

2009-2012 Strategic Plan



“The future is not some place we are going to, but one we are creating. The paths are not to be found but made, and the activity of making them changes both the maker and the destination.”

–John Schaar



County of Santa Cruz

BOARD OF SUPERVISORS

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JANET K. BEAUTZ
FIRST DISTRICT

ELLEN PIRIE
SECOND DISTRICT

NEAL COONERTY
THIRD DISTRICT

TONY CAMPOS
FOURTH DISTRICT

MARK W. STONE
FIFTH DISTRICT

November 20, 2008

Dear Friends of the Santa Cruz County Arts Community:

I'm extremely pleased to have been associated with the Cultural Council over the past 30 years and to have participated in the community conversations for the Cultural Council's 2009 Strategic Plan.

The first Santa Cruz County Cultural Action Plan was completed in 1979. This Plan resulted in the creation of the Cultural Council and had a profound impact on the advancement of arts and culture in our community. As a local business owner who understands the key contributions of the arts to our economy and community environment, I was directly involved in that early planning process and now represent our County Board of Supervisors on the Council.

The Cultural Council's 2009 Strategic Plan comes at a critical time for the arts in California and Santa Cruz County. The recent Economic Impact Study of the Arts happily indicates that our local arts and culture industry is thriving, in large measure due to the advocacy, grant programs, and services of the Cultural Council and the generous support of its donors.

However, these are challenging times for us all, and it is timely that the Council's new Plan aims to reinvigorate and strengthen its original vision to support local artists and arts organizations in accomplishing a common mission: to inspire creativity and enrich our daily lives.

For the past 25 years, the Cultural Council of Santa Cruz County has been designated by the Board of Supervisors as the State/Local Partner for Santa Cruz County Arts. The County of Santa Cruz highly values the work of the Cultural Council and congratulates it on its 30th anniversary year.

I extend my personal congratulations as well as my enthusiastic endorsement of the Cultural Council's ongoing collaborations with all of our local governments to advance the arts, enrich lives, and contribute creatively to our local economy.

Sincerely,

NEAL COONERTY, Supervisor
Third District

NC:lg



January 2009

Leading the Community in Advancing
the Arts
in Santa Cruz County

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Linda Wilshusen

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Linda Levy

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Edda Tusinac

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City of Watsonville

Oscar Rios, Councilmember

County of Santa Cruz

Neal Coonerty, Supervisor 3rd District

Dear Friends and Supporters of the Cultural Council:

On behalf of the Board of Directors and staff, we would like to extend our deepest appreciation to the Cultural Council’s broad community of volunteers, donors, foundations, artists, local governments, educators, and arts organizations for your thoughtful and generous support of our recently-completed strategic planning process.

We would especially like to recognize and thank the Packard Foundation for the grant which allowed us to invest the time and effort necessary to accomplish this 2009 Strategic Plan. The Packard Foundation grant is part of that foundation’s ongoing dedication to supporting the arts in Santa Cruz County, and we very much appreciate their confidence in the Cultural Council’s mission and values.

The Cultural Council’s 2009 - 2012 Strategic Plan, although initiated prior to recent monumental shifts in both our national economy and leadership, will be extremely helpful as we work with our community partners over the next few years adjusting to a changing world. At the core of the Cultural Council’s mission to lead and advance the arts is our dedication to collaboration with our diverse and talented community of local artists and arts organizations; we believe that these collaborations will be key to our collective ability to manage the transitional times to come.

To the Board and staff of the Cultural Council, many of whom invested innumerable hours in everything from animated discussions about our mission to detailed comments on draft work plans: thank you for your inspiring spirit of creativity and perseverance. We know that you do this sometimes-challenging work not for material gain, but rather because of your personal enthusiasm for the many ways that artistic expression enriches all of our lives.

The future can usually be met with hopeful anticipation if one has done a little thinking about it ahead of time. We believe that the Cultural Council’s 2009 - 2012 Strategic Plan will serve us well in that capacity. We look forward to continuing to work creatively and collaboratively as we step together with you into our future.

Linda Wilshusen
President

Alberto Rafols
Executive Director

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Cultural Council of Santa Cruz County

STRATEGIC PLAN 2009-2012

Funder: The Strategic Planning Process was generously funded by the David and Lucile Packard Foundation.



