify new targets for Artsopolis; schedule booths at Festivals and Public events to promote AMP and its resources	<i>AMP Director, Ass't. Director &amp; Project Manager</i>	<i>First 12-18 months &amp; ongoing</i>	<i>Medium-High</i>
c. Increase the number of people who open Artsopolis e-mails & electronic communications by 30%	Implement regular and high quality email communications with subscribers; maintain a clean database	<i>AMP Director &amp; Project Manager</i>	<i>First 18 months &amp; ongoing</i>	<i>Medium</i>
<b>Objective</b> <b>Increase participation in arts &amp; cultural events by continuing to diversify and personalize online ticketing services</b>				
<b>Strategy</b>	<b>Activities</b>	<b>Who</b>	<b>When</b>	<b>Priority</b>
a. Increase the number of tickets sold by 50%	Continue to provide online ticketing and discounted/half-price ticketing service; explore & develop new e-products (e.g. personalized promotions); explore and develop incentives for ticket purchasing (e.g. frequent user club, first-time purchase discounts and referral incentives; develop Artsopolis physical Box Offices; maintain competitive ticketing fee structure	<i>AMP Director, Project Manager, Web Content &amp; Ticketing Coordinator</i>	<i>First 18 months &amp; ongoing</i>	<i>Medium-High</i>
<b>Goal: Use Artsopolis to assist arts organizations to develop adequate resources, skill and capacity to promote and sell their events and activities</b>				
<b>Objective</b> <b>Build the marketing and sales capabilities of partner organizations</b>				



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	2) convening stakeholders to assess regional opportunities; 3) convening arts funders to explore their interest & opportunities for support of a regional strategy			
<b>FOCUS AREA: Visibility and Sharing of Resources</b>				
<b>Goal: Help Arts Organizations be Flexible &amp; Resilient</b>				
<b>Objective</b> <b>Increase capacity of arts organizations through convening and networking</b>				
<b>Strategy</b>	<b>Activities</b>	<b>Who</b>	<b>When</b>	<b>Priority</b>
a. Look for additional strategic opportunities with organizations like CA Lawyers for the Arts, Institute of Contemporary Art, etc. to convene arts and cultural organizations such as hosting informal mixers that possibly have a focus to encourage less experienced professionals to approach others	Leverage partnerships to provide technical assistance and convene workshops for individual artists	<i>Communications Manager, Executive Director (advocacy), Director of Programs, Grants Program Manager (grants)</i>	<i>Years 1 and 2</i>	<i>Low-Medium</i>
<b>Objective</b> <b>Develop new resources for grantees and other arts organizations</b>				
<b>Strategy</b>	<b>Activities</b>	<b>Who</b>	<b>When</b>	<b>Priority</b>
b. Distribute existing directory of corporations, foundations (including family foundations) who fund the arts in Santa Clara County	Utilize ACSV website to more effectively disseminate materials	<i>Executive Director Communications Manager</i>	<i>Year 2</i>	<i>Medium</i>
<b>Objective</b> <b>Develop leadership capacity within arts organizations</b>				
<b>Strategy</b>	<b>Activities</b>	<b>Who</b>	<b>When</b>	<b>Priority</b>
a. Explore mentoring possibilities	Look for ways to match up experienced executives with younger, newer executives similar to a “buddy system”	<i>Executive Director</i>	<i>Year 3</i>	<i>Medium</i>

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<b>Goal: Create Support and Visibility for Individual Artists</b>				
<b>Objective</b> <b>Address practical and economic issues of surviving as an individual artist</b>				
<b>Strategy</b>	<b>Activities</b>	<b>Who</b>	<b>When</b>	<b>Priority</b>
a. Leverage strategic partnerships with special interest organizations to provide technical assistance and convene workshops for individual artists	Create directory and encourage corporations, community organizations and schools to hire local performing artists for their events, and feature artwork by local artists. Explore partnership with the SJ Arts Commission	<i>Director of Programs, Executive Director, Communications Manager</i>	<i>Year 3</i>	<i>Medium-High</i>

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**COMMUNICATIONS & MARKETING**

**FOCUS AREA: Visibility and Sharing of Resources**

**Goal: Help Arts Organizations be Flexible & Resilient**

**Objective**  
Increase capacity of arts organizations through convening and networking

Strategy	Activities	Who	When	Priority
a. Create a listserv for grantees and other arts orgs that encourage sharing information, expertise and resources	Utilize the Arts Council's website to provide this valuable tool for the arts groups	<i>Dir of Programs, Grants Manager, Artsopolis</i>	<i>Year 1</i>	<i>Medium</i>

**Objective**  
Develop new resources for grantees and other arts organizations

Strategy	Activities	Who	When	Priority
a. Develop discounts from businesses (Kinko's, and service providers, etc.) and explore strategic partnership with San Jose Chamber of Commerce, etc.	Leverage existing relationships and contacts through Board and staff to approach businesses about this concept	<i>Communications Manager</i>	<i>Year 2</i>	<i>High</i>
b. Explore available resources such as the Cisco sabbatical and Taproot Foundation.	Look at partnerships with organizations such as Compass Point and others to compile a list of opportunities	<i>Communications Manager</i>	<i>Year 3</i>	<i>Low</i>
c. Develop links and resources on the Arts Council's website that highlight opportunities, research and tools for arts learning	Continue to expand and grow this section as more opportunities arise	<i>Communications Manager</i>	<i>Year 1</i>	<i>High</i>

