

L I V E R M O R E   V A L L E Y  

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# Strategic Plan 2023

Growing the Heart of a Vibrant Arts Community

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## **EXECUTIVE SUMMARY**

Livermore Valley Performing Arts Center (LVPAC) is a non-profit, public benefit corporation organized under the 501(c)3 section of the tax code. LVPAC, now known as Livermore Valley Arts (LVA), was formed to foster the growth of the arts and provide a permanent home for diverse arts groups in the Livermore Valley. LVA oversees and operates:

- Bankhead Theater - This state of the art 507-seat theater located in the heart of downtown Livermore, provides a home for local Resident Companies, and a venue for the *Bankhead Presents* season. Touring professional performing arts presentations, popular entertainment, special attractions and family performances are all involved. It also serves as a community resource available for rental to schools, community colleges, non-profit organizations, corporations, as well as municipal, county, state and national government institutions.
- Bothwell Youth Education & Visual Arts Center – LVA manages this facility on 8<sup>th</sup> street in Livermore as an arts incubator. It offers affordable classroom, rehearsal, performance, event and studio space for artists, musicians, actors, singers, choirs and other individuals, groups, or events with a cultural arts focus. Reasonably priced artist studio spaces are provided, allowing artists working room without a large investment. In addition, activities such as camps and art classes are held at the Bothwell.
- Community events - LVA has organized and underwrites various events throughout the community including ArtWalk and free cultural celebrations such as: Hispanic Heritage Celebration (Cinco De Mayo), Native American Festival, Chinese New Years, Barrio Fiesta (Filipino Heritage), Taste of Africa, Diwali and International Yoga Day. These are a benefit to the entire community, but not necessarily revenue generating, nor operated within either of the two LVA performance facilities.
- Educational Programs - LVA has grown its educational programs substantially, working with local school districts to ensure integration with curricula and other organizations to underwrite and/or provide many programs, such as: art camps and classes, school assemblies, master’s classes with artists, East Bay Jazz High School All-Star Program and free family concerts.

## **VISION STATEMENT**

LVA, the heart of a vibrant arts community.

## **MISSION STATEMENT**

To offer a broad range of arts opportunities and experiences to engage our diverse community.

## **OVERVIEW/HISTORY**

In 1998, three community leaders -- Philip Wentz of Wentz Vineyards, Joan Seppala the publisher of the Independent Newspaper and Phillip Dean a Livermore National Laboratory senior scientist -- formed a nonprofit to begin the development of a performing arts center as part of the City of Livermore's downtown revitalization. The mission was to establish and operate a world-class performing arts center for the greater Tri-Valley region that promotes and encourages the presentation and creation of visual and performing arts, while enhancing the public's appreciation, enjoyment and understanding of the arts.

In 2006, LVA opened the Bothwell Arts Center, an incubator and laboratory for the visual and performing arts. Once an abandoned senior recreation facility, the Center advances LVA's commitment to serving the community. With its artist studios, rehearsal rooms, classrooms and small performance venues, the Bothwell Arts Center is serving as a much-needed support facility for the creation of arts and cultural programs that enrich the lives of children and adults.

In October of 2007, a main element of this vision was achieved with the opening of the Bankhead Theater. Intended primarily for use by local performing arts groups, the opening also marked the launch of *Bankhead Presents*, LVA's presentation of complementary international and national touring artists. In its first season of operations, the Bankhead Theater hosted more than 200 performance and civic events, reaching a combined audience from over thirty zip codes of more than 76,000 individuals, including more than 14,000 school-aged children.

As part of the long-term plan, LVA proposed building a 2,000-seat regional theater. With the dissolution of the Redevelopment Agencies in California in 2012, this portion of the vision became impossible and LVA searched for a way to pay off the bonds for the Bankhead Theater. A deal was struck with the City of Livermore, the County of Alameda and the Bank of New York Mellon, who held the bonds, to pay them off at a discount. Proceeds from a Letter of Credit (LOC) with the City of Livermore were used to pay the bank. The LOC was funded with the county's Altamont and Vasco Road landfill revenues and dollars from LVA. As part of this deal, the City of Livermore took back ownership of the building and LVA and the City executed a sublease agreement in 2014 for LVA to operate the Bankhead with a buyout option at the end of 30 years.

Due to the COVID pandemic, government agencies directed LVA to terminate performances starting in March 2020. LVA was able to come through this shutdown with tremendous support from staff and donors, as well as from government loans & grants. Starting in the summer of 2021, LVA slowly returned to normal operations and for the 2021-22 season, LVA hosted over 130 events and welcomed over 39,175 patrons. These events include performances by Resident Companies, public and private outside rentals and Bankhead Presents performances. LVA's Education Fund has subsidized student tickets for over 7,826 students for Bankhead Presents performances. Additionally, The Bankhead hosted 111 Resident Company and rental events as well as 142 Education events, all serving over 43,254 patrons. Although

attendance was up and down for a while due to continuing concerns about COVID, LVA has seen a stronger return of patrons for the current season.