Consultants: Planning facilitation and consultation was provided by Debra McKnight-Higgins and Morrie Warshawski.



The Cultural Council of Santa Cruz County is a private, nonprofit organization in partnership with the California Arts Council, the County of Santa Cruz, and the cities of Santa Cruz, Watsonville, Capitola and Scotts Valley.



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I - EXECUTIVE SUMMARY

In 2009 the Cultural Council of Santa Cruz County (CCSCC) will celebrate its 30th Anniversary. As shown in this Plan, the CCSCC will continue to work with the community to ensure that arts will thrive in Santa Cruz County for years to come.

The 2009-2012 Plan comes at a critical time for the arts in the state of California and Santa Cruz County. The Plan aims to create a new vision that repositions, strengthens and energizes the Council and its current programs and services. It dovetails with the recommendations of the 1999 Cultural Action Plan and advances the work laid out by the Council in the last nine years.

One of the main goals of the Plan has been to “reposition” the Council’s programs under a mission-driven unifying theme. This idea was first introduced by consultant Bill Moskin in 2004 through a Packard Foundation-funded consultancy, and later reiterated through the Hewlett Foundation-funded “Arts Learning Blueprint” of 2006. The desired outcome is to move the Cultural Council programs toward a common purpose, mission, values, guiding principles and target markets.

Throughout the strategic planning process, the Cultural Council evaluated and realigned its Mission, Vision, Purpose and Core Values; assessed its core

This Plan reaffirms the new mission and the Council’s commitment to the Santa Cruz County community.

competencies; and confirmed its primary constituencies. The Cultural Council ultimately determined that its primary strength and purpose is to serve Santa Cruz County artists and arts organizations.

The Strategic Plan also helped create a clear organizational marketing plan that will help ensure success in communications, marketing and fundraising, while articulating the vision that best reflects the importance and relevancy of the Council’s programs and services.

This Plan reaffirms the new mission and the Council’s commitment to the Santa Cruz County community.

The ten-month process included Board, staff and stakeholder interviews and focus groups, an off-site retreat, and frequent interaction among the Board’s Strategic Planning Committee, task committees and the Council’s Executive Director, Alberto Ráfols. The process was facilitated by consultants Debra McKnight Higgins and Morrie Warshawski. The Strategic Planning Committee included Dolores Saluppo and Linda Wilshusen, and was chaired by Arlene Gotshalk. The Council mission and vision statements, as well as the confirmation of its primary constituency, provided guidelines for the planning process.

II - BRIEF HISTORY

The Cultural Council of Santa Cruz County was founded in 1979 to form a core of county-wide leadership to de-politicize the granting process and create programs and activities to build the capacity of local arts organizations, thus developing the creative talent of this region. The County of Santa Cruz and all four cities (Santa Cruz, Watsonville, Scotts Valley and Capitola) signed on in a demonstration of interjurisdictional cooperation, and the Cultural Council began awarding grants to artists and arts organizations from the contributions of local governments, foundations and individual donors who were impressed at the level of local support and cooperation.

Shortly after its formation, the Cultural Council, working with the local school districts, created the award winning SPECTRA program, which preserved arts education in the schools during the cash-strapped, post-Proposition 13

Recognized by the California Arts Council and designated by the County of Santa Cruz as this community's leader in cultural arts initiatives...

years. In the early 1980s, entrepreneurial artists started opening their home studios and inviting the community to visit and see how their art was created. Soon the Cultural Council was managing and promoting the Open Studios Art Tour, which draws art lovers from all over the nation and generates annual countywide sales of approximately \$1.2 million. Over the years, the Cultural Council has adopted or developed new programs in response to community needs. It is the place where artists and arts organizations go for technical assistance, advice and necessary funding to make their programs viable.

Twenty years after its founding and through the generous support of the Packard Foundation, the Cultural Council and the Community Foundation jointly decided the timing was perfect to reassess the county's needs. These two organizations convened County arts, cultural, education, business and government leaders to begin the work of articulating direction for the next decade and more. The end result was the comprehensive Cultural Action Plan of 1999.

A significant accomplishment brought about by the implementation of the Packard Foundation-funded 2002-2005 Strategic Plan was the successful restructuring of the Cultural Council Grants Program. After more than two years of planning, research of best practices and extensive community input, the Cultural Council adopted its new Grants Program in Spring of 2003. This restructuring is making it possible for the Cultural Council to fulfill its goal to "proportionally fund a broad and culturally diverse range of arts organizations and individual artists based in Santa Cruz County."