**Objective**  
Develop leadership capacity within arts organizations

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<b>Strategy</b>	<b>Activities</b>	<b>Who</b>	<b>When</b>	<b>Priority</b>
a. Create materials specifically for volunteer-based organizations to help provide resources and materials	Initiate restructure “org assistance program” which was only M&A to provide resources for larger number of groups in more areas than current M&A program (for example, cultivating individual donors)	<i>Communications Manager</i>	<i>Year 1 or 2</i>	<i>High</i>
b. Have resources on website specifically for new Executive Directors	Explore possible tie in with the mentoring program from Advocacy section	<i>Communications Manager</i>	<i>Year 2</i>	<i>Medium</i>
c. Create 25 <sup>th</sup> Anniversary materials to help raise the visibility of the arts and the Arts Council	Create a separate communications/marketing plan to maximize materials and visibility.	<i>Communications Manager</i>	<i>Year 1</i>	<i>High</i>
<b>FOCUS AREA: Grantmaking</b>				
<b>Goal: Maintain and expand core grants programs and any appropriate new programs</b>				
<b>Objective</b> <b>Support grantees and others with Arts Council expertise and through technical assistance</b>				
<b>Strategy</b>	<b>Activities</b>	<b>Who</b>	<b>When</b>	<b>Priority</b>
a. Create access to new resources for grantees and other arts orgs	Continued maintenance and updating of website, continued collection and distribution of resources	<i>Comm Mgr, Grants Mgr</i>	<i>Year 2</i>	<i>Medium</i>

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<b>DEVELOPMENT</b>				
<b>FOCUS AREA: Fund Development</b>				
<b>Goal: Increase ACSV Fundraising</b>				
<b>Objective</b> Create strategies to help the organization increase board engagement and effectiveness				
<b>Strategy</b>	<b>Activities</b>	<b>Who</b>	<b>When</b>	<b>Priority</b>
a. Increase Board engagement and effectiveness	Seek funding to enable us to hire a consultant to create a structure for board development and board relations and individual donor development	<i>Development Director</i>	<i>Year 1</i>	<i>High</i>
	<p>Explore engaging consultant to help the organization develop the board, and to support the organization in individual donor solicitation.</p> <p>Consultant to assist the organization in creating a formal board development and relations infrastructure, to include:</p> <ul style="list-style-type: none"> <li>a. step by step board development process</li> <li>b. an expanded and detailed grid of the types of board members we need to recruit</li> <li>c. a formal list of responsibilities for trustees</li> <li>d. steps to keep trustees engaged and active</li> <li>e. an annual evaluation process for trustees</li> <li>f. a list of which staff and Board are responsible for each task</li> <li>g. assistance in developing and implementing an individual donor campaign</li> </ul>	<i>Executive Director, Board President, Board Development Chair, Board Development Committee, Development Chair</i>	<i>Year 1</i>	<i>High</i>

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	Board development committee, Development Chair, Executive Director and Board President to focus first year of plan on introducing and enacting new board recruitment, development and evaluation processes.			
b. Recruit highly motivated people, with a passion for the arts, who can help offer significant help in fundraising efforts	Create an advisory recruiting committee who can make recommendations – can include past board, past presidents, and other current board members. Include non-board members on committees. This may help to identify and cultivate potential board members, as well as include those in the organization who may not be willing or able to serve on the board of directors.	<i>Executive Director, Board Development Chair, Board Development Committee, Development Chair</i>	<i>Ongoing</i>	<i>High</i>
	Create a campaign to meet with leaders in the community who can identify and help recruit people with skills and characteristics identified by the Board Development Committee. Some of those attending might also be board prospects.	<i>Executive Director, Board Development Committee, Development Chair</i>	<i>Year 2</i>	<i>High</i>
c. Further engage all Board members in the organization.	Each Executive Committee member has 2-3 Board “buddies”. a. Exec. Comm. member calls “buddies” approx. 4x/year, and meets with them 1x/year. b. Makes sure buddies are serving on a committee c. Pays particular attention to new members d. Provides info as appropriate. Answers questions. Makes sure board members are satisfied with their engagement, and make adjustments as needed e. Conducts exit interview when board members leaves board			