## **FINANCES**

LVA is a 501(c)3, non-profit, supported by a combination of earned income, grants and contributions. Approximately 50% of revenues are earned through ticket sales and the rental of the theater to Resident Companies, local groups and presenting organizations. The remaining 50% is generated through foundation, individual, government and corporate support. The annual budget is approximately \$4 million in realized expenses, \$4.9 million including depreciation. LVA currently does not receive on-going operational funds from the City or any government source. Originally, LVA's fiscal year aligned with the calendar year, but in 2017 it has been re-aligned to run from July 1 to June 30 to match the LVA season which generally runs fall to spring.

LVA solicits both restricted and unrestricted contributions through direct personal solicitation, membership, annual campaign, annual gala, Giving Tuesday and other fundraising events. LVA closely monitors occupancy to ensure that our presentations typically generate a profit to support our overall mission.

## **STRATEGIC PLAN BACKGROUND**

As part of its commitment to the City of Livermore, LVA agreed to provide a Strategic Plan every three years. The first strategic plan was presented as part of the Operations and Use Plan submitted to the City in the fall of 2014. In 2017, LVA performed a full strategic planning process. This process was led by a consulting group and involved board, staff and community volunteers. The output of this process was the 2017 LVPAC Strategic Plan, which provided goals, objectives and actions for LVA operations. The focus of the 2017 plan was primarily to achieve financial stability for the organization. In 2020, LVA again launched a strategic planning process. This time the focus was centered around how to navigate the global pandemic (COVID-19) as the theater was ordered to eliminate performances in March 2020.

To be sure, this was one of the most challenging periods in LVA's history. However, LVA was able to emerge from the pandemic, with great staff work, assistance from government grants and loans in addition to strong donor support. LVA has been able to establish a significant operating reserve for the first time and remains in a strong financial position. LVA's board and staff are profiled in Appendix A.

## **STRATEGIC VISION**

After three years elapsed, LVA formed a new committee and began the strategic planning process anew. For the first time, LVA can really look to the future and consider where the organization can go rather than focusing on survival. What is the limit of our abilities and what does it take to approach that? Can we be an arts organization that becomes known beyond the Tri-Valley for our programs? Can we draw people from all over the Bay Area and even beyond and serve as the foundation for a robust cultural tourism



economy that rivals places like Napa Valley and Ashland, Oregon? Can we be an arts organization that is celebrating diversity, equity and inclusion in a way that honors all the traditions of this great community? Can we be an arts organization that raises the quality of life for all by meaningfully engaging with every person, young or old and of all income levels, through accessible, thoughtful programming here at the Bankhead and well beyond? Can we be an arts organization that nurtures and fosters local artists in a manner that showcases their work and gives them a leg up in their career so that they can realize their own potential?

The 2023 Strategic Plan is the result of this visionary planning process. The current committee includes board and staff members. Since the last Strategic Plan, LVA has implemented significant improvements based on the previous plans' suggestions, together with LVA staff leadership and involvement of board members. Although this plan represents an evolution of the previous plans, it also takes a more expansive look at what LVA can do and be for the community. As such, many of the objectives are intended to stretch the organization and push it to the next level. However, not all objectives may be achievable in the short term, as they are dependent upon hitting target funding goals.

The Strategic Plan is the document used to communicate the organization's goals, the objectives those goals are targeted to achieve, and the actions needed to achieve those goals, as well as all the other critical elements developed during the planning exercise. The Plan is intended to be a living document that will be updated as needed to guide the organization. It has been approved by the LVA Board and has been submitted to the City of Livermore. A quick overview of the process used for the planning process and a definition of terms used are provided in Appendix B.

## **GOALS**

The strategic planning process is an organizational management activity that is used to set priorities, focus energy and resources, strengthen operations, ensure that employees and other stakeholders are working toward common goals, establish agreement around intended outcomes/results and assess and adjust the organization's direction in response to a changing environment.