Funding from the William and Flora Hewlett Foundation also enabled the Cultural Council to develop its strategic plan for local arts education. Now in its

third year of implementation, the Arts Learning Blueprint is providing guidance for the Cultural Council's SPECTRA and other arts education programs.

Recognized by the California Arts Council and designated by the County of Santa Cruz County as this community's leader in cultural arts initiatives, the Cultural Council provides region-wide arts and cultural services through its core programs and services, while continuing to evolve to meet the needs of the arts community and the public.

Programs and Services

Grants Program

Now entering its 30th year, the Cultural Council's Grants Program fosters the creation and presentation of artistically excellent, culturally significant works that provide diverse, high-quality arts experiences for Santa Cruz County residents and visitors. Approximately 46 grants are awarded annually to arts organizations and artists.

Professional Development

The Cultural Council strengthens the arts by providing assistance to artists, arts organizations and teachers through its Open Studios Art Tour, professional development workshops and seminars, and the Council Associates network. Approximately 400 participants benefit annually from professional development workshops.

Arts Education

Celebrating 29 years of excellence in arts education, the Cultural Council's SPECTRA program makes available more than 100 professional artists to teach more than 25,000 hours of arts education to K – 8th grade students in Santa Cruz County schools.

Collaborations and Advocacy

The Cultural Council advocates for the arts as a civic investment by building collaborations, leveraging public and private funding, and advocating for supportive public policies. Approximately 50 arts organizations annually receive networking and advocacy benefits.

III – LEADING & ADVANCING THE ARTS

Mission

The Cultural Council of Santa Cruz County leads and advances the Arts by providing funding, advocacy and support to artists and arts organizations.



Vision for the Future

We envision a vibrant Santa Cruz County, where individual and collective artistic expression thrives, and where the Arts are a valued part of all aspects of our diverse culture, economy and everyday life.



Purpose

- Provide funding and support services to artists and arts organizations.
- Support a wide range of Arts Learning opportunities.
- Advocate for ongoing support for the Arts.
- Lead effective community collaborations and partnerships.
- Communicate both the intrinsic and economic value of the Arts.



Core Values

The Cultural Council of Santa Cruz County believes that:

- The Arts are integral to a vital and thriving community because they:
 - provide for individual expression and resilience;
 - create common cultural experiences;
 - help to create a sense of place;
 - contribute to a healthy economic environment;
 - have the potential to transform society.
- The diversity and artistic expression of many artists, individuals and cultures directly affect our community's unique quality of life.
- Artistic creativity and lifelong arts learning are civic investments that inspire and enrich our lives.

IV - STRATEGIC DIRECTIONS & GOALS

In order to move forward in the coming years, the Cultural Council has created three powerful **strategic directions** that will guide all its actions:

-
- 1. Reposition and strengthen CCSCC core programs and services to mission, purpose and constituency driven.**
 - 2. Increase funding and services for primary constituents.**
 - 3. Build organizational capacity.**
-

The intent of the Strategic Directions and their major goals follows:

- 1. Reposition and strengthen CCSCC core programs and services to mission, purpose and constituency driven.**

The intent of this strategic direction is to ensure that all programs are in alignment with the revised mission, values and target constituencies, and that this common understanding serves as the guiding principle for all programs and services.

Major Goals:

- A:** Each program and service is evaluated to confirm core competencies examine how the new mission and core values can be advanced, and target constituencies best served.
- B:** Each program is evaluated to reflect new CCSCC branding.
- C:** Arts Learning Program is redesigned.
- D:** Leadership of collaborations, alliances and social action partnerships is maintained and strengthened.

- 2. Increase funding and services for primary constituents.**

The intent of this strategic direction is to increase resources for artists and arts organizations, in order to keep the Arts as an integral part of our County's economy and unique quality of life.

Major Goals:

- A:** Individual giving to CCSCC programs and services grows and increases within and beyond the current donor base.
- B:** Opportunities are expanded for business sponsorships and other mutually beneficial partnerships between local business and the Council.
- C:** Foundation giving from new sources is cultivated, and established foundation relationships are enhanced and strengthened.
- D:** Local and state government partnerships and funding levels are maintained, strengthened and expanded.