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	<p>Ensure board members are honoring their commitments (there is currently no formal process for addressing or enforcing board responsibilities, including attendance, giving, etc.) create a process detailing the steps on how to address lack of participation and who is responsible for doing so (staff, board)</p> <p>Develop a menu of how board members can participate in fundraising (such as selling tickets or sponsorships for the ABBYs; soliciting gifts from others; soliciting gifts from family foundations; securing corporate gifts and sponsorships; getting matching gifts; identifying potential donors and inviting them to events; etc.)</p>	<p><i>Board President, Board Development Committee, Development Chair, Consultant</i></p> <p><i>Development Director, Development Chair, Board Development Chair</i></p>	<p><i>Year 1</i></p> <p><i>Year 1</i></p>	<p><i>High</i></p> <p><i>High</i></p>
<p>d. Cultivate and solicit past board members for gifts.</p>	<p>Organize a lunch with all past board presidents. After this lunch, solicit a gift in personal meetings.</p> <p>Develop a campaign for board presidents to ask past board members for gifts</p> <p>Develop a formal structure for past board members to be involved in the Arts Council</p>	<p><i>Executive Director, Board President, Development chair</i></p>	<p><i>Year 1</i></p>	<p><i>High</i></p>
<p>e. Increase direct donations from the board by achieving 100% board giving and increasing board gift size.</p>	<p>Meet personally with every Board member annually to ask for a specific gift amount</p> <p>Develop targets for how many gifts in which dollar categories for each year of the strategic plan. This will also inform targets for board development.</p> <p>Increase the minimum annual board donation to \$1,000. Policy for exceptions will need to be developed</p>	<p><i>Board President, Executive Director, Finance Chair and/or Development Chair; Development Director to coordinate</i></p> <p><i>Development Director, Development Chair</i></p>	<p><i>Immediate</i></p>	<p><i>High</i></p>

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	<p>Solicit a large gift, or a few gifts, as a challenge to the rest of the Board.</p> <p>Provide an option to pledge monthly or quarterly, in order to increase donation size.</p>			
<p><b>Objective</b> <b>Develop new, innovative ways to engage corporate donors</b></p>				
<b>Strategy</b>	<b>Activities</b>	<b>Who</b>	<b>When</b>	<b>Priority</b>
a. Tap into corporate matching gift opportunities	<p>Collaborate with other organizations (CFSV, arts organizations, etc.) to create a promotional campaign to encourage matching gifts to the arts. Methods could include: Co-op advertising, Joint PSA's. Have development committee work with corporate contacts who are friendly to ACSV;</p>	<i>Development Chair and committee</i>	<i>Year 2</i>	<i>Medium</i>
b. Add new ArtsChoice workplace giving sites using a top-down approach.	<p>1<sup>st</sup> ACT – ask each participating CEO's corporation to add ArtsChoice to their employee giving options, and to promote it on site</p> <p>1st ACT leaders – in cooperation with the Arts Council, participate in a structured way to introduce ArtsChoice to corporate leaders</p> <p>Ask ACSV board members who are connected with a company, particularly if they are currently a United Way site, to encourage their company to become an ArtsChoice site.</p> <p>Get ArtsChoice to be side by side with United Way campaign</p> <p>Encourage sites to make their campaigns more visible</p>	<i>Executive Director, Development chair, board members with high-level corporate contacts</i>	<i>Ongoing</i>	

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	Consider having a 1-week period focused on giving to the arts			
c. Increase number of new corporate sponsorships	<p>Add new board members with corporate connections who can open doors.</p> <p>Work with 1<sup>st</sup> Act to direct corporations toward funding regranting and make introductions to corporate leaders.</p> <p>Work with Advocacy/Leadership group to identify and meet with corporate leaders.</p> <p>Encourage corporations who do not fund the arts to add the arts to their workplace giving programs, and/or to make their employee giving campaigns more visible.</p>	<i>Advocacy/Leadership committee, Board members, Executive Director, Development Chair, Development Director</i>	<i>Ongoing</i>	<i>: High</i>
<b>Objective</b> <b>Produce a 25th anniversary fundraising event</b>				
<b>Strategy</b>	<b>Activities</b>	<b>Who</b>	<b>When</b>	<b>Priority</b>
a. Expand the ABBYs event to include a fundraising component.	<p>A suggested raffle of \$100 tickets. The winner will select a nonprofit arts group within Santa Clara County who will receive a \$10K donation from the Arts Council. This will also motivate arts groups' board and staff members to participate and attend.</p> <p>Investigate hosting a pre-ABBYs, 25<sup>th</sup> anniversary event for past board members, past staff and others close to ACSV.</p>	<p><i>Development Director, Communications Manager and Raffle Committee</i></p> <p><i>Development Director, Communications Manager, Board Chair</i></p>	<p><i>Year 1</i></p> <p><i>Year 1</i></p>	<p><i>High</i></p> <p><i>High</i></p>
<b>Objective</b> <b>Nurture and grow relationships and collaborations with current funders</b>				
<b>Strategy</b>	<b>Activities</b>	<b>Who</b>	<b>When</b>	<b>Priority</b>

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<p>a. Maintain income from foundations, and pursue growth.</p>	<p>Sustain foundation support for the core regranting program.</p> <p>Repackage the grants program (per the grants committee) to focus on arts education, multi-culturalism, regional funding, technical assistance and other services, and individual artists so that it is more attractive to foundation funders. a. Create and promote language that better communicates the objectives of the core grants programs,</p> <p>Consider rolling ArtsConnect into Partners as an artist-in-residence regranting program.</p> <p>Focus more heavily on interpersonal relationship-building with current funders to increase their regranting funding.</p> <p>Encourage Board members with contacts on Foundation boards to get involved in the relationship-building and solicitation process.</p> <p>Increase general operating funding from Foundations.</p> <p>Work with current general operating funders to consider increasing their support. Work directly with foundations that have discontinued our general operating support to consider once again supporting it.</p>	<p><i>Executive Director, Development Chair, Development Director</i></p>	<p><i>Ongoing</i></p>	<p><i>High</i></p>
<p><b>Goal: Build/Increase endowment(s) for long term stability</b></p>				
<p><b>Objective</b> <b>Engage consultant to help the organization increase board engagement and effectiveness</b></p>				

