



## FISCAL YEAR 2012 BUDGET REVIEW MEETING

June 7, 2011 ~ 8:30 a.m.–6:30 p.m.

### A G E N D A

Time	Topic
8:30 a.m.	Introduction: <ul style="list-style-type: none"><li>o Budget Message (City Manager)</li><li>o Budget Overview and Trends (Finance Director)</li></ul>
9:15 a.m.	Water
9:45 a.m.	Public Works
10:30 a.m.	Library
11:00 a.m.	Parks and Recreation
11:30 a.m.	Economic Development and Redevelopment
Noon	<b>LUNCH</b>
1:00 p.m.	Planning and Community Development
1:30 p.m.	Police
2:00 p.m.	Fire
2:30 p.m.	Administrative Services
3:00 p.m.	Finance
3:30 p.m.	City Manager/City Clerk: <ul style="list-style-type: none"><li>o Membership and Dues (<b>Attachment A</b>)</li></ul>
3:45 p.m.	City Attorney ( <b>Attachment B</b> )
4:00 p.m.	City Council
4:15 p.m.	<b>BREAK</b>
5:00 p.m.	City Supported Services: <ul style="list-style-type: none"><li>o CVC (<b>Attachment C</b>)</li><li>o Cultural Council (<b>Attachment D</b>)</li><li>o Native Animal Rescue (<b>Attachment E</b>)</li><li>o Community Programs (<b>Recommendations Pending – Will be sent under separate cover.</b>)</li></ul>

**ADJOURNMENT.** The City Council will adjourn to the next regularly scheduled City Council meeting on June 14, 2011 for a closed litigation session at 1:30 p.m. in the Courtyard Conference Room, followed by 3:00 p.m. and 7:00 p.m. open sessions in the Council Chambers.

**The Budget Review Meeting Agenda may be changed at the discretion of the Mayor.**

**There will be no oral communications during the special Budget Review Meeting. Members of the public will have the opportunity to address the City Council on items listed on this agenda, at a time before or during the consideration of the item, as determined by the presiding officer.**

**This meeting will be cablecast live, in its entirety, on Comcast Channel 25.**

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## MEMORANDUM

## Attachment A

DATE: May 23, 2011  
TO: Mayor and Members of the City Council  
FROM: City Manager  
SUBJECT: CITY MEMBERSHIP AND DUES REQUEST

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The following items have been included in the Proposed Budget for Fiscal Year 2012:

AMBAG-Association of Monterey Bay Area Governments	\$14,175
California Coastal Coalition	2,000
ICLEI-International Council for Local Environmental Initiatives	1,525
LOCC-League of California Cities	18,000
LOCC Monterey Bay Division	250
LAFCO-Local Agency Formation Commission	59,845
Local Government Commission	700
MBUAPCD-Monterey Bay Unified Air Pollution Control District	15,000
Monterey Bay National Marine Sanctuary Task Force	1,110
Monterey Bay National Marine Sanctuary Brochures	1,160
National Organization on Disabilities	480
Ridespring	18,000
Santa Cruz Area Chamber of Commerce	1,800
Santa Cruz Area TMA-Transportation Management Association	3,800
Sister Cities International	750
<b>Total</b>	<b>\$138,595</b>

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LAW OFFICES  
**ATCHISON, BARISONE, CONDOTTI & KOVA**

A PROFESSIONAL CORPORATION

333 CHURCH STREET

SANTA CRUZ, CALIFORNIA 95060

WEBSITE: WWW.ABC-LAW.COM

JOHN G. BARISONE  
ANTHONY P. CONDOTTI  
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**Attachment B**

May 18, 2011

Mayor and City Councilmembers  
City of Santa Cruz, City Hall  
809 Center St.  
Santa Cruz, CA 95060

**Re: Contract for Legal Services—2011/2012 Fiscal Yrs.**

Dear Mayor and Members of the City Council:

In light of the current economic climate, this office is willing to provide legal services to the City of Santa Cruz for the next fiscal year on the same terms and conditions pursuant to which services were provided to the City during the 2008/2009, 2009/2010 and 2010/2011 fiscal years. A copy of our May 23, 2008 letter to the City Council summarizing those terms and conditions is attached.

If this proposal is acceptable to the City Council, the City and our firm can effectuate it by executing a second amendment to the 2008/2009 Agreement for Legal Services in the attached form. Pursuant to the first amendment the 2008/2009 Agreement was extended through the 2009/2010 and 2010/2011 fiscal years. Accordingly, the 2011/2012 fiscal year will represent the fourth consecutive fiscal year pursuant to which we have provided legal services under these same terms and conditions.

In addition, pursuant to my February 12, 2009 memorandum to the City Manager, also attached, I will continue to accept a decrease in compensation due under our agreement commensurate with that to which my fellow department heads agreed at that time.

We appreciate your consideration of our proposal and, as always, thank you for your continuing confidence in our firm.

Very truly yours,

  
John G. Barisone  
City Attorney

JGB/ang  
Attachs.

cc: Martin Bernal, City Manager  
Jack Dilles, Finance Director  
Anthony P. Condotti, Atchison, Barisone, Condotti & Kovacevich  
George J. Kovacevich, Atchison, Barisone, Condotti & Kovacevich

**RESOLUTION NO. \_\_\_\_\_**

**RESOLUTION OF THE CITY OF SANTA CRUZ**

Be It Resolved by the City Council of the City of Santa Cruz as follows:

The Second Amendment to the 2008/2009 Agreement for Legal Services attached hereto is hereby approved by the City Council and the City Manger is hereby authorized and directed to execute said Second Amendment to Agreement for Legal Services on behalf of the City.

PASSED AND ADOPTED this \_\_\_\_\_ day of \_\_\_\_\_, 2011, by the following vote:

AYES: Councilmembers:

NOES: Councilmembers:

ABSENT: Councilmembers:

DISQUALIFIED: Councilmembers:

APPROVED \_\_\_\_\_  
Mayor

Attest \_\_\_\_\_  
City Clerk

## SECOND AMENDMENT TO AGREEMENT FOR LEGAL SERVICES

THIS SECOND AMENDMENT TO AGREEMENT FOR LEGAL SERVICES is made and entered into this first day of July, 2011 by and between the City of Santa Cruz, a municipal corporation, hereinafter referred to as "City" and Atchison, Barisone, Condotti & Kovacevich, a professional corporation, hereinafter referred to as "Law Firm" and is made with reference to, and will serve to amend, that certain agreement for legal services entered into on or about July 1, 2008 between the City and Law Firm, first amended on July 1, 2009, pursuant to which Law Firm agreed to provide legal services to the City for the 2008/2009 fiscal year and thereafter for the 2009/2010 and 2010/2011 fiscal years (hereinafter referred to as the "2008/2009 Agreement")

NOW THEREFORE, the parties agree as follows:

1. Paragraph 2 of the 2008/2009 Agreement is hereby amended to read as follows:  
"2. The term of this Agreement shall commence on July 1, 2008 and shall continue through June 30, 2012. Accordingly, the term of this Agreement shall cover four fiscal years. For each fiscal year, i.e. 2008/2009, 2009/2010, 2010/2011, and 2011/2012, the annual compensation amounts and rates specified elsewhere in this Agreement shall remain in full force and effect."
2. Except as hereby expressly amended, all other terms and conditions of the Agreement shall remain in full force and effect.

IN WITNESS WHEREOF, the parties have executed this Amendment to 2008/2009 Agreement for Legal Services the day and year first written above.

"CITY"  
  
CITY OF SANTA CRUZ, a  
Municipal Corporation

ATCHISON, BARISONE,  
CONDOTTI & KOVACEVICH,  
A Professional Corporation

By: \_\_\_\_\_  
CITY MANAGER

By: \_\_\_\_\_  
JOHN G. BARISONE



CITY ATTORNEY  
333 Church Street, Santa Cruz, CA 95060 • 831 420-6200 • Fax: 831 576-2269 • www.ci.santa-cruz.ca.us

## MEMORANDUM

February 12, 2009

**TO:** Richard C. Wilson, City Manager  
**FROM:** John G. Barisone, City Attorney  
**RE:** City Attorney Services  
**CC:** Jack Dilles, Finance Director

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Pursuant to our discussion yesterday afternoon, this will confirm that for the current 2008/2009 fiscal year and for each subsequent fiscal year in which the current contract for City Attorney services is extended or renewed on the same terms and conditions, our firm will reduce its invoice for general legal services by a total of \$4,500. This arrangement will remain in effect for as long as the City's Department Head team foregoes the benefits it has agreed to relinquish in order to address the City's current financial crisis. I understand that it is not necessary to amend our contract to implement this reduction. Instead, during the fiscal year we will simply discount our monthly invoices to the City for general City Attorney services, in equal installments, by an amount each month which, at year's end, totals \$4,500. Discounted invoices will commence in March 2009.

I realize, given the big picture, that this contribution is merely a drop in the bucket but, as we have seen during our negotiations with the City's various bargaining units, symbolic actions do count. In addition, given the fact that I am a member of the Department Head team, although not a City employee, this gesture would seem appropriate in that it allows management to accurately assert that the entire Department Head team is a participant in addressing the City's fiscal dilemma. I hope our small offering is reflective of our appreciation for the longstanding professional relationship we've enjoyed with the City over the past forty-five years. It has always been an honor to represent this fine, well managed institution.

Very truly yours,

  
John G. Barisone,  
City Attorney

/ang



## AGREEMENT

THIS AGREEMENT is made and entered into this 1st day of July 2008 by and between the CITY OF SANTA CRUZ, a Municipal Corporation, hereinafter referred to as "City," and ATCHISON, BARISONE, CONDOTTI & KOVACEVICH, a Professional Corporation, hereinafter referred to as "Law Firm";

WHEREAS, JOHN G. BARISONE (hereinafter referred to as "Attorney"), is City Attorney of City; and

WHEREAS, JOHN G. BARISONE is a principal in the Law Firm whose members and associates (hereinafter referred to as "Law Firm Attorneys") specialize in the field of Governmental and Municipal law; and

WHEREAS, the CITY COUNCIL of City has determined it is in the best interest of City that it provide for its legal services by this Agreement.

NOW, THEREFORE, the parties hereby agree as follows:

1. Law Firm shall provide through the services of Law Firm Attorneys, all of those usual legal services required by City and customarily provided by the City Attorney, in particular, those legal services specified in Section 812 of the Santa Cruz City Charter. Attorney shall be the designated "City Attorney" for such purposes as may be required by law; provided, however, that Law Firm shall devote such time and provide such services as may be reasonably necessary to carry out the purposes of this Agreement, and each member and associate of Law Firm shall be deputized therefor, and wherever required by the circumstances, or the context of applicable laws or regulations, each shall be referred to as Deputy City Attorney, Assistant City Attorney or Associate City Attorney.

2. The term of this Agreement shall commence on July 1, 2008 and shall continue through June 30, 2009.

3. City shall pay to Law Firm, for all legal services hereunder, excepting those special legal services and litigation services specifically hereinafter provided for, the sum of \$628,897.50 net after retirement contribution, payable in equal monthly installments on the first day of each month during the term hereof. The first such monthly installment shall be paid on August 1, 2008, for the period commencing July 1, 2008.

4. Law Firm shall be reimbursed, upon filing of a proper claim therefor, for all out-of-pocket expenses and costs advanced or paid on behalf of the City, including all court reporter fees and charges, on-line legal research fees, title company fees and charges, court costs, costs of outside investigators, or experts pertaining to general City litigation, printing of briefs, travel expenses, membership fees in organizations of municipal attorneys, and other similar costs and expenses. In this regard, City has determined that it is in the best interest of City that Law Firm Attorneys keep abreast of rapidly changing developments in Municipal Law, and one or more of

them shall be expected to attend conferences of the League of California Cities, conferences of International Municipal Lawyers Association, Bureau of National Affairs, the American Bar Association State and Local Government Section, the National District Attorneys Association, conferences and meetings of Bay Area City Attorneys, and such other courses and seminars in Municipal Law as may be necessary to maintain current proficiency. Further, Law Firm Attorneys will be expected to serve on, and attend meetings of, official committees of the League of California Cities. Law Firm shall be reimbursed for reasonable out-of-pocket expenses for travel, lodging and incidental expenses in connection with service upon and attendance at such official committee meetings, conferences, courses and seminars.

5. This Agreement may be terminated on the following terms and conditions:
  - a. By City, upon providing Law Firm with thirty (30) days written notice thereof; provided, however, that in such event City shall pay to Law Firm, on the effective date of such termination, in addition to amounts earned under this contract, an amount equal to four (4) fixed monthly installment payments hereunder, plus accrued reimbursable expenses.
  - b. By Law Firm, upon providing City with four (4) months written notice thereof.

In the event of termination, Law Firm agrees to cooperate fully with City to achieve an orderly transition and assumption of duties by any succeeding City Attorney.

6. City shall authorize participation by Attorney and Assistant City Attorney Anthony P. Condotti in the Public Employees Retirement System of the State of California (PERS) and will, by Resolution, establish the basis for calculation of contributions as required by City's contract with PERS.

7. Special legal services in connection with municipal bonds, certificates of participation, assessment proceedings or other types of capital improvement financing by or within the City, or legal proceedings undertaken in connection therewith, are hereby agreed and understood to be outside the usual services of City. In addition, Municipal Code enforcement services in excess of 15 hours per calendar month are hereby agreed and understood to be outside the usual services of City Attorney. For any legal services provided by Law Firm which, pursuant to this paragraph, are properly characterized as special legal services, Law firm shall be paid a reasonable fee. Unless otherwise agreed to by the parties, a reasonable fee for purposes of this paragraph shall be \$225 per hour for work done by Law Firm Attorneys John G. Barisone, Anthony P. Condotti and George J. Kovacevich, \$215 for all other Law Firm Attorneys and \$110 per hour for work done by Law Firm paralegals and law clerks.

8. Law Firm shall be paid additional compensation for eminent domain proceedings, including all negotiations and acquisitions incident thereto, and for special litigation incidental to or arising out of any capital improvement project, which additional compensation shall be based on an hourly rate of \$225 per hour for Law Firm Attorneys John G. Barisone, Anthony P.

Condotti and George J. Kovacevich, \$215 for all other Law Firm Attorneys and \$110 per hour for Law Firm paralegals and law clerks, or such additional amounts as may be agreed upon from time to time.

9. It is further understood and agreed that if legal services are provided to any independent or separate agency or entity of government not operated as a department or division of City Government, such legal services shall not be deemed to be within the usual services of the City Attorney provided under this Agreement. Examples of separate agencies or entities are joint powers authorities and non-profit corporations governed by administrative or legislative bodies other than the City Council acting in its capacity as the City Council. Compensation for legal services provided to such agencies or entities by Law Firm at the request or the direction of City, shall be at the rate of \$225 per hour for Law Firm Attorneys John G. Barisone, Anthony P. Condotti and George J. Kovacevich, \$215 for all other Law Firm Attorneys and \$110 per hour for Law Firm paralegals and law clerks, or such additional amounts as may be agreed upon from time to time.

10. It is further understood and agreed that legal services provided in connection with the City's self-insured or uninsured risk liability for damages (which shall include all risks insured against prior to August 1, 1975, and particularly including Worker's Compensation, Inverse Condemnation, Anti-Trust and Civil Rights Claims) shall not be deemed to be within the usual services of City Attorney provided for under this Agreement. Compensation for legal services provided in connection with the City's self-insured liability program, or uninsured claims for damages, at the request or direction of City, shall be at the rate of \$225 per hour for Law Firm Attorneys John G. Barisone, Anthony P. Condotti and George J. Kovacevich, \$215 for all other Law Firm Attorneys and \$110 per hour for Law Firm paralegals and law clerks, or such additional amounts as may be agreed upon from time to time. Should the City's costs for legal services provided by Law Firm pursuant to this paragraph 10 exceed \$350,000.00 at any point during the term of this Agreement, City shall have the right to reopen this provision of the agreement to renegotiate the hourly rate of compensation paid to Law Firm for its provision of services pursuant to this paragraph. Any such rate of compensation renegotiated pursuant to this reopener clause shall remain in effect for the outstanding term of the Agreement.

11. It is understood and agreed that if legal services are required to enforce the rules and regulations of any rent stabilization or rent control ordinance, adopted by the City Council or the electors of the City, such legal services shall not be deemed to be within the usual services of the City Attorney provided under this Agreement. Compensation for legal services provided in connection with enforcement of any such ordinance at the request or direction of the Council shall be at the rate specified for other special legal services, or such amount as may be agreed upon from time to time.

12. Law Firm shall provide all reasonable and necessary office facilities, equipment, books, supplies, secretarial services, insurance policies and other property or services necessary to carry out and provide the legal services required under this Agreement, and shall be responsible for all upkeep, care, maintenance, and risk of loss thereof.

13. This Agreement shall not be assigned by Law Firm without the consent of City, except to Attorney, or to a partnership or a professional legal corporation of which Attorney is a partner or shareholder.

14. Law Firm shall not accept private cases or clients which in the reasonable exercise of judgment by Law Firm Attorneys will, or may in the future, create conflicts of interest between City and such clients or cases. Should any such conflict develop, despite efforts to avoid conflicts, then Law Firm and its attorneys will immediately notify the City Council and appropriate measures will be agreed upon to remove the conflict or to resolve it consistent with Attorney and Law Firm's professional ethical obligations.

15. Insurance. Law Firm agrees to carry and maintain for the duration of this contract errors and omissions/professional liability insurance in the amounts specified in Exhibit A to this Agreement.

IN WITNESS WHEREOF, the parties have executed this Agreement the day and year first above written.

"CITY"

CITY OF SANTA CRUZ, a  
Municipal Corporation

By: \_\_\_\_\_  
CITY MANAGER

ATCHISON, BARISONE, CONDOTTI &  
KOVACEVICH, a Professional Corporation

By: \_\_\_\_\_  
JOHN G. BARISONE

LAW OFFICES  
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JOHN G. BARISONE  
ANTHONY P. CONDOTTI  
GEORGE J. KOVACEVICH  
BARBARA H. CHOI  
SUSAN E. BARISONE  
CELESTIAL S.D. CASSMAN

May 23, 2008

Members of the City Council  
City of Santa Cruz  
City Hall  
809 Center Street  
Santa Cruz, CA 95060

Re: 2008-2009 Contract for Legal Services

Dear Mayor and Members of the City Council:

During the 44-year period over which our firm has provided legal services to the City of Santa Cruz, with the exception of two 2-year contracts, we have provided legal services to the City on the basis of one-year contracts reviewed annually by the City Council in connection with the adoption of the City's budget. Our most recent contract was for the 2007-2008 fiscal year and did not entail a contract price increase over that called for by our previous 2006-2007 contract. This year we are requesting a 10% contract price increase in connection with the general legal services retainer component of our contract and an increase ranging from 15% to 29% in hourly rates paid in connection with the special legal services component of our contract.

By way of background, for the fiscal year 2001-2002 our contract price for general legal services was adjusted to \$519,750. For the next two fiscal years, 2002-2003 and 2003-2004 that contract price remained in effect; however, in recognition of the fiscal constraints which faced the City as of the 2004-2005 fiscal year, we agreed to a voluntary reduction to \$504,187 and subsequently, for the 2005-2006 fiscal year, the \$519,750 contract price, originally agreed to in 2001-2002, was reinstated. For the 2006-2007 fiscal year the City Council granted a 10% increase to \$571,725, which remained in effect for the 2007-2008 fiscal year. The 10% increase we are requesting for the 2008-2009 fiscal year would upwardly adjust this annual retainer to \$628,897.50. To provide some market-place context for this proposed retainer, it is noted that for the fiscal year 2006/2007 the City paid the Remy Thomas law firm \$411,583.88 and through February of the 2007/2008 fiscal year an additional \$307,089.01, primarily for services rendered in connection with the UCSC litigation.

Our 2006-2007 special legal services hourly rate for firm principals was \$195 per hour and \$180 per hour for associate attorneys. Our hourly paralegal/law clerk rate for the 2006-2007 fiscal year was \$85. Per this proposal those hourly rates would be adjusted upwardly to \$225 for firm principals (a 15% increase), \$215 for firm associates (a 20% increase) and \$110 (a 29% increase) for firm paralegals. These proposed rates remain substantially below market as evidenced by the rates

paid by the City for specialized outside counsel. By way of comparison during the 2007-2008 fiscal year the City paid CEQA attorneys Jim Moose and Sabrina Teller \$300 and \$295 per hour, water law specialist Martha Lenihan \$270 per hour, redevelopment law specialist Brent Hawkins \$300 per hour, and water law specialist Mark Ebbin \$365 per hour.

In addition, we are requesting a revision to the compensation structure relative to code enforcement services provided by our office to the City. The service requests from the City in this particular area, especially relative to zoning ordinance enforcement, nuisance properties and debt collection, continue to increase and we now devote at least the equivalent of one full-time attorney to the provision of these legal services to the City. Currently, the firm provides the first ten hours of monthly code enforcement service under the general legal services retainer, hours 11-35 are compensated on an hourly basis and hours in excess of 35 fall within the general legal services retainer once again. We would now request a revision whereby the first 15 hours of each month are covered by the general legal services retainer and all hours in excess of 15 are compensated on an hourly basis. As we've explained periodically, we enjoy a fair amount of success in recouping costs incurred by the City in code enforcement through the collection of fines and penalties as well as the recovery of attorney's fees through either court judgments or settlement agreements. In addition our efforts, in coordination with those of the Finance Department, continue to realize debt collection at an unprecedented rate.

In the first nine months of the current 2007-2008 fiscal year the City's litigation attorneys' fees have totaled \$126,309.25 and the City's litigation costs (i.e. expenditures incurred in connection with the defense of liability lawsuits including court reporter's fees, expert witness fees, private investigator fees and various court fees) have totaled \$10,343.89. To date during the same fiscal year this office has represented the City in 23 lawsuits for which, pursuant to the City's contract, hourly fees are paid and litigation costs advanced by the firm are reimbursed. Projecting the foregoing figures over a twelve-month fiscal year, the City on average will have incurred \$7,322.28 in attorneys' fees per lawsuit and \$599.65 in litigation costs per lawsuit.

All legal services, other than hourly litigation services and other special legal services are provided by this office pursuant to the general legal services provision of the contract. This includes all day-to-day work for the City's eleven departments which, among other areas of practice, entails contract drafting and review, personnel work, public utilities work, municipal code enforcement, debt collection, election law, labor law, construction law, real estate transactional work, the review and drafting of legislation, ordinances and resolutions, and land use and environmental law. It also includes those hours of municipal code enforcement work provided for within this provision of the contract as well as civil litigation not within the purview of the special legal services component of the contract. Examples of the latter include the services we are providing in the UCSC CEQA lawsuits, the two California Native Plant Society lawsuits concerning Arana Gulch and the Branciforte subdivision, the Sea and Sand motel re-model lawsuit, the apple moth litigation and the Seabright neighbors litigation. It also includes the transient occupancy tax enforcement lawsuit which is now near conclusion. As explained above, much of the work done under the general legal services provision of the contract results in the recovery of funds, or generation of income, for the

City which effectively serves to offset some of the City's costs for legal services. On this point the City's Finance Department has calculated that with the assistance of this office, over the last six month period the City has collected over \$29,000 in delinquent debts and our office has calculated the collection of fines, penalties and attorney fees amounting to \$13,420 in connection with Zoning Ordinance and nuisance property enforcement over that same time period.

In addition to services provided to the City's various departments, we likewise advise the City Council pursuant to the general legal services provision of the contract. This service includes attendance at regular City Council meetings, attendance by assignment at special City Council meetings and City Board and Commission meetings, answering legal questions posed by City Councilmembers and Council-appointed Board Members and Commissioners on a regular basis, providing advice under the Brown Act and offering conflict of interest opinions under the Political Reform Act and other applicable statutes and laws.

Over the last five fiscal years, the number of attorney hours provided by this office to the City under the general legal services provision of the Contract has ranged annually from 2,877.15 to 2,896.95 and it is projected that the number of hours provided by this office for the current fiscal year will likewise fall within, or exceed, this range.

As we have done for past City Councils, to assist you in evaluating our 2008-2009 proposal, the 2007-2008 legal service budgets of several public agencies, comparable to the City of Santa Cruz either geographically, demographically or in "legal issue profile" are set forth below. Given this comparison, we feel that our contract proposal is reasonable and that the City receives substantial value in return for the money it spends for legal services. Most of the agencies referred to below have yet to adopt a budget for the upcoming fiscal year; therefore information provided is based upon last year's budgets.

AGENCY	POPULATION	LEGAL/STAFF	2007-08 BUDGET
County of Santa Cruz	260,339	14/6	\$2,640,665
City of Berkeley	105,385	8/3	\$3,738,219
City of Palo Alto	62,148	6/4	\$2,746,000
City of Monterey	30,161	2/1	\$698,407
City of Santa Barbara	89,548	6/5	\$2,175,121
City of Davis	64,585	4/4	\$577,967

In summary, the proposed Agreement stipulates that our office, comprised currently of six attorneys, and four other staff members, would provide general legal services to the City in the 2008-2009 fiscal year for a flat fee of \$625,897.50. Special legal services, as defined in paragraphs 7 through 11 of the Agreement, and hourly condemnation and liability litigation assigned to this office by the Risk Manager, would be handled at the rate of \$225 per hour for services provided by George Kovacevich, Anthony Condotti and myself, \$215 per hour for services provided by the firm's other

attorneys, and \$110 per hour for services provided by the firm's paralegals and law clerks. Finally, the cap on compensation for code enforcement special legal services would be deleted albeit with an upward adjustment to the threshold for payment of those fees from 10 hours to 15 hours. All other terms in our 2006-2007 agreement would be renewed in the 2008-2009 agreement with no new terms added. Finally, Anthony Condotti and I would continue, as under prior contracts, to participate in the Public Employees' Retirement System (CALPERS).