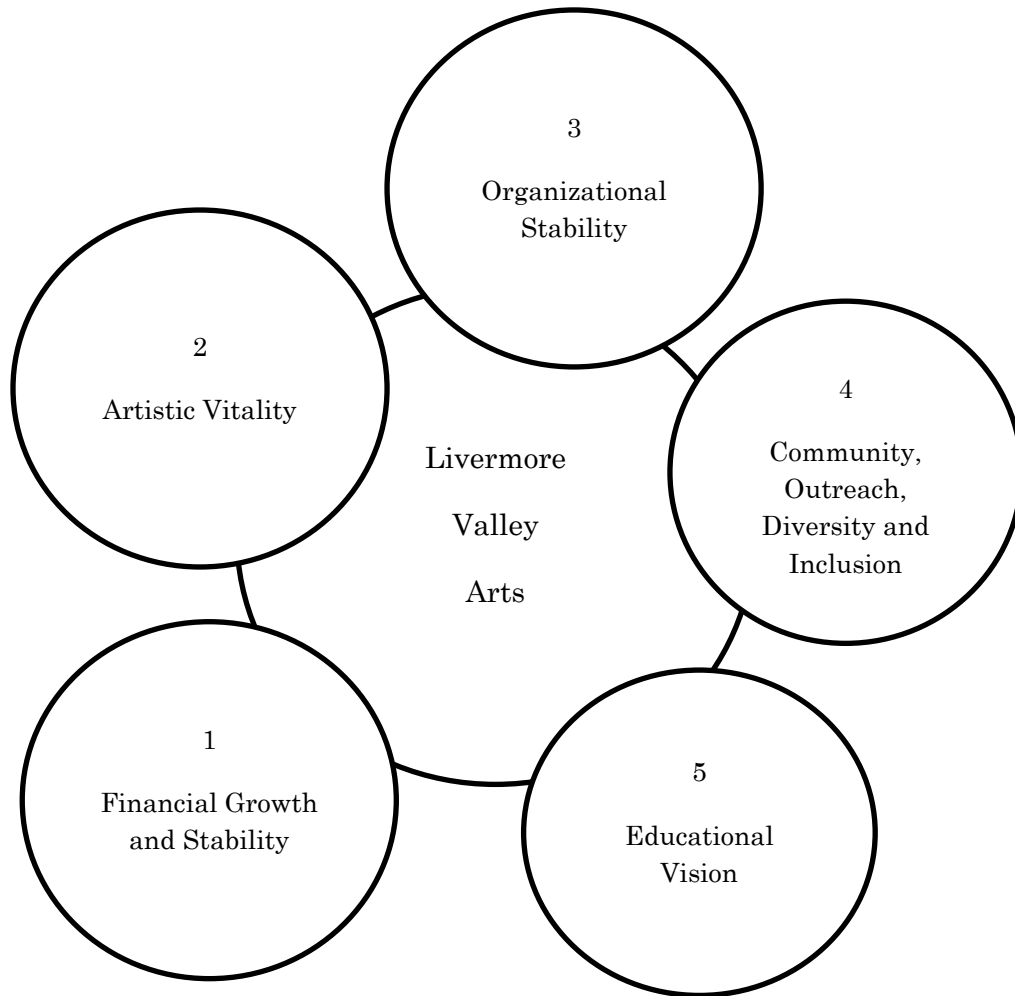
Effective strategic planning helps ensure the long-term success of the organization and therefore, in our case, permanent support for the arts in the Tri-Valley. For LVA, the process focused on finding a balance between ensuring financial stability for the organization, while expanding and considering what LVA can do and become. To expand, LVA needs to grow revenue.

The results of this process yielded the following 5 goals:

- Financial Stability and Growth – Ensure financial stability through a balanced operating budget, an ongoing building of reserves and the establishment of an endowment. The Financial Stability and Growth plan involves increasing revenue across the board, with a target of 60% earned and 40% contributed. Contributed revenue can be diversified by maintaining donor cultivation, but increasing revenue from grants, corporate sponsorship and planned giving.
- Artistic Vitality – Balance financial security with our mission. LVA needs to present great performances, create wonderful audience experiences that are entertaining and sometimes profound, use the Kenison Artistic Venture fund to take risks and improve collaboration and support for the Resident Companies. The organization must continue to explore partnerships with other venues to expand LVA’s reach and look for a long-term solution for programs currently hosted at the Bothwell Arts Center.
- Organizational Stability – Focus on staff development and retention; create a staff succession plan. Continue to grow the board through recruitment of board members with diverse skills, talents and connections; create a board succession plan. LVA’s mission and vision statements were developed several years ago. LVA will revisit these organizational statements to ensure they fit the long-term vision and develop a core values statement for the organization.
- Community Outreach, Diversity and Inclusion – Continue to grow/evolve the community/cultural programs through expanded partnerships with other organizations. Improve relationships and collaborative efforts with other community groups in the region. Work with organizations in new locations to increase programming. Seek funding partners to expand free cultural and community presentations.
- Educational Vision – Develop an education plan that creates a vision for LVA’s educational programs with a focus on supporting/collaborating with local educational organizations. Ensure a life-long learning approach and seek partnerships to maximize the offerings.

**DOCUMENT ORGANIZATION**

Each goal is discussed in its own section and broken into detailed objectives and action steps that provide an action plan for management to follow. During the planning process, a detailed table was developed and utilized to define and review the objectives and actions for each goal. The detailed table is provided in Appendix C.



## 1 FINANCIAL GROWTH AND STABILITY

The focus of the past Strategic Plans has been primarily to stabilize LVA's finances, as described in the history and background sections of the Executive Summary. Since then, processes have been put in place to ensure continued operations. These principals/objectives primarily remain and are shown below:

- 1) Balance the operating budget every year; never run a deficit.
- 2) Budget a 3% operating contingency, if possible; if the funds are not used, roll them over to #4 to build cash reserves.
- 3) Erase debt and don't take on future debt except from cash reserves, unless absolutely necessary.
- 4) Build cash reserves, 25% of operating budget, or 3 months expenses; operating reserve has already been established.
- 5) Grow artistic venture fund.
- 6) Build a capital equipment fund, supporting renovations needed, to cover the next 5 years.
- 7) Provide more focus on earned revenue meeting needs rather than fundraising to fill a gap.