3. Build organizational capacity.

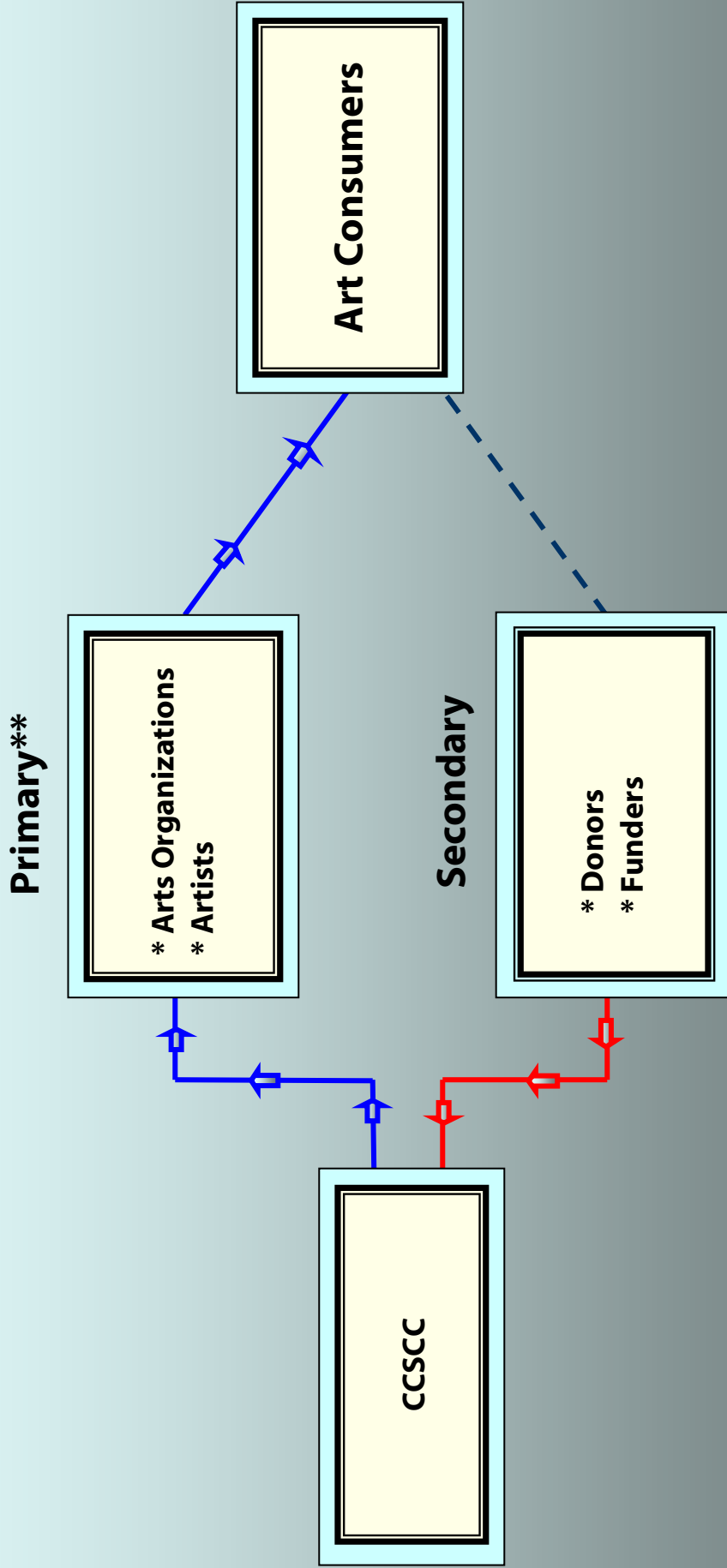
The intent of this strategic direction is to strengthen and revitalize the organization, in order to better reflect its mission of providing funding, advocacy and support to artists and arts organizations.

Major Goals:

- A:** Revised Mission and Budget provide focus and clarity for organizational structure, job descriptions and enhanced fund development.
- B:** A strong professional business model in the operation of all programs is maintained.
- C:** Board and Executive leadership is strong and mission focused, and a plan is in place for executive transition.
- D:** A comprehensive and well-integrated Marketing Plan is designed and implemented.