We appreciate your consideration of our proposal and, as always, thank you very much for your continuing confidence in our firm. I will be pleased to answer any questions which Councilmembers may have.

Thank you very much for your attention to the foregoing.

Very truly yours,

  
John G. Barisone

JGB:ang

cc: Richard C. Wilson, City Manager  
Sandy Benoit, Finance Director  
Anthony P. Condotti, Atchison, Barisone, Condotti & Kovacevich  
George J. Kovacevich, Atchison, Barisone, Condotti & Kovacevich



SANTA CRUZ COUNTY

CONFERENCE & VISITORS COUNCIL

March 30, 2011

Mr. Jack Dilles, Director of Finance  
City of Santa Cruz  
809 Center Street, Room 10  
Santa Cruz, CA 95060

Dear Mr. Dilles:

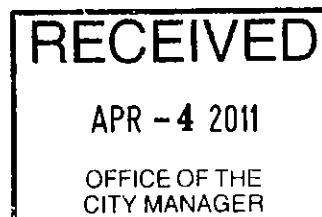
Please find the Santa Cruz County Conference and Visitors Council's (CVC) proposed budget and funding request for FY 2011/2012 enclosed. It is accompanied by the three-year Marketing and Business Plan. The CVC's funding request for 2011/2012 is consistent with last year. The CVC's total funding request is for \$367,234.

- √ Established Countywide Tourism Marketing District
- √ Distribution of the CVC published county-wide Birding and Wildlife Watch Guide
- √ Establishment of comprehensive print and on-line banner ads for Birding and Wildlife Watch Program
- √ Continuing the CVC designed multi-media Cultural Tourism campaign featuring TV ads highlighting cultural events and on-line exposure
- √ Publishing of the seventeenth annual Official Santa Cruz County Traveler's Guide
- √ Cooperative ad campaigns in the spring and fall
- √ Secured private sector financial commitments exceeding \$367,000 \*
- √ Continued expansion of [www.santacruzcounty.travel](http://www.santacruzcounty.travel) web site generating over 1.7 million page views last year
- √ Publicity efforts representing \$3.9 million in paid advertising equivalency during FY 2009/2010
- √ Serviced over 375,600 visitor inquiries in FY 2009/2010

The CVC strives to maintain a level of service and programs that benefit the local economy. The CVC Board of Directors and staff appreciate the City of Santa Cruz's continued support, and we look forward to working with you in the coming year.

Best regards,

Maggie Ivy  
CEO/Executive Vice President



\* Actual for FY 09/10

cc: Martin Bernal, Assistant City Manager  
Natalia Duarte, Finance Department  
Santa Cruz City Council Members

enclosures: 9 items in official funding packets

COMMUNITY AND SOCIAL SERVICE PROGRAMS FUNDING APPLICATION

FISCAL YEAR: 2011/2012

**CHECKLIST**

AGENCY: Santa Cruz County Conference and Visitors Council

<u>"X"</u>	<u>Item</u>	<u>Description</u>	<u>Page #</u>
<u>X</u>	A	<u>Summary Sheet:</u> <i>Please see cover letter</i>	1
<u>X</u>	B	<u>Program Statement:</u> <i>Please see Marketing &amp; Business Plan</i>	2
<u>X</u>	C	<u>Program Goals and Objectives:</u> <i>Please see Marketing &amp; Business Plan</i>	3
<u>X</u>	D	<u>Expenses:</u> <i>Please see FY 2011/2012 Proposed Budget</i>	4
<u>X</u>	E	<u>Agency Administrative and Direct Services Expenses:</u> <i>Please see 2011/2012 Proposed Budget</i>	5
<u>X</u>	F	<u>Revenue From All Sources:</u> <i>Please see FY 2011/2012 Proposed Budget</i>	6
<u>X</u>		Board of Directors (And Advisory Board – if applicable)	
<u>X</u>		Schedule of FY 2011/2012 Board Meetings	
<u>X</u>		Current Organizational Chart	
<u>X</u>		Most Recent audit (or financial statement) or explanation why not included	
<u>X</u>		IRS and California Franchise Tax Board letters	
<u>X</u>		Agency Articles of Incorporation	



# **Santa Cruz County Conference & Visitors Council**

**2009/2010 – 2011/2012**

**Business & Marketing Plan**



#### **Mission Statement**

The mission of the Santa Cruz County Conference & Visitors Council is to stimulate the economy by promoting Santa Cruz County as a visitor, conference and film destination through marketing programs including advertising, promotion and visitor services. The priority is on attracting high-yield overnight business during the non-summer periods of the year.

#### **Vision Statement**

Santa Cruz County is recognized for its scenic beauty and is a prime coastal destination in the State of California. The community is known for its rich arts and cultural tourism and for promoting an eco-friendly approach to the travel experience. Santa Cruz County residents and the business community welcome visitors and recognize the economic and cultural importance of the tourism industry.

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## Introduction

The Santa Cruz County Conference and Visitors Council (CVC) was established as a non-profit, public benefit corporation in July of 1988. The ultimate goal was to establish a unified tourism and destination-marketing agency to serve all of Santa Cruz County. Today the CVC is led by a volunteer Board of Directors. This governing body specifically includes representation from government, hospitality and business, and the environmental and cultural communities.

To effectively fulfill its charge the CVC continually evolves as an organization to respond to changes in the tourism industry, the community and the impact of the economic forces beyond its borders. Although environmental and market factors continue to affect the direction of particular marketing approaches and programs, the core mission and

values of facilitating collaboration and enhancing community benefit from the County's largest industry hold true.

The Santa Cruz County Conference and Visitors Council strives to be a responsive community organization, and has a long-term commitment to the overall well-being of the local economy as it relates to tourism-related opportunities.

The overall marketing concept and conceptual plan for the Conference and Visitors Council is developed to include partnerships with the public and private sectors and other non-profit organizations. The public/private partnership is essential for success. Cooperative marketing strategies are a central theme in the plan and are a necessary element to turn CVC programs into increased business and tax benefits for Santa Cruz County.

## Executive Summary

When measuring consumer spending, tourism is one of the top two industries in Santa Cruz County and the top industry for the City of Santa Cruz. The tourism dollar and its economic benefit are evident at every level of our economy and woven intricately throughout our community.

There is a natural tension that often exists in communities that depend on a tourism-driven economy. Addressing that tension rests in striking a balance to meet the economic needs as well as local quality of life priorities. Residents are challenged to “share” their community with visiting guests.

The CVC must play an on-going role to inform the community of the benefits and importance the tourism industry plays as an employer, a sales generator and a tax generator for local government. Education is key in terms of informing the local public about the financial needs of our community and the role tourism plays in that regard.

The CVC, as any business or government agency, is challenged to be creative and to do more with fewer or limited resources. This plan represents a chart of work with the anticipation that resources will likely be stagnant or even decrease over the next year. We strive to conduct marketing programs that focus on the most lucrative travel markets that benefit our community and our partners. We must keep our eye on the “return on investment” and remain focused on the mission of the Conference and Visitors Council, non-summer and overnight business.

The Santa Cruz County Conference and Visitors Council is fortunate to be led by a diverse and committed group of volunteers, our Board of Directors. And although small in size, the staff is big on ideas and enthusiasm and creative in approaching marketing and Community issues. The CVC is proud to represent the quintessential California tourism destination. And, as we like to remind all who will listen, Our Beaches are Just the Beginning!

Maggie Ivy  
CEO, Executive Vice President

## Situational Analysis: Tourism Industry Economic Indicators and Trends

### Santa Cruz County Tourism Industry

After three years of modest economic recovery, 2008 was a challenging year for the tourism industry, both locally and nationally. Of particular note were the substantial decreases in hotel occupancy trends in the last quarter.

Two primary benchmarks indicating the strength of the hospitality industry are trends in hotel average occupancy rates (AOR) and average daily room rates (ADR). After a number of years of decline, Smith Travel Research, Inc. reported increases for Santa Cruz County hotel occupancy from 2005 to 2007. In 2008 those gains were lost when occupancy dropped by just over 4 percent, down to an AOR of 57 percent.

The comparison between Santa Cruz County hotel occupancy rates and state and national figures shows a clear competitive disadvantage. Santa Cruz County lags behind industry averages, indicating a need to continue to pursue avenues to strengthen non-summer travel business through thoughtful development and expanded promotional efforts. The County of Santa Cruz trails behind State occupancy figures by 9 points. Based on room inventory and ADR figures, this represents approximately \$14 million in lost room revenue annually.

2008	ADR*	AOR*
Santa Cruz	\$109	57%
California	\$123	66%
National	\$107	60%

\*STR Reports

### Industry Challenges

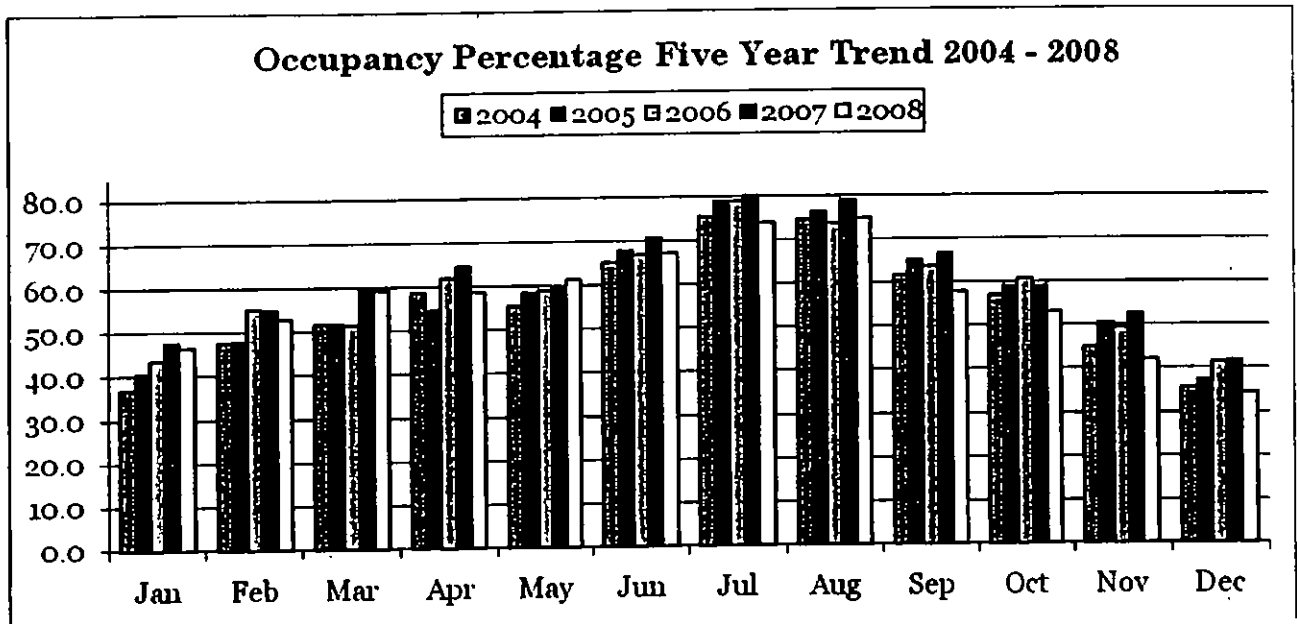
Santa Cruz County is primarily dependent on the domestic leisure market for the success of the community's largest industry. The industry is highly weather-dependent. There are limited facilities to generate travel from November through March, such as conference centers or indoor-based visitor attractions. The nature of these limitations is illustrated in the latest occupancy data available. State and regional comparisons show that specific seasonal weaknesses contribute to high levels of fluctuation in business in Santa Cruz County. The fluctuations create difficult conditions for local businesses that depend on the tourism industry for their survival.

This annual cycle also lends to instability in employment trends. The first calendar quarter of the year, Santa Cruz County consistently experiences a doubling of the national unemployment rate. This is due to the seasonal aspects of both the tourism and agricultural industries of the region.



Also affected by this roller coaster economic cycle are small business success rates and local tourist-related tax benefits. Impacts that initially show up in the bottom line and profit margins of local businesses and personal incomes quickly translate into decreases of local travel-related tax collections. The quality of life of local residents depends on a healthy tax base which depends directly and solely on a healthy and successful business and tourism industry.

The less than competitive trend of Santa Cruz County's tourism economy is clearly evident when comparing Santa Cruz County's hotel occupancy rates against state and national trends which lag in excess of 9 percentage points. This represents millions of dollars of lost lodging revenue and related taxes to our community each year.



As a well-known visitor destination, Santa Cruz County deals with community issues common to the travel industry. Community leaders, industry representatives and residents must work together to approach a balance between the vital economic benefits the community depends upon and the level of investment the

public and private sector are willing to make to influence that level of benefit. Additionally, addressing long-term issues of infrastructure such as transportation and tourism-serving facilities is a challenge. The following is a general overview of some of the strengths and weaknesses that frame this process.

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>• Diversity of activities</li> <li>• Major attractions/resources: Boardwalk, Roaring Camp</li> <li>• Natural attractions: ocean/redwoods</li> <li>• Climate</li> <li>• Strong arts and culture community</li> <li>• Unique dining/lodging opportunities</li> <li>• Largest Marine Sanctuary in country</li> <li>• Access to "swimmable" beaches</li> <li>• Diverse product base</li> <li>• Perceived value for the dollar</li> <li>• Revitalized downtown Santa Cruz</li> <li>• Leveraging on-line efforts to increase visitation through niche marketing</li> <li>• Unique and inspiring local success stories to be told: entrepreneurs, unique products and services, etc.</li> <li>• Recreational trails – current and future development plans – parks/sloughs/coastal areas</li> <li>• Strong culinary &amp; wine-growing resources</li> </ul>	<ul style="list-style-type: none"> <li>• Limited peak tourism season</li> <li>• Over-dependence on seasonal leisure market</li> <li>• Lack of solid base of adequate marketing resources</li> <li>• Difficult highway access</li> <li>• Traffic/lack of tourist friendly public transportation</li> <li>• Limited nightlife</li> <li>• No commercial airport</li> <li>• Image of community problems: transient/homelessness</li> <li>• Lack of larger national name properties</li> <li>• Lack of non-summer facilities</li> <li>• Limited conference facilities</li> <li>• Social and community problems in main shopping district: Downtown Santa Cruz</li> <li>• Increased competition from other California destinations</li> <li>• Lack of modernization and aging lodging product</li> </ul>

### Transient Occupancy Tax

The transient occupancy tax, (TOT), collections showed growth from 2005 through fiscal year 2007/2008. In fiscal year 07/08 collections countywide rose by 5 percent over the prior year to over \$10.4 million. This figure is expected to show a decline overall for fiscal year 2008/2009.

### Statewide Economic Indicators

Total direct travel spending in California in 2007 was \$96.7 billion, generating \$2.2 billion in locally collected taxes.

The California Travel and Tourism Commission and Tourism Economics forecast a trend toward consumers substituting shorter-distance day trips instead of overnight travel. In general Californians will follow the nationally predicted trend of keeping travel close to home in the

coming year. Their expenditures are also expected to decline through most of 2009.

Consumer confidence and spending patterns will also likely continue to be affected by the unpredictable fluctuations of gas prices and California's status as one of the top three states (along with Arizona and Nevada) bearing the brunt of the housing crisis.

Overall, the California Travel and Tourism Commission currently predicts a 2 percent decrease in leisure travel in 2009.

### **National and International Travel News**

In October of 2008 the United States Travel Association (USTA) released its annual travel forecast indicating that an uncertain economic climate is leading American and global travelers to change their behaviors. Seven out of ten consumers (67 percent) "plan to stay fewer nights" and a comparable percent expects to "spend less on food, beverages and entertainment" when traveling.

Despite current economic conditions and lagging consumer confidence, however, USTA's forecast shows that leisure travel volume is expected to decline modestly in 2009 (-1.4).

More than 105 million person-trips are made by U.S. households to the beach. The average beach vacationer spends significantly more money compared to the average domestic traveling group, \$854 vs. \$433.

### **Tourism Trends**

Californians themselves represent the majority of the state's travel and tourism industry, comprising 84.9 percent of domestic travel. Total leisure visitor volume increased 5 percent in 2007, thanks largely to a 7.7 percent growth in in-state leisure travel by California residents, offsetting a 9.6 percent decline in non-resident leisure travel. The 2008 data regarding overall travel impact is not yet available, but is expected to show a decrease for 2008 based on reported state hotel occupancy figures as well as the overall economic recession. California's top domestic markets are Arizona, Nevada, Texas, Oregon, Washington, and Illinois.

According to the USTA, the top three most popular activities for leisure travelers are shopping, attending family/social events and outdoor activities. Also ranking within the top ten are beach activities, historic places and museums, visiting an amusement park and visiting national or state parks. Given this list of traveler priorities, Santa Cruz County is well positioned to provide visitors with a variety of their favorite vacation activities.

Outdoor recreation and eco-tourism continue to be dominant themes in the promotion of Santa Cruz County as a destination. The coastal landscape coupled with the redwood state parks provide an ideal setting for the outdoor enthusiast. Recent strides have also been made to position Watsonville and the Pajaro Valley, and the county as a whole, as a key bird watching, or birding, destination. Recognized as the second fastest growing outdoor activity in America, birding generates billions of dollars in economic impact each year. The recent release of the CVC's Birding and Wildlife Watch Guide and subsequent demand indicate a significant opportunity to grow non-summer travel.

Arts and tourism go hand-in-hand. The Bureau of Economic Analysis reports that consumers spend over \$20 billion on admissions to performing arts events. In Santa Cruz County, a recent study conducted by Americans for the Arts quantified the local value as \$16.29 million (excluding cost of admission) in visitor spending to arts events every year. Among other promotional efforts, the CVC has stepped up a program to further promote arts events through encouraging and supporting partnerships between lodging properties and arts groups to initiate travel packages and have them featured on-line.

When considering the economic impact of shopping as part of the travel industry, it is interesting to note that, according to "The Shopping Traveler," a survey by USTA, 77 percent of shopping travelers most often spend money on clothes or shoes for themselves or others rather than on souvenirs. Seventy three percent (73 percent) of travelling shoppers want to shop at stores they do not have in their home town.

In terms of barriers to travel, USTA reports the top four factors that hinder consumer vacation plans are 1) taking care of work schedules 2) arranging pet care 3) finding time to make travel plans and 4) finding someone to look after the home. This data indicates a need to provide convenience in travel planning with full-service information available on a 24-hour basis and an emphasis on on-line information and automated reservations systems.

## Tourism and the World Wide Web

Travelers tend to be quite computer savvy, with two thirds (65 percent) of the 98.3 million travelers who are on-line using the Internet to make travel plans in 2004. Use of the Internet to actually book travel continues to increase, with 45 percent of all travelers now on-line having made travel reservations on the Internet during the past year. That translates to 44.6 million on-line travel bookers, up six percent over 2003. The number of on-line consumers doing all of their travel booking on-line continues to grow, with 40 percent now doing so, versus 29 percent in 2003.

Interestingly, 82 percent of on-line travel bookers say they bought airline tickets for a trip taken in the past year and 67 percent booked overnight lodging accommodations. *(Source: Travelers Use of the Internet, 2004 Edition)*

E-travel consumers tend to be frequent travelers. A majority (66 percent) do more than half of all trip planning on-line. These trips are often for entertainment/vacation purposes (37 percent) or to visit friends and relatives (34 percent). Over half (59 percent) of these trips include a hotel/motel/B&B stay. The most popular elements of on-line trip planning are searching for maps/driving directions (60 percent), searching for lodging (53 percent), searching for things to do at the destination (45 percent), and searching for airfares/schedules (41 percent). Those who book leisure travel on the Internet spend an average of \$2,146 per year on-line for travel products and services. *(Source: E-Travel Consumers: How They Plan and Book Leisure Travel Online)*

According to USTA, when travelers were asked what touch point most influenced a purchasing decision in general, respondents cite websites collectively as more important than TV advertisements. Web marketing programs

outranked TV ads for travel industry advertising starting in 2005.

USTA's travel forecast for 2009 states that consumers are likely to plan and purchase leisure trips differently with the pursuit of a "good value" as the primary reason why. Three quarters (76 percent) "expect to book a packaged vacation to save money" and six out of ten (58 percent) "plan to comparison shop for prices and rates specifically on the Internet".

The Santa Cruz County Conference and Visitors Council's on-line presence is a cornerstone of the annual marketing plan. Constant enhancements to the design, navigation and promotion of the site are included in each year's marketing strategy. Constant updating of content is built into operations and new information is uploaded to the web site on a weekly basis.

### Moving Forward

The Board of Directors and staff of the Santa Cruz County Conference and Visitors Council recognize the cyclical nature of the economic challenges and pressures presented by the tourism industry. Rapidly changing technology

challenges us to be continually aware and prepared to respond. Programs address the long-term goals and work toward stabilization and a stronger foundation, as well as addressing short-term opportunities.

Depleting marketing resources based on the economy will challenge the agency in its efforts to continue to aggressively market in the next couple of years.

### Primary Market Analysis: Leisure Market Profile and Evaluation

Over 78 percent of the 3 million+ visitor trips planned to Santa Cruz County each year are individual leisure or individuals travelling for pleasure with family or friends.

Visitor market research conducted in 2001 provides a general overview of the visitor who is reached and serviced by the Santa Cruz County Conference and Visitors Council. CVC marketing activities "speak to" travelers who travel most often from a one to three hour drive from Santa Cruz County and are more likely to be overnight visitors than the average visitor to our community.

The Santa Cruz County Visitor*		
Central Valley: Fresno, Visalia Sacramento – Stockton San Francisco Bay Area	Travel party makeup/leisure: Traveling families: 31% Traveling couples: 38%	Average Visitor versus CVC Visitor: Overall county visitor overnight: 35% CVC visitors who stay overnight: 83%
Conference & Visitors Council Customer - Visitor: Average Income: \$61,000 Average adult age: 48 Party size: 3.3 persons	Travel Patterns: Length of stay 3.6 nights Average per party expenditure: \$785.00 Are first-time visitors: 32%	Visitors who take the trip after contacting the CVC: 56% Visitors who visit during non-summer months: 50%
* 2001 Cost/Benefit Analysis: Lauren Schlaue Consulting and CVC Research		

## **Strategic Initiative #1 Advertising/Publicity - Leisure Travel Marketing**

### **Overview**

The marketing message is carried to Santa Cruz County's primary leisure market, the Central Northern California leisure traveler, through a variety of marketing programs. An integrated marketing approach is implemented by combining traditional paid media and travel media relations as well as a variety of on-line promotions. The cooperative model of public-private collaboration and pooling resources with various tourism stakeholders around the community is an integral part of the strategic approach.

Targeted media relations, or PR, and web-based programs afford the CVC a broader reach on a national and even international basis. Although a high level of consistent market penetration is difficult to reach, this approach does allow for promotion outside our traditional market areas.

### **Partner Opportunities**

The leisure travel market (couples and families traveling on vacation) represent over 85 percent of Santa Cruz County's travelers. The following marketing programs offer various public relations, sponsorship and advertising opportunities for CVC partners. Businesses as well as arts and other non-profit organizations will find various opportunities to partner with the CVC by reviewing the Initiatives outlined in this section of the plan.

### **Positioning: "Our Beaches Are Just the Beginning"**

In addition to Santa Cruz County's coastal location, the overwhelming characteristic of the community as a leisure destination is its diversity and extraordinary natural resources. All marketing efforts are approached from a destination standpoint, the overall concept being that Santa Cruz County is an ideal vacation location for families and couples.

The California travel experience is typically recognized as offering sunshine, beautiful coastline, parks and recreation experiences, attractions, special events and culinary delights such as wineries, fresh produce and fresh seafood.

Visitors can find all of these attributes in Santa Cruz County, as well as rich history and a passionate commitment to the arts. Countless destinations tout their central location as being "within an hour" of these types of attractions and experiences. Santa Cruz County has all of these offerings within its own borders. As a California travel destination, this is the most unmistakable competitive advantage Santa Cruz County has to offer the visitor. Taking this message to our audience in an aggressive and consistent manner is the challenge. Research indicates that 56 percent of those individuals who contact the CVC and receive visitor service and information do visit.

### Overview of Santa Cruz County's "Tourism Product"

- Sunny beaches
- Theme parks and attractions (Santa Cruz Beach Boardwalk, Roaring Camp Railroads)
- Arts – cultural attractions and events
- Eco-tourism – natural beauty, outdoor activities, wildlife watching, birding
- Dining – organics, seafood, ethnic delights
- Unique festivals and special events
- Wineries and wine-tasting
- Outdoor recreation
- Sports activities – surfing, cycling, hiking
- Distinctive shopping
- Historic attractions
- Agriculture – fresh "U-Pick" produce
- Agricultural history
- California redwoods
- Mild weather conditions
- Fourteen state parks

### Goals

- Increase direct response to the CVC through visitor inquiries by 5 percent annually through increased market exposure
- Leverage market exposure through consistent and increased paid cooperative partnership
- Increase annual paid advertising equivalency (PAE) exposure: Increase by a minimum of five percent (5 percent) annually, based on a 3-year average

### Strategic Marketing Approaches

- A. Media Relations (Travel, Lifestyle, Outdoor, Food)
- B. World Wide Web and On-line Marketing
- C. Direct Advertising/Marketing With Cooperative Marketing Components
- D. Update Visitor Research Data to measure effectiveness and evaluate current programs

#### Strategy A: Media Relations

Continue to build relationships and a credible reputation with the travel and lifestyle media. Professional and consistent contact with the travel media offers the opportunity to gain exposure to consumer markets in a format providing the highest level of consumer confidence.