Since the last Strategic Plan in 2020, LVA has been able to establish a full operating reserve that is invested in a separate account, managed in accordance with the established investment policy and targeted for long term growth. These funds remain relatively liquid to deal with any possible emergency contingency. Additionally, LVA maintains a \$500,000 line of credit, as well as a cash buffer in the operating accounts, to deal with any short-term immediate cash needs.

Therefore, LVA can now shift its focus to creating a long-term growth plan that will provide funding to increase programming. This objective primarily focuses on growing earned revenue, while maintaining contributed revenue. Additionally, LVA has established the objective of diversifying the sources of contributed revenue. The resulting 5-year financial plan is provided in Appendix D. The resulting 5-year capital plan is provided in Appendix E.

Financial Growth & Stability is dependent upon the following objectives:

- Objective A – 60% Earned vs. 40% Contributed Revenue
- Objective B – Diversify Contributed Revenue Streams

### 1.1 60% Earned vs. 40% Contributed Revenue

Historically, LVA's Budget has been roughly 50% earned and 50% contributed revenue, which is somewhat consistent with theaters our size. However, this puts a lot of pressure on fundraising every year and fundraising can fluctuate. By changing the budget target to 60% earned revenue, this can reduce the pressure on fundraising. If fundraising is exceptionally successful, then that creates more opportunities to

fund capital improvements, create an endowment or provide additional programming. To achieve this objective, LVA has identified the action steps discussed in the following paragraphs.

**1.1.1 INCREASE USE OF BANKHEAD THEATER BY 50% AND INCREASE OVERALL BANKHEAD REVENUE**

- a. Increase Performances – On a simple level, the easiest way to increase revenue is to increase the number of performances. This, of course, must be balanced so as not to overtax our audience. However, by ensuring that the performances target different constituencies and that the schedules don't conflict, LVA can carefully grow the number of performances. Also, some uses, such as private rentals, do not require ticket buyers and still provide significant earned revenue. The target is to increase usage by 50%. We think there is specific availability in direct rentals, whether ticketed or not, as well as topical speakers and other possibilities.
- b. Success is \$5,000 – In the past, a show was considered a success if it broke even. To help increase revenue, the target is now \$5,000 net profit. This ensures that all the costs of the show are considered (riders and extra staffing required) when setting ticket prices. Having a \$5,000 net profit will also help subsidize shows that are artistically important but may not sell easily.
- c. Create “series” – Generally tickets are sold for each program individually. To encourage our patrons to experience more shows, LVA will create show packages of similar genres spread over the season to encourage repeat attendance. This will require modifications to the LVA website so that multiple shows can be bought with a single click.
- d. Weekday Drop-in Programming – Frequently the Bankhead is not used during weekdays. Although the UNCLE Credit Union Art Gallery is open free to the public Thursday- Sunday 1-5 PM, the theater does not always have performances Monday through Thursday. The thought is to create some kind of weekday “drop-in” programming. The box office is open for spontaneous ticket purchasing. Having people in the building helps expose them to marketing on our digital media screens.
- e. Market Top Ticket Buyers – LVA has already increased email marketing, but the intention here is to increase and improve the email/social media outreach to our top ticket buyers, customizing outreach to entice them with shows we believe they will enjoy. The communication would say, if you liked XXX program, LVA thinks you'll like YYY program. Hopefully, our top ticket buyers will come to “trust us” to find programming that they will enjoy whether they recognize the artist's name or not. This strategy requires LVA staff to fully use the capabilities of our ticket software.
- f. Increase Marketing outside Tri-Valley – LVA will work with Visit Tri-Valley, Livermore Valley Winegrowers and other organizations to increase awareness/visibility of events at the Bankhead Theater and help grow the Livermore wine region as a destination.
- g. Expand Group Sales – LVA has predominantly tried to entice ticket buyers to come to us through social media/general marketing and have not done much in the way of ticket sales outreach. Although LVA has a group discount available for tickets, we have not marketed it fully or done

outreach to business/organizations to encourage group attendance. Targets for potential group nights could be Las Positas College (staff or students), Rotary clubs, local school districts (staff or students), senior facilities (Stoneridge Creek, etc.) and corporations (particularly our partners or other large companies in the Tri-Valley). As part of this strategy, LVA may consider hiring a group ticket salesperson, potentially part time, to do outreach to these groups.