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<b>Strategy</b>	<b>Activities</b>	<b>Who</b>	<b>When</b>	<b>Priority</b>
a. Conduct endowment campaign feasibility study		<i>Executive Director, Development Director</i>	<i>Year 1</i>	<i>High</i>
b. Develop appropriate planning and implementation processes based on analysis of study		<i>Executive Director, Development Director</i>	<i>Year 2 or 3</i>	<i>Medium</i>

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<b>FINANCE</b>				
<b>FOCUS AREA: Grantmaking</b>				
<b>Goal: Maintain And Increase Revenues For Regranting</b>				
<b>Objective</b> Develop and set organizational reserve policies				
<b>Strategy</b>	<b>Activities</b>	<b>Who</b>	<b>When</b>	<b>Priority</b>
a. Increase organizational cash reserves	Finance Committee develop policy such as 6 months reserve	<i>Director of Finance &amp; Finance Committee</i>	<i>Year 2</i>	<i>Medium</i>
	Explore adding \$100K to the reserve (\$33K annually over the next three years) beginning in year 2.			
	Explore feasibility of foundations providing a match to the ACSV reserve.	<i>Dir. Of Finance, Exec. Director, Dev Director</i>	<i>Year 1</i>	<i>Medium</i>
<b>FOCUS AREA: Visibility and Sharing of Resources</b>				
<b>Goal: Create Support and Visibility for Individual Artists</b>				
<b>Objective</b> Address practical and economic issues of surviving as an individual artist (Provide technical assistance support to)				
<b>Strategy</b>	<b>Activities</b>	<b>Who</b>	<b>When</b>	<b>Priority</b>
a. Investigate identifying brokers to create constituency access to a wide range of services and resources	Explore options of other organizations offering health insurance. Disseminate helpful information to artists	<i>Dir. of Programs, Finance</i>	<i>Year 2</i>	<i>Medium-Low</i>

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**GRANTMAKING & SUPPORT PROGRAMS**

**FOCUS AREA: Visibility and Sharing of Resources**

**Goal: Create Support and Visibility for Individual Artists**

**Objective  
Develop and increase sources of direct funding**

<b>Strategy</b>	<b>Activities</b>	<b>Who</b>	<b>When</b>	<b>Priority</b>
a. Evaluate, expand scope and increase awards of Artist Fellowships	Expand number of disciplines awarded each year to mid-career artists through Artist Fellowships to minimize time between rotating categories;	<i>Director of Programs, Grants Program Manager, Grants Committee, Development Director</i>	<i>Year 2</i>	<i>High</i>
	Increase size of award to artists to \$5,000 (find donor to support - year 3)		<i>Year 3</i>	<i>Medium-High</i>
b. Create new Artist Fellowship category for Emerging Artist	Create a new award opportunity for younger (emerging) artists providing smaller grants in corresponding Artist Fellowship disciplines	<i>Director of Programs, Grants Program Manager, Grants Committee</i>	<i>Year 2</i>	<i>High</i>
c. Explore cultivating strategic partners to create and fund opportunities for collaboration between artists and organizations	Should be similar to the Creative Works Fund in San Francisco Bay Area	<i>Director of Programs, Executive Director</i>	<i>Year 2</i>	<i>Medium</i>
d. Investigate opportunities to increase length and number of artist residencies through the ArtsConnect programs	Expand the number of artist residencies via the ArtsConnect (at risk youth & social service agencies) and the AEG (pre-school sites)	<i>Director of Programs, ArtsConnect Manager, Development Director</i>	<i>Year 1</i>	<i>Medium</i>
e. Explore avenues for small project-based or completion grants	Explore development of a mini-grant program that empowers mid-sized organizations to fund individual artists (as well as small grassroots organizations in communities	<i>Director of Programs, Executive Director, Development Director</i>	<i>Year 3</i>	<i>Medium</i>

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	throughout Santa Clara County)  Offer Individual Artists (in addition to organizations) the opportunity to request Executive Director Discretionary Funds	<i>Director of Programs, Executive Director</i>	<i>Year 1</i>	<i>Medium</i>
f. Fund individual artists to attend workshops	Fund individual artists to attend workshops (\$100-\$200 grants) modeled after Applied Materials Excellence in the Arts: Leadership and Organizational Enhancement award that is currently for arts organizations	<i>Director of Programs, Executive Director, Grants Program Manager</i>	<i>Year 2</i>	<i>Medium</i>
<b>Objective</b> <b>Provide avenues to raise visibility of individual artists</b>				
<b>Strategy</b>	<b>Activities</b>	<b>Who</b>	<b>When</b>	<b>Priority</b>
a. Identify multi-media, physical venues and in-house opportunities to feature works of Artist Fellows	Put all Artist Fellows' work on the ACSV Website  Continue to explore venues to feature works of our Artist Fellows (such as the Institute for Contemporary Art, MACLA, Chinese Performing Artists of America Arts Center)	<i>Communications Manager, Director of Programs, Grants Program Manager</i>	<i>Year 1</i>	<i>High</i>
b. Explore creating a recognition-only category of Artist Fellowships	Explore awarding Certificates of Recognition to those artists found worthy of recognition in the Artist Fellowship rankings - helps up and coming artists	<i>Director of Programs, Grants Program Manager, Communications Manager</i>	<i>Year 2</i>	<i>Medium- High</i>
c. Undertake concerted effort to get local artists on state and national panels focusing on current year fellow recipients	Organize a concerted effort to nominate local artists to national and statewide awards, conferences, panels, etc. to bring national attention to SV artists	<i>Director of Programs</i>	<i>Year 3</i>	<i>Medium</i>
d. Use ABBYs as a way to increase recognition of SV artists	Recognize the Artist Fellows at the ABBYs (have them stand, put their names/bios in the program, etc.) and explore adding an individual artist category, such as a SV arts ambassador award (an artist who embodies bringing fame and honor to SV)	<i>Executive Director, Director of Programs, Development Director</i>	<i>Year 1</i>	<i>High</i>