According to a United States Tourism Association (USTA) survey, 37 percent of travelers said that they contacted a destination after they read or heard about it in the travel media, and 34 percent said they visited a destination they learned about in the travel media. These travelers who read about restaurants, hotels, museums or theme parks and other attractions featured in a travel article are more likely to take in those sites when visiting a destination.

Marketing directly to the travel, consumer and lifestyle media allows communication of messages targeting general appeal as well as the opportunity to pitch very specific and special interest subjects. This approach enables the CVC to cast a positive and intriguing light on Santa Cruz County in a variety of ways. Print, broadcast, and electronic media exposure

supports the short and long-term goal of positioning Santa Cruz County as a diverse and unique vacation destination. The following initiatives will ensure Santa Cruz County the highest return on publicity efforts and allow the CVC to reach annual paid advertising equivalency (PAE) goals. PAE is the measured market value of media exposure in print, television, on-line, and on the radio. It is positive coverage “earned” through media relations rather than “purchased” through a traditional media buy. Through a consistently strong public relations program, the CVC has generated an average, three-year paid advertising equivalency of \$6.1 million (2006 – 2008). This media coverage, presented in an editorial format, represents positive exposure to the traveling public at a level unreachable through traditional advertising. This program generates a value of over five times the entire budget of the CVC.

#### **Program Initiatives**

##### ***Collateral Support***

Update and maintain Internet-based pressroom including available photography.

- Update press kit contents as needed to keep information fresh and timely
- Annual purchase of stock photography to maintain up-to-date inventory of area images and photo shoots as needed (stock and original theme based photo shoots when needed)

#### ***Marketing Outreach***

- Extend one-on-one invitations to travel journalists for on-site familiarization tours
- Distribute seasonal “Cruz News” two times per year for travel media, highlighting prominent story ideas for the upcoming seasons
- Prepare monthly consumer based visitor “E-News” for opt-in/qualified contacts regarding the upcoming season’s highlights and activities
- Monthly distribution of targeted, newsworthy press releases to qualified recipients
- Monthly story pitches submitted to key media contacts regarding timely story ideas
- Participation in California Travel and Tourism Commission sponsored fam tours, programs and media events as resources allow
- One-on-one periodic visits with targeted media outlets

#### ***Administration***

- Tracking of paid advertising equivalency figures representing earned media
- Maintain relevant media lists through database management utilizing Cision’s on-line service and maintaining current background and contact info in-house in FileMaker database
- Maintain membership and active participation with trade organizations: California Travel and Tourism Commission and USTA



## **Strategy B: World Wide Web and On-line Promotion**

Utilize advancements on the Internet to forward the organization's goals to reach potential customers, increase visitation and enhance the consumer's ability to act as their own travel planner in terms of gathering information and booking their own travel arrangements.

According to the United States Travel Association (USTA), when travelers were asked what media they used in the past year to plan their vacations, 40 percent said they used an Internet website for travel planning, making the Internet the most used source of travel news and information. Asked what touch point most influenced a purchasing decision in general, respondents cited websites collectively as more important than TV advertisements.

Providing information and the latest in technology-based services is imperative if the CVC is to effectively fulfill its function as a destination marketing organization. The content on the [www.santacruzcounty.travel](http://www.santacruzcounty.travel) website must be presented in a dynamic manner, constantly updated and maintained and provide timely information of interest to repeat and potential new visitors about activities, events, dining, lodging and special values and packages. The CVC's website must provide customers with easy and direct access to a variety of tourist-serving businesses. Lifestyle trends indicated in surveys dictate that consumers must be able to conveniently make immediate travel arrangements any day of the week and at any time of the day.

To truly be effective, the CVC's website must also establish relevancy for Santa Cruz County business partners' bottom line by connecting

the travelling consumer to the selected partner business for fulfillment.

### **Program Initiatives**

#### ***Web-Based Travel Incentives***

- Update and seek partner participation for themed packages via Advanced Reservations System on CVC website
- Maintain on-line presence for special values and compelling travel incentives

#### ***On-line Promotion***

- Send Visitor E-News to qualified subscriber email list on a monthly basis
- Further develop direct targeted niche market email marketing via Visitor E-News
- Continue to seek on-line exposure through refining search engine keyword purchases
- Implement annual link-building program with partner and relevant web sites
- Establish an on-line presence in social media forums such as Face Book, Twitter and YouTube
- Consistently place [www.santacruzcounty.travel](http://www.santacruzcounty.travel) web address in all press materials, advertisements and other CVC materials
- Continue to build client email database for Visitor E-News

### **General Site Enhancements**

- Add new features to the CVC homepage: featured TripAdvisor reviews and YouTube videos, live weather and surf reports, design improvements to menu system
- Update county and regional mapping capabilities with Google maps
- Add 2 new landing pages: Pleasure Point and Wine Tasting
- Establish streaming video content as added cooperative option for participating sponsors
- Expand “Beaches” section of site: feature more detailed attributes
- Maintain current/changing technology for on-line lodging reservations
- Update site weekly with database upload to website and any other changes necessary to keep the site relevant and accurate
- Conduct quarterly search engine optimization review and update and annual search engine optimization review

### **Strategy C: Direct Advertising and Cooperative Marketing**

Expand direct advertising activities utilizing a destination marketing approach. The message is consistent with the CVC’s overall marketing message and placed to reach target markets which will yield the highest return and specifically in those regions that generate the most overnight visitation to Santa Cruz County: the Central Valley, Sacramento area and San Francisco Bay Area. Media outreach is focused on the audience that matches the demographic profile of the leisure traveler identified in this

plan: families/couples in traveling parties averaging 3.3 people and coming from a two to three hour driving radius.

Seek direct partnership with local stakeholder businesses and organizations that benefit from tourism. Cooperative marketing efforts strengthen the destination message and provide a convenient and direct link for consumers to travel products and services. The following Cooperative Marketing programs will be offered to businesses throughout Santa Cruz County:

### **Program Initiatives**

#### **Direct Advertising**

- Fulfill annual media placement schedule:
  - Print: Regional lifestyle/tourism related publications in key geographic markets. Spring/Fall co-ops offered.
  - Produce annual spring season marketing campaign: Radio/Print/E-Marketing/ Web/Direct Mail
  - Internet: Purchase of keywords, continual building of reciprocal links
- Research financial viability of destination cooperative TV campaign production and media buy elements in Santa Cruz County’s primary markets of the San Francisco Bay Area, Sacramento and California’s Central Valley (Stockton, Modesto, Fresno)

### ***E-Based Marketing and Cooperative Programs***

- Continue to develop and distribute monthly consumer-based Visitor E-Newsletter to qualified recipients and expand email database of qualified (opt-in) customers (current list 14K+ recipients)
- Develop sponsorship program for streaming video on-line
- Maximize Favorites Sponsorship participation to four participants per category
- Continue to build participation of partners for wedding and conference sections of the website
- Research and develop streaming video option available to all CVC partners

### ***Visitor Service Based Cooperative Programs***

- Sell sponsorship opportunities at CVC visitor centers (Ocean Street and Beach Area)
- Annual production, including continual editorial enhancements and continued sales growth, of the Official Santa Cruz County Traveler's Guide
- Autophone sales for 24-hour direct-transfer lodging reservation system

- Participate in appropriate programs offered by regional and state travel organizations such as Central Coast Tourism Council and California Travel and Tourism Commission
- Explore financial feasibility of upgrading to flat screen/touch screen technology in the Ocean Street Visitor Center

### **Strategy D: Update Visitor Research Data to Measure Effectiveness and Evaluate Current Programs**

Up-to-date market research is imperative to measure success of CVC marketing programs and in identifying market shifts regarding tourism trends in Santa Cruz County.

#### **Program Initiatives**

#### ***Funding and Research Implementation***

- During 2009 funding will be identified to update area tourism research data. Actual research will be conducted in 2009 and released by early 2010.

## Strategic Initiative #2 Visitor Services for the Leisure Market

### Overview

The CVC represents Santa Cruz County's top service industry. Visitor information needs to be easily accessible and disseminated in an exceptionally friendly and helpful manner. Each time a customer seeks information and services through the CVC, it is an opportunity to convey a welcoming message and showcase the outstanding attractions and activities Santa Cruz County has to offer. Additionally, it provides a marketing opportunity to promote local attributes that call for an extended and preferably overnight or return visit. Services are currently rendered via telephone, through email and postal mail, and through direct contact in the CVC's three visitor centers. The CVC's reputation as a credible source of information also depends on continual updates of visitor information resources.

Customer service is primary in ensuring repeat visitation. The United States Travel Association (USTA) reports that twenty one percent (21 percent) of travelers indicated that they have contacted a city, state or county tourism office in the last five years to get information about a destination. This figure includes travelers who visited websites.

The CVC visitor services staff provides a critical function in the CVC's operations through daily support and implementation of the CVC's mission. The CVC services over 1 million visitor inquiries each year. The visitor services staff directly and personally interfaces with more

than 60,000 people and/or traveling parties each year. During the current fiscal year, it is estimated that over 500,000 inquiries will be serviced via the Internet on the [www.santacruzcounty.travel](http://www.santacruzcounty.travel) website.

In the last 8 years, visitor inquiries have increased from less than 200,000 to over 1 million per year. Inquiries are tracked at the CVC's Ocean Street Visitors Center, Beach Area Visitor Center (BAVC) and electronically through website statistic reporting. While Internet-based inquiries have surged during the past few years, walk-in traffic to CVC visitor centers has remained fairly consistent – with the exception of the summer Beach Area Visitor Center located next to the Main Beach and Beach Boardwalk in Santa Cruz.

It is imperative to continually enhance the quality of visitor center operations and materials, and the training of staff dealing directly with the public. CVC visitor services staff go through training orientations and are continually introduced to local attractions, dining and lodging facilities. Reaching out to local lodgings and attractions is important to ensure that these audiences are familiar with, and leverage, the CVC's visitor services.

## **Visitor Service Partnership Opportunities**

Private businesses such as hotels, restaurants and attractions, receive visitor services exposure as an added benefit of cooperative marketing participation with the CVC. In addition, many local non-profit, visitor-related events and activities are included in programs on a complimentary basis. A partner's regular and advance communication with the CVC's Visitor Services Director is necessary for these programs to provide maximum benefit. Partners are encouraged to keep the CVC apprised of their activities and events and provide our office with needed materials such as brochures, posters, travel packages and deals as well as press-worthy information.

### **Goals**

- Provide a high-quality, customer-focused visitor service experience in visitor centers and on-line that encourages extended, overnight and repeat visitation
- Maintain up-to-date and comprehensive reference materials for staff and the public through continuous outreach

### **Strategic Approaches**

- A. Direct consumer contact through visitor center operations
- B. Customer service training and support for staff throughout the year, including periodic staff training and site visits
- C. Development of quality visitor information materials,

[www.santacruzcounty.travel](http://www.santacruzcounty.travel) website access and welcoming visitor center environment for traveling public

- D. Conduct outreach and provide informational support to tourism-related businesses and non-profit organizations in Santa Cruz County

### **Strategy A: Visitor Center Operations**

Visitor center director and staff will proactively seek pertinent information about all aspects of the County (including lesser-known and well-known attractions and activities). Visitors who come into a visitor center are already on vacation and have immediate needs. They tend to be traveling from a further distance, are less familiar with Santa Cruz County and are more likely to be first-time visitors. These visitors are typically seeking information about activities, directions, dining and lodging.

### **Program Initiatives**

#### **Information Resources**

- Maintain and update (on a daily basis) the display and organization of visitor information in Ocean Street lobby including daily visitor center staff recommendations
- Upgrade direct-dial backlit display for improved appearance and more efficient sponsor revisions
- Continue to collect, create, update and enhance collateral materials such as flyers, maps, walking tours,

town itineraries and new partner brochures

- Renew and update all CVC-produced visitor Information materials in December/January
- Continue to provide on-site personal services: clean restrooms, reservations for lodging and dining, access to the internet and general countywide information
- Periodically survey customers regarding demographic information and travel preferences
- Ensure front-desk staff are aware of Hot Picks information each week and can accurately represent these events to visitors
- Maintain up-to-date travel packages & deals on the on-line booking engine
- Each week visitor center staff will review different sections of the CVC website and familiarize themselves with partner sites, ensuring functionality of the CVC site and links
- Research possible visual enhancements to main visitor center on Ocean Street to more effectively communicate Santa Cruz County's primary tourism attributes

#### **Strategy B: Customer Service Training and Support for CVC Staff**

Support CVC front-line staff with training and the tools to provide informed and responsive customer service to individuals who are considering, or have chosen, Santa Cruz County as a vacation destination. Customer service

efforts should entice customers to visit, extend their stay and/or foster a pleasant experience that encourages repeat visitors. Providing referrals to businesses in Santa Cruz County serving the visitor industry is a top priority of visitor-serving duties.

#### **Program Initiatives**

##### ***Training***

- All visitor center staff must complete a CVC tourism and map quiz and shadow an experienced employee for three full shifts before being scheduled alone at any visitor center
- Front desk and full-time staff participate in area site tours during the annual spring training and on a monthly basis
- CVC staff are given instruction in optimal use of on-line information resources to service visitor requests
- Hold regular visitor service team meetings for new and continuing employees (minimum six times a year)
- Visitor Services Director trains and reviews with each employee the contents in the Official Santa Cruz County Traveler's Guide, the CVC website and where to access pertinent reference materials at a moment's notice
- Familiarize all visitor center staff in visitor collateral material placement and storage system

### ***Quality Assurance and Staffing***

- Periodically survey walk-in customers on customer service feedback
- Each day, front-desk employees scan local publications and weekly media for events and news that may be helpful in serving visitors
- Each day front-desk staff crafts a list of their daily recommendations highlighting a variety of county-wide activities of interest to visitors
- Research costs and implementation of a secret shopper program

### ***Ensure Visitor Service Resources Are Available 24-Hours a Day***

- Access to information 24-hours: direct transfer phone system for visitors for lodging reservations and current calendar of event information during and after business hours
- [www.santacruzcounty.travel](http://www.santacruzcounty.travel) website is used as a visitor center tool and provides 24-hour access to visitor information and reservations

### **Strategy C: Development of Collateral Materials**

Maintain organized and accurate information at the fingertips of front-line employees. Materials must be updated annually and sometimes seasonally.

### **Program Initiatives**

#### ***Production of Printed Materials***

- Production and distribution of Official Santa Cruz County Traveler's Guide
- Accurate area maps – directional with detailed street information
- Santa Cruz County Calendar of Events (updated weekly for use on CVC website, on Hot Picks, distribution in visitors center and annually in Traveler's Guide)
- Customized information packets: wedding, conference, student and bicycle adventure. These packets are updated as partners join the program and annually with CVC materials.
- Various area itineraries
- Niche flyers: Rainy day, pet friendly, camping, others as demand indicates
- Continually seek inventory of partner business brochures and useful community information

#### ***On-Line Information***

- Weekly updating of content on [www.santacruzcounty.travel](http://www.santacruzcounty.travel)
- Display of Traveler's Guide on-line with Nxtbook interactive technology

## **Strategy D: Hospitality Outreach to Santa Cruz County**

The CVC strives to be a resource for the local visitor-serving industry and encourages businesses to access the services and information available to improve their marketing reach as well as the quality of customer service. Information gathered and available through the CVC offices can aid any business in reaching and serving visitors.

### **Program Initiatives**

#### ***Local Business Partner Outreach***

- Weekly distribution of CVC's Hot Picks to lodging properties and other key partners
- Gather Weekly Lodging Availability Information for referrals through visitor centers
- Distribution of Traveler's Guide to various area establishments including fulfilling in-room requests for lodging properties (2-3 times per year)
- Reach out to partners and schedule periodic staff site tours of new and unique partners
- Provide hospitality support and visitor information materials to local hotels such as Hot Picks, Weekend Availability, CVC County and Boardwalk maps, Travel Specials and Packages. Work with front-desk clerks and concierges to familiarize them with resources available through the CVC.
- Implement annual mailing to concierge and front-desk managers of visitor service materials available through the CVC – Santa Cruz County and key hotels in San Francisco/South San Francisco, Half Moon Bay and San Jose



## **Strategic Initiative #3**

### **Santa Cruz County as a Film Production Location**

#### **Overview**

For the purposes of the CVC Marketing Plan, “Film” refers to commercial projects, other than news-based or travel shows. In addition to the direct economic benefits of filming, film projects often portray Santa Cruz County landscape as an ideal setting.

In addition to the leisure market, Santa Cruz County also gains economic benefits from the film industry. A CVC staff member is trained and certified to assist industry professionals with film projects. Limited resources dictate that efforts in this market are largely confined to servicing and referrals at this time.

The primary market for filming business originates from production projects from the Los Angeles area. Full feature films are the most economically beneficial. Currently, it is more common to see commercials, still photo shoots, and niche-based television shows (i.e. Food Network, History Channel, Discovery Channel, and general travel shows) filmed in the area.

#### **Partner Participation**

Film projects can provide benefits to local lodging and restaurant facilities as well as film industry professionals. Partners and local representatives interested in benefiting from these programs need to submit their contact information and services offered to the CVC’s Santa Cruz County Film Commissioner for reference and possible publication.

#### **Positioning**

The product message highlights the diversity of landscapes in Santa Cruz County: coastal locations, agricultural fields, redwood groves, winding mountain roads and a plethora of state parks. The variety of roadways, beaches, agricultural fields and the Beach Boardwalk amusement park are most often requested as filming locations.

#### **Goals**

- Provide services that ensure Santa Cruz County is able to realize economic benefits from filming opportunities when they arise
- Provide prompt response and referral services to film professionals
- Maintain a presence within the film trade through annual membership in Film Liaisons In California Statewide and the Association of Film Commissioners International

#### **Strategic Approaches**

- A. Operate as clearinghouse, one-stop shop for filming information and to refer industry professionals to appropriate services
- B. Coordinate with key contacts in-county to help facilitate efficient systems for film industry requests such as permits, vendors and local talent referrals

**Strategy A: Providing Comprehensive Information**

Position Santa Cruz County as “film-friendly” location and the CVC as the clearinghouse for information by fielding film industry requests, providing professional services, and coordinating contact between film companies and local business interests.

**Program Initiatives**

***Collection of Up-To-Date Filming Information***

- Continually update and maintain on-line film guide on [www.santacruzfilm.org](http://www.santacruzfilm.org) and overhaul every other year
- Expand film location photo library as needed
- Produce the Santa Cruz County Film Production Guide every other year

***Referral Services***

- Provide prompt response to requests for scouting or production and refer to local professionals
- Serve as a liaison between community professionals and film companies as needed

**Strategy B: Local and State Agency Coordination**

Facilitate efficient systems that provide for immediate response to requests and streamline support of filming opportunities.

**Program Initiatives**

- Maintain current information on film permit procedures for each jurisdiction on a countywide basis
- Maintain annual membership in the Association of Film Commissioners International and Film Liaisons In California Statewide

## **Strategic Initiative #4**

### **Group Business: Conferences, Retreats and Weddings**

#### **Overview**

The CVC is a primary point of contact for professional meeting or wedding planners considering Santa Cruz County as a location for an event. The CVC is also an important resource for individuals planning family reunions, weddings, retreats or fraternal events. The CVC services an approximate average of 350 of these requests each year. Although the group market is a smaller portion of the tourism "pie" for Santa Cruz County, it provides an opportunity to expand off-season visitation and often constitutes some of the highest yield customers in terms of expenditure patterns.

The primary meeting market is corporate meetings originating from Silicon Valley and the San Francisco Bay Area. Weddings and retreats primarily originate from Central and Northern California, or through local inquiries.

#### **Program Participation**

Group participation provides opportunities for hotel, retreat and various day meeting facilities throughout the county to work with the CVC to effectively sell our area. Companies specializing in services that support meetings and wedding events can participate in the on-line marketing efforts the CVC provides as well. Programs for these markets primarily involve cooperative agreements through paid participation. Information on these companies is then

promoted on-line and in specialized packets as well as being used as reference and for referrals by the CVC's Visitor Services Director.

#### **Positioning**

A select number of meeting and event facilities operate in Santa Cruz County. Proximity to the coast, team-building programs and quality event services support a variety of events and settings. Diverse surroundings range from beachside resort properties to cozy and rustic retreats nestled in the redwoods. The wide array of outdoor settings for weddings, corporate team-building activities or outings makes Santa Cruz County an appealing getaway location for business or a pleasure-related group event.

#### **Goals**

- Provide professional up-to-date and timely support to meeting planners who are considering Santa Cruz County as a meeting destination
- Be a helpful information resource for individuals planning family events, weddings or who have day meeting location requests
- Keep an updated list of day meeting facilities for various requests

## Strategic Approaches

- A. Provide prompt and timely customer service to requests by maintaining updated venue and service information
- B. Provide referral and lead distribution assistance to help ensure booked business as appropriate
- C. Maintain accurate on-line access to meeting/wedding information
- D. Visitor Services Director is familiarized with all partner facilities through personal site visits

### Strategies A & B: Customer Service, Referral and Lead Distribution Services

Provide service and effectively promote meeting and event facilities to interested parties who contact the CVC for information.

#### Program Initiatives

- Actively qualify inquiries and refer to appropriate facilities/properties
- When requested, provide lead distribution to key lodging properties and meeting sites for qualified requests
- Track contact information for meeting and wedding referrals on database for reporting and follow-up
- Update Wedding FAQ document with relevant information at minimum each January
- Work toward increase in wedding lead distribution to partner venues as appropriate

## Strategy C: Providing Comprehensive Information

Provide personal and on-line service and marketing information on meeting facilities. Maintain a countywide inventory of pertinent information relating to meeting facilities and wedding services.

#### Program Initiatives

- Continually update database-driven conference facilities section of the CVC website providing countywide information
- Provide for annual updates of countywide facilities guide
- Update conference and wedding information packets on a regular basis as new information becomes available or new partners join
- Monitor and expand brochure inventory for conference-related services/facilities
- Continually update database-driven wedding services section of the CVC website
- Provide cooperative marketing partners with opportunity to be featured as a listing or a "Favorite" on wedding and conference web pages.
- Visitor Services Director will research and recommend enhancements in referral process for groups during 2009

#### **Strategy D: Site Visits**

Visitor Services Director has first-hand familiarity with county meeting facilities.

- **Conduct periodic site visits: Each January Visitor Services Director conducts site visits of new and remodeled partner venues for meetings or weddings**

## **Strategic Initiative #5 Community Outreach and Awareness**

### **Overview**

Facilitating partnerships and educating the community on the general importance and economic benefits of tourism within Santa Cruz County is an important aspect of the CVC's annual program of work. The CVC has the responsibility to involve local businesses in marketing programs and to convey the community benefits of tourism to residents, local government leaders and elected officials. The CVC is also an advocate for tourism and the projects and issues that support the health of the industry.

Primary community messages include the industry's generation of tourism-related tax receipts, tourism's support of local arts and non-profit events and the essential industry role in supporting small and locally owned businesses. The following initiatives aid in reaching a growing level of awareness each year within identified stakeholder groups.

### **Partnership Participation**

This area of programming is primarily conducted internally and through outreach from the CVC staff.

### **Goals**

- Position CVC as the recognized and leading source of tourism industry statistics and research, while elevating the community's awareness about the economic benefits of tourism
- Increase governmental leadership's appreciation of the benefits of tourism and the CVC's program of work as it relates to the success of the industry
- Advocate for or against projects and issues that directly impact the health and welfare of the tourism industry
- Provide information for the general public regarding the existence of the CVC, and inform them of the services available through our offices
- Increase awareness among local businesses of services and programs available through the CVC

### **Strategic Approaches**

- A. Conduct consistent local media relations efforts
- B. Public outreach with Visiting Friends and Relatives program
- C. Targeted outreach to local business community

## **Strategies A & B: Local Media Relations and Other Public Outreach**

Establish a consistent presence and support of local media in distributing important public information about programs of local interest and public service messages with local press representatives, elected officials and key stakeholders in the tourism community.

### **Program Initiatives**

- Generate press queries and releases each month to local media on CVC programs and local/national tourism industry trends
- Provide CVC local community relations materials for use in Chamber and business association newsletters
- Implement local media component of annual National Tourism Week Promotion utilizing pertinent industry data and timely local tie-ins
- Produce and distribute Travel Forecast e-newsletter 8 to 10 times per year based on timely and relevant content
- Continue to promote Visiting Friends and Relatives program/packets. Expand on contents of packets to include additional discounts, coupons and promotional items. Key messages: emphasize Traveler's Guide and CVC services via [www.santacruzcounty.travel](http://www.santacruzcounty.travel)

## **Strategy C: Communicating CVC's Message: Outreach to Local Businesses/Public and Elected Officials**

CVC staff actively networks throughout the community. The CVC seeks to provide pertinent and compelling information in an interesting format to community leaders that allow them to make informed decisions regarding community tourism issues.