- h. Concession Upgrades – LVA will continue to evaluate ways to improve our concession sales including online menu, preorder drinks for intermission, multiple sales locations throughout building, drink cards and other strategies to ensure that concessions revenue is contributing to the bottom line.
- i. Raise concession prices – LVA has already begun to raise concession prices to be more in line with similar venues. LVA will continue to monitor and adjust pricing as required, ensuring that the actual costs of providing concessions are more than covered, providing a profit.
- j. Raise Facility Fee – The facility fee is a per ticket fee that is charged on all tickets sold through the Bankhead Theater box office. It is intended to help cover overhead expenses that are separate from those related to the specific performance. The facility fee is a key component of earned revenue. LVA has recently increased the facility fee by \$2/ticket. Although this adjustment is helpful, LVA will continue to monitor and ensure the facility fee is consistent with similar venues.
- k. Minimum facility fee for Resident Companies –If a renter does not sell well and the building is under-utilized, earned revenue is impacted. For the first time LVA has established a minimum facility fee for prime nights, encouraging the Resident Companies to book midweek or Sunday rather than Thursday, Friday, or Saturday night if they are not certain to draw an audience. On prime nights, LVA will earn the minimum facility fee whether the Resident Company is able to sell at least 200 seats or not.
- l. Monitor Expenses – LVA has been carefully monitoring expenses over the last several years. LVA will continue to monitor them to ensure that staffing is at the necessary/efficient level. This particularly applies to part-time staffing for show production but does also apply across the board.

### **1.1.2 INCREASE RESIDENT COMPANY REVENUE BY 20%**

The mission of Livermore Valley Arts (LVA) is to offer a broad range of arts opportunities that engage our diverse community through high quality live music, theater, dance, lectures and other civic events. This mission is enabled and significantly enhanced by a strong collaboration and partnership with a family of Resident Companies. These Resident Companies form the backbone of the performing arts at the Bankhead with more than 60 performances in any given year, approximately 50% of the offerings at the Theater. As in any true collaboration and partnership, LVA and the Resident Companies both enjoy many benefits flowing from the relationship. Success for the Resident Companies results in success for LVA.

LVA previously formed an Ad Hoc Committee to review the Resident Company relationships. The results of that committee's efforts together with the board, include an approved Resident Company Policy, which

defines the attributes of a Resident Company and creates a process for groups to become a Resident Company.

This objective is focused on increasing the revenue from the Resident Companies by 20%. Work to improve cooperation with Resident Companies for mutual benefit and success includes cooperative marketing and promotion. The action steps for this area are:

- a. Incentivize Resident Companies with a new model – LVA is working with specific Resident Companies to evolve the model. Rather than a simple “rental” LVA is moving to a more collaborative partnership. The first example of this is the Rae Dorough Speaker Series (RDSS). Instead of simply renting the theater, the RDSS organization has become a sponsor of a speaker series presented by the Bankhead. LVA takes the risks of booking the speaker, setting the prices and marketing the event while the all-volunteer RDSS organization becomes a sponsor. In this way, LVA can do the full marketing program and promote the events as part of our season, hopefully improving attendance and perhaps booking some higher quality speakers. Over time, LVA will consider similar cooperative models with some of the other Resident Companies. Each company is unique so they may not all follow the same model. The goal remains the same, however -- how to help the Resident Companies and the Bankhead become more successful.
- b. Improve Marketing/Outreach – LVA has improved collaboration with the Resident Companies that are still renters. We will continue to help increase marketing/outreach for Resident Company events for both our benefits. Currently, LVA provides the option of a marketing package to assist the Resident Companies with greater outreach/awareness which helps translate to ticket sales.

### **1.1.3 INCREASE BOTHWELL REVENUE BY 20%**

The Bothwell Arts Center serves as an incubator for Tri-Valley’s vibrant arts community providing a nurturing environment for artists, performers and cultural arts organizations to create and grow. For artists, regardless of their level, access to affordable space and the support and freedom to explore and expand their creativity is essential. The Bothwell provides “a place where art happens.” Rental artist studios, as well as space for classes, workshops, rehearsals, displays and events provide the working room for teachers to share a breadth of skills from perspective drawing and watercolor painting to music lessons and improv. The large room at the Bothwell allows performing arts groups space for rehearsals and performances. An area to nurture the arts benefits the community as well, providing a taste of different art forms and a close involvement with their creation. This objective is to raise revenue from the Bothwell by 20% through the following action steps.

- a. Increase Rental Rates – LVA is reviewing the rates charged for rentals at the Bothwell and will implement plans to raise the rental rates to be consistent with current market rates. LVA will continue to monitor the market and ensure that the rates stay current.
- b. Increase Rental Usage – Although the Bothwell is relatively well utilized, there are still times where various spaces sit vacant. LVA will work to ensure that we increase the usage of these

spaces to improve revenue. There are many websites that assist in renting spaces ad hoc, LVA will explore utilizing these websites to help market the Bothwell spaces and keep them rented.