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<b>Objective</b> <b>Address practical and economic issues of surviving as an individual artist (Provide technical assistance support to)</b>				
<b>Strategy</b>	<b>Activities</b>	<b>Who</b>	<b>When</b>	<b>Priority</b>
a. Investigate developing an on-line presence for Silicon Valley artists	Consider a separate newsletter/opportunity sheet on the ACSV website. Update 1-2x/month. Work with community organizations to get the word out to individual artists about it.	<i>Director of Programs, Communications Manager</i>	<i>Year 3</i>	<i>Medium-low</i>
	Investigate existing internet sources and link to ACSV website and Artsopolis Put all Artist Fellows' work on the ACSV website	<i>Director of Program, Communications Mgr</i>	<i>Year 1</i>	<i>High</i>
	Explore Artsopolis options for serving the needs of individual artists such as an online bulletin Board of opportunities for individual artists	<i>Director of Programs, Artsopolis,</i>	<i>Year 2</i>	<i>High</i>
b. Fund individual artists to attend workshops	Explore partnerships with CA Lawyers for the Arts, San Jose Institute for Contemporary Art, etc. to provide technical assistance and convene workshops for individual artists	<i>Director of Programs</i>	<i>Year 1</i>	<i>Medium-High</i>
<b>Goal: Maintain and expand core grants programs and any appropriate new programs</b>				
<b>Objective</b> <b>Maintain and, if possible, increase current funding levels for organizations in the core grants program</b>				
<b>Strategy</b>	<b>Activities</b>	<b>Who</b>	<b>When</b>	<b>Priority</b>
a. Maintain current funding levels	Make adjustments to ratios as appropriate	<i>Director of Programs, Grants Program Manager</i>	<i>Year 1</i>	<i>High</i>
b. Re-align award amounts in general operating support	Should increased funds become available,	<i>Director of Programs,</i>	<i>Year 2</i>	<i>Medium</i>

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	increase the maximum award amount of “A” level of the mid-sized arts organizations from current \$5,500 to \$7,000.	<i>Grants Program Manager, Development Director</i>		
c. Create strategy for “graduating” organizations with budgets that exceed the budget limits of the program	Formalize new policy for organizations with cash budgets over \$2M for 2 or more consecutive years that they qualify for CAF (project based support) but no longer OEF (general operating support)	<i>Director of Programs, Grants Program Manager</i>	<i>Year 1</i>	<i>High</i>
d. Create language that better communicates the objectives of the core grants programs, such as renaming the “Organizational Enhancement Fund”, developing a tagline, etc.	Rename Organizational Enhancement Fund	<i>Director of Programs, Grants Program Manager, Grants Committee</i>	<i>Year 1</i>	<i>High</i>
<b>Objective</b> <b>Ensure the Core Grants program is responsive to the needs of small and midsize arts organizations in Santa Clara County.</b>				
<b>Strategy</b>	<b>Activities</b>	<b>Who</b>	<b>When</b>	<b>Priority</b>
a. Institute multi-year funding for midsize organizations and explore for certain categories of smaller organizations	Research models of multi year funding programs and develop appropriate guidelines	<i>Director of Programs, Grants Program Manager, Grants Committee</i>	<i>Year 2</i>	<i>Medium-High</i>
b. Continue to assist smaller organizations in their application process to the Arts Council, and to develop their grant writing skills	Enhance workshops and prescreen process	<i>Director of Programs, Grants Program Manager</i>	<i>Year 1</i>	<i>High</i>
c. Improve ease of accessing ACSV funding	Make it easier for organizations to apply for funding	<i>Director of Programs, Grants Program Manager</i>	<i>Year 2</i>	<i>High</i>
	Convert applications to electronic forms		<i>Year 3</i>	<i>Medium</i>
d. Continue to support and encourage arts education activities through core grants programs	Disseminate relevant information	<i>Director of Programs</i>	<i>Year 1</i>	<i>Medium</i>
e. Continue to pursue strategic partnerships to support	Clarify and strengthen relationship with	<i>Director of Programs,</i>	<i>Year 1</i>	<i>Medium-</i>