### **Program Initiatives**

#### ***Business/Partner Outreach***

- CVC staff regularly attends community events
- Initiate personal visits to industry partner businesses for tours and general orientation regarding industry trends and news
- Local reporting/distribution of partner press/publicity coverage to draw attention to program success and encourage future support
- Actively seek community input from different areas and interest of the County for timely and engaging story ideas through periodic personal visits with CVC partners and theme-oriented focus groups
- Actively utilize weekly Hot Picks and Lodging Availability distribution to provide information and maintain regular contact with partners
- Provide regular reporting of CVC activities and industry data including distribution of bi-annual report to key cooperative partners

- Produce and distribute Travel Forecast e-newsletter 8 to 10 times per year based on timely and relevant content
- Communicate regularly with key elected officials regarding pertinent industry issues

#### ***Advocacy***

- When deemed appropriate by the CVC Board of Directors, actively advocate on the industry's behalf on issues relating to public policy and economic development
- Board endorsement of projects or ballot measures directly impacting the health of the tourism industry

#### ***Administrative***

- Maintain/update countywide industry database through annual spring update
- Expand industry email database for effective/efficient communication channel



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	2007/08 Actual	2008/09 Actual	2009/10 Actual	2010/11 Approved	2011/12 Proposed
<b>REVENUE</b>					
<b>Public Funding</b>					
4101 Santa Cruz City Grant Funds	\$399,407	\$379,437	\$386,562	\$367,234	\$367,234
4102 Santa Cruz County Grant Funds	\$257,551	\$267,551	\$257,552	\$227,397	\$227,397
4103 City of Capitola	\$21,200	\$21,836	\$21,836	\$21,836	\$21,836
4104 City of Scotts Valley	\$9,000	\$9,270	\$9,270	\$9,270	\$9,270
4105 City of Watsonville	\$19,000	\$19,570	\$23,000	\$23,000	\$23,000
Sub Total Public Funding	\$706,158	\$697,684	\$698,220	\$648,737	\$648,737
<b>TMD Assessment Revenue</b>					
4111 Santa Cruz City TMD				\$510,288	\$528,708
4112 Santa Cruz County TMD				\$370,209	\$368,140
4113 City of Capitola TMD				\$79,304	\$86,595
4105 City of Scotts Valley TMD				\$65,870	\$62,827
5115 City of Watsonville TMD				\$117,012	\$118,549
Sub Total TMD Funding	\$0	\$0	\$0	\$1,142,683	\$1,165,914
<b>Special Funding</b>					
4401 Tourism Marketing Research	\$0	\$40,000	\$0	\$0	\$0
4403 City of Santa Cruz Cultural Tourism	\$10,000	\$10,000	\$10,000	\$10,000	\$10,000
4404 County of Santa Cruz Cultural Tourism Supplements	\$10,000	\$0	\$10,000	\$0	\$0
4405 Friend & Mountain Parks Foundation - Eco-Tourism	\$5,000	\$5,000	\$0	\$0	\$0
Sub Total Special Funding	\$25,000	\$55,000	\$20,000	\$10,000	\$10,000
<b>Private Sector</b>					
4201 Co-op Direct Advertising	\$55,555	\$74,555	\$76,220	\$83,295	\$108,970
4202 CVC Publication Ad Sales	\$231,458	\$216,940	\$219,710	\$226,365	\$215,405
4203 Co-op Marketing Misc. Video Web Profile Co-op	\$18,770	\$14,950	\$12,150	\$15,425	\$0
4204 Auto Phone System	\$9,125	\$8,775	\$8,100	\$0	\$0
4205 CVC Website Advertising	\$33,950	\$26,860	\$29,900	\$29,900	\$36,875
4206 Ocean Street Visitor Center Sponsorships	\$9,000	\$3,800	\$2,600	\$0	\$0
4207 BAVC Sponsorships	\$11,834	\$15,626	\$15,971	\$16,500	\$16,550
4209 On Line Booking	\$5,947	\$8,666	\$4,309	\$5,000	\$5,000
4210 CVC Hosted Meetings	\$0	\$0	\$0	\$1,000	\$1,000
Sub Total Private Sector	\$375,639	\$366,162	\$366,959	\$377,485	\$399,775
<b>Other Revenue</b>					
4301 Interest Income	\$6,006	\$4,036	\$1,171	\$2,000	\$2,000
4302 In-Kind Contributions	\$21,977	\$27,988	\$11,297	\$16,000	\$0
4303 Miscellaneous Sales	\$379	\$1,611	\$165	\$504	\$250
4304 Miscellaneous Income	\$0	\$0	\$0	\$0	\$0
Sub Total Other Revenue	\$28,362	\$33,635	\$12,633	\$18,504	\$2,250
<b>TOTAL REVENUE</b>	<b>\$1,135,159</b>	<b>\$1,152,461</b>	<b>\$1,097,812</b>	<b>\$2,197,409</b>	<b>\$2,226,076</b>

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	2007/08 Actual	2008/09 Actual	2009/10 Actual	2010/11 Approved	2011/12 Proposed
<b>EXPENDITURES</b>					
<b>OPERATIONS</b>					
5000 Cost of Goods Sold	\$0	\$0	\$0	\$0	\$0
5101 Computer Equipment Purchase	\$13,657	\$13,800	\$4,746	\$13,722	\$15,633
5102 Computer Services and Supplies	\$8,487	\$5,720	\$12,178	\$18,250	\$13,829
5103 Office Equipment Lease & Service	\$5,888	\$6,989	\$6,493	\$23,500	\$15,010
5104 Leasehold Improvements	\$0	\$0	\$19,133	\$0	\$0
5105 Rent/Storage	\$45,330	\$46,818	\$33,238	\$48,816	\$48,816
5106 Utilities	\$7,335	\$7,294	\$4,482	\$6,500	\$6,500
5107 Repairs & Maintenance	\$9,479	\$1,270	\$3,407	\$500	\$500
5108 Telephones - General	\$7,274	\$8,673	\$7,693	\$14,000	\$9,720
5109 Janitorial	\$2,100	\$2,800	\$2,401	\$3,060	\$3,060
5115 Legal & Accounting	\$14,410	\$13,091	\$12,985	\$14,000	\$17,000
5116 Insurance	\$9,249	\$7,702	\$8,265	\$8,040	\$8,040
5117 Office Supplies	\$11,412	\$10,616	\$12,489	\$9,000	\$12,500
5118 Postage Operations	\$1,494	\$810	\$931	\$800	\$800
5119 Public Notice Announcements	\$118	\$0	\$298	\$300	\$300
5120 Mileage & Travel	\$2,983	\$2,462	\$1,718	\$5,856	\$6,032
5121 Uniforms	\$309	\$0	\$681	\$800	\$1,000
5122 Memberships & Subscriptions	\$2,454	\$2,288	\$2,150	\$2,146	\$544
5123 Professional Development	\$4,036	\$1,318	\$3,305	\$13,500	\$15,000
5125 Credit Card Merchant Fees	\$5,678	\$6,126	\$5,259	\$6,200	\$6,850
5126 Interest & Bank Charges	\$1	\$124	\$274	\$0	\$0
5127 Tax & License	\$8,173	\$8,303	\$8,400	\$430	\$510
5130 Bad Debts	\$625	\$230	\$0	\$0	\$0
5104 Moving Costs	\$0	\$0	\$8,269	\$0	\$0
<b>TOTAL OPERATIONS</b>	<b>\$160,488</b>	<b>\$146,381</b>	<b>\$156,795</b>	<b>\$189,420</b>	<b>\$181,744</b>
<b>Administration / Personnel</b>					
5210 Marketing & Services Salaries	\$254,648	\$251,455	\$248,502	\$389,688	\$435,777
5216 Employee Benefits	\$45,782	\$37,843	\$41,616	\$55,069	\$65,705
5230 Administrative Salaries	\$170,194	\$172,267	\$173,147	\$188,891	\$180,918
5240 Retirement Fund-Employer Contrib.	\$6,613	\$6,704	\$6,784	\$8,733	\$9,769
5250 Temporary Services	\$0	\$0	\$0	\$0	\$0
<b>TOTAL ADMIN / PERSONNEL</b>	<b>\$477,234</b>	<b>\$468,269</b>	<b>\$468,049</b>	<b>\$642,371</b>	<b>\$691,559</b>

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	2007/08 Actual	2008/09 Actual	2009/10 Actual	2010/11 Approved	2011/12 Proposed
<b>TOURISM MARKETING: LEISURE</b>					
5301 CVC Publications	\$150,851	\$116,333	\$112,228	\$115,760	\$121,920
5302 Direct/Co-op Advertising	\$232,605	\$245,419	\$209,391	\$597,292	\$841,845
5304 Visitor Center Promotional Equipment	\$0	\$0		\$3,500	\$3,500
5305 Marketing Printed Matter	\$33,055	\$30,040	\$6,795	\$11,790	\$28,310
5309 Postage Tourism Promotion	\$24,166	\$22,201	\$21,152	\$29,000	\$28,500
5310 Auto Phone Expense	\$293	\$347	\$328	\$0	\$0
5311 Telephone Tourism Promotion	\$4,499	\$4,502	\$4,732	\$5,208.00	\$5,877
5312 Educational Seminar	\$602	\$0	\$0	\$0	\$0
5317 Tourism Memberships	\$2,400	\$3,405	\$2,205	\$3,728	\$5,415
5318 Local Meetings	\$1,896	\$930	\$556	\$4,500	\$3,500
5319 CVC Website Expansion	\$6,805	\$37,464	\$28,023	\$24,000	\$39,140
5322 Cost of Goods Sold	\$0	\$54	\$0	\$0	\$0
5350 In-Kind Tourism Contributions	\$21,977	\$27,988	\$11,297	\$16,000	\$0
5360 On-Line Contract Services/Media Buys				\$250,000	\$162,500
<b>TOTAL TOURISM</b>	<b>\$479,149</b>	<b>\$488,684</b>	<b>\$396,687</b>	<b>\$1,060,778</b>	<b>\$1,055,507</b>
<b>COMMUNICATIONS - PR</b>					
5371 On-Line Media Related Contract Services				\$25,000	\$25,000
5372 Promotional Amenities	\$2,592	\$322	\$500	\$3,000	\$6,000
5373 Photography and B-Roll	\$4,500	\$1,842	\$6,943	\$15,000	\$15,000
5374 Familiarization Tour Expense - Media				\$3,000	\$3,000
5375 Media Trade Shows				\$10,000	\$6,790
5376 Media Contract Service				\$67,500	\$25,275
5377 Communications - PR				\$12,115	\$37,115
<b>TOTAL COMMUNICATIONS - PR</b>	<b>\$7,092</b>	<b>\$2,164</b>	<b>\$9,443</b>	<b>\$135,615</b>	<b>\$118,180</b>

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	2007/08 Actual	2008/09 Actual	2009/10 Actual	2010/11 Approved	2011/12 Proposed
<b>FILM PROMOTION</b>					
5401 Film Membership Subscriptions	\$1,050	\$750	\$1,050	\$1,372	\$1,372
5403 Film Scouting	\$96	\$0	\$0	\$200	\$200
5404 Brochures - Film Guide	\$1,035	\$0	\$0	\$0	\$0
5405 Trade Web Site	\$0	\$594	\$41	\$250	\$250
<b>TOTAL FILM PROMOTION</b>	<b>\$2,181</b>	<b>\$1,344</b>	<b>\$1,091</b>	<b>\$1,822</b>	<b>\$1,822</b>
<b>COMMUNITY RELATIONS</b>					
5501 Annual Retreat	\$2,715	\$488	\$416	\$2,500	\$2,500
5502 CVC Hosted Meetings Expense	\$1,092	\$432	\$1,535	\$1,000	\$1,000
5504 Business Meetings & Functions	\$3,185	\$2,116	\$3,678	\$2,500	\$2,500
5505 Community Relations Printed Matter	\$818	\$0	\$78	\$500	\$500
5506 Travel Forecast Newsletter / E-News	\$750	\$900	\$1,050	\$1,150	\$1,866
<b>TOTAL COMMUNITY RELATIONS</b>	<b>\$8,559</b>	<b>\$3,936</b>	<b>\$6,754</b>	<b>\$7,650</b>	<b>\$8,366</b>
<b>CONTRACT SERVICES</b>					
5601 Research Marketing	\$0	\$42,233	\$12,449	\$0	\$0
5602 Research-Occupancy	\$2,000	\$2,000	\$2,000	\$4,900	\$5,040
5603 Consulting Services	\$1,186	\$3,551	\$3,498	\$15,000	\$5,000
<b>TOTAL CONTRACT SERVICES</b>	<b>\$3,186</b>	<b>\$47,784</b>	<b>\$17,947</b>	<b>\$19,900</b>	<b>\$10,040</b>
<b>CORPORATE CONFERENCES/GROUPS</b>					
5701 FAM Tour and Trade Show Coordination Contract				\$20,000	\$20,000
5702 E-Marketing - Quarterly Newsletter				\$7,500	\$5,000
5703 FAM Tour Expenses - Group				\$10,000	\$7,500
5704 Photography and Video Production				\$8,500	\$7,500
5705 Trade Show Destination Booths				\$6,000	\$10,000
5706 Group Market: On-Line Campaign				\$4,500	\$10,000
5707 Group Market: Branding Process				\$7,500	\$7,500
5708 Trade Show Booth Materials				\$3,000	\$2,000
57xx Group Marketing Website Enhancements				\$0	\$5,500
<b>TOTAL CORPORATE CONFERENCES/GROUPS</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$67,000</b>	<b>\$75,000</b>

FY 2011/2012  
Draft CVC Budget



	2007/08 Actual	2008/09 Actual	2009/10 Actual	2010/11 Approved	2011/12 Proposed
<b>INTERNATIONAL - TOUR AND TRAVEL (FIT)</b>					
5801 FAM Tours - Tour and Travel				\$7,500	\$2,500
5802 Outside Sales Contract				\$19,000	\$20,000
5803 Tour and Travel Trade Shows				\$12,000	\$12,000
5804 Website Expansion - U.K. Section				\$5,000	\$2,500
5805 Tour and travel Contract Services				\$1,750	\$3,000
5810 Tour and Travel - Misc.				\$10,750	\$10,750
58xx Collateral Materials				\$0	\$3,000
58xx Direct Advertising				\$0	\$6,800
<b>TOTAL INTERNATIONAL - TOUR AND TRAVEL</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$50,000</b>	<b>\$60,550</b>
<b>OTHER TMD</b>					
7001 Jurisdictional Admin Fees (Cities and County)				\$11,427	\$11,654
7002 Reserve for Audit				\$5,713	\$5,627
7003 Contingency and Renewal				\$5,713	\$5,627
<b>TOTAL - OTHER TMD</b>	<b>\$0</b>	<b>\$0</b>	<b>\$0</b>	<b>\$22,853</b>	<b>\$23,308</b>
<b>TOTAL EXPENDITURES</b>	<b>\$1,137,899</b>	<b>\$1,158,562</b>	<b>\$1,056,767</b>	<b>\$2,197,409</b>	<b>\$2,226,076</b>

## CVC Board of Directors 2011

### **Merry Crowen, Vice President**

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3/17/2011

## CVC Board of Directors FY 2010/2011

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3/17/2011

**CVC Board of Directors FY 2010/2011**

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**SANTA CRUZ COUNTY**

CONFERENCE & VISITORS COUNCIL  
303 WATER STREET, SUITE 100, SANTA CRUZ, CA 95060  
WWW.SANTACRUZ.ORG • 800.833.3494

## **Santa Cruz County Conference & Visitors Council**

### **Board of Directors Meeting Schedule for Fiscal Year 11/2012**

*Meetings are the last Wednesday of the meeting month at 3:00 pm  
Unless otherwise specified, Board Meetings are held at the Goodwill Offices  
350 Encinal Street, Santa Cruz, CA*

#### Month and Date:

July – 27, 2011

September – 28, 2011

November 30, 2011

January 25, 2012

March – 28, 2012

May – 30, 2012

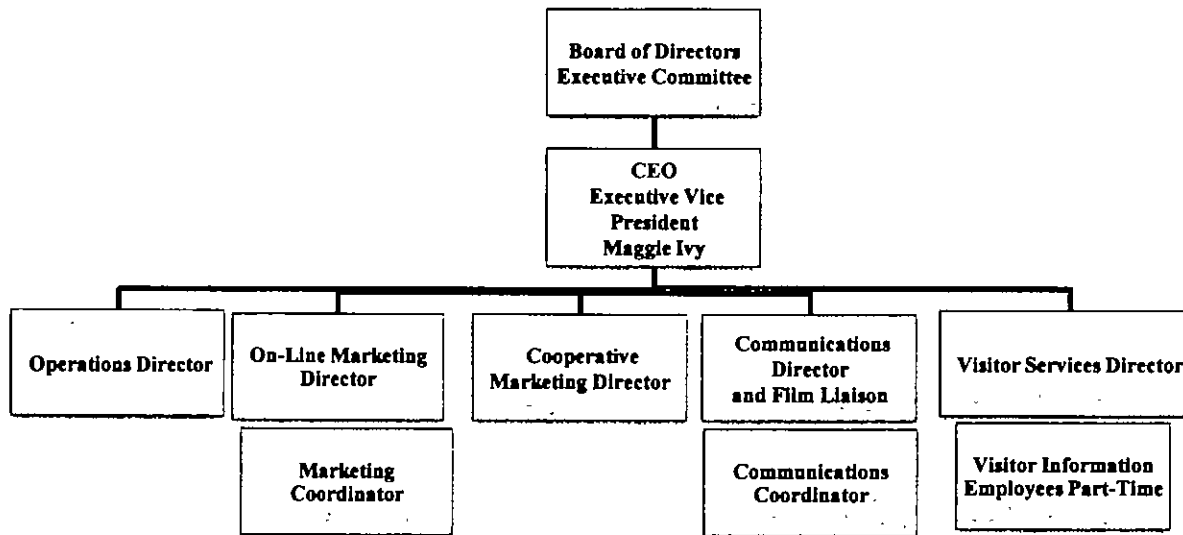
Additional meetings may be added if pressing issues arise between confirmed meeting dates. A concerted effort will also be made to include pertinent community presentations periodically throughout the year at Board meetings to help keep Directors informed of timely industry issues.

**FOR ADDITIONAL INFORMATION CONTACT THE CVC AT  
303 WATER STREET, SUITE 100, SANTA CRUZ  
831.425-1234**

**ELLEN PAULY, OPERATIONS DIRECTOR: [epauly@santacruz.org](mailto:epauly@santacruz.org)**

***Our beaches are just the beginning!***  
**[www.santacruz.org](http://www.santacruz.org)**

# Santa Cruz County Conference & Visitors Council Organizational Chart FY 2011 - 2012



**Santa Cruz County Conference  
And Visitors Council**

**Financial Statements  
as of June 30, 2010**

CHAD HOESING, CPA, INC.

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# Chad Hoelsing, CPA, Inc.

Certified Public Accountant  
Certified Management Accountant

331 Soquel Ave. Ste. 205, Santa Cruz, CA 95062  
Phone (831) 425-7193 Fax (831) 425-7198

To: Board of Directors  
Santa Cruz County Conference and Visitors Council  
303 Water Street, Suite 100  
Santa Cruz, CA 95060

## INDEPENDENT AUDITOR'S REPORT ON FINANCIAL STATEMENTS

I have audited the accompanying statement of financial position of the Santa Cruz County Conference and Visitors Council, a tax-exempt organization, as of June 30, 2010, and comparative totals as of June 30, 2009, and the related statements of activities, changes in net assets and of cash flows for the years then ended. These financial statements are the responsibility of Santa Cruz County Conference and Visitors Council's management. My responsibility is to express an opinion on these financial statements based on my audit.

I conducted my audit in accordance with generally accepted auditing standards. Those standards require that I plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement. An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation. I believe that my audit provides a reasonable basis for my opinion.

In my opinion, the financial statements referred to above present fairly, in all material respects, the financial position of the Santa Cruz County Conference and Visitors Council as of June 30, 2010, and the results of its operations and its cash flows for the year then ended in conformity with accounting principles generally accepted in the U.S.

Chad Hoelsing, CPA, Inc.

*Chad Hoelsing, P.C.*

*October 29, 2010*

**Santa Cruz County Conference & Visitors Council**  
**Statement of Financial Position**  
**As of June 30, 2010 and June 30, 2009**

<b>ASSETS</b>	<b>Unrestricted Operating Funds</b>	<b>Temporarily Restricted Funds</b>	<b>Permanently Restricted Funds</b>	<b>Unrestricted Fixed Assets Fund</b>	<b>6/30/10 Combined Funds</b>	<b>6/30/09 Combined Funds</b>
<b><u>CURRENT ASSETS</u></b>						
Cash in Bank	\$191,447	\$11,611			\$203,058	\$206,732
Accounts Receivable	17,258				17,258	16,326
Prepaid Expenses	9,088				9,088	7,618
<b>Total Current Assets</b>	<b>217,793</b>	<b>11,611</b>	<b>0</b>	<b>0</b>	<b>229,404</b>	<b>230,676</b>
<b><u>FIXED ASSETS (Note 2)</u></b>						
Computer Equipment				131,126	131,126	126,379
Furniture & Equipment				98,365	98,365	79,232
Leasehold Improvements				78,156	78,156	78,156
Fixed Assets @ Cost				307,647	307,647	283,767
Less: Accum: Depr.				(264,843)	(264,843)	(199,760)
<b>Net Fixed Assets</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>42,804</b>	<b>42,804</b>	<b>84,007</b>
<b><u>OTHER ASSETS</u></b>						
Deposits	3,968				3,968	6,260
<b>TOTAL ASSETS</b>	<b>\$221,761</b>	<b>\$11,611</b>	<b>\$0</b>	<b>\$42,804</b>	<b>\$276,176</b>	<b>\$320,943</b>
 <b>LIABILITIES AND NET ASSETS</b>						
<b><u>CURRENT LIABILITIES</u></b>						
Accounts Payable	\$6,870				\$6,870	\$29,920
Deferred Revenue (Note 3)		11,611			11,611	12,432
Accrued Payroll Expenses	22,885				22,885	20,408
<b>Total Current Liabilities</b>	<b>29,755</b>	<b>11,611</b>	<b>0</b>	<b>0</b>	<b>41,366</b>	<b>62,760</b>
Total Long Term Liabilities	0				0	0
<b>TOTAL LIABILITIES</b>	<b>29,755</b>	<b>11,611</b>	<b>0</b>	<b>0</b>	<b>41,366</b>	<b>62,760</b>
<b><u>NET ASSETS</u></b>						
Beginning Net Assets	174,176	0	0	84,007	258,183	262,919
Revenues in Excess (Deficient) of Expenditures	41,710	0	0	(65,083)	(23,373)	(4,736)
Interfund Transfers	(23,880)	0	0	23,880	0	0
<b>Ending Net Assets</b>	<b>192,006</b>	<b>0</b>	<b>0</b>	<b>42,804</b>	<b>234,810</b>	<b>258,183</b>
<b>TOTAL LIABILITIES AND NET ASSETS</b>	<b>\$221,761</b>	<b>\$11,611</b>	<b>\$0</b>	<b>\$42,804</b>	<b>\$276,176</b>	<b>\$320,943</b>

See Accompanying Notes and Accountant's Report.

**Santa Cruz Conference and Visitors Council**  
**Statement of Activities and Changes**  
**In Net Assets for the Years Ended June 30, 2010 and June 30, 2009**

	Unrestricted Operating Funds	Temporarily Restricted Funds	Permanently Restricted Funds	Unrestricted Fixed Asset Fund	6/30/10 Combined Funds	6/30/09 Combined Funds
<b>REVENUES</b>						
Santa Cruz County		257,552			\$257,552	\$257,551
City of Santa Cruz		386,562			386,562	379,437
Other Cities		54,106			54,106	50,676
Sponsorships by Businesses		18,571			18,571	19,426
Advert., Reservation & Sales	346,389				346,389	346,736
In-Kind Contributions (Note 5)	11,297				11,297	27,988
Interest Income & Miscellaneous	1,335				1,335	5,647
Cultural/Eco-Tourism Grants		20,000			20,000	65,000
Net assets released from restrictions						
Restrictions satisfied by payments	736,791	(736,791)			0	0
Total Revenues	1,095,812	0	0	0	1,095,812	1,152,461
<b>FUNCTIONAL EXPENSES</b>						
<b>Operations &amp; Contract Services</b>						
Rent, Moving, Utilities, & Janitor	48,390				48,390	56,912
Telephone	7,693				7,693	8,673
Postage & Office Expenses	13,420				13,420	11,426
Repairs, Property Tax & Other	23,493				23,493	22,119
Contract Services & Insurance	39,921				39,921	33,452
<b>Personnel</b>						
Salaries & Wages	382,030				382,030	385,435
PR Tax, WC Ins, Benefits	88,819				88,819	79,053
<b>Tourism/Media Promo</b>						
Advertising & Printing	367,654				367,654	421,806
In-Kind Tourism (Note 5)	11,297				11,297	27,988
Website Expansion	28,023				28,023	37,464
Other Tourism Costs	17,569				17,569	11,425
<b>Film Promotion</b>						
Tradeshows & Other Costs	1,091				1,091	1,344
<b>Community Relations</b>						
Meetings	5,705				5,705	3,036
Newsletter/Brochures	1,050				1,050	900
<b>Contract Services</b>						
Consulting & Research	17,947				17,947	47,783
Depreciation (Note 2)				65,083	65,083	8,381
Total Expenses	1,054,102	0	0	65,083	1,119,185	1,157,197
Operating Revenues in Excess (Deficient) of Expenses	41,710	0	0	(65,083)	(23,373)	(4,736)
Interfund Transfers	(23,880)	0	0	23,880	0	0
Increase (Decrease) in Net Assets	17,830	0	0	(41,203)	(23,373)	(4,736)
Beginning Net Assets	174,176	0	0	84,007	258,183	262,919
<b>ENDING NET ASSETS</b>	<b>\$192,006</b>	<b>\$0</b>	<b>\$0</b>	<b>\$42,804</b>	<b>\$234,810</b>	<b>\$258,183</b>

See Accompanying Notes and Accountant's Report.

