

# CARNEGIE ARTS CENTER

BUSINESS PLAN

AUGUST 2009



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# CARNEGIE ARTS CENTER

## BUSINESS PLAN AUGUST 2009

### EXECUTIVE SUMMARY

As one of only a handful of arts centers in the Central Valley, the Carnegie Arts Center in the City of Turlock will be the premiere visual arts center both locally and for the Central Valley as a whole. It will operate according to core values and in keeping with its mission of bringing diverse community and regional audiences together to experience and celebrate art in all its forms. As such, it will play a significant role in a revitalized downtown and promote tourism for the betterment of the community. The Center's programs will include exhibits, classes and programs, lectures, and activities in artistic genres as diverse as painting, dance, music, puppetry and more. At least 25% of its programming will target children and teens. Strategies for financial success include traditional fundraising activities as well as the imaginative use of local resources, including docents and volunteers as well as partnerships with other nonprofit organizations. Timelines, budgets, and the information that appear below will demonstrate how we will proceed in this path-finding effort to create an arts center that is both local and regional in its commitment and focus.

### ORGANIZATION

#### History

The Carnegie Library was opened in 1916, one of more than 1,689 libraries built by Andrew Carnegie across the United States,

including libraries in New York and Washington, DC. The building served as Turlock's public library until 1968, when the present library was built, and has served as an arts center since 1982, developing in the process a second venerable tradition. In 1992, the Turlock City Arts Commission (TCAC) became the caretaker of this important City building and secured its place on the National Historic Register of Historic Places. Renamed the Carnegie Arts Center, it has since provided a unique venue for art exhibits, theater, concerts, poetry readings, art classes and more.

#### Vision

The Carnegie Arts Center in the City of Turlock will be the premiere arts center in the Central Valley. Through art exhibitions and cultural programming, it will explore and celebrate the cultural heritage of its home city and California's Central Valley as a whole. By hosting exhibitions and programs originating outside the region, it will also share the ideas and ideals of others for the enrichment of the Center's local and regional audiences.

#### Core Values

Core values inform an institution's strategies and decisions and contribute to its success. These values are the ideals and inspiration that will guide the Carnegie Arts Center:

##### **Respect and Inclusiveness**

Fostering trust, collaboration, appreciation, and diversity

##### **Knowledge and Life-Long Learning**

Promoting curiosity, discovery, teaching and learning

##### **Professionalism**

Encouraging creativity, inquiry, and analysis

### **Leadership and Excellence**

Promoting integrity, initiative, and high standards

### **Commitment and Responsibility**

Encouraging legal, ethical and fiscal responsibility; stewardship, accountability, and institutional continuity

### **Mission**

The Carnegie Arts Center provides a venue where the arts can thrive. Located in the heart of historic Turlock, the Carnegie is a place where our diverse community and regional audience can come together to experience and celebrate art in all its forms.

### **Goals**

To enrich the community by providing access to high quality visual, literary and performing arts programs.

To serve as an accessible and affordable venue for presenting the works of local, regional and national artists and arts groups.

To promote education in the arts for youth and to provide lifelong learning experiences for all residents.

To use the renovated historic Carnegie building and its expansion as a catalyst for the continued revitalization of Downtown Turlock and to provide attractive spaces for cultural, educational, business, social and community functions.

To promote tourism.

### **People**

The Carnegie Arts Center benefits from the participation of many people of varying perspectives and from the citizens of Turlock who have supported it over the years. The primary organizations operating the Carnegie Arts Center with the participation of the Turlock City Arts Commission will be:

### **Carnegie Arts Center Foundation**

*“Preserving our past and creating our future by providing funds for and overseeing the preservation, expansion and operation of Turlock’s historical Carnegie Arts Center as a public venue for cultural enrichment.”*

Patricia O’Donnell, President  
 Beverly Hatcher, Vice President  
 Marianne Ciriscioli  
 JoAnn DiGiovanni  
 Erin Triebisch Dini  
 Dan Downey  
 Kristi Gemperle  
 Nellie Lazar  
 Rob Santos  
 Shirley Stevens  
 Erick Swenson  
 Danette Tiernan