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and encourage arts education	County Office of Education and its new Creative Education Foundation	<i>Arts Connect Manager</i>		<i>High</i>
	Continue to work with FIRST 5 and E3 to serve very young children, their parents and educators		<i>Year 2</i>	<i>High</i>
<b>Objective</b> <b>Develop strategic opportunities for granting programs to better serve arts organizations</b>				
<b>Strategy</b>	<b>Activities</b>	<b>Who</b>	<b>When</b>	<b>Priority</b>
a. Explore the development of a mini-grant program that benefits small, culturally-specific grassroots organizations by empowering mid-sized organizations to provide grants to them	Seek funder/design program	<i>Director of Programs, Grants Program Manager, Development Director</i>	<i>Year 2</i>	<i>Medium-High</i>
b. Formalize and increase funds for the Executive Director Discretionary Fund	Re-establish line item in budget	<i>Executive Director, Development Director</i>	<i>Year 1</i>	<i>Medium</i>
c. Investigate developing targeted grants program component for leading midsize arts organizations rooted in diverse geographic and cultural communities	Explore developing a grants program that empowers midsize multicultural arts organizations to better engage their communities, promote cross-cultural exchanges and to evolve their infrastructure	<i>Director of Programs, Executive Director</i>	<i>Year 2</i>	<i>Medium</i>
d. Develop models for Audience Development and Stabilization Grants Program	Design organizational assistance programs and find funders	<i>Director of Programs, Executive Director, Grants Program Manager</i>	<i>Year 1 and ongoing</i>	<i>High</i>
e. Provide support/ professional development/ leadership training and technical assistance to community arts leaders representing diverse cultural and ethnic groups	Seek funder/design program	<i>Director of Programs, Executive Director</i>	<i>Year 1</i>	<i>High</i>
<b>Objective</b> <b>Support grantees and others with Arts Council expertise and through technical assistance</b>				
<b>Strategy</b>	<b>Activities</b>	<b>Who</b>	<b>When</b>	<b>Priority</b>
a. Continue to assist smaller organizations in their fundraising planning and implementation skills	Assess and improve Music & Arts Campaign	<i>Grants Program Manager, Director of</i>	<i>Year 1</i>	<i>High</i>

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		<i>Programs</i>		
b. Create access to new resources for grantees and other arts organizations	Design “Organizational Assistance Program” (of which M&A is a part)	<i>Grants Program Manager, Director of Programs</i>	<i>Year 1 and 2</i>	<i>Medium-High</i>
c. Provide support and services especially developed to match the needs and resources of small, mid-sized and volunteer organizations	Newly-designed “Organization Assistance Program” of which M&A is part	<i>Grants Program Manager, Director of Programs</i>	<i>Year 1 and 2</i>	<i>Medium-High</i>

## **V. APPENDICES**

### **External Environmental Scan Summary**

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### **Committee Participants**

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### **Artsopolis Theory of Change**

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## **External Environmental Scan Summary**

To inform the strategic planning process, strategic planning consultant Miriam Abrams conducted an environmental scan, including interviews and focus groups with key community leaders and arts organizations to ascertain their perceptions of the Arts Council, trends and gaps in services in the Silicon Valley arts community, and suggestions for future directions of ACSV.

The following is a summary of the major findings of the Environmental Scan, which informed the development of this strategic plan.

### **Economic and Political Climate**

All interviewees were acutely aware of the dramatic downturn in funding for the arts over the past four years. Most funders and others in the philanthropic community anticipated that this situation would not change in the foreseeable future; this reflects the operating assumption that the Arts Council made several months ago. Although a further reduction in funding for the arts was possible if government further reduces its support of social service programs, this was not mentioned as a major threat. Within this landscape, some specific situations may provide potential opportunities or threats for the Arts Council, including:

- Most interviewees did not see the relatively small funding of the arts by the area's corporations increasing significantly in the near future, but was a long-term goal. Many said that most corporations were simply not interested in the concept of being a "good community citizen" or being philanthropic to the arts. They said that the key was making the case that funding the arts was in corporations' best economic interests. Others suggested developing peer-to-peer relationships with top corporate leaders themselves and engaging them in arts organizations as individual donors, rather than trying to "knock on the corporate door".
- Some interviewees mentioned the changing demographics of Silicon Valley and noted that the Valley will look considerably different ten years from now, in terms of racial and ethnic diversity, than it does today.
- Respondents noted that fresh, creative ideas were needed in the arts.

There is a renewed interest in funding for arts education, both formally in the schools, as well as in the community. Some interviewees wondered what role ACSV could play in this area.

## Community Perception and Visibility of ACSV

**Perceived Strengths of ACSV.** Many interviewees thought the Arts Council has grown significantly in the past four years, not only in size, but also in stature and clout. In addition, the following were most often mentioned as strengths of the Arts Council:

- **Executive Director** – Bruce Davis’ knowledge and experience in the arts community, his connections in many sectors of Silicon Valley, and his political savvy and “smarts” are a tremendous asset to ACSV.
- **Artsopolis.** Some respondents said they were proud that this wonderful marriage of creativity, arts and technology started in Silicon Valley and was now being licensed across the country. It was seen as embodying the spirit of Silicon Valley. Many arts organizations who participated in this report used Artsopolis and were favorable about it. Some said it helped to fill the house, others were cultivating Artsopolis ticket buyers as potential subscribers, and the large budget organizations thought the shared database would be very valuable and save them time and money.
- **‘Finger on the pulse’ of the arts community.** The Arts’ Council’s thorough knowledge of the arts community was highly praised.
- **Grantmaking program.** Many appreciated the fact that ACSV was dedicated to serving small and mid-sized organizations, which are an essential part of the Silicon Valley ecology. They thought the model of ACSV re-granting to these organizations is a good one and replicable; it may be even more valuable to corporations and foundations in the coming years if they need to reduce their staff.
- **Advocacy work on behalf of the arts.** Respondents believed the advocacy work that the Arts Council was doing was very important.
- **Serving individual artists.** Arts Council is one of the few institutions that funds individual artists. Some participants saw individual artists as the essence of creativity in the Valley and should therefore be strongly supported.
- **Friendly, helpful staff.** Grantees, in particular, noted how helpful the staff was to them throughout the grantmaking process, and after.