**Santa Cruz County Conference & Visitors Council  
 Combined Statement of Cash Flows  
 For the Years Ended June 30, 2010 and June 30, 2009**

**CASH FLOWS FROM OPERATING ACTIVITIES:**

	<u>6/30/10</u>	<u>6/30/09</u>
Excess (Deficiency) of Revenues over Expenses	(\$23,373)	(\$4,736)
Adjustment to Reconcile Excess (Deficiency) of Revenues over Expenses to net cash provided by operating activities:		
Depreciation and Amortization	65,083	8,381
Decrease (Increase) in Receivables	(932)	100,059
Decrease (Increase) in Prepaid Expenses & Deposits	822	1,585
Increase (Decrease) in Payables & Accrued Expenses	(20,573)	(76,740)
Increase (Decrease) in Deferred Revenue	(821)	(8,926)
Net Cash Provided (Used) by Operating Activities	<u>20,206</u>	<u>19,623</u>

**CASH FLOWS FROM INVESTING ACTIVITIES**

Acquisition of Equipment	(23,880)	(13,799)
--------------------------	----------	----------

**CASH FLOWS FROM FINANCING ACTIVITIES**

Increase (Decrease) in Notes & Leases Payable	<u>0</u>	<u>0</u>
---	----------	----------

Increase (Decrease) in Cash and Temporary Cash Investments	<u>(3,674)</u>	<u>5,824</u>
--	----------------	--------------

Cash and Temporary Cash Investments at beginning of year	206,732	200,908
--	---------	---------

Increase (Decrease) in Cash and Temporary Cash Investments	<u>(3,674)</u>	<u>5,824</u>
--	----------------	--------------

Cash and Temporary Cash Investments at end of year	<u>\$203,058</u>	<u>\$206,732</u>
--	------------------	------------------

See Accompanying Notes and Accountant's Report



**Santa Cruz County Conference and Visitors Council**  
**Notes to Financial Statements**  
**June 30, 2010**

**NOTE 1. INTRODUCTION TO ORGANIZATION**

The Santa Cruz County Conference and Visitors Council was incorporated on August 19, 1988 for the purpose of benefiting local residents by stimulating the local economy by promoting Santa Cruz County as a conference, tourist and film destination. The organization's major sources of revenue include contracts with the City and County of Santa Cruz. The Santa Cruz County Conference and Visitors Council is exempt from federal income taxes under Section 501(C)(6) of the Internal Revenue Code and from franchise tax under Revenue and Taxation Code Section 23701D.

**NOTE 2. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

**Basis of Accounting**

The financial statements have been prepared on the accrual basis of accounting in accordance with generally accepted accounting principles. Revenues are recorded when earned and expenditures are recorded when incurred.

**Basis of Presentation**

Financial statement presentation follows the recommendations of the Financial Accounting Standards Board in its Statement of Financial Accounting Standards (SFAS) No. 117, *Financial Statements of Not-for-Profit Organizations*. Under SFAS No. 117, the organization is required to report information regarding its financial position and activities according to three classes of net assets: unrestricted net assets, temporarily restricted net assets, and permanently restricted net assets.

**Cash and Cash Equivalents**

For purposes of the Statement of Cash Flows, the organization's management considers all unrestricted highly liquid investments with an initial maturity of twelve months or less to be cash equivalents.

**Investments**

Investments are carried at fair value. There was no unrealized gain or loss on investments in fiscal year ended 6/30/10. Interest income is included as an increase in unrestricted net assets in the accompanying statement of activities since its use is unrestricted.

**Comparative Financial Information**

The financial statements include certain previous-year comparative information in combined amounts instead of by net asset class. Such information does not provide sufficient detail to constitute a presentation in conformity with generally accepted accounting principles. The reader may refer to the organization's *audited financial statements for the year ended 6/30/09* that shows the detailed information comprising the combined amounts.

**Estimates**

Management uses estimates and assumptions in preparing financial statements. Those estimates and assumptions affect the reported amounts of assets and liabilities, the disclosure of contingent assets and liabilities, and the reported revenues and expenses. Actual results could differ from those estimates.

**Expense Allocation**

Directly identifiable expenses are charged to programs and supporting services. Expenses related to more than one function is charged to programs and supporting services on the basis of periodic time and expense studies. Management and general expenses include those expenses that are not directly identifiable with any other specific function but provide for the overall support and direction of the organization.

**Santa Cruz County Conference and Visitors Council**  
**Notes to Financial Statements**  
**June 30, 2010**

**NOTE 2. (Continued) SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

Property and Equipment

Uses of operating funds for fixed asset acquisitions are accounted for as transfers to the fixed asset fund. Property and equipment are carried at cost or, if donated, at the approximate fair value at the date of donation. Depreciation is computed using primarily the straight-line method. The organization moved May 1, 2010 to a new location. The organization fully depreciated the remaining value of Leasehold Improvements at the previous location, resulting in \$53,505 in related depreciation in fiscal year ended 6/30/10.

Fund Accounting

The accounts of the organization are maintained in accordance with the principles of fund accounting. Under fund accounting, resources for various purposes are classified for accounting and reporting purposes into funds established according to their nature and purpose. Separate accounts are maintained for each fund; however, in the accompanying financial statements, funds that have similar characteristics have been combined into fund groups. In accordance with SFAS No. 117, fund balances are classified on the Statement of Financial Position as unrestricted, temporarily restricted, or permanently restricted net assets based on the absence or existence and type of donor-imposed restrictions.

Reclassifications

Certain accounts in the prior-year financial statements may have been reclassified for comparative purposes to conform to the presentation in the current-year financial statements.

Restricted and Unrestricted Contributions

Contributions received are recorded as increases in unrestricted, temporarily restricted, or permanently restricted net assets, depending on the existence and/or nature of any donor restrictions.

Bad Debts

Bad debts are recorded using the direct write-off method whereby they are charged at the time management has determined them to be unrecoverable. Generally accepted accounting principles require that an allowance for bad debt be recorded, but the difference in the amount of bad debt recorded between the two methods is immaterial.

**NOTE 3. DEFERRED REVENUES**

The organization's deferred revenues for sponsorships by businesses and other organizations as of June 30, 2010 and 2009 are as follows:

	6/30/10	6/30/09
	<u>Deferred Revenue</u>	<u>Deferred Revenue</u>
Beach Area Visitor Center Sponsorship	<u>11,611</u>	<u>12,432</u>
Total Deferred Revenue	<u>\$11,611</u>	<u>\$12,432</u>

**NOTE 4. LEASE COMMITMENTS**

On 11/01/99 the organization leased office space at 1211 Ocean Street, Santa Cruz for five years and two months and exercised the option to renew the lease for an additional five-year term on 11/01/04. The organization elected not to renew the lease for another five-year term.

On 1/7/10 the organization entered into a lease for office space at 303 Water Street, Suite 100, Santa Cruz for seven years commencing May 1, 2010 and ending April 30, 2017. The organization has two options to extend the lease for five years each. Four months of free rent was allowed by lessor to cover moving expenses. Current rent is \$3,968.

**Santa Cruz County Conference and Visitors Council**  
**Notes to Financial Statements**  
**June 30, 2010**

**NOTE 4. (continued) LEASE COMMITMENTS**

Minimum Future Lease Payments	
For the FYE 06/30/11 (ten months)	39,680
06/30/12	47,616
06/30/13	47,616
06/30/14	47,616
06/30/15- 6/30/17	<u>134,912</u>
Total	<u>\$317,440</u>

**NOTE 5. IN-KIND DONATIONS**

In-kind donations are comprised primarily of accommodations and related services provided by tourism businesses in Santa Cruz County as follows.

Meeting Facilities & Accommodations	\$ 5,236
Spring Co-op Campaign Prizes	<u>22,752</u>
Total in-kind donations	<u>\$27,988</u>

These expenses are included in the functional expenses reported in the Statement of Activities.

**NOTE 6. SIMPLE IRA**

The organization has a Simple IRA plan in which the employer contributes 2 % of the employee's compensation for the year. All full time employees are eligible to participate if they received at least \$5,000 in compensation during one calendar year preceding the current calendar year.

**NOTE 7. RISKS OF CONCENTRATION OF GOVERNMENT FUNDING**

The organization is dependent on a concentration of government funding. A significant decrease in government funding could result in a corresponding significant decrease in operations.

**Santa Cruz County Conference  
And Visitors Council**

**Report on Internal Control  
as of June 30, 2010**

CHAD HOESING, CPA, INC.

# Chad Hoelsing, CPA, Inc.

Certified Public Accountant  
Certified Management Accountant

331 Soquel Ave. Ste. 205, Santa Cruz, CA 95062  
Phone (831) 425-7193 Fax (831) 425-7198

Board of Directors  
Santa Cruz County Conference & Visitors Council  
303 Water Street, Suite 100  
Santa Cruz CA 95060

## INTERNAL CONTROL REPORT

I have audited the financial statements of the Santa Cruz County Conference & Visitors Council for the year ended June 30, 2010, and have issued my report thereon. As part of my audit, I made a study and evaluation of the internal control systems, to the extent I considered necessary to evaluate the system as required by generally accepted auditing standards.

The purpose of my study was to determine the nature, extent and timing of the audit procedures necessary for expressing an opinion on the organization's financial statements. Management is responsible for establishing and maintaining internal control systems. In fulfilling that responsibility, estimates, and judgments by management are required to assess the expected benefits and related costs of control procedures. The objectives of internal control systems are to provide management with reasonable, but not absolute, assurance that resource use is consistent with laws, regulations, and policies, resources are safeguarded against waste, loss, and misuse, and reliable data is obtained, maintained, and fairly disclosed in reports.

Because of inherent limitations in any system of internal control, accounting errors or irregularities may nevertheless occur and not be detected. Also, projection of any evaluation of the systems to future periods is subject to the risk that procedures may become inadequate because of changes in conditions or that the degree of compliance with the procedures may deteriorate.

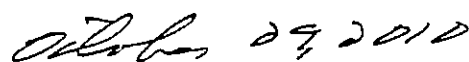
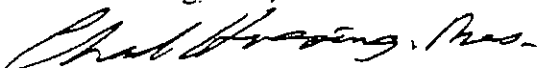
My study and evaluation included considering the types of errors and irregularities that could occur, determining the internal control procedures that should prevent or detect such errors and irregularities, determining whether the necessary procedures are prescribed and are being followed satisfactorily, and evaluating any weaknesses.

My study and evaluation was more limited than would be necessary to express an opinion on the internal control systems. Accordingly, I do not express an opinion on the internal control systems. Also, my audit would not necessarily disclose material weaknesses in the internal control systems. However, I bring the following item to your attention.

1. The organization's unrestricted operating net assets, without including equipment and leasehold improvements, was about \$192,000 as of June 30, 2010. This represents about two months of operating expenses. I recommend that the organization increase the net assets in the next few years to be able to cover about six months of expenses as an increased margin of safety. This will reduce the risk of cash flow difficulties or possible insolvency.

My study and evaluation and my audit disclosed no conditions that I believe would result in more than a relatively low risk that errors or irregularities in amounts that would be material to the financial statements may occur and not be detected within a timely period. In general, I found the internal control and the records to be satisfactory to the extent of the limited evaluation necessary for the purpose of the audit of the financial statements. I have noticed that the organization's expenses have a high degree of consistency from year to year. This indicates an appreciation of the accepted marketing doctrine that consistent marketing efforts provide the best results. Thank you for allowing us to perform these services.

Chad Hoelsing, CPA, Inc.



INTERNAL REVENUE SERVICE  
P. O. BOX 2508  
CINCINNATI, OH 45201

DEPARTMENT OF THE TREASURY

Date: JAN 21 2000

SANTA CRUZ COUNTY CONFERENCE AND  
VISITORS COUNCIL  
701 FRONT STREET  
SANTA CRUZ, CA 95060

Employer Identification Number:  
77-0200405

DLN:  
310003333

Contact Person:  
SHEILA KOCH

ID# 95206

Contact Telephone Number:  
(877) 829-5500

Internal Revenue Code  
Section 501(c)(6)

Accounting Period Ending:  
June 30

Form 990 Required:  
Yes

Addendum Applies:  
Yes

Dear Applicant:

Based on information supplied, and assuming your operations will be as stated in your application for recognition of exemption, we have determined you are exempt from Federal income tax under section 501(a) of the Internal Revenue Code as an organization described in the section indicated above.

Unless specifically excepted, you are liable for taxes under the Federal Insurance Contributions Act (social security taxes) for each employee to whom you pay \$100 or more during a calendar year. And, unless excepted, you are also liable for tax under the Federal Unemployment Tax Act for each employee to whom you pay \$50 or more during a calendar quarter if, during the current or preceding calendar year, you had one or more employees at any time in each of 20 calendar weeks or you paid wages of \$1,500 or more in any calendar quarter. If you have any questions about excise, employment, or other Federal taxes, please address them to this office.

If your sources of support, or your purposes, character, or method of operation change, please let us know so we can consider the effect of the change on your exempt status. In the case of an amendment to your organizational document or bylaws, please send us a copy of the amended document or bylaws. Also, you should inform us of all changes in your name or address.

In the heading of this letter we have indicated whether you must file Form 990, Return of Organization Exempt From Income Tax. If Yes is indicated, you are required to file Form 990 only if your gross receipts each year are normally more than \$25,000. However, if you receive a Form 990 package in the mail, please file the return even if you do not exceed the gross receipts test. If you are not required to file, simply attach the label provided, check the box in the heading to indicate that your annual gross receipts are normally \$25,000 or less, and sign the return.

If a return is required, it must be filed by the 15th day of the fifth month after the end of your annual accounting period. A penalty of \$20 a day is charged when a return is filed late, unless there is reasonable cause for the delay. However, the maximum penalty charged cannot exceed \$10,000 or 5

SANTA CRUZ COUNTY CONFERENCE AND

percent of your gross receipts for the year, whichever is less. For organizations with gross receipts exceeding \$1,000,000 in any year, the penalty is \$100 per day per return, unless there is reasonable cause for the delay. The maximum penalty for an organization with gross receipts exceeding \$1,000,000 shall not exceed \$50,000. This penalty may also be charged if a return is not complete, so please be sure your return is complete before you file it.

You are not required to file Federal income tax returns unless you are subject to the tax on unrelated business income under section 511 of the Code. If you are subject to this tax, you must file an income tax return on Form 990-T, Exempt Organization Business Income Tax Return. In this letter we are not determining whether any of your present or proposed activities are unrelated trade or business as defined in section 513 of the Code.

The law requires you to make your annual return available for public inspection without charge for three years after the due date of the return. You are also required to make available for public inspection a copy of your exemption application, any supporting documents and this exemption letter to any individual who requests such documents in person or in writing. You can charge only a reasonable fee for reproduction and actual postage costs for the copied materials. The law does not require you to provide copies of public inspection documents that are made widely available, such as by posting them on the Internet (World wide Web). You may be liable for a penalty of \$20 a day for each day you do not make these documents available for public inspection (up to a maximum of \$10,000 in the case of an annual return).

You need an employer identification number even if you have no employees. If an employer identification number was not entered on your application, a number will be assigned to you and you will be advised of it. Please use that number on all returns you file and in all correspondence with the Internal Revenue Service.

If we have indicated in the heading of this letter that an addendum applies, the enclosed addendum is an integral part of this letter.

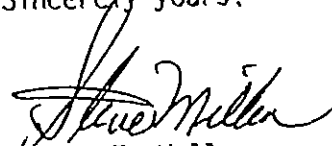
Because this letter could help resolve any questions about your exempt status, you should keep it in your permanent records.

We have sent a copy of this letter to your representative as indicated in your power of attorney.

SANTA CRUZ COUNTY CONFERENCE AND

If you have any questions, please contact the person whose name and telephone number are shown in the heading of this letter.

Sincerely yours,



Steven T. Miller  
Director, Exempt Organizations

Enclosure:  
Addendum



SANTA CRUZ COUNTY CONFERENCE AND

This letter supercedes our letter dated July 1997 granting your organization exemption under Internal Revenue Code section 501(c)(3) effective December 1995. We have determined that you continue to qualify as exempt from Federal income tax under section 501(a) of the Internal Revenue Code as an organization described in section 501(c)(6) continuously from March 1989.

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SECRETARY OF STATE

I, *BILL JONES*, Secretary of State of the State of California, hereby certify:

That the attached transcript of 2 page(s) has been compared with the record on file in this office, of which it purports to be a copy, and that it is full, true and correct.

*IN WITNESS WHEREOF*, I execute this certificate and affix the Great Seal of the State of California this day of

DEC 27 1999



*Bill Jones*

Secretary of State

**ENDORSED - FILE**  
in the office of the Secretary of State  
of the State of California

DEC 20 1999

BILL JONES, Secretary of State

## Restated Articles of Incorporation of Santa Cruz County Conference and Visitors Council

The undersigned certify that:

1. They are the president and the secretary, respectively, of Santa Cruz County Conference and Visitors Council.
2. The Articles of Incorporation of this corporation are amended and restated in whole as follows.

### Article I

The name of this corporation is Santa Cruz County Conference and Visitors Council.

### Article II

The principal place of business of this corporation shall be located within Santa Cruz County, California.

### Article III

This corporation is a nonprofit public benefit corporation and is not organized for the private gain of any person. It is organized under the Nonprofit Public Benefit Corporation Law for public purposes.

### Article IV

The specific public purposes of the corporation are to promote the welfare of the residents of Santa Cruz County by stimulating the economy via promotion of Santa Cruz County as a conference, visitor and family destination.

### Article V

This organization is organized and operated exclusively for public purposes as a tourism promotion organization within the meaning of Internal Revenue Code Section 501(c)(6).

### Article VII

The corporation shall not, except to an insubstantial degree, engage in any activities not in furtherance of the specific purposes of the corporation.

### Article VIII

The corporation is not authorized to have any powers that an Internal Revenue Code Section 501(c)(6) organization is not allowed to have.

Article VIII

No substantial part of the activities of this corporation shall consist of carrying on propaganda, or otherwise attempting to influence legislation, and the corporation shall not participate or intervene in any political campaign (including the publishing or distribution of statements) on behalf of any candidate for public office.

Article IX

The property of this corporation is irrevocably dedicated to public purposes and no part of the net income or assets of this corporation shall ever inure to the benefit of any director or officer thereof or to the benefit of any private person. Upon the dissolution or winding up of the corporation, its assets remaining after payment, or provision for payment, of all debts and liabilities of this corporation shall be distributed to the government(s) within Santa Cruz County.

3. The foregoing amendment and restatement of Articles of incorporation has been duly approved by the majority of directors and all designated agencies which contributed at least \$20,000 to the corporation during the twelve months preceding the adoption of the amendment and restatement of Articles of Incorporation as authorized in Article VIII of the original Articles of Incorporation. The corporation has no members as authorized in Article VIII of the original Articles of Incorporation. The corporation has no members.
4. We further declare under penalty of perjury under the laws of the State of California that all matters set forth in this certificate are true and correct of our own knowledge.

November 17, 1999  
Date

Merry Crowen  
Merry Crowen, President

Rita Law  
Rita Law, Secretary



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March 1, 2011

**President**  
Marcella Allingham

**Vice President**  
Linda Charman

**Secretary**  
Suzanne Schrag

**Treasurer**  
Stephanie Schriver

**Immediate Past President**  
Linda Wilshusen

**Executive Director**  
Michelle Williams

**Members**  
Jim Brown  
Terry Green  
Patrick Mulhearn  
Pancho Rodriguez  
Mark Sachau  
Brian Spector  
Christa Stiner  
Pearl Vickers  
David Yager

**Government Representatives**  
*City of Capitola*  
Sam Storey, Mayor  
*City of Santa Cruz*  
Katherine Beiers, Councilmember  
*City of Scotts Valley*  
Donna Lind, Vice Mayor  
*City of Watsonville*  
Manuel Quintero Bersamin,  
Councilmember  
*County of Santa Cruz*  
Neal Coonerty, Supervisor  
3<sup>rd</sup> District

Attn: Tina Shull  
Council Affairs Manager  
City of Santa Cruz  
809 Center Street, Room 10  
Santa Cruz, CA 95060

Re: City of Santa Cruz Community Program Grant Application FY 2011-2012

Dear Council Members:

On behalf of everyone at the Cultural Council of Santa Cruz County, I want to thank you for accepting our new application for Fiscal Year 2011-2012. We greatly appreciate the vital role the City of Santa Cruz plays in helping the Cultural Council of Santa Cruz County lead and advance the arts in the City.

Each year, the nonprofit arts of Santa Cruz County generate \$32 million and support 750 local jobs. More than 70% of organizations and artists funded by the Cultural Council reside or work in the City of Santa Cruz. This year the Cultural Council provided grants and professional support to 34 arts organizations that present in Santa Cruz, facilitated curriculum-based arts education for Santa Cruz schools, and assisted more than 120 visual artists who reside and work within the City through the Open Studios Art Tour and exhibits at the County Government Center.

The Cultural Council greatly appreciates its 30 year partnership with the City of Santa Cruz to support the diverse arts and culture of our community. Thank you again for your ongoing support.

Should you or your staff require anything further, please contact Sally Green, Director of Development and Communications at 831-475-9600 ext. 19, or via email at [sally@ccscc.org](mailto:sally@ccscc.org).

Sincerely yours,

Michelle Williams  
Executive Director

cc: Natalia Duarte  
Encl: Application for FY 2011-2012 and Attachments

**Cultural Council of Santa Cruz County  
Funding Request to the City of Santa Cruz  
Fiscal Year 2011 – 2012**

Status: Nonprofit Corporation founded 1979

Contact:

**Sally Green, Development and Communications Director  
Cultural Council of Santa Cruz County  
2400 Chanticleer Avenue, Suite G  
Santa Cruz, CA 95062  
831-475-9600 x 14 sally@ccscc.org**

Total Agency Budget FY 2010-2011	\$942,613
Total Projected Budget FY 2011-2012	\$950,000
Total Santa Cruz City Award 2010-2011	\$25,262
Total Santa Cruz City Request 2011-2012	\$25,262

### **MISSION & PURPOSE**

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

- 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.
- Facilitate community collaborations and partnerships.
- Communicate both the intrinsic and economic value of the arts.

### **REQUEST**

Funds are requested by the Cultural Council to serve the City of Santa Cruz through its major programs: *Grants* for arts and cultural organizations and projects; *SPECTRA* arts learning in schools; and the *Open Studios Art Tour* and other *Technical Assistance and Advocacy* for artists.

Designated by the County of Santa Cruz, and recognized by the State of California as the State/Local leader for the arts of this community, the Cultural Council is the primary granting and support agency for arts and cultural programs and services in Santa Cruz. To provide this support, the Cultural Council leverages private, business and foundation revenue to supplement municipal funds. In turn, local nonprofit arts organizations are a \$32 million industry that benefits the economy, creates more than 750 jobs, and provide a wide range of high-quality art experiences for residents and visitors. Through Santa Cruz City support the Cultural Council will be able to continue to provide a full menu of resources for artists and arts organizations and remove the need for community arts organizations to approach the City of Santa Cruz directly for individual assistance.

### **CULTURAL COUNCIL PROGRAMS**

*Grants* are awarded to diverse arts and cultural programs which benefit Santa Cruz residents and visitors. This year, support was provided to 30 arts organizations and artists who reside or perform within the City of Santa Cruz, including the Santa Cruz Baroque Festival, the Santa

Cruz Ballet Theatre, Kuumbwa Jazz Center, the Actor's Theatre, the Santa Cruz Film Festival, the Museum of Art and History, and the Japanese Cultural Fair (*see full list of Grant Awards*). For 80% of the arts organizations, cultural events and projects funded by the Grants Program, the Cultural Council is the sole grant funder.

The **SPECTRA** arts learning program screens, trains, and provides professional artists and performers to bring theater, music, dance, literary and visual arts to public schools (*see SPECTRA Program Report*). **Mariposa's Art**, the Cultural Council's newest program acquisition, provides after-school arts and leadership programs to thousands of children. An Arts Learning Resources Directory is presented on-line as a resource for Santa Cruz educators (*see <http://www.ccscc.org/index.php/spectra.html>*). The Cultural Council conducts an annual exhibit of children's art, and quarterly exhibits of professional artists at the County Government Center in Santa Cruz. In 2010, the Council was honored to partner with Santa Cruz City Arts and the Santa Cruz Education Foundation to support a new rotating Children's Art Exhibition at Santa Cruz City Hall.

Through the **Open Studios Art Tour**, more than 114 artists residing in the City of Santa Cruz generate almost a half million dollars in art sales revenue. Each year, Open Studios attracts 10,000 attendees who visit Santa Cruz to experience art at its source (*see Artist Guide/Calendar and Open Studios Advertising Summary*).

**Technical Assistance and Advocacy** is provided to Santa Cruz arts organizations, artists and the larger community through a variety of activities, including: a) professional development workshops (*see list of Collaborations and Technical Assistance*), b) Council Associates meetings (*see list of Council Associates*), c) print and e-based newsletters about local arts and arts education (*see newsletters*), d) quarterly meetings among municipal arts commissions, and e) a half-page ad for local arts in the Conference & Visitors Council (CVC) Travelers Guide, which is distributed to 105,000 tourists annually (*see ad*).

## **SPECIAL PROJECTS**

**Economic Impact Study: Arts & Economic Prosperity III**, conducted in collaboration with Americans for the Arts, measured the contributions of nonprofit arts organizations to local economies. Results show that nonprofit arts of Santa Cruz County generate \$32 million, create more than 750 jobs, and serve 375,000 resident attendees and 162,000 visitors each year. A full 70% of the arts activities funded by the Cultural Council take place in the City of Santa Cruz.