- c. Bothwell Upgrades – The Bothwell Arts Center was created out of an older senior facility that was vacant. The building is aging and has some issues. The building is owned by the Livermore Parks and Recreation District (LARPD) and leased by LVA. LVA will continue to advocate with LARPD and the City to make improvements to the building to improve usage in the short term.
- d. Vision Plan for Arts Facility – In the long term, LVA should create a “vision plan” to identify the ideal facility to meet the community needs serviced by the Bothwell Arts Center. Once this vision is created, LVA should advocate with the City and LARPD for a building to replace the Bothwell in the long run. This future facility should still provide a place for artists’ studios, rehearsals, rentals, arts lessons (visual and performing) and camps/clinics.

#### **1.1.4 INCREASE RENTAL REVENUE BY 100%**

After the Resident Companies and Bankhead Presents seasons are booked, the Bankhead Theater is available to rent for both public ticketed events and private non-ticketed events. LVA works with agents who book quality rental programs, including cover bands, original artists in many genres and other traveling programming. This objective is to increase the revenue from rental by 100% through the following actions.

- a. New Partners – LVA should continue to explore potential new partners to help fully utilize the Bankhead. Potential groups for ticketed events include Livermore Jazz Society, SPARC, Quest and others.
- b. Adult Scientific Literacy – LVA will explore programming that targets adult learning and specifically increases adult scientific literacy. With the national labs close by there is a market for these kinds of events.
- c. Group Sales/Rental Manager – In order to focus on finding renters, particularly for non-ticketed events, LVA may consider budgeting for and hiring a group /rental sales manager for the box office. In this way, there would be someone focused on doing outreach to businesses and other organizations to engage the Bankhead for corporate meetings/presentations or other uses.

#### **1.1.5 EXPAND LVA VENUES**

Although the focus of LVA has always been the Bankhead and Bothwell, LVA has begun initial discussion with other venue managers to work as the programmer for their spaces. LVA will continue to explore additional locations.

The actions steps include:

- a. Off-site concerts – LVA has begun discussions with the managers of different locations to assist in programming spaces with small ensembles and will continue to explore many options, including



outdoor venues owned by the City of Livermore, senior living centers, San Francisco Outlets and others.

- b. Summer Concert Series – LVA has started discussions with Las Positas College (LPC) to program a summer concert series in LPC’s outdoor amphitheater. LVA will work with LPC on the necessary upgrades to this venue to make it possible to book performances. Currently the facility does not have a sound system, shade structure or other desirable upgrades.
- c. Other Venues – LVA has begun discussions with the operators of other local venues to coordinate programming and/or assist in programming. These venues include the Pleasanton Firehouse, Tracy’s Grand Theatre for the Arts and Dublin’s Grand Theatre for the Arts.

### **1.1.6 ENHANCE PROGRAMMING AND ENVIRONMENT FOR GENX**

LVA’s patron base predominantly falls in an older demographic, primarily baby boomer and older. This is partly driven by the supporters of the Resident Companies and Bankhead audiences. LVA is evaluating enhancing outreach to GenX. This group follows the Baby Boomers, generally has significant disposable income and is willing to spend resources on quality entertainment. To attract GenX, LVA not only needs to evaluate the programming, but also needs to consider the “vibe” of the venue and rules, as they all affect whether younger patrons will attend. For example, GenX and younger age groups will expect to be able to consume alcoholic drinks while watching entertainment programs and to use their phones to take photos/videos of events. Currently, the Bankhead rules prohibit both activities for many events.

### **1.1.7 CAPITAL ASSET MANAGEMENT**

As LVA’s physical plant ages, it becomes increasingly important that LVA understands our major capital assets, their age, expected life span and replacement cost. LVA currently does quarterly reviews of its capital assets. However, these capital assets are not well documented. LVA will work to document and maintain a spreadsheet of the capital assets, age, required maintenance, expected replacement timeline and costs. Timely maintenance can extend the equipment timeline. LVA needs to continue to improve the planning for how these assets will be managed and replaced when needed. LVA is dependent upon this equipment to support performances and general theater operations.

## **1.2 Diversify Contributed Revenue Streams**

Historically, LVA’s contributed revenue predominantly comes from individual donors. A limited amount of sponsorship and/or foundation contributions have been made. Except for one-time grants associated with refinancing the bonds or from COVID relief programs, LVA has not secured much support from government or corporations in the past.

This objective is focused on maintaining and growing existing donors, while expanding our donor base to include different revenue streams. The action steps are discussed below.

### 1.2.1 UPDATE LVA DEVELOPMENT PLAN

LVA has not updated our development plan for several years, LVA will update and document a Development Plan that will help guide development staff, development committee and board members in helping to identify and solicit donors. The plan will address all the activities required for the actions described in the following paragraphs.

### 1.2.2 DONOR CULTIVATION

Hitting contributed income targets has been a strength for LVA over the years, which has resulted in aggressive targets for fundraising. However, fundraising levels are not a given; this must be a continual area of focus. The goal of the development staff and committee is to secure financial support through various donor strategies: board giving, major donor program, membership and annual giving campaigns and events. The success of all these programs is dependent upon donor cultivation and stewardship. LVA will continue to foster a culture of philanthropy within the board, staff, volunteers and community.