#### *Honorary Members*

Martha Connors  
 Marty Grynbaum  
 RaeMeda Janzen  
 Rex Klein  
 Sara Lima  
 Mary Alice Nelson  
 Gary Wahl

### **Endowment Advisory Board**

Jeani Ferrari, Co-chair  
 Mike Gemperle, Co-chair  
 Rebecca Phillips Abbott  
 Jill Chiesa  
 Scott Dorius

Bob Endsley  
 Betty Ireland  
 Daryl Moore  
 Patty O'Donnell  
 Jim Pallios  
 Rob Santos  
 Claudia Silva-Doo  
 Dustin Soiseth  
 Jane Vilas

### **Donors**

See Addendum D for a comprehensive list of donors.

## **MEETING A NEED**

### **Preliminary Comparative Analysis / Needs Assessment**

The Carnegie Arts Center will be one of only a handful of arts centers of its kind in the Central Valley and none will share its emphasis on the visual arts. It will thus meet a regional need. At the same time, it will play a crucial role in cultural life locally.

### **Audience**

The intended audience for the Carnegie Arts Center will be, first, the citizens of Turlock--with a minimum of 25% of its programs targeted to children and teens. It will also have broader outreach to include the Central Valley as a whole.

## **OPERATIONAL OBJECTIVES**

### **Hours of Operation**

The Carnegie Art Center will strive to be open as many days and hours as possible. Initially, it will be open

Wednesday through Sunday from 10 am-5 pm.

### **Programming**

In view of the importance of programming, including exhibits and education programs, at the conclusion of each fiscal year the Carnegie will provide reports on its programming to the City Manager, breaking it out into categories to demonstrate the Carnegie's focus on youth. While class tours are an integral part of a public education in the arts, the Carnegie is committed to serving youth through exhibitions, art classes, and events programming as well. Twenty-five percent of the total of these activities will focus on youth.

### **Exhibits**

#### **Annual Opening Exhibition**

A major exhibition will open at the start of each "season", typically in September. Consideration is being given to thematic exhibitions that center directly or indirectly on the Central Valley—whether on food and nourishment, land and landscapes, agriculture and animals, a way of life, recycled and environmental art, or more. These exhibitions will offer the opportunity to celebrate the Central Valley annually and serve as a backdrop for fundraising events.

#### **Ongoing Exhibition Programs**

Spring Juried Art Show  
 Regional High School Art Show  
 Elementary Art Show  
 Yosemite Renaissance  
 Holiday Boutique  
 Invitational exhibits  
 Exhibits resulting from "call for entry"

### **Members' Gallery**

The Members' Gallery will be a venue for local artists to display, sell, and rent their work.

### **Youth Classes for Preschool through High School**

**Visual arts:** drawing, painting, sculpting, photography, murals and more

**Art History:** classes focusing on historical art movements such as Cubism

**Performing arts:** music and dance (ranging from ballet to the multicultural), theatre classes (acting, improvisation, movement and stage craft)

**Film-making & Videography:** film and "You Tube" productions with screenings

**Puppetry:** making puppets and staging performances

**Writing:** classes featuring a variety of genres

### **Adult Classes and Programs**

**Art History:** lectures related to exhibitions and ongoing studio classes

**Studio:** classes on watercolor, oil painting, pastels, life drawing sessions, etc.

**Writing:** classes on poetry, short stories, documenting oral histories, and more

**Dance:** a variety of genres

### **Other Activities**

#### **Programs Related to Exhibits**

School tours designed for the curriculum of the touring class  
Lectures, demonstrations and workshops offered by exhibiting artists

Programs related to exhibits, such as a John Muir storyteller for the Yosemite exhibit

Collaborations with organizations such as TYPA for performances related to exhibits