**Cultural Tourism Initiatives:** The Cultural Council attends quarterly meetings with city art commissions, and works with the CVC to promote cultural tourism and funding for the arts. Cultural Council Board members and Executive Director sit on the CVC Board.

**Supporting Local Arts Development and Accessibility:** The Cultural Council works with many constituents to support local arts development, as well as with City of Santa Cruz to integrate the arts into its multi-year plan.

The Cultural Council is working with the Tannery Arts Center (TAC) to explore a mutually beneficial partnership to best meet the needs of the arts community.

The Cultural Council Board and Executive Director meet annually with representatives from the County of Santa Cruz, and the Cities of Santa Cruz, Capitola, Scotts Valley and Watsonville to discuss regional arts-related issues (*see list of Collaborations and Technical Assistance*).

### **FUNDING FOR 2011 – 2012**

Funds from the City of Santa Cruz will be used to support the Cultural Council's programs and services. Through this investment, we are able to leverage additional revenue to support arts learning in public schools and bring a wide range of cultural and artistic opportunities to residents and visitors of Santa Cruz. In turn, the Santa Cruz artists and arts organizations enrich the quality of life in our community and generate tremendous revenue for our economy. We are proud of the many accomplishments achieved with the City of Santa Cruz during our 31 year partnership and look forward to continuing these services in the upcoming year.

### **List of Attachments**

- Cultural Council Grant Awards 2010 – 2011
- Cultural Council Arts Learning Programs 2010 – 2011 YTD
- List of Cultural Council Collaborations & Technical Assistance
- List of Council Associates
- Arts & Economic Prosperity III: Santa Cruz Summary
- Conference & Visitors Council Travelers Guide Ad
- ARTE-newsletter
- Cultural Council Newsletter
- 2010 Open Studios Art Tour Advertising Summary
- 2010 Open Studios Art Tour Calendar/Artist Guide



**CULTURAL COUNCIL OF SANTA CRUZ COUNTY  
2010-11 GRANTS - \$140,230 TOTAL**

<b>GENERAL SUPPORT GRANTS LEVEL 1</b>	<b>Grant Purpose: General Support</b>	<b>Grants</b>	<b>City</b>
Cabrillo Festival of Contemporary Music	2010-11 General Support	\$10,650	Santa Cruz
Shakespeare Santa Cruz	2010-11 General Support	\$9,450	Santa Cruz
Kuumbwa Jazz	2010-11 General Support	\$9,450	Santa Cruz
Santa Cruz County Symphony	2010-11 General Support	\$9,450	Santa Cruz
Museum of Art & History	2010-11 General Support	\$8,250	Santa Cruz
KUSP	2010-11 Marketing Contract	\$7,000	Santa Cruz

**GS1 GRANTS REQUEST: \$60,000**

**TOTAL GRANTED: \$54,250**

<b>GENERAL SUPPORT GRANTS LEVEL 2</b>	<b>Grant Purpose: General Support</b>	<b>Grants</b>	<b>City</b>
Santa Cruz Mountains Art Center	2010-11 General Support	\$6,150	Ben Lomond
Pajaro Valley Arts Council	2010-11 General Support	\$5,450	Watsonville
Santa Cruz Baroque Festival	2010-11 General Support	\$5,050	Santa Cruz, Ben Lomond
New Music Works	2010-11 General Support	\$4,750	Santa Cruz
Santa Cruz County Youth Symphony	2010-11 General Support	\$4,050	Santa Cruz
Santa Cruz Ballet Theatre	2010-11 General Support	\$4,050	Santa Cruz, Aptos, Soquel
Santa Cruz Art League	2010-11 General Support	\$4,050	Santa Cruz
Watsonville Taiko	2010-11 General Support	\$3,350	Santa Cruz, Watsonville, La Selva Beach

Market Street Theatre	2010-11 General Support	\$3,350	Santa Cruz
Musical Arts of Santa Cruz Chorale	2010-11 General Support	\$3,350	Santa Cruz
Pajaro Valley Performing Arts Association	2010-11 General Support	\$3,000	Watsonville
Actors' Theatre	2010-11 General Support	\$2,000	Santa Cruz

**GS2 GRANTS REQUEST: \$82,500**

**TOTAL GRANTED: \$48,600**

**PROJECT SUPPORT GRANTS**

<b>Organizations</b>	<b>Grant Purpose: Project Support</b>	<b>Grants</b>	<b>City</b>
Japanese Cultural Fair	"Japanese Cultural Fair" is a one-day comprehensive presentation of traditional Japanese culture.	\$2,400	Santa Cruz
Friends of Olympia Station	"HereAfterHere" is a work addressing the subject of what happens after we die, including dancers, abstract video, documentary interviews and commissioned music.	\$2,400	Santa Cruz
WEST Performing Arts	"Nobody's Home" is an original devised theatre piece that explores the provocative and timely subject of post-war trauma and the concept of a soldier's re-integration into society.	\$2,400	Santa Cruz
Esperanza Del Valle	"30th Anniversary Performance" will highlight a variety of regions of dance and music from Mexico.	\$2,100	Watsonville
Poetry Santa Cruz	"Poetry Reading Series" consist of ten readings in the Tuesday evening series, eleven Poet/Speak open readings	\$1,080	Santa Cruz, Capitola, Watsonville

Mariposa's Art	"Dreaming Big" is an exhibit displaying the artwork of young artists from the Pajaro Valley, on the theme of how they see themselves, their future and the future of their community.	\$1,500	Watsonville
Santa Cruz Indian Council	"Sixth Annual Intertribal Gathering" is an educational and interactive event sharing the diverse indigenous music, dance, regalia, food, art and customs of the Americas.	\$1,500	Santa Cruz
National Dance Week	"National Dance Week" is a week-long collaborative dance event that brings together dancers with different traditions to increase visibility of, and encourage participation in, dance.	\$1,500	Santa Cruz
Community Music School	"Santa Cruz Harp Festival" is a celebration of styles of harps.	\$1,000	Santa Cruz
Santa Cruz Film Festival	"10th Annual Santa Cruz Film Festival" includes screenings, performances and panel discussions.	\$1,000	Santa Cruz
Santa Cruz Chamber Players	"2010-11 Season" consists of six chamber music concert pairs.	\$1,000	Aptos
Ensemble Monterey Chamber Orchestra	"Halloween Project" is a concert that explores the spooky side of classical and contemporary instrumental music.	\$1,000	Aptos

**TOTAL REQUEST: \$55,690**

**TOTAL GRANTED: \$18,880**

Individuals	Grant Purpose: Project Support	Grants	City
Maureen Davidson	"Critical Reviews" is a weekly reviews of local arts in Santa Cruz Weekly and KUSP blog.	\$2,700	Santa Cruz, Capitola, Scotts Valley, Watsonville
White Hawk Aztec Dancers	"Xiolen 25th Anniversary Celebration" is a rite of passage for girls with the participation of over 300 Aztec dancers.	\$2,400	Watsonville
Paul Anthony De Worken	"La Mona Lisa Mural Restoration" is a project to preserve one of Watsonville's oldest murals, and to continue to provide a sense of unity and pride within the City of Watsionville through public art.	\$2,100	Watsonville
Kathleen Crocetti	"Soquel Av. Community Mural" is a collaboration with 3200 local school children and community members.	\$1,800	Santa Cruz
Tannery Event's Committee	"The Arts Lecture Series" will feature TAC residents who practice visual, performing and literary arts.	\$1,800	Santa Cruz
Karl Schaffer	"Mosaic" is a variety of new dance works with a special focus on an extended multimedia work on middle east peace, in collaboration with Zambra choral group.	\$1,500	Santa Cruz
Sharon Took-Zozaya	"Inside/Out" is a themed performance of new choreographic works based on Scottish legends and nursery rhymes.	\$1,500	Santa Cruz

Vivien Bassouamina	"Reconciliation" is a Traditional Congolese dance performance with a taste of modern dance describing Congo Brazzaville in times of war and how we can bring peace.	\$1,500	Santa Cruz
Carmela Woll	"GaryFest 2010" is a tribute Gary Kendell, Hip Hop teacher and choreographer by his former students and colleagues.	\$1,200	Watsonville
Art for Art	"Art For Art 2010" is a public art exhibit of 24 local contemporary cutting edge artists.	\$1,000	Santa Cruz
Roger Knapp	"North Coast Culture and History Exhibit" is a year long exhibit utilizing historical documents photographs and artwork relating to life on the North Coast.	\$1,000	Davenport

**TOTAL REQUEST: \$61,950**

**TOTAL GRANTED: \$18,500**

**Cultural Council of Santa Cruz County SPECTRA Programs 2010-11, year to date**

<b>District</b>	<b>School</b>	<b>Artist</b>	<b>Program</b>	<b>Discipline</b>	<b>Duration</b>	<b>Grades</b>	<b># Students</b>	<b>Grant Amt.</b>
<b>Bonny Doon</b>	Bonny Doon Elementary	Theatre of All Possibilities	Spirit of America	Theatre	Performance	K-6	117	500
		Linda Cover	Watershed Art	Visual & Literary	Residency	K-6	117	500
<b>Happy Valley</b>	Happy Valley	Jo Washburn	Folk dancing from Around the World	Dance	Workshop	K-6	130	1000
<b>Live Oak</b>	Del Mar Elementary	West Performing Arts	Page to Stage	Theatre	Residency	K-5	430	1000
	Green Acres Elementary	Heidrun Hoffmann	Drumming & Rhythm	Dance & Music	Workshop	1	60	450
	Green Acres Elementary	Theatre of All Possibilities	Worlds of Wisdom	Theatre	Performance	K-6	400	700
	Green Acres Elementary	West Performing Arts	Music w/ West Perf. Arts	Music	Residency	3	67	320
	Live Oak Elementary	Ibou N'Gom	African Dance & Drumming	Music & Dance	Workshop	K-2	140	500
	Ocean Alternative Education	Shelly Adams	Movement	Dance	Workshop	K-8	50	850
	Ocean Alternative Education	Lynn Guenther	Art & Nature	Visual	Workshop	K-8	450	200
<b>Pacific</b>	Pacific Elementary	Lynn Guenther	3 D Sculpture	Visual	Workshop	K-6	20	1000
<b>Pacific Collegiate</b>	Pacific Collegiate	West Performing Arts	Nobody's home: a modern Odyssey	Theatre	Performance	12-Jul	90	400
<b>Pajaro Valley</b>	Amesti Elementary	West Performing Arts	Play: Page to Stage	Theatre	Residency	K-5	250	\$5,487
	Ann Soldo Elementary	Dawn Imbrie	Creative Expression	Dance	2 Workshops	4, 5	226	\$2,000
	Bradley Elementary	Theatre of All Possibilities	Worlds of Wisdom	Theatre	Performance	K-6	545	\$495
	Bradley Elementary	Rita Wadsworth	Acting is Fun	Theatre	Workshop	2, 3	30	\$1,000
	Calabasas Elementary	Gina Garcia	Learning about the World thru' Dance	Dance	Workshop	3,5	230	\$500
	Cesar Chavez Middle School	Pisces Moon	Play	Theatre	Workshop	6,7,8	15	\$4,000
	H. A. Hyde Elementary	Ibou N'Gom	African Dance & Drumming	Music & Dance	Workshop	3	25	\$360
	Lakeview Middle School	Ibou N'Gom	African Dance & Drumming	Music & Dance	Residency	8	90	\$2,000
	Linscott Charter School	Linda Cover	Art Exploration	Visual	Residency	6, 7	15	\$1,000
	Linscott Charter School	Elaine Pinkernell	Clay Exploration	Visual	Workshop	6, 7, 8	15	\$1,000
Mar Vista Elementary	Dawn Imbrie	Creative Expression	Dance	2 Workshops	K, 3	260	\$2,000	

	Mintie White Elementary	Susan Trimmingham	ELD through Visual Arts	Visual	Residency, year round	K-5	620	\$9,500
	Ohlone Elementary	Gina Garcia	Beginning Dance	Dance	Residency	K-3	300	\$1,000
	Pacific Coast Charter	Gina Garcia	Beginning Dance	Dance	Workshop	K-5	30	\$1,000
	Pacific Coast Charter	Lynn Guenther	Art and Nature	Visual	Residency	K-5	30	\$1,000
	Pajaro Middle School	Robert O'Brien	Play: "Pigs Can Fly"	Theatre		8	20	\$1,000
	Rio del Mar Elementary	Jenni Ward	Clay Exploration	Visual	Residency	K-6	620	\$1,000
	Starlight Elementary	Pisces Moon	Play Production	Theatre	Residency	2	120	\$4,487
	Watsonville Charter School of the Arts	Claudia Stevens	Clay Explorations	Visual	Workshop	K-6	275	\$1,000
	Watsonville Charter School of the Arts	Ibou N'Gom	Multicultural Music & Dance	Music & Dance	Workshop	K-6	275	\$1,000
<b>Santa Cruz City Schools</b>	AFE- Home Studies	West Performing Arts	Drama	Theatre	Residency, year round	K-12	60	\$2,000
	Bayview Elementary	Gina Garcia	Hip Hop	Dance	Workshop	4, 5	80	500
	De Laveaga Elementary	Heidrun Hoffmann	Drumming and Rhythm	Dance	Workshop	2,3	220	1000
	Gault Elementary	Claudia Stevens	Mural	Visual	Workshop	5	50	1000
	Westlake Elementary	West Performing Arts	Audience Development	Theatre	Performance	1, 2	239	1000
	Westlake Elementary	Christopher Wolters	Introduction to Music	Music	Residency	K-3	390	1000
<b>San Lorenzo Valley</b>	Boulder Creek Elementary	Magical Moonshine Theatre	Animal Folktales of the Americas	Theatre	Performance	K-3	330	\$445
	San Lorenzo Valley Elementary	Ibou N'Gom	African Dance & Drumming	Music & Dance	Residency	K-5	600	1000
<b>Soquel</b>	Santa Cruz Gardens Elementary	Ibou N'Gom	African Dance & Drumming	Music & Dance	Workshop	K-2	180	1000

**Total**

7388 **\$57,194**

**18 individual artists or groups**  
**9 Dance programs**  
**7 Dance & Music programs**  
**2 Music programs**  
**11 Theatre Arts programs**  
**7 Visual Arts programs**  
**3 Visual & Literary Arts programs**

**41 Programs**  
**6 Performances**  
**14 Residencies**  
**19 Workshops**



## **Collaborations and Initiatives, 2010 – 2011**

Arts Education Collaborative  
City of Capitola Arts & Cultural Commission  
City of Scotts Valley Parks and Recreation Commission  
City of Watsonville Parks and Recreation Committee  
Central Coast Small Business Development Center  
Community Foundation of Santa Cruz County  
Cultural Council Associates, over 40 members  
Cultural Council Website: Local Arts Page & Artist Hotlinks  
Cultural Media Services, Inc  
Gail Rich Awards  
Grace Hammond Consultant  
Grants Managers Network  
KUSP  
Museum of Art & History  
Nancy Loshkajian & Associates  
Rio Theatre  
Santa Cruz City Public Arts Commission  
Santa Cruz Civic Auditorium  
Santa Cruz County Conference and Visitors Council  
Santa Cruz County Parks, Recreation & Cultural Services  
Santa Cruz County Poet Laureate  
Santa Cruz Education Foundation  
Santa Cruz Office of Education  
Santa Cruz Redevelopment Agency  
School Districts: Bonny Doon, Live Oak, Santa Cruz, Scotts Valley, Soquel, PVUSD  
Scotts Valley Parks and Recreation Commission  
Tannery Arts Center  
Teaching Artists Organized

## **Technical Assistance Workshops, 2010-2011**

### **“Audience Development” Thursday, November 11 from 8:30 am to 10 am.**

Sponsored by the Cultural Council Associates. This workshop is an overview of the goals and value of audience surveys, options for executing them, how to write a survey and how to analyze and use the information collected.

### **“Cultural Council Grants Writing Workshops” Friday, November 19, from 10:30 am to 12 noon, Thursday, January, 27 from 5 pm to 6:30 pm, and Friday, January 28, from 10:30 am to 12 noon.**

First-time applicants are introduced to the Cultural Council Grants Program categories, eligibility requirements, review criteria and re-granting process. These sessions are great for first time





applicants and arts folks who want to improve their grants writing skills and budgeting for arts projects and programs. Led by Grants Program Manager Nabil Ghachem.

**“Web Tools” Thursday, February 10, from 8:30 am to 10 am.**

Sponsored by the Cultural Council Associates. This session is an overview of the free or low-cost web tools available to nonprofit organizations. Learn which tools you may need and how to use them effectively.

**“Non-Profits 101” Saturday, February 26th, from 9: 30 a.m. to 12:30 p.m.**

This informational session is designed to introduce Santa Cruz County artists, arts collectives, groups, and small non-profit organizations to the ins and outs of creating and managing an arts non-profit organization, working with fiscal sponsor, and basic tax implications. Led by Josh Wagner, Cultural Media Services, Inc. and PlanRight.

**Open Studios Zapplication Assistance Workshops**

The ZAPP workshops will include an introduction to the ZAPP website with an online demonstration for the attendees. They will also cover the basics of digital image preparation – conversion to jpeg, sizing, and uploading to the ZAPP website.

- \* **Tuesday, March 15<sup>th</sup>**, 6:30-7:30 pm, Tannery Arts Center, 1030 River Street, Santa Cruz
- \* **Thursday, March 24<sup>th</sup>**, 6:30-7:30 pm, CCSCC office
- \* **Saturday, April 2<sup>nd</sup>**, 11:00-12:00 pm, CCSCC office
- \* **Saturday, April 16<sup>th</sup>**, 11:00-12:00pm, CCSCC office

**“Fund Development” Thursday, March 31st, from 3 p.m. to 6 p.m.**

The panel style session will introduce you to the concept of fund development and the importance of a Strategic Plan. It will also cover such topics as trends in Corporate Donors and Media Sponsorship and main elements of Donors’ cultivation. Led by Nancy Loshkajian, with Ellen Primack and Tom Fredericks from the Cabrillo Festival of Contemporary Music.

**“Working with the Media” Thursday, April 21 from 8:30 am to 10 am.**

Sponsored by the Cultural Council Associates. This workshop will feature representatives from the electronic and print media who will cover topics such as Press Releases, PSA, cover stories, and hints on how to get your message out.

**“Arts Marketing: What Works? What Doesn’t?” Friday, April 29th from 3 p.m. to 6 p.m.**

This session will explore tools to help individual artists, arts groups, small and mid-size organizations build distinctive messaging and attract new patrons with cost-effective, online and offline marketing programs that get results. Led by Ann Rea.

**“Grant writing Essentials” Saturday, May 21st, from 9:30 a.m. to 12:30 p.m.**

This session will introduce you to foundation grants-government grants-corporate grants. It will also include: Planning; Components of a proposal; Letters of Intent; A compelling case and how to strengthen the proposal; How to measure your success. Handouts: Tip Sheets, Proposal Components. Led by consultant Grace Hammond.



**“The Art of Budgeting for Proposals” Saturday, May 21st, from 1:30 p.m. to 4:30 p.m.**

This session will help you learn how to analyze external and internal factors to assess your capacity; Develop Financial Goals: Earned Income; Contributed Income; What to present to a funder: Organizational and Project Budgets; Project/Program; Administrative, Overhead; Restricted –Unrestricted Revenue. Handouts: Planning spreadsheets. Led by consultant Grace Hammond.

**“Open Studios Preparation Workshop” Dates TBD, late July & early August**

These workshops, mandatory for first-time Open Studios participants and optional for seasoned participants, covers the following:

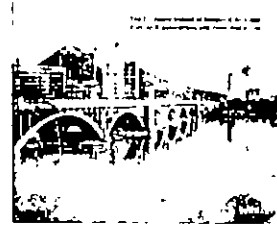
- Getting people to your studio -- self-promotion
- Making your studio “user friendly”
- Professional presentation of your work
- “Showing and telling” about your work and your process
- The “fine art” of selling fine art

**Additional Technical Assistance:**

- November-February, over 30 one-on-one orientation and consulting sessions for grant writing
- February – April, dozens of one-on-one consultations for Open Studios applicants
- Ongoing, dozens of one-on-one consultations for SPECTRA Fast Track applicants
- 4 Art-E Newsletters
- Monthly Visual Arts Opportunities blasts
- 2 printed newsletters
- Continually updated online arts calendar

2010-11 Cultural Council Associates

Members	Org. Phone	Contact	Contact Phone	E-mail	Org. Address	City	Website
Actors' Theatre of Santa Cruz County	425-1003	Gerry Geminger	425-1003	gdmerr@actofthecitytheatre.org	1001 Center Street, Ste 12	Santa Cruz, CA 95060	www.actofthecitytheatre.org
Cabrillo Festival of Contemporary Music	426-6966	Ron Barr	408-228-7802	rbarr@cabfilomusic.org			www.cabfilomusic.org
		Ellen Pinnack	426-6966	epinnack@cabfilomusic.org	147 South River Street, Ste 232	Santa Cruz, CA 95060	www.cabfilomusic.org
Santa Cruz City Arts	420-5157	Jessica Frye		jsfrye@cityofsanacruz.com			www.cityofsanacruz.com/index.aspx?page=463
		Crystal Bains	420-5157	cbains@cityofsanacruz.com	337 Locust Street	Santa Cruz, CA 95060	www.cityofsanacruz.com/index.aspx?page=463
Community Music School Community Television of Santa Cruz County	426-9155	Michelle David		michelledavid@csctvmmi.com			www.communitymusicchool.org
		Shelley Phillips	427-2980	shelley@csctv.net	P O Box 531	Santa Cruz, CA 95061	
Cultural Council of Santa Cruz County	425-8848	MaryAnn Thyken	425-8848 x 28	m.thyken@communitytv.org	816 Pacific Avenue	Santa Cruz, CA 95060	www.communitytv.org
		Nabil Ghachem	475-9600 x 16	ngachem@ccacc.org	2400 Chancleer Avenue, Ste G	Santa Cruz, CA 95062	www.ccacc.org
First Friday Santa Cruz	247-0317	Michelle Williams	475-9600 x 14	mwilliams@ccacc.org			www.ccacc.org
		Chap	247-0317	Chap@FirstFridaySantaCruz.com	131 Front St Suite E	Santa Cruz, CA 95060	www.FirstFridaySantaCruz.com
Friends of Olympia Station, Inc	335-5973	Rebecca Blair	325-8392	rebeccablair@comcast.net	P O Box 633	Santa Cruz, CA 95061	
		Shelly D'Amour	426-2230	shelly@csuzgo.com			
Gwen Davis Revivo	402-6905	Gwen Revivo	476-7263	grevivo@gwenrevivo.com	2435 Felt Street #38	Santa Cruz, CA 95062	www.gwenrevivo.com
Japanese Cultural Fair	462-4589	Paul Kaneko	476-7040	pkaneke@cnet.net	P O Box 3458	Santa Cruz, CA 95063	http://jcsantacruz.org
Jewel Theatre Company	454-1143	Jule James	408-482-1057	juljax@jeweltheatre.net	P O Box 1080	Santa Cruz, CA 95061	www.jeweltheatre.net
John Orlando	688-1518	John Orlando	688-1518	joandor@comcast.net	125 Via Juanita Lane	Aptos, CA 95003	
KUSP	476-2800	Terry Green	476-2800	terryg@kusp.org	203 Eighth Avenue	Santa Cruz, CA 95062	www.kusp.org
Kuumbwa Jazz	427-2227	Bobbi Todaro	427-2227 X 202	bobbi@kuumbwajazz.org	320-2 Cedar Street	Santa Cruz, CA 95060	www.kuumbwajazz.org
Market Street Theatre	423-6640	Lynn Knudsen	477-0127	lynnknudsen@abodglobal.net	222 Market Street	Santa Cruz, CA 95060	
		Tony Mendivil		tmendivil@comcast.net			
Museo Eduardo Canofo	239-9411	Betsy Andersen	2399411	bperk@csuzgo.com	870 35th Ave	Santa Cruz, CA 95062	www.museoeduardocanofo.com
Musical Arts of Santa Cruz Chorale	427-8023	Robert Finke	682-0819	rfinke@csuzgo.com	P O Box 272	Santa Cruz, CA 95061	www.santacruzchorale.org
		Michael Logue		mlogue@csuzgo.com			www.santacruzchorale.org
Music Teachers' Association of California	761-1935	Ivan Rosenblum	479-1988	r.ivan@abodglobal.net	426 Capitola Road Ext	Santa Cruz, CA 95062	www.mtac.org
Mountain Parks Foundation	335-3174	Sandi Crouser	335-3174	scrouser@art.net	525 N. Big Trees Park Rd	Felton, CA 95018	www.mountainparks.org
			439-2045		226 Mount Hamon Rd #88	Scotts Valley, CA 95066	www.mountainparks.org
New Music Works	425-3526	Barbara Burdhart	335-1429	bburdh@csuzgo.com	P O Box 2266	Santa Cruz, CA 95063	www.newmusicworks.org
Pacific Voices	239-1304	Phil Collins		pcollins@csuzgo.com			www.pacificvoices.org
		Monica McGuire	506-7474	monica.mcguire@comcast.net	430 Cliff Drive	Aptos, CA 95003	www.pacificvoices.org
Pajaro Valley Arts Council	722-3062	Karen Reed		karenreed@comcast.net			www.pacificvoices.org
		Fred Mindlin	818-4477	fmindlin@comcast.net			www.pvarta.org
Pajaro Valley Performing Arts Association	763-4047	Richard F. Vasquez	724-9084	richardfvasquez@valpaa.com	37 Sudden Street	Watsonville, CA 95076	www.pvarta.org
Peaces Moon Productions	429-2328	Susan Myer	345-5726	smyer@peacesmoon.org	P O Box 930	Watsonville, CA 95077	www.peacesmoon.org
		Andy Botsford		abotsford@peacesmoon.org	4 Traco Courts	Scotts Valley, CA 95066	www.peacesmoon.org
Poetry Santa Cruz	464-8983	Len Anderson	464-8983	len@poetrysantacruz.org			www.baymoon.com/~poetrysantacruz/index.html
Santa Cruz Art League, Inc	426-5787	Cindy Lieberthal	426-5787	cindy@scal.org	526 Broadway	Santa Cruz, CA 95060	www.scal.org
		T. Mike Walker		tmike@tmikewalker.com			www.scal.org
Santa Cruz Ballet Theatre	477-1606	Robert Kelly	477-1606	robkelly@scbt.net	2800 SO Rodeo Gulch Rd	Soquel, CA 95073	www.scbt.org
Santa Cruz Baroque Festival	457-9693	Alvinda Orlando	476-0808	alvinda@csuzgo.com	P.O. Box 482	Santa Cruz, CA 95061	www.scbartfest.org
		Akissa Roedg	420-1464	akissaroedg@baymoon.com			www.scbartfest.org
Santa Cruz Chamber Players	425-1589	Lavina Livingston	425-3149	llivings@csuzgo.com	P O Box 4174	Santa Cruz, CA 95063	www.sccchamberplayers.org
		Michael Stamp		mstamp@scchamberplayers.org			www.sccchamberplayers.org
Santa Cruz Civic Auditorium	420-5242	Andrea Botsford	420-5242	abotsford@cityofsanacruz.com	307 Church Street	Santa Cruz, CA 95060	http://www.cityofsanacruz.com/index.aspx?page=626
Santa Cruz County Symphony	462-0553	Jan Derecho	462-0553 x 13	jan@sanacruzsymphony.org	307 Church Street	Santa Cruz, CA 95060	www.santacruzsymphony.org
Santa Cruz County Youth Symphony	426-3238	Carol Panofsky	426-3238	cpandofsky@csuzgo.com	P O Box 686	Santa Cruz, CA 95061	www.sscy.org
		Chrissy Hatcher		chrissyhatcher@comcast.net			www.sscy.org
Santa Cruz Dance	457-1838	Abra Allen	457-1838	Abra@SantaCruzDance.com	131 Front St Suite E	Santa Cruz, CA 95060	www.santacruzdance.com
Santa Cruz Dept of Parks, Open Space and Cultural Services	454-7901	Kathy Dewid	454-7933	kc039@scparcs.com	879, 17 avenue	Santa Cruz, CA 95062	www.sccparcs.com
		Joe Schurtz		jschurtz@scparcs.com			www.sccparcs.com
Santa Cruz Mountains Art Center	338-3513	Linda Levy	426-4908	llevy@scmountainarts.net	9341 Mill Street	Ben Lomond, CA 95005	www.mountainartscenter.org
		Cheryl Costello		ccostello@comcast.net			www.mountainartscenter.org
Scandinavian Cultural Center	423-6091	Ole Christensen	423-6091	olec@comcast.net	138 Calvin Place	Santa Cruz, CA 95060	www.scc-santacruz.org
Shakespeare Santa Cruz	459-2121	Kyle Clausen	459-3162	kclausen@ucsc.edu	Theatre Arts UCSC, 1156 High St	Santa Cruz, CA 95064	www.shakespeare@santacruz.org
Tannery Arts Center	877-660-5958	Ann Hazels	410-376-6565	ann@tanneryartscenter.org	337 Locust Street	Santa Cruz, CA 95060	www.tanneryartscenter.org
The Four-Eigheten Project	466-9770	Ana Elizabeth	234-3601	anaelizabeth@the418.org	418 Front Street	Santa Cruz, CA 95060	www.the418.org
The Museum of Art and History	426-1984	Paula Kenyon	426-1984 x 27	pkenyon@muhah.org	705 Front Street	Santa Cruz, CA 95060	www.santacruzmah.org
UCSC Arts Division	459-4731	Sabrina Eastwood	459-4731	se@ucsc.edu	Theater Arts Center - UCSC 1156 High Street	Santa Cruz, CA 95064	http://arts.ucsc.edu
Watsonville Taiko Group	435-4594	Taeko D'Andree	434-4594	taekod@comcast.net	P O Box 1673	Watsonville, CA 95077	www.watsonvillataiko.org
William James Association	426-2474	Laune Brooks	426-2474	laune@williamjamesassociation.org	P O Box 1632	Santa Cruz, CA 95061	www.williamjamesassociation.org
WEST Performing Arts Academy	425-9378	Teri Stammann	425-9378	teristw@westperformingarts.com	402 Ingalls Street, Ste 3	Santa Cruz, CA 95060	http://westperformingarts.com