Note: CCSCC has created, and will update annually, a detailed operation work plan for accomplishing the goals above. The action plan includes measurable outcomes for each goal, along with assigning parties responsible for accomplishing each task.

V - CCSCC CONSTITUENTS



**** Primary Constituents involve those groups / individuals / initiatives / programs the Cultural Council works with directly, in order to serve Art Consumers.**

VI - CORE BRANDING & MESSAGING

Value Propositions

Artists

The CCSCC recognizes the importance of artists and their work through providing opportunities for them to thrive and succeed: by linking them with resources; by providing opportunities to exhibit and showcase their work; and by providing financial, marketing and technical assistance.

Arts Organizations

The CCSCC recognizes and supports arts organizations in achieving their missions by providing networking and convening opportunities, marketing and financial support, and opportunities for professional development.

Core Brand Values

Attributes that CCSCC wishes to be known for and promises to deliver:

- Promoter of the Arts
- Effective, professionally run and respected
- Catalyst in creating art opportunities
- Trusted and collaborative
- Relevant
- Leader
- Innovator

Positioning Statement

The CCSCC is the inclusive and unifying force among artists, art organizations, funders and governmental agencies, linking the community with the Arts through direct support, promotion and recognition, to ensure a sustainable, thriving Arts community.

Tagline

Advancing the Arts, Enriching Lives.

VII – STRATEGIC PLAN PARTICIPANTS

We would like to thank the many people whose participation made this plan a reality.

Strategic Plan Committee

- Arlene Gotshalk
- Dolores Saluppo
- Linda Wilshusen
- Alberto Ráfols

Board of Directors

- Marcella Allingham
- Laurie Brooks
- Mike Butler
- Michael Claybaugh
- Arlene Gotshalk
- Angelo Grova
- Nancy Howells
- Linda Levy
- Mary Planding
- Dolores Saluppo
- Suzanne Schrag
- Stephanie Schriver
- Julie Thiebaut
- Edda Tusinac
- Pearl Vickers
- Linda Wilshusen

Cultural Council Staff

- Alberto Ráfols
- Lynn Young
- Michelle Reynolds
- Sonia Deetz
- Ann Ostermann
- Claudia Stefani
- Nabil Ghachem
- Joyce Magallanes

Consultants

- Debra McKnight-Higgins
- Morrie Warshawski

March/April, 2008

Discovery Interviews by Debra McKnight-Higgins & Morrie Warshawski with:

- Katherine Beiers
- Laura Brown
- Neal Coonerty
- Moy Eng
- Carolyn Hyatt
- Lance Linares
- Cynthia Matthews
- John McGuirk
- Debra Nelson
- Carlos Palacios
- Mark Sachau
- Elena Sexton
- Edda Tusinac

April 16, 2008

Roundtable 1

- Len Anderson
- Mary Anne Carson
- Marcus Cato
- Tom Fredericks
- Maggie Ivy
- Robert Kelley
- Trink Praxel
- Bill Peters
- Saul Ramos
- Joe Schultz
- Michael Termini
- Bobbi Todaro

Roundtable 2

- Mary W. Ardan
- James Aschbacher
- Liz Lyons Friedman
- Sally Jorgensen
- Lynn Gunther

-
- Alissa Roedig
 - Susan Myer Siltan
 - Judy Stabile
 - Susan W. Trimmingham
 - Christopher Walters

June 6 – 7, 2008

Strategic Plan Retreat

- Debra McKnight-Higgins
- Morrie Warshawski
- Judy Alexander
- Marcella Allingham
- Laurie Brooks
- Mike Butler
- Michael Claybaugh
- Arlene Gotshalk
- Linda Levy
- Geoff Morten
- Dolores Saluppo
- Linda Wilshusen
- Alberto Ráfols

- George Newell
- Mary Planding
- Suzanne Schrag
- Stephanie Schriver
- Julie Thiebaut
- Lynn Young
- Nabil Ghachem
- Sonia Deetz

**Strategic Plan Special Meeting –
Mission & Vision**

- Arlene Gotshalk
- Dolores Saluppo
- Suzanne Schrag
- Alberto Ráfols
- Michelle Reynolds

Marketing Committee

- Marcella Allingham
- Linda Levy
- Mary Planding
- Stephanie Schriver

NOTE

As part of the Plan the Council developed 64 Action Steps corresponding to the stated goals. This internal working document includes completion dates and facilitators for each step.