Saturday workshops for youth and adults which relate to the exhibits

### **Additional Programs**

Docent and volunteer programs for teens and seniors

Concerts and outdoor music

Dance performances, including multicultural groups

Poetry readings, Open Mic nights, Poetry Slams

Storytelling

Literacy and art

Bookmaking

Book signings/local authors

Puppet Shows

Film series

Screening of youth generated films/film festival

Events with downtown merchants such as Festival of Lights during

Christmas Receptions

Art themed birthday parties

After school mentoring

### **Local Partnerships**

Performances by Iron Ring Theater, TYPA, and local actors

Community bands such as Hilmar Community Band

Student music groups from CSUS and the local high schools

Teen band nights/DJ sessions

PAL/Police activities for youth

Many more to be developed

## STRATEGIES

Strategies for success include targeted and effective fundraising efforts; and, the imaginative use of local resources, including docents, volunteers, partnerships, in-kind giving in order to share or offset costs.

### Fundraising

Fundraising activities will initially include a capital campaign (see Addendum E for a Naming Matrix) prior to the Center opening as well as ongoing efforts, including an annual drive, gala events in the fall and spring, sponsorships by individuals and businesses, and grants from local, state and federal sources. Named gifts are of particular benefit to the Carnegie and will remain in place for as long as the City owns the building.

The Center has received support from a wide variety of donors. For a list of prior donors, see Addendum D.

### Volunteers

Volunteers will play an important role in the success of the Center. Knowledgeable and well-trained docents will lead tours and assist with education programs. Office volunteers will supplement paid staff to help ensure that staff can direct their attention, in particular, to events scheduled outside normal operating hours. Pro bono assistance from attorneys, accountants, museum and design professionals, and others will provide invaluable support and help to guarantee that the Center operates according to “best practices”.

### Partnerships

Partnerships and affiliate memberships with local nonprofit organizations as well as with other arts centers will result in shared expenses and program offerings that would otherwise be unaffordable. Establishing as

many effective partnerships as possible will be a high priority.

### Sales and receipts

Class fees, sales of art works, submission fees, and souvenirs will be the primary sources of income derived from sales and receipts.

### Other Income

Other significant income will result from endowment earnings, non-profit and individual rental fees (see Addendum C for Rental Detail) and in-kind gifts.

## TIMELINE

### Pre-Opening Activities

- Planning and Budgeting Pre-Opening Activities
- Capital Campaign
- Establishing Partnerships
- Program Planning
- Fundraising for Programs on a Project by Project Basis
- Database Management
- Add other tasks here

### Opening Activities

- Continue all fundraising efforts
- Identify sponsors and secure donations for opening activities, including in-kind gifts
- Organize and implement events
- Organize and implement programs

### Year One+

Programs, fundraising, and administrative tasks are reflected in our five-year budgets.

## **BUDGET AND FINANCE**

The Carnegie will submit its budget projections annually for review by the City Manager. It will also provide final figures at the conclusion of each fiscal year.

## ADDENDUM D

### CARNEGIE ARTS CENTER DONORS

#### DONORS above \$100,000

Ferrari Family

John & Jeani Ferrari

JoAnn & Vic DiGiovanni

Gail Ferrari-Martin

Gemperle, Mr. & Mrs. Ernie  
(and family)

#### DONORS \$10,000 - \$100,000

Allen Mortuary

Anonymous

Snider, Mr. & Mrs. Bernell

#### DONORS \$1,000 - \$10,000

Agresti, Mr. & Mrs. Harold

Anderson, Roberta

Buchanan, Dennis

Ciriscioli, Marian

Dahlstrom, Pershing & Alice

Downey, Dan & Janice

Foster Farms

Gemperle, Mike & Kristi

Janzen, Rae

O'Donnell, Patty & Jere

Renning, Dieter & Hanna

Rotary Club of Turlock

Snider, Robin

Teichert Foundation

Umpqua Bank

Vilas, Jane Blair

Wilkey, Jack & Pat

Winton-Ireland, Strom & Green

#### DONORS under \$1,000

Acosta, Rosella

Allen, Beulah

Andleman, Virginia

Andrew, Mrs. Ada

Andrew, Sue

Arakelian, Dr. Ron

Architectural Facades

Artel Art Center

Aydenian, Daniel

Baez Design Group

Baker, John and Micaela

Bank of America

Bengston, Carl & Adair

Benson, Jill, & Ken Woodward

Bethel, Mr. & Mrs. Ken

Bethel, Roy & Penny

Bistro 234

Bonander Pontiac

Brewer, Delwin & Cheryl

Brewer, Dr. & Mrs. Dennis

Bronzan, Craig & Carol

Bross, Valerie

Brown, Mrs. Gerald

Bugarin, Angela

Cain, Judith, & Leonard Olson

Carl, Dick & Barbara

Carter, Flora

Carter, Paul & LaRue

Cena - Turlock

Central Cal Orthopedic

Channing, Dr. Edward C.