## Executive Summary

Arts & Economic Prosperity III is the latest survey of the nonprofit arts industry in the US. The Santa Cruz County study was conducted through Americans for the Arts and the Cultural Council of Santa Cruz County.

Nonprofit arts and culture events and programs in Santa Cruz County do more than enrich our lives and imaginations – they also help fuel the county’s economic engine, demonstrating that the nonprofit arts and culture industry is also an economic driver that supports jobs, generates government revenue and is a cornerstone of tourism.

## Economic Impact of the nonprofit arts and culture industry In Santa Cruz County

**TOTAL Economic Impact of the Nonprofit Arts and Culture Industry (Spending by Nonprofit Arts and Culture Organizations and Their Audiences)**

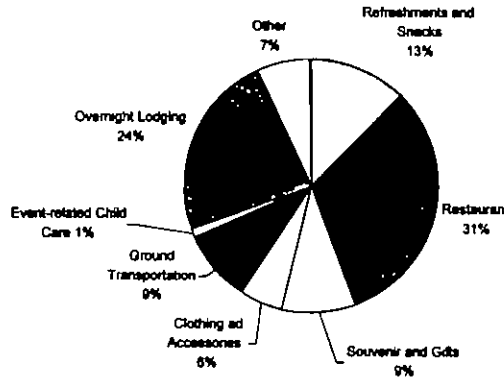
Total Expenditures	\$32,009,172
Full-Time Equivalent Jobs	758
Resident Household Income	\$14,471,000
Local Government Revenue	\$1,351,000
State Government Revenue	\$1,513,000

*Nonprofit arts and culture organizations pay their employees, purchase supplies, contract for services and acquire assets from within our community. The nonprofit arts and culture industry is an investment in economic well-being.*

*An Average of \$30.29 Per Person*

*(excluding the cost of event admission)*

***“To invest in the arts is good business”*** Alberto Ráfols,  
Executive Director of the Cultural Council of Santa Cruz County



## Community Engagement

### Voluntarism and In-Kind Contributions

Number of volunteers	5,128
Total volunteer hours	198,331
Value of volunteer hours	\$3,577,891
Value of in-kind contributions	\$925,982

*Voluntarism and In-kind contributions provide an economic impact beyond the dollars and are an important part of the equation.*

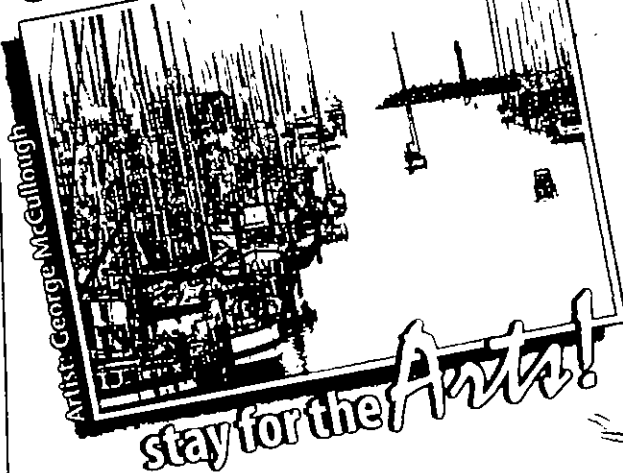
## Events Related Spending

**Event-Related Spending by Arts and Culture Event Attendees Totaled \$16.29 million in Santa Cruz County (excluding the cost of event admission)**

	Residents	Non-Residents	All Attendees
Total Event Attendance	375,406	162,271	537,677
Percent of Attendees	70 percent	30 percent	100 percent
Average Dollars Spent Per Attendees	\$19.27	\$55.82	\$30.29
Total Event-Related Spending	\$7,234,074	\$9,057,966	\$16,292,040

*Nonprofit arts and culture event audiences generate event-related spending for local merchants such as restaurants, retail stores and hotels.*

Come for the beaches...



Actors' Theatre of Santa Cruz County  
Cabrillo Festival of Contemporary Music • Community Music School  
Community Television of Santa Cruz County  
Distinguished Artist Series • Esperanza del Valle  
Friends of Olympia Station • Japanese Cultural Fair  
Jazz Society of Santa Cruz County • Kuumbwa Jazz • Market Street Theatre  
Mir and A Company • Mosaic Theatre Group  
Mountain Community Theatre • Move Speak Spin  
The Museum of Art & History • Music Teachers' Association of California  
New Music Works • Ohlone Day  
Open Studios Art Tour, 1st three weekends in October  
Pacific Rim Film Festival • Pajaro Valley Arts Council  
Pajaro Valley Performing Arts Association • Pisces Moon Production  
Poetry Santa Cruz • Santa Cruz Art League • Santa Cruz Ballet Theatre  
Santa Cruz Baroque Festival • Santa Cruz Chamber Players  
Santa Cruz Chorale • Santa Cruz Civic Auditorium  
Santa Cruz County Symphony • Santa Cruz County Youth Symphony  
Santa Cruz Film Festival • Santa Cruz Indian Tribe Council  
Santa Cruz Mountains Art Center • Scandinavian Cultural Center  
Tannery Arts Center • The 418 Project • Watsonville Talko Group

[www.ccscg.org](http://www.ccscg.org)  
831.475.9600

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cruz county  
Advancing the Arts,  
Enriching Lives



**CULTURAL COUNCIL**  
of Santa Cruz County  
*Advancing the Arts, Enriching Lives*

**Become a Friend  
of the Cultural Council!**

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## Art E-News February –April 2011

From Nabil Ghachem, Grants & Technical Assistance Program Manager.

Also accessible on our home page at [www.ccscc.org](http://www.ccscc.org). To unsubscribe, please send an email to [grants@ccscc.org](mailto:grants@ccscc.org).

*“In a case argued before the Court in 1926, the majority ruled that the state of New York couldn't regulate the price of theater tickets, because, in the opinion of the majority, the theater was not a public necessity. They argued, in effect, that the experience of attending the theater was superfluous. And this is what Justice Holmes had to say: “To many people the superfluous is necessary.” The theater is necessary. Dance is necessary. Song is necessary. The arts are necessary – they are a necessary part of our lives.”*

President Barack Obama

### CALENDAR

Preview a calendar of events funded in part by the Cultural Council Grants Program [here](#), or click [here](#) for a listing of local arts organizations.

### CULTURAL COUNCIL HIGHLIGHTS

**Primavera 2011 ~ March 6, 2011, 4:00 p.m. at Chaminade Resort & Spa**, the Cultural Council presents *Primavera! The Far Out & Fab 1960s*, a fundraiser benefitting the Arts & Arts Education in our community. Special guests: The White Album Ensemble. Dinner, dessert, beer, wine, dancing, silent & live auctions, & costume contests. Join your friends and fellow art supporters for this event! Tickets: \$125 per person (general seating), \$145 for premiere front-row seating. Details are available at [ccscc.org](http://ccscc.org) or (831) 475-9600 x 10.

**Non-Profit 101 Seminar** ~ Between February and June, 2011, the Cultural Council, in collaboration with the Small Business Development Center and the Community Foundation of Santa Cruz County, will hold a series of arts management seminars with experts in the field of Non-profit Management, Fund Development, Grant writing, and Marketing. **“Non-Profit 101” seminar will be held on Friday, February 25 from 9:30 am to 12:30 pm** at the Community Foundation office, with Josh Wagner, consultant and owner of CulturalMedia Services, Inc. and Pan Right. For schedule and registrations, go to [www.ccscc.org](http://www.ccscc.org).

**Grants to Support Arts Projects and Cultural Events** ~ The Cultural Council of Santa Cruz County announces the availability of approximately \$35,000 in grants for concerts, plays, dance performances, cultural festivals, exhibits, and poetry readings **taking place between July 1, 2011 and June 30, 2012**. Grants range from \$1,000 to \$3,000. **Application deadline: March 7, 2011**. Guidelines and application forms are available at the Cultural Council office, <http://www.ccscc.org/index.php/grants.html>, and locations throughout the County. For more information, contact Nabil Ghachem at (831) 475-9600 x 16 or [grants@ccscc.org](mailto:grants@ccscc.org).

**Art Exhibition at the Santa Cruz County Government Center** ~ Five artists show their works on the 1st & 5th Floors of the 701 Ocean Street County Building through March 30, 2011. **Opening Reception: Friday, February 4, from 5 p.m. to 8 p.m.** Exhibiting Artists are: Russell Brutsché, April Zilber, David Salazar, Andrew Purchin, and Melinda Picatti.

**2011 Open Studio Art Tour** ~ Applications for the 2011 Open Studios Art Tour will be available starting Monday, February 14th with ZAPP®. Get started *now* by going to [ZAPP](#) to register your FREE artist profile. Check out the help features on ZAPP® ~ **How to Apply, Image Preparation, and ZAPP Help**. Contact Ann Ostermann at (831) 475-9600 x17 or at [events@ccscc.org](mailto:events@ccscc.org) to find out about the free technical assistance workshops.

## ADVOCACY

**2011 Gail Rich Awards** ~ The Rio Theatre was packed on Wednesday, January 26 for the 15th Annual Gail Rich Awards. During the ceremony, 6 local artists were introduced and acknowledged by their peers for their contribution to the arts in Santa Cruz County. The Gail Rich Awards ceremony is produced by the Cultural Council Associates, and is emceed by Sentinel Arts writer Wallace Baine who also selects the awardees. To submit a nomination for the 2012 awards, please email a brief biography of your nominee to Wallace Baine at [wbaine@santacruzsentinel.com](mailto:wbaine@santacruzsentinel.com). *To view a list of all Gail Rich Award recipients, click here.*

**Thank You for Helping us to Continue Fulfill our Mission** ~ The Cultural Council has recently awarded \$95,850 in grants to 17 local arts and cultural organizations in the General Support category. In June 2010, the Council awarded \$37,380 to 23 individual artists and arts groups for arts and cultural projects. This brings the Council's combined financial support for the arts in FY 2010-11 to a total of \$133,230. For a list of 2010-11 awardees, please go to [www.ccscc.org](http://www.ccscc.org). Whether you are a grantee, an artist, or an arts patron, please take a moment to thank our government officials. Visit our [Advocacy webpage](#) and send a brief and simple thank you note.

**National Young Latino Leaders in the Arts Task Force** ~ The National Museum of Mexican Art will present an opportunity for young Latino professionals in the arts to rise up and discuss how to effectively participate in shaping the future of the arts in the U.S. Ten participating professionals from across the United States will be invited to a two-day task force session in Chicago (July 15-16, 2011). Individuals under the age of 35 from a variety of backgrounds (fine arts, performing arts, arts administration, etc.) are eligible to apply. **Deadline: February 18, 2011**. Click [here](#) for application form and for more information.

## TECHNICAL ASSISTANCE & RECENT ARTICLES

**Funding: The state of the art** By András Szántó ~ *“In a world mired in economic uncertainty and with cash for the arts disappearing, how do we argue for culture?”* [Click here for the whole story.](#)

**Capacity Building Resources for Nonprofits ~ The Community Foundation of Santa Cruz County offers a series workshops about nonprofit management. Visit <http://www.cfsc.org> for full workshop descriptions.**

**International Exchange ~ The 2011 Conference on International Opportunities in the Arts** will take place in Boston, **April 7 – 10, 2011.** This conference presented by **TransCultural Exchange** is the international forum for emerging and established artists, cultural administrators, residency directors, teachers, critics and curators providing a unique cross-disciplinary platform to network, showcase, support and promote artists' work. For more information, go to [www.transculturalexchange.org](http://www.transculturalexchange.org).

**Health Insurance** ~ the National Writers Union is offering its members and potential members a chance to buy quality health insurance. This program offers the most comprehensive health insurance package available to individual freelance writers in the U.S. Go to [www.nwu.org](http://www.nwu.org) for more information.

**Public Art** ~ Santa Cruz City Arts and the Santa Cruz County Dept. of Parks, Open Space and Cultural Services are holding an introductory Public Art workshop at the Tannery Arts Center on **Friday, March 25, from 4pm to 6 pm.** This workshop is for professional artists and others interested in entering the field of public art. Topics include overview of the field, call to artists, selection processes, design development, insurance, contracts, and other resources. A Q&A session will follow the workshop. For more information and registration, go to [www.cityofsantacruz.com](http://www.cityofsantacruz.com) or email [cbirns@cityofsantacruz.com](mailto:cbirns@cityofsantacruz.com).

## LOCAL

**Community Foundation of Santa Cruz County** ~ The 2011 Community Grants generally range from \$5,000 to \$35,000, not to exceed 25% of the total organization budget. The average grant is \$15,000. **Application deadline: February 23, 2011.** For more information, go to [www.cfsc.org](http://www.cfsc.org) or call (831) 662-2000.

**The Santa Cruz Film Festival (SCFF)** ~The SCFF will take place May 5 through 14, 2011. Interested filmmakers should submit their films via [santacruzfilmfestival.org](http://santacruzfilmfestival.org). Submissions deadline: **February 25, 2011.**

**Auditions** ~ The Santa Cruz Baroque Festival has opened its 9th annual **Youth Chamber Music Competition** for high school musicians in chamber ensembles. **Submission deadline: Friday, February 25, 2011.** For more information about awards and performance dates, go to



[www.scbaroque.org](http://www.scbaroque.org) or call 831-457-9693.

**Earth Portraits: A Contemporary Landscape Painters of California** ~ The Santa Cruz Art League is calling for entries to the **81st Annual Statewide Exhibit. Best of Show award is \$1,000** plus \$1,000 in additional cash awards! **Deadline: Friday, March 25, 2011.** For more information, go to [www.scal.org](http://www.scal.org).

**“Sculpture Is: 2011”** ~ Call for Entry for the Sixth Annual Pajaro Valley Arts Council (PVAC) Sculpture Exhibition, taking place in the beautiful two-acre Sierra Azul Nursery, located at 2660 East Lake Avenue, Watsonville California. **Deadline: March 29, 2011.** Exhibit Dates: May 31st - October 31, 2011. All visual artists currently residing Santa Cruz, Monterey, San Benito, Santa Clara, San Luis Obispo, San Mateo, San Francisco, Marin, Contra Costa, and Alameda Counties are eligible to enter. Fee: \$25. For assistance with the application process, contact [pvacsculpture@yahoo.com](mailto:pvacsculpture@yahoo.com). For more information about this and other opportunities at the PVAC, go to [www.pvarts.org](http://www.pvarts.org).

## JOBS

**Executive director and other positions** ~ The Museum of Art and History (MAH), Santa Cruz, California seeks a highly motivated, articulate and experienced executive director. **Closing date:** open until filled; application review will begin on January 31, 2011. Other positions available with MAH are Administrative Manager and Volunteer Services Manager. For more information, go to [www.santacruzmah.org](http://www.santacruzmah.org).

## GRANTS & FELLOWSHIPS

**Film/Video and Visual Arts** ~ Creative Capital is now accepting Letters of Inquiry for grants in Film/Video and Visual Arts. The Inquiry Form will be available online until **March 1, 2011.** Please visit [creative-capital.org/apply](http://creative-capital.org/apply) to read the grant guidelines and access the Inquiry Form.

**National Endowment for the Arts Grants for Our Town** ~ Organizations may apply for creative place making projects that contribute to the livability of communities and place the arts at their core. An organization may request a grant amount from \$25,000 to \$250,000. **Statement of Interest deadline: March 1, 2011.**

To view the guidelines and schedule of training webinars, go to [www.arts.gov/grants/apply](http://www.arts.gov/grants/apply).

**The Creative Work Fund** ~ Grants of \$10,000-\$40,000 for projects featuring one or more artists collaborating with a nonprofit organization to create new works. Artists may be working in media (film, video, video or sound installations, radio, or computer-based media) or traditional arts (including performance). **Deadline for LOI: March 4, 2011.** For more information, attend a workshop on Tuesday, February 8, 2011, 5:30-7 p.m. at the Tannery Arts Center, 1040 River Street, Community Room, (near the intersection of Highways 1 and 9), Santa Cruz or go to [www.creativeworkfund.org](http://www.creativeworkfund.org) or call (415) 402-2793.

**James Irvine Foundation** ~ Small and midsize nonprofit 501(c)(3) arts organizations of all artistic disciplines with a budget of at least \$100,000 may apply to the Creative Connections Fund which support the expansion of diverse, relevant arts and cultural offerings in local communities across California. Grants of up to \$50,000 over a maximum of two years and grant request must be for no more than 10 percent of an organization's annual budget per year. **Deadline: March 4, 2011.** Go to [www.irvine.org](http://www.irvine.org) for more information.

**CASH GRANTS from Theatre Bay Area** ~ Individual artists can apply for grants of \$2,000 and companies are able to apply for \$4,000. Applications are available for the following postmark deadlines: **Theatre: March 21, 2011. Dance: May 9, 2011.** Click [here](#) for more information and the application form.

**Theatre Communications Group** ~ TCG-member theaters can apply for grants of up to \$25,000 for research and development of new approaches to solving artistic, managerial, production, and/or technological challenges, or \$50,000 to implement and test such approaches. **Deadline: May 2, 2011.** For more information about this and theatre grants, go to <http://www.tcg.org>. **Photo Documentary** ~ Grants of up to \$30,000 will be awarded to photographers who take an existing body of work on a social justice or human rights issue and devise an innovative way of using that work as a catalyst for social change. **Deadline: May 13, 2011.** For more information, go to [www.soros.org](http://www.soros.org).

**National Endowment for the Arts Grants for Arts Projects** ~ Organizations may apply under two categories: **1. Art Works:** To support the creation of art that meets the highest standards of excellence, public engagement, and the strengthening of communities. **Two deadlines: March 10 and August 11, 2011.** Award range: \$10,000 to \$100,000. **2. Challenge America Fast-Track:** To support projects that extends the reach of the arts to underserved populations. Grants are for \$10,000. **Deadline: May 26, 2011.**

**Multi-discipline** ~ Dancers, choreographers, and theater artists may apply to the Princes Grace Foundation for scholarships, apprenticeships, and fellowships; playwrights can apply for a residency, including publication of play; and approved schools can nominate filmmakers for thesis funding. **Deadline: various with final deadline for all categories on June 1, 2011.** Go to <http://www.pgfusa.org/> for more information.

## RESIDENCIES

**Dance Residency** ~ Since 2005, the Dance Omi International Dance Collective in Ghent, N.Y. has brought together accomplished dance artists from around the world for three weeks of creative exchange each summer. Professional Dancers/Choreographers of ALL styles who have the desire to share ideas and process with dancers from around the world are encouraged to apply. The program culminates in informal showings on the Omi campus and in New York City. **Deadline: March 15, 2011.** Click [here](#) for application form or email [cmorgan@artomi.org](mailto:cmorgan@artomi.org) for more information.

**Multi-Discipline** ~ Since 1982, Atlantic Center for the Arts in Florida has provided artists from all artistic disciplines with spaces to live, work, and collaborate during three-week residencies. **Deadline: May 13, 2011.** For more information on how to apply, please visit <http://www.atlanticcenterforthearts.org/>.

## **CALLS FOR ENTRIES**

**Films** ~ The Palm Springs International Short Film Festival will take place at the Camelot Theatres in Palm Springs June 21 - 27, 2011. The Festival offers twenty awards in six competitive categories (including student and non-student work), with over \$100,000 worth of prizes. **Deadline: March 1, 2011.** For more information, go to [www.psfilmfest.org](http://www.psfilmfest.org).

**Fine Art & Craft** ~ Calling all artists to apply for the 55th Annual Mill Valley Fall Arts Festival! Application form is available at <http://www.zapplication.org>. **Deadline: April 18, 2011.** Fees: \$30. For more information, go to <http://mvfaf.org>.

**Ceramics** ~ Ceramic artists from across the world are invited to the Gyeonggi International Ceramix Biennale 2011. The biennale, which will start on September 23, 2011 and run for 30 days, will be staged in three cities of Gyeonggi Province, the heart and soul of Korean ceramics. The winners of the competition receive large cash prizes. No entry fee. To apply, submit images for preliminary screening between **April 1st and May 31, 2011.**

For more information and to apply, visit <http://www.kocef.org/eng/>.

**For more Calls for Entries, Art Shows, Juried Exhibitions & Competitions for Artists, go to [www.artshow.com](http://www.artshow.com).**

**TAX DEDUCTIBLE DONATION:** Support more than 40 local artists and art organizations ~ Make a contribution to the Cultural Council and receive your FRIEND OF membership card entitling you to special benefits and discounts at local businesses. Go to [www.ccsc.org](http://www.ccsc.org), or contact (831) 475-9600 x 21 or e-mail [info@ccsc.org](mailto:info@ccsc.org).

**Art E-News Submissions:** Next deadline for submissions of auditions, calls-for-entry, grants, job notices and events is **April 1, 2011.** We reserve the right to edit and/or reject submitted materials. Please send your entries to [grants@ccsc.org](mailto:grants@ccsc.org).