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**Perceived Areas to Improve.** Most of the conversations focused on how to build upon Arts Council's success of the last four years, and possible future role of the Arts Council. Many respondents did not feel qualified to comment on where the Arts Council should improve. The following areas, however, did emerge as areas to improve:

- **Clarity of goals and impact.** Participants urged the Arts Council to develop clear, achievable, measurable goals.
- **Determine who to serve and serve them well.** Some commented that the Arts Council should determine which members of the arts community it will serve, and serve that group well.
- **Have a bigger, bolder vision.** Some thought that the Arts Council needed to develop a bigger, bolder vision. They urge the Arts Council to take risks in order to bring the arts to a new level in Silicon Valley.
- **“Ramp up”.** Some suggested that the Arts Council would need to get bigger in order to become a truly major player in the Valley, which it urged the Arts Council to do. This would build on the Arts Council's success of the past few years.
- **Build the Arts Council team.** Several respondents were concerned that the Arts Council was too dependent on its Executive Director. While they applauded the organization's strategy to develop Bruce Davis as the visible, public spokesperson for the organization, they now worried that this reliance on the Executive Director may be the Arts Council's Achilles heel. They urged the Arts Council to develop a succession plan for leadership, not because the Executive Director's departure seemed imminent but because it was a good organizational practice. In addition, they thought the Board needed to develop to include members with clout and deep pockets, and greater regional leadership. Some thought that the staff could take a more active, public role in developing relationships in the community.

**Report Participants**  
**Individual Interviews:**

**Randy Adams**

*Former Managing Director*  
TheaterWorks

**Susan Goldberg**

*Executive Editor*  
San Jose Mercury News

**Gregg Avis**

*Managing Partner*  
Summit Partners

**Kathleen Gwynn**

*President & CEO*  
Steven and Michele Kirsch Foundation

**Pat Dando**

*President and CEO*  
San Jose/Silicon Valley Chamber of  
Commerce

**Peter Hero**

*President*  
Community Foundation Silicon Valley

**Jane Decker**

*Deputy County Executive*  
County of Santa Clara

**Jerry Hiura**

*Dentist*  
*Former Northern Vice Chair*  
California Arts Council

**Moy Eng**

*Program Director for Performing Arts*  
The William and Flora Hewlett Foundation

**Connie Martinez**

*Executive Director*  
Children's Discovery Museum

**John Ford**

*Sr. Vice President of University Resources*  
Stanford University

**Angela McConnell**

*Former Executive Director*  
Community School of Music and Art

**Eddie Garcia**

*Director of Government Affairs*  
Comcast Cable Communications  
*President of Board,*  
Mexican Heritage Association

**Michael O'Farrell**

*Vice President, Global Community Affairs*  
Applied Materials Foundation

**Nancy Glaze**

*Director of Arts Programs*  
The David & Lucile Packard Foundation

**Kim Welsh**

*Assistant Director*  
Office of Economic Development

**Kathy Yates**

*Chief Operating Officer*  
AllBusiness.co

## **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 (Movimiento de Arte y Cultura Latino Americana)*

**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*

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**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

**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

## Committee Participants

### Advocacy/Leadership

#### Strategic Planning 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

*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.

### **Strategic Planning Sub committee:**

**Tamara Alvarado**, *Executive Director* MACLA (Movimiento de Arte y Cultura Latino Americana)

**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.

## **Fundraising/Finance**

### **Strategic Planning 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**

### **Strategic Planning 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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**Board of Trustees and Staff as of October 1, 2006**

**Board of Trustees:**

***President***

Joyce Iwasaki

***Immediate Past President***

Steve Kottmeier

***Vice President, Development***

David Sandal

***Vice President, Programs***

John DuBois

***Vice President, Advocacy  
& Planning***

Gail A. Price

***Treasurer***

Jeffrey Strawn

***Secretary***

Dhelia Fahrner

***Co-Chairs, Board***

***Development Committee***

Elena Mosko & Ida  
Highlander

***Chair, Grants Committee***

Audrey Wong

***Trustees:***

Eva Blanco  
Bruce W. Davis  
Mohanna Dissanayake  
Peter Gelfand  
Renee Guild  
Ken Jue  
Gillian Moran  
Jennifer Packard  
Laura Palazzolo

**Administrative Staff:**

***Executive Director***

Bruce W. Davis

***Development Director***

Lisa Cole

***Director of Programs***

Diem Jones

***Director of Finance***

Monica Toumani

***Director of Artsopolis***

Ed Sengstack

***Associate Director, AMP***

Jeff Trabucco

***Grants Program Mgr.***

Judith Fleitman

***Communications Mgr.***

Joshua Russell

***Youth, Arts Program Mgr***

Mitsu Kumagai

***Accounting Assistant***

Sue Stokke

***Development Associate***

***Workplace Giving Mgr.***

Lissa Jones

***Project Manager, AMP***

Ron Evans

***Data Manager, AMP***

Susannah Greenwood

***Executive Assistant***

Diane Hirshon

***ArtsConnect Coordinator***

Sheau Ching-Lee



## Artsopolis Theory of Change

The Artsopolis Marketing Partnership exists to give visibility to Silicon Valley arts & culture organizations in order to expand audience & create a more vibrant & engaged civic & cultural community.