Chella

Chiesa, Jill & Vito

Chiesa Ranch

Chittock, Diane

Christiansen, John & Patty

Cornwell, Dennis & Darlene

Costa, Elmano & Albertina

Cox, Michele

Crawford, Bob & Paula

Creighton, William

Crowell, Mr. & Mrs. Michael

CSUS, College of the Arts

Custom Locksmith & Alarm

Delco, Pamela & David

DiGiovanni, JoAnn & Vic

Doerksen, Dean

Doherty, Valerie

Elke, Richard

Faria, Ed & Nora

Ferrari, John & Jeani

Ferrel, Cherlynn & Bob

Fiorini, Luana

Fitzpatrick, Catherine

and Cameron Deen

Flemate, John

Fregosi, Tom & Soraya

Freitas, Jose & Bernadette

Fuller, Michael

Gallison, Jeron & Wade

Gardali, Kay

Geisenberg, Bob & Lee  
 Gemperle, Mr. & Mrs. Richard  
 Gemperle-Bacon, Christine & Peter  
 Gentlehawk James, Richard  
 George, Victoria  
 Godinho, Edwin  
 Godwin, Art & Penny  
 Allan Y. Gong Trust  
 Greenery Nursery  
 Grynbaum, Marty  
 Haffer, Eddie & Virginia  
 Harrison, Beverly Payne  
 Hatcher, Beverly & Steve  
 Hawkes, Lucinda, & Hugo Median  
 Heckendorf, Maxine  
 Hejka-Ekins, Jerry & April  
 Henderson, Doug & Kris  
 Hillery, Joan  
 Himebaugh, John  
 Himebaugh, Ella  
 Hoyle, Peggy  
 Ireland, Betty & Michael  
 Iron Ring Theatre Company  
 Ivie, David & Patricia  
 Jackson, Mary, & Kurt Nass  
 James, Susan & Stephen  
 Jensen, Carol  
 Jerner, Brian & Colleen  
 Johnson, Dr. Everett, and  
     Barbara Baker  
 Johnson, Christine and Marvin  
 Johnston, Neil & Polly  
 Kamiya, Mary  
 Kavasch, Deborah, & John Marvin  
 Kelley, Mr. & Mrs. George  
 Kenyon, Dan & Annette  
 Kidwell, Wayne & Elizabeth  
 Kirkes, Mr. & Mrs. Roger  
 Klaschus, Candy  
 Kyte, Steve & Marta  
 Lascano, Julie  
 Lazar, John & Nellie  
 Lima, Sara & Frank  
 Lodewyck, Ron & Betty  
 Lorenz, Donna  
 Masuda, Roger & Linda  
 Matthew, Glenn and Ann  
 Mayfield, Supervisor Tom  
 McDermott, Lisa, & Tim McClary  
 McDermott, Julia  
 McGee, Winston & Susan  
 Miller, Arline  
 MOCSE Credit Union  
 Moen, Raymond & Rosemary  
 Montalbano, James & Ellen  
 Moon, Eleanor  
 Mortensen, Suzie  
 Narita, C. Leona  
 Narita, Carole  
 Obers, Christine  
 Owings, Rhett & George  
 Pallios, Mrs. John  
 Palmer, Marian  
 Parker, Lee & Diane  
 Parker, Carlyle & Janet  
 Parks, Carol  
 Parks, Brian & Renee  
 Patterson Frozen Foods, Inc.  
 Perry, Carol  
 Petersen Electric  
 Peterson, Paul & Danette  
 Phillips, Mr. & Mrs. Bob  
 Pok, David & Shirley  
 Quadros, Telma  
 Ratto, Dr. Michael  
 Reflections Car Wash  
 Rice, Peggy & Bill  
 Richter, Pat  
 Robinson, Jeannie  
 Rogers, Ronald & Mary Ann  
 Romeo Medical Clinic  
 Santos, Dr. & Mrs. Rob  
 Sarraille, Lynn & John  
 Savini, Richard & Tinna  
 Sawicki, Judy & Myron  
 Schaff, Linda  
 Schmidt, Bettencourt & Medeiros  
 Schuck, Dorothy E.  
 Schumacher, John  
 Scott, Craig & Lorena  
 Sevick, Ken & Carol  
 Shirvani, Dr. & Mrs. Ham  
 Sigsbury, John & Elaine  
 Silva, Janet  
 Silva-Doo, Claudia, & Dennis Doo  
 Sing, Sandie, & Ken Shaw  
 Slinkard, Mr. & Mrs. David  
 Smith Chevrolet Co., Inc.  
 Smurr, Margaret  
 Souza, Margo  
 Sparkman, Henrietta  
 Spielman, Jerry & Beverly  
 Starn, Rolland & Patricia  
 Steichen, Fran & Margie