*The Cultural Council leads and advances the Arts by  
providing funding, advocacy and support to artists and arts organizations*

**Become a Friend of the Cultural Council  
...consider making a donation today.**

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## **The Cultural Council of Santa Cruz County**

2400 Chanticleer Avenue, Suite G, Santa Cruz, CA 95062  
p: 831.475.9600 ~ f: 831.475.9700 ~ e: [info@ccscc.org](mailto:info@ccscc.org) ~ [www.ccscc.org](http://www.ccscc.org)

This message was sent to [director@ccscc.org](mailto:director@ccscc.org) from:

Cultural Council of Santa Cruz County | 2400 Chanticleer Av. Ste. G | Santa Cruz, CA 95062

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## From the Director's Chair

by Michelle Williams, Executive Director

Greetings from Chicago! I am writing from the Grantmakers in the Arts conference, a four-day gathering of arts funders from across the United States who have come together to learn about the latest research in our field and to discuss the state of the arts in our regions.

As you'll see from the articles in this newsletter, the Cultural Council has been actively listening to our commu-

nity about our role in supporting Santa Cruz arts. I'm finding that many of my colleagues nationwide are engaged in the same practice. At my first conference session, I heard something that has been resonating at the Council for months: "Listen obsessively to feedback." Learning from not only our grantees but also their audiences and the full community is critical to our effectiveness and our ability to help sustain the local arts sector.

But why are we listening so obsessively--why is it so important that we

nurture the arts, particularly now? Our keynote speaker, NPR radio star Peter Sagal, said it best. He recounted a story

*"Director's Chair" -- continued next page*

### Inside...

- ◆ Open Studios: An (Art)Work in Progress
- ◆ In the Spotlight
- ◆ From Grantee to Grants Chair
- ◆ The Arts Education Collaborative
- ◆ Bringing the Arts to Our Community

## Discovery, Realization, Opportunity: Finding Art at our Farmers' Markets

by Mark Sachau, Board Member and Marketing & Development Committee Chair

Fall brings out the best in Santa Cruz County. Colors brighten, our agricultural bounty broadens, and residents breathe a sigh of relief as the focus shifts to hearth and home. What a great time to discover, if not the innermost thoughts of our community, then maybe what we think about its strengths and opportunities.

The Cultural Council's Board of Directors and staff did just that... spread out to six local farmers' markets in September and October to survey shoppers about what they knew about our 31-year-old organization's good deeds, sponsored programs, supported artists, and educational programs. By

painting and drawing the vibrant market environment, Open Studio artists subtly and skillfully called attention to the information we displayed. Our thanks to artists John Crawford, Charles Prentiss,



Mark Sachau speaks about the Cultural Council with interested Cabrillo Farmers' Market shoppers.

Ed Penniman, Erika Perloff, Linda Levy and Liz Lyons Friedman for setting the stage for our survey project.

Our mission was to find out what our community knew about us and to better acquaint our constituents with the Cultural Council before they went on with shopping. Our board members and staff were armed with the knowledge that we partner with over 50 arts organizations, schools, teachers, students, and governmental organizations; and we are the key advocate for arts events and artists in our county. Our financial supporters,

*"Discovery, Realization, Opportunity" -- continued next page*

*"Director's Chair" -- continued from pg. 1*

of a friend who had a chance encounter with Mother Theresa. "I want to go with you, to help you in your work!" the friend told her. "What do you do here?" asked Mother Theresa. "Oh, I just do theater, I want to do more for the world," the friend replied. "There are many types of famine," said Mother Theresa. "The work I do feeds people's

souls. Your work feeds people's spirit. Stay here, and feed your people."

This is the heart of our work at the Cultural Council. I hope you enjoy these stories about how we are listening and using what we learn to best feed the spirits in this wonderful community.

# Open Studios: An (Art) Work in Progress

by Ann Ostermann, Open Studios & Outreach Manager

The Monday following Open Studio's Encore Weekend is always a great day. Amidst all the exhaustion there are moments of joy when artists share their Open Studios experiences with me. These stories not only lift my spirits, they also inform my point of view as the Open Studios Committee and I begin our work for next year's tour.

However, I get the most feedback from reading the hundreds of Artist and Visitor Surveys. A majority of the work we do is appreciated, admired and valued, which is immensely satisfying. Nearly all improvements and revisions to the Open Studios Art Tour stem from feedback we've received through surveys and/or word-of-mouth. This year there were three stand-out "winners:" the Silver Tickets, entitling three lucky winners up to \$500 toward the purchase of art during the Art Tour, the larger images in the calendar section, and the bound-in maps.

Of course, not all of the decisions we've made are so well received. While it can be difficult to hear, the committee and I welcome all input. Suggestions and ideas from these conversations are what keep this event vibrant and relevant.

I am proud that the Open Studios Art Tour, the Cultural Council's "work of art," continues to grow and evolve. I look forward to the next few months as the committee and I gear up for the 2011 Art Tour.



Open Studios artist Cynthia Siegel works on a sculpture.

*"Discovery, Realization, Opportunity" -- continued from page 1*

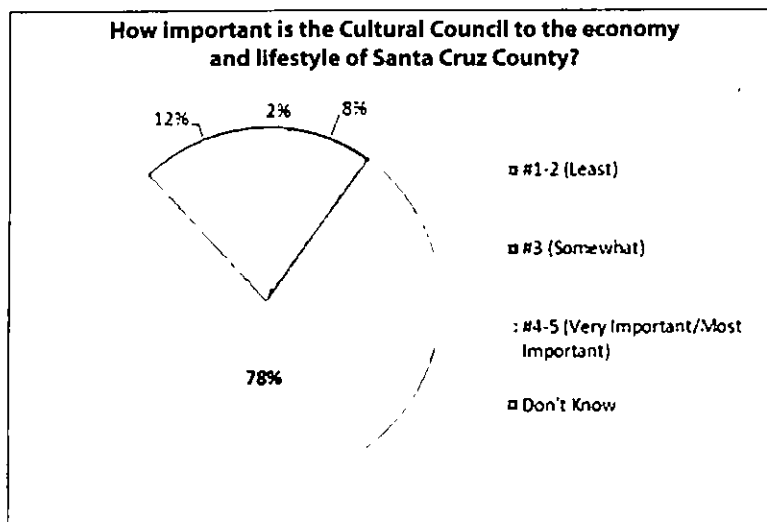
volunteers, board members, staff and local artists migrate to the Cultural Council because they realize that making the arts accessible to everyone in our community is the unique ingredient of Santa Cruz's "secret sauce."

From listening to those we surveyed, nearly 400 in all, we realized very quickly that the Cultural Council is not a household staple for everyone, though our Open Studios sponsorship and SPECTRA Arts Learning programs received broad recognition. In fact, the Cultural Council is probably more akin to a beautiful aubergine eggplant, appreciated for its position in the philanthropic garden of Santa Cruz, but not known for the full bounty of its delicious contributions to our community stew.

The survey responses and experience will reap dividends for years to come. New and seasoned board members are already sharing recipes for future collaborations. Our survey respondents told us about opportunities for community outreach and recognition. Volunteer board members Brian Spector, Pancho Rodriguez, Pearl Vickers, Linda Charman, Marcella Allingham, Suzanne Schrag, Terry Green, and Patrick Mulhearn and staff members Michelle Reynolds and Claudia Stefani all added their significant spirits and engaging personalities to this public interchange.

The whole Farmers' Market experience has left us wanting more: more time to listen to our constituents and more time to talk about our compelling community history. Our recipe is not complete until you've contributed to it!

*Here's what the people responding to the Farmers' Market survey had to say:*



# In the Spotlight:

## Marcella Allingham

by Michelle Reynolds, Marketing & Development Coordinator

**M**y job often brings me into contact with fascinating people: the Cultural Council board members, volunteers, contributors, artists and community supporters who make our work possible. Marcella Allingham, current president of our Board of Directors, has been involved with the Cultural Council for three years. A busy woman, she nonetheless graciously agreed to step into The Spotlight for an interview.

**Q:** What is it that compelled you to become involved with the Cultural Council, and your favorite thing about being involved?

**A:** *I am involved because, as Picasso said, "Art washes away from the soul the dust of everyday life." That's what we do by advancing art in the county. My favorite thing is meeting wonderful people.*

**Q:** Why did you first become involved with the Cultural Council?

**A:** *I really felt I had something to contribute.*

**Q:** What do you/did you do professionally?

**A:** *I worked for corporations--designing, building and managing facilities.*

**Q:** How does your current or former profession help you in your work with the Cultural Council?

**A:** *Understanding program management.*

**Q:** What is the biggest challenge the Cultural Council faces?

**A:** *Balancing needs with funds.*

**Q:** What is your favorite annual arts event in Santa Cruz?

**A:** *Open Studios, of course.*

**Q:** What three people would you like most to have dinner with (living or deceased)?

**A:** *Thomas Jefferson, John Kennedy, and Steve Martin.*

**Q:** What's on your "To Do" list?

**A:** *Too much.*

**Q:** What's something people might be surprised to learn about you?

**A:** *I don't have pierced ears.*

**Q:** What was your childhood ambition?

**A:** *To design clothes.*

**Q:** What's one new thing Santa Cruz County could do to support the Arts?

**A:** *Hold an Art Summit with all the organizations involved in the Arts and create a Master Plan for supporting the Arts that everyone signs off on and takes a piece of.*

**Q:** What is one thing you can't live without?


**A:** *My husband.*

**Q:** What is your favorite gift to give?

**A:** *The gift of my time.*



Marcella Allingham & husband Sam Watkins.

All of us at the Cultural Council are grateful for this gift--and for the skills, passion and leadership that Marcella brings to this organization. 

# From Grantee to Grants Chair:

## Learning About the Value of Grants

by Suzanne Schrag, Board Member & Grants Committee Chair


**F**ourteen years ago, my theater company was awarded a project grant from the Cultural Council for our first production. That support gave us the confidence to pursue our vision and produce our work. This experience convinced me first-hand of the essential role the Grants Program plays in keeping the arts alive and thriving in Santa Cruz County.

The Grants Program has been part of the Cultural Council's mission since the agency's inception. Currently, grants from the Cultural Council help fund over half of all county arts activities. Last year, we provided \$162,000 in grants to support community murals, music events, theatrical performances, art exhibits, performance festivals and cultural fairs.

*The Japanese Cultural Festival is just one of the Cultural Council's Grantees.*



We are now evaluating the Grants Program by gathering information and feedback from a wide array of sources. A community-wide survey in May was followed by interviews with all of our general support grantees. The Board is conducting its own evaluation of the program, and we are participating in a grantee survey conducted by The Center for Effective Philanthropy.

From all this input, we're discovering how we compare against national best practices, and how well our program is meeting grantees' needs. The survey and evaluation process is teaching us how we can even better serve the arts and our community of Santa Cruz County. 

# The Arts Education Collaborative: Working Together to Make a Difference

by Sonia Deetz, Arts Education Coordinator

Over time, the Cultural Council has built strong relationships with the area's leading arts organizations and educational institutions. Now we are rallying our colleagues to meet the new realities of budget cuts, "teaching to the test," and diminished demand for arts education, head on.

Partnering with the Santa Cruz Museum of Art and History, Pajaro Valley Arts Council, the County Office of Education, SPECTRA artists, educators and school administrators, we have formed the Santa Cruz County Arts Education Collaborative. This proactive collective began with an assessment of the arts education opportunities that already



The Santa Cruz County Arts Education Collaborative shares a creative activity.

exist in the County, from strong arts organizations, experienced teaching artists, a rich history of collaborations, and a consensus that the arts and education

are integral to each other. Understanding what is in place led to a mission statement:

*We are committed to promoting equitable, sustainable, high quality Visual and Performing Arts Education opportunities for the benefit of Santa Cruz County youth.*

Collaborative events have included presentations about successful Arts Education Alliances in other regions, and on the latest research in Arts Education. Watch the Cultural Council's website ([www.ccscc.org](http://www.ccscc.org)) and newsflashes for future events and developments of this exciting, still-forming group. We're working together to become a powerful advocacy collective, focused on making a difference in the creative lives of Santa Cruz County's children.



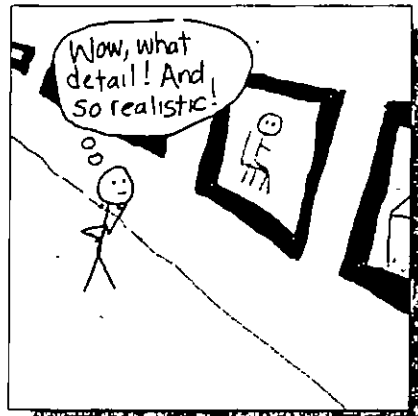
## Bringing the Arts to Our Community

by Joyce Magallanes, Exhibit Planner & Administrative Assistant

Working with the inspiring artists and the county to bring art to the County Government Center has been a most rewarding and fulfilling experience. I never tire of the thrill when the artists unload their work and hang it on the dull and battered walls, transforming the dismal hallways into a gallery. I am not alone in my excitement, evidenced by the many comments from admirers who pass by during the installation process.

The art not only lights up the environment for the people who work there, but educates the community as well. Myra Eastman, exhibiting artist and teacher, remarked that the exhibit makes art accessible to many people who would not seek out art in a gallery or a museum setting. She received many positive responses about her exhibit, and accolades from employees and visitors,

including public officials. Most artists comment that they like to exhibit at the County Government Center because the employees and community are so supportive. Santa Cruz County is rich in artists willing to share their visions; having a central exhibit space at the County Government Center truly brightens our lives.



Cartoon by artist Mitra Farmand, <http://fuffer.wordpress.com>.

### Exhibitions

October 26 - December 22, 2010  
First & Fifth Floors

- Craig Cheatham - Photography
- Sandra Cherk - Pastel Paintings
- Pat Dellin - Fused Glass
- Mark Gottlieb - Photography
- Aaron Johnson - Oils & Woodcuts

New exhibit begins February 1 and runs through April 1, 2011. Updates and details at [www.ccscc.org](http://www.ccscc.org).

\*\*\*\*\*

**Location:** 701 Ocean Street, 1st & 5th Floors, Santa Cruz  
**Gallery Hours:** 8:00 a.m. to 5:00 p.m.

Quarterly exhibits are presented to the community by the Cultural Council of Santa Cruz County in collaboration with the Santa Cruz Department of Parks, Open Space & Cultural Services.

An additional resource available to the community: One first floor area is reserved for community groups to exhibit their artwork. There is no charge for the **Community Wall** and the only requirement is that it be reserved far in advance as this popular venue fills up quickly. Learn more--visit:

Co. Govt. Center Exhibits at  
[www.ccscc.org](http://www.ccscc.org)

### Create a Legacy of Art & Culture

There are many ways to help keep arts and culture alive in Santa Cruz County. Please consider a gift of cash or assets to the Cultural Council's endowment fund, include us in your bequest, or make the Council a beneficiary of an insurance policy. Your gift will help to preserve your community's unique way of life.



# Calendar of Cultural Council Funded Events

*These are a few of the many performances and exhibits being produced by Cultural Council Associates and Grantees (information may change as the event nears - contact organizations for updated information).*

## Year-round

**KUSP on 88.9 FM**  
(831) 476-2800 or [www.kusp.org](http://www.kusp.org)

**Kuumbwa Jazz Center, Santa Cruz**  
(831) 427-2227 or [www.kuumbwajazz.org](http://www.kuumbwajazz.org)



**Museum of Art & History, Santa Cruz**  
(831) 429-1964 or [www.santacruzmah.org](http://www.santacruzmah.org)

**Pajaro Valley Arts Council, Watsonville**  
(831) 722-3062 or [www.pvarts.org](http://www.pvarts.org)

**Poetry Reading Series, Santa Cruz & Capitola**  
(831) 464-8983 or [www.baymoon.com/poetrysantacruz](http://www.baymoon.com/poetrysantacruz)

**Santa Cruz Art League, Santa Cruz**  
(831) 426-5787 or [www.scal.org](http://www.scal.org)

**Santa Cruz Mountains Art Center, Ben Lomond**  
(831) 336-3513 or [www.mountainartcenter.org](http://www.mountainartcenter.org)

## December 2010

**Dec. 2010 - "The Nutcracker," Santa Cruz Ballet Theatre,**  
Civic Auditorium, Santa Cruz, (831) 477-1606 or  
[www.scbt.org](http://www.scbt.org)



**Dec. 5, 2010 - "Luck of the Draw," Santa Cruz Art League,**  
(831) 425-5755 or [www.scal.org](http://www.scal.org)

**Dec. 10 - "Santa Cruz Harp Festival," Holy Cross Church,**  
Santa Cruz, (831) 426-9155 or  
[www.communitymusicsschool.org](http://www.communitymusicsschool.org)

**Dec. 10, 11, 12 - "Art for Art 2010," location TBD, (831)**  
427-2650 or [www.artforart.org](http://www.artforart.org)

**Dec. 11 - "Reconciliation," Congolese Dance with a modern**  
twist, Harbor High School, Santa Cruz, (831) 251-5145

**Dec. 12 - "Surf City Art," Santa Cruz Art League, Santa**  
Cruz, (831) 425-5755 or [www.scal.org](http://www.scal.org)

## 2011

**Jan. 13 - Feb. 13 - "Eight Tens @ 8," Actor's Theatre,**  
Santa Cruz, (831) 425-1003 or  
[www.santacruzactorstheatre.org](http://www.santacruzactorstheatre.org)

**Jan. 15 - "Women's Choices," New Music Works, Music**  
Recital Hall, UC Santa Cruz, (831) 425-3526 or  
[www.newmusicworks.org](http://www.newmusicworks.org)

**Jan. 29-30 - "Strictly Classical," Santa Cruz County Sym-**  
phony, Civic Auditorium, Santa Cruz, and the Mello Center,  
Watsonville, (831) 426-0553 or  
[www.santacruzsymphony.org](http://www.santacruzsymphony.org)

**Mar. 6 - "Primavera! 2011," The Cultural Council's Spring**  
Fundraiser, Chaminade Resort & Spa, Santa Cruz, (831)  
475-9600 or [www.ccscc.org](http://www.ccscc.org)

**Mar. 6 - "Family Concert," Santa Cruz County Symphony,**  
Civic Auditorium, Santa Cruz, and the Mello Center, Wat-  
sonville, (831) 426-0553 or [www.santacruzsymphony.org](http://www.santacruzsymphony.org)

**Mar. 10 - 20 - "Of Mice and Men," by John Steinbeck,**  
Jewel Theatre Company, The Broadway Playhouse, Santa  
Cruz, (831) 425-7506 or [www.jeweltheatre.net](http://www.jeweltheatre.net)

**Mar. 26 - 27 - "Decadent Delights," Santa Cruz County**  
Symphony, Civic Auditorium, Santa Cruz, and the Mello  
Center, Watsonville, (831) 426-0553 or  
[www.santacruzsymphony.org](http://www.santacruzsymphony.org)

**April 23 - "Whirled on a String," New Music Works, Music**  
Recital Hall, UC Santa Cruz, (831) 425-3526 or  
[www.newmusicworks.org](http://www.newmusicworks.org)

**Apr. 28 - May 6 - "National Dance Week," Downtown**  
Santa Cruz and various Dance Studios, (831) 457-1838 or  
[www.santacruzdance.com](http://www.santacruzdance.com)



**Apr. 30 - May 1 - "Ode to Joy," Santa Cruz County Sym-**  
phony, Civic Auditorium, Santa Cruz, and the Mello Center,  
Watsonville, (831) 426-0553 or  
[www.santacruzsymphony.org](http://www.santacruzsymphony.org)

**May 5 - 14 - "10th annual Santa Cruz Film Festival,"**  
multiple venues Downtown Santa Cruz, (831) 459-7676 or  
[www.santacruzfilmfestival.org](http://www.santacruzfilmfestival.org)

**June 5 - "Avant Garden Party," New Music Works, 2701**  
Monterey Ave., Soquel, (831) 426-3526 or  
[www.newmusicworks.org](http://www.newmusicworks.org)

**June 18 - "Japanese Cultural Fair," Mission Plaza Park,**  
Santa Cruz, (831) 462-4589 or [www.jcsantacruz.org](http://www.jcsantacruz.org)

**June 25 - "Sixth Annual Intertribal Gathering," Louden**  
Nelson Community Center, Santa Cruz, (831) 425-4404 or  
[www.santacruz-indiancouncil.org](http://www.santacruz-indiancouncil.org)



*These are just a few of the events funded, in part, by grants from the Cultural Council.*

*Support our local artists and attend a performance soon!*

Visit  
[www.ccscc.org](http://www.ccscc.org)  
for regularly updated Calendars of Events.


**CULTURAL**  
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cruz county  
*Advancing the Arts.  
Enriching Lives*

**CULTURAL COUNCIL**  
of Santa Cruz County

2400 Chancery Avenue, Santa Cruz, CA 95061

PH: 831-475-9600 ~ F: 831-475-9700 ~ [info@ccsc.org](mailto:info@ccsc.org) ~ [www.cultural.org](http://www.cultural.org)

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**The Cultural Council**  
of Santa Cruz County

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Santa Cruz County - Neal Coonerty, Supervisor 3rd District



*Your  
Support  
Keeps the Arts  
Alive and Thriving...*

If you're not yet a *Friend of the Cultural Council*, won't you consider becoming one today?

With your donation **in any amount** to the Cultural Council you will receive a *Friends* membership card and a list of local participating businesses where you can use your card to receive discounts and other special offers.

*And*, you'll become a valued partner in helping the Cultural Council keep the Arts and Arts Learning a thriving part of our community.

Learn more...visit

**WWW.CCSCC.ORG**

and click on **Support the Arts**

**The Cultural Council**  
*Thanks...*

...the many individuals, businesses, corporate and government sponsors who, through their generosity, make the Cultural Council's programs and initiatives possible. Our programs are also made possible through grants from:

- \* California Arts Council 
- \* Community Foundation of SC County
- \* David & Lucile Packard Foundation
- \* Finkelman Family Charitable Foundation
- \* James Irvine Foundation
- \* William & Flora Hewlett Foundation
- \* Women in Philanthropy/United Way of Santa Cruz County
- \* Woolpert Family Foundation
- \* County of Santa Cruz
- \* City of Capitola
- \* City of Santa Cruz
- \* City of Scotts Valley
- \* City of Watsonville



## ***Your Sponsorship Dollars at work!***

### **PRINT Advertisements were run in the following publications:**

- ◆ Aptos Times
- ◆ Capitola/Soquel Times
- ◆ Good Times
- ◆ Register-Pajaronian
- ◆ San Jose Mercury News
- ◆ Santa Cruz Sentinel

### **Website advertising was placed with:**

- ◆ Good Times
- ◆ KSBW
- ◆ Santa Cruz Sentinel

### **TV Advertisements on KSBW, Channel 8**

60-second commercials reaching homes in Santa Clara, Santa Cruz, San Benito & Monterey counties

### **RADIO Advertisements were played on:**

- ◆ **KBOQ**
- ◆ **KSCO**
- ◆ **KPIG**
- ◆ **KUSP**

### **Articles about Open Studios appeared in:**

- ◆ Santa Cruz Sentinel
- ◆ Good Times
- ◆ Capitola Times
- ◆ Aptos/Soquel Times
- ◆ Press Banner
- ◆ The Register-Pajaronian

### **Other advertising included:**

- ◆ **500** Open Studios Posters placed throughout Santa Cruz County
- ◆ **3,000** Open Studios Postcards mailed to CCSCC supporters
- ◆ **One-Minute Streaming Video** - produced in partnership with the Santa Cruz County Conference & Visitors Council & Dunbar Productions. Video was featured on the Cultural Council website, CVC website, CVC Facebook page and CVC YouTube channel.
- ◆ **Thousand of Hits** on the CCSCC website/Open Studios webpage during August, September & October
- ◆ **Hot Pick** on the CVC's website, [www.santacruz.org](http://www.santacruz.org)

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May 5, 2011

*All Councilmembers  
 received a copy*

Honorable Mayor Ryan Coonerty and City Council Members  
 City of Santa Cruz  
 809 Center St.  
 Santa Cruz, CA 95060

- MAIL \_\_\_\_\_
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- Respond \_\_\_\_\_

Dear Mayor Ryan Coonerty and City Council Members,

Thank you for your faithful support to Native Animal Rescue (NAR) in the amount of \$3,600. per year these past 14 years. The members of NAR are grateful for the City of Santa Cruz's recognition and financial support of our efforts to provide assistance to distressed wildlife.

NAR is a 501(c)(3) nonprofit. We are the only organization in Santa Cruz County licensed by both the State and Federal Fish and Game Departments to manage our distressed wildlife. NAR's mission is to rehabilitate our county's orphaned, sick and/or injured wildlife until they are able to survive on their own, and then release them back into the wild. Our staff and volunteers are trained to diagnose, treat, rehabilitate and release back to the wild these animals in accordance with Dept. of Fish & Game standards.

For fiscal year 11/12, NAR is again asking the City of Santa Cruz for \$ 3,600. Your funds will help NAR continue to serve the needs of our citizens and "their" wildlife by staffing a 24 hour hotline connected with an emergency room/rehabilitation center to receive and rehabilitate distressed animals. NAR works closely with police, 911 emergency, animal services, and park personnel, who bring in animals needing care. Animals are also brought in by the general public and some are rescued by NAR volunteers in response to calls. Each year, NAR handles between 1,500-2,000 animals.

Thank you again for your support.

Sincerely,

*Molly Richardson*  
 \_\_\_\_\_  
 Molly Richardson  
 Volunteer Coordinator  
 Native Animal Rescue