- a. **Maintain and Improve Donor Stewardship** – The donor cycle includes several stages -- identifying potential donors, encouraging them to give and stewarding those that become donors. One of the biggest factors that affects donor retention is how you handle stewardship. Namely, thanking your donors is key to keeping them interested in your mission. In addition to sending them an acknowledgement email as soon as they make their donation, you should follow up multiple times and in multiple ways to share how grateful you are to have their support and to show how you're using their gift. For LVA, most of our donors are “members” who are given member benefits --discounts on tickets and other benefits. Membership is renewed on an annual basis. Through good stewardship and developing relationships, development personnel will target an 80%-member renewal rate. LVA will continually evaluate our donor stewardship methods to ensure that we are using best practices and making our donors feel special.
- b. **Grow Major Donor Base** – Development staff, together with the Major Donor Subcommittee, will focus on growing our major donor base. In the past, LVA has held major donor events as a way of cultivating new major donors. Due to COVID and other issues in the last few years, LVA has not been focused on this area. Going forward, LVA will reactivate the Major Donor Program. LVA will work to identify potential major donors and will target existing donors to become major donors through relationship development. LVA may employ tools such as wealth engine screening to assist this process.
- c. **Raise Amount Required for Each Membership Levels** – LVA's membership levels have essentially remained static since they were initially developed many years ago. LVA will review and revamp the membership levels and benefits, as appropriate, to generate more revenue. This process needs to be done gradually so as not to lose existing members, but the benefits need to be in line with the contributed amount. Communication with our members during this process will be key.
- d. **Increase Number of Member Households** – LVA has had a relatively stable member base, despite the difficult years during COVID. So, while we need to focus on maintaining existing members,

we also need to grow new members. This action focuses on growth of the member base with a couple of strategies including box office outreach and strategic member campaigns. Box office outreach involves marketing to ticket buyers about the benefits of membership, particularly for return ticket buyers. Ensuring that the ticket buyers know about the member program, understand the discounts and other benefits of being a member and have an easy way to choose membership while buying tickets. Secondly, LVA conducts member drives, typically in May. Social media, email and other marketing strategies will be used and evaluated to grow our member base.

- e. Budget For and Hire a Development Director – Starting in 2020, our Development Director was promoted to Executive Director. Chris Carter has done an incredible job stewarding the organization through a very difficult period while essentially performing two roles-- Executive Director and Development Director. As we go forward, LVA needs to budget for and hire a Development Director so that Chris can focus on the growth of the overall organization while still supporting major donor solicitation and relationship development with other organizations and businesses.

### **1.2.3 INCREASE REVENUE FROM GRANTS**

Although LVA has done a limited amount of grant applications, these have mostly been small grants written by staff with other business responsibilities. LVA will consider hiring a grant writer, on a contract basis, to consistently evaluate and apply for grants to support and grow our programming, particularly in the educational area. Grant writing requires a significant amount of time and focus to research, identify and apply for applicable grants. To maximize this opportunity, a consultant who has that as a focus could be very beneficial. LVA will support and evaluate the success of this program as we go forward.

Additionally, once grants are awarded, they generally have follow-up requirements with the grantee. LVA will ensure that the appropriate follow-up response to the donor of the application of grant funds will be done.

### **1.2.4 INCREASE CORPORATE GIVING**

LVA has a limited number of corporate sponsors and donors. LVA will develop, promote and solicit season sponsors for Bankhead Presents from local corporate partners, as well as sponsors for other programs provided by LVA. In the past, LVA has secured donors for the Art Gallery and a number of cultural programs. As part of this strategy, LVA will develop collaborative programs with local business organizations such as Innovation Tri-Valley, Livermore Chamber and Visit Tri-Valley. Participating in the organizations and helping with their leadership is required.

### **1.2.5 INCREASE PLANNED GIVING**

A planned giving program sets up donors to keep funding the nonprofit even during the toughest of economic times. This lifeline may be the only one a nonprofit can rely on when funding from other sources is impacted by economic conditions. Planned giving includes multi-year pledges and legacy gifts. Success of a planned giving program is dependent upon building a strong relationship with major donors,

engaging those donors in our vision and ensuring transparency and accountability in how funds are used by the organization. LVA will work to increase planned giving through these strategies:

- a. Grow legacy giving initiative to encourage more planned estate gifts.
- b. Ensure legacy giving is highlighted on our website and other donation materials.
- c. Build the relationship with LVA's donor base, particularly major donors.
- d. Consider partnering with financial professionals who can advocate for the benefits of planned giving.
- e. Ensure communication of LVA's vision and achievements is clear and transparent.
- f. Develop multi-year pledges with the board and major donors.

### **1.2.6 INCREASE GOVERNMENT REVENUE**

LVA does not receive significant government funding on an on-going basis. LVA does not receive operational funding from the City of Livermore or other government organizations. LVA will explore potential funding by advocating for a TOT tax, parking revenue or other funding source to benefit the arts. LVA will partner with organizations such as Commission for the Arts, Visit Tri-Valley and Livermore Cultural Arts Council to help develop more regional government support for the arts and for LVA specifically.