Stenzel, Muriel  
 Stevens, Jim & Shirley  
 Stinson, Ivan & Bonnie  
 Stocker, Mr. & Mrs. Andrew  
 te Velde, Mr. & Mrs. Henry  
 Teichert Construction  
 The Boot Barn  
 Theis, Mr. & Mrs. Jim  
 Thomas, Susan & Stephen  
 Thomas, Dolores  
 Thompson, Nancy  
 Thorpe, Mr. & Mrs. Michael  
 Tiernan, Danette & Bill  
 Tilleman, Anna M.  
 Tillner, Trudi  
 Tobin, Holly  
 Tower Health and Wellness Center  
 Toyoda, Esther  
 Triebisch, Robert & Joelle  
 Triebisch, Frampton, Dorius & Lima  
 Turlock Commerce Bank  
 Turlock Downtown Property  
     Owners' Association  
 Turlock High School Class of 1954  
 Twaddell, Miles & Grace Rita  
 Vallee, Biene  
 Vallerga, Doris  
 Varin, Harold & Barbara  
 Village Fresh Market  
 Volk, Mary & Steven  
 Vorster, Penelope  
 Walker, Tony

Washburn, Robert & Dorthea  
 Wenell, Mattheis, Bowe  
 Werness, Dr. Hope  
 Williams, Jack & Cynthia  
 Wood, Eleanor, & Gordon Senior  
 Woods, Randy & Shara  
 Wright, Bob & Michele  
 Yost, Calvin & Tamara  
 Youngdale, Bill & Alberta  
 Youngdale's  
 Zahn, Leonda  
 Zollinger, Katherine

\*\*NOTES: This list goes back to donations made beginning in 1995 with the establishment of the Arts Commission Memorial Fund for the Carnegie. It does not include in-kind contributions or donated purchases related to fund-raising events (raffle, auction, admission, advertising). The list does include sponsors of the 2008 Garden Party at the Greenery.

## ADDENDUM E

### CARNEGIE ARTS CENTER CAPITAL CAMPAIGN NAMING MATRIX

NAMING OPPORTUNITY	SQUARE FEET	VALUE PER SQUARE FOOT	AMOUNTS IN MULTIPLES OF 1,000
Gallery	3070sf	\$104	\$320
Rehearsal Hall	2700sf	\$105.50	\$285
Carnegie Gallery	2100sf	\$119	\$250
Plaza	n/a	n/a	\$215
Lobby (2 story)	1400sf	\$132	\$185
Studio A	900sf	\$161	\$145
Studio B	900sf	\$161	\$145
Pathway to the Arts	n/a	n/a	\$40
Members Gallery	700sf	\$157	\$110
Founders Wall			\$305
Events Income			\$135
<b>Total</b>			<b>\$2,000</b>