# Strategic Orientation

## Problems Regarding Arts & Culture in Silicon Valley:

- Lack of Awareness
- Lack of Full Participation in Events
- Lack of Adequate Resources for Organizations to Promote Events

## Strategies:

- Marketing & Communications
- Ticketing
- Build the Marketing & Sales Reach of Partner Organizations
- Explore, Cultivate & Expand Strategic Partnerships

## Short-term Outcomes:

- Increased Visibility of Arts & Cultural Events
- Increased Ticket Sales
- Broader Marketing Reach
- New Strategic Partnerships

## Long-term Impact:

**A More Vibrant & Engaged Civic & Cultural Community in Silicon Valley**

*solving*



# Artsopolis Theory of Change



# Artsopolis Theory of Change

## Strategies:

## Tactics:

## Target Constituents:

Marketing & Communications

- MC 1. Search Engine Optimization
- MC 2. Implement Regular & High Quality E-mail Communications with Subscribers
- MC 3. Maintain Up-to-Date, User-Friendly Technology
- MC 4. Develop Personalized Website & E-mail Content
- MC 5. Mine & Utilize Shared Database to Identify New Targets for Artsopolis Sales
- MC 6. Schedule Booths at Festivals & Public Events to Promote AMP & Its Resources
- MC 7. Maintain a Clean Database

Ticketing

- T 1. Provide Online Ticketing Service
- T 2. Provide Discounted/Half-Price Ticketing Service
- T 3. Explore & Develop New E-products (e.g. Personalized Promotions)
- T 4. Explore & Develop Incentives for Ticket Purchasing (e.g. Frequent User Club, First-time Purchase Discounts & Referral Incentives)
- T 5. Develop Artsopolis Physical Box Offices
- T 6. Maintain Competitive Ticketing Fee Structure

Build the Marketing & Sales Reach of Partner Organizations

- PO 1. Facilitate Access to Shared Database
- PO 2. Conduct Outreach & Education to Arts & Culture Groups Regarding AMP Tools (Sales Strategy)
- PO 3. Develop Partner Organizations' Own Online Ticketing
- PO 4. Develop Online Tools to Help Organizations Use AMP Tools More Effectively & Independently
- PO 5. Identify Methods & Offer Incentives to Encourage Organizations to Enter Their Own Event Information (e.g. Auto Reminders)

Explore, Cultivate & Expand Strategic Partnerships

- SP 1. Artsopolis Participates in ACSV Grantee Workshops to Promote AMP Tools
- SP 2. Establish Participation in Artsopolis as a Prerequisite for ACSV Grant
- SP 3. Generate Promotional Materials (Electronic and Print) to Communicate Artsopolis Value Proposition
- SP 4. Partner with Media, Business & Civic Organizations

### AMP Will Be a Consulting Partner as ACSV Takes the Lead on the Following:

- RG 1. Consultation with Experts & Examination of Research on the Geographic Audience Reach of Different Types of Arts & Cultural Events
- RG 2. Convening Stakeholders to Assess Regional Opportunities
- RG 3. Convening Arts Funders to Explore their Interest & Opportunities for Support of a Regional Strategy

Silicon Valley Residents

Silicon Valley Cultural Arts Organizations

Regional Civic & Cultural Organizations

## Arts Council Silicon Valley

<b>3 Year Financial Projections</b>	FY 06-07	FY 07-08	FY 08-09
<b>Income</b>			
Individuals	167,000	192,050	213,760
Government Grants	462,000	487,500	487,500
Corporate Grants	407,319	437,300	407,500
Foundation	766,500	735,000	762,500
Earned Income	747,317	1,046,244	1,203,181
Endowment Income	90,000	95,000	100,000
Fund Raising Events	106,600	48,600	116,800
Other Income	26,500	40,000	40,000
Total Income	<u>2,773,236</u>	<u>3,081,694</u>	<u>3,331,241</u>
<b>Expense</b>			
Regranting	807,250	1,049,425	1,051,500
Program Services	994,176	1,093,594	1,202,953
Personnel Expenses	248,544	273,398	300,738
Consulting Expenses	226,339	225,000	229,000
Conferences, Mtg	20,871	20,000	25,000
Fund Raising Expenses	43,650	3,000	45,000
Operational Expenses	394,870	400,000	420,000
Depreciation & Amortization exp	37,036	10,000	15,000
Total Expense	<u>2,772,737</u>	<u>3,074,417</u>	<u>3,289,191</u>
Fund Balance	500	7,277	42,050