### **1.2.7 ESTABLISH ENDOWMENT**

Now that LVA has been able to establish an operating reserve, we can look toward establishing an endowment. In the long term, endowments help provide long term funding that can help support the organization in difficult years. The following activities are included in this action:

- a. Develop Endowment Policy – LVA needs to develop, review and gain board approval for an endowment policy. This policy will define the purpose, fund use and restrictions of an endowment, as well as an endowment investment policy.
- b. Solicit Founding Gifts and establish initial endowment – Generally, endowments are started with “lead” gift or gifts that are significant donations that establish an initial endowment. If the endowment goal is \$5 Million, then presumably the lead gift would need to be at least high six figures. As part of planned giving and major donor cultivation. LVA needs to identify donors who may be interested in helping the organization in the long-term by starting the endowment. Once the lead gift(s) are obtained, then other donors can contribute and help build the endowment in a more public campaign.

## **2 ARTISTIC VITALITY**

Goal 2 is to maintain the Artistic Vitality of LVA and particularly performances at the Bankhead Theater. Artistic Vitality is broken down into the following objectives:

- Objective A – Present Great Performances
- Objective B – Kenison Artistic Venture Fund
- Objective C – Facility Expansion

### **2.1 Present Great Performances**

Bankhead Presents has created season improvements that have already been implemented over the last several years. However, LVA staff continually evaluate programs to bring to the theater, trying to balance commercial success with strong artistic performances, as well as covering different genres. The action steps for this objective are described in the following paragraphs.

#### **2.1.1 BRING TOP TIER TALENT TO LIVERMORE**

Bankhead Presents season shows have made progress in this area, balancing the increasing prices for top talent and price sensitivity in the Livermore Valley. Higher quality artists generally have higher fees but can also demand a higher ticket price and help attract an audience. LVA is doing careful analysis to select artists that will draw in Tri-Valley patrons. Our community is looking for high quality performances that are entertaining but also ones that are profound. The internal programming committee is using a process to review the season from an overall perspective and ensure that prices cover not just artist fees, but additional production expenses as well.

#### **2.1.2 FEATURE YOUNG ARTISTS**

LVA is also seeking unknown young artists to delight audiences with lower cost talent. This action can help attract the GenX audience and offers opportunities to increase LVA's patron base. In general, these artists may be local and therefore can reduce travel costs. Also, LVA can share travel expenses if the performers are already in the local regional area.

#### **2.1.3 SEEK RESIDENCE OF TOURING ARTISTS**

LVA will continue to look for touring artists or companies that are willing to establish the Bankhead as a repeat home, for example a theater company presenting plays for a week. Production costs involving set-up and tear-down expenses can be amortized over multiple show nights. This must be balanced with the ability to sell multiple nights for the identified artist.

#### **2.1.4 SEEK HIGH QUALITY RENTALS**

LVA will continue to seek high quality rentals to fill the unused nights at the Bankhead and even the Bothwell, as appropriate. It is important that rentals meet a certain quality as our patron base doesn't always distinguish between Bankhead Presents shows and an outside rental. Poor quality shows reflect poorly on our organization. Although the performances still "make money", they can impact our reputation and perhaps discourage future ticket buying. LVA evaluates all rental requests and looks at the references of the renter.

#### **2.1.5 ENSURE "BEST" AUDIENCE EXPERIENCE**

The Bankhead Theater already has all the elements needed to provide great performances. However, LVA will continuously monitor and improve the patron experience, including all touch points from initial ticket purchase through the performance and exiting the theater. LVA will focus on the following areas to ensure best practices:

- a. Ensuring great experience starts with the box office or on-line interaction and follows through to program completion. Develop a continuous improvement plan for box office/on-line interaction.
- b. Continually train ushers to be customer friendly and welcoming to audience members.
- c. Ensure all front of house staff -- concessions, ticket takers, ushers and House Manager -- are friendly, helpful and attentive.
- d. Staff training program mentioned previously should also focus on great "customer service"; the customer is always right attitude.
- e. Ensure stage "talk" is engaging and changing, so that it's not redundant to repeat patrons.
- f. Monitor sound and lighting systems for the best quality sound experience.
- g. Performers respond to a full theater; seek to fill every seat for every show to maximize performers' energy through audience interaction. Over the last few seasons, LVA has initiated tiered pricing, reshaping the ticket prices to fill the seats in the center and near the stage to help the theater feel full.
- h. Conduct and evaluate patron surveys and look at ways to improve audience experience, especially in areas where there are several comments. Consider ongoing focus groups.
- i. Continue to evaluate concession offerings -- quality, price and access -- as previously discussed.
- j. Consider working with local restaurants to offer a broader concession offering.

#### **2.1.6 ENSURE "DIVERSE" OFFERINGS**

LVA patrons come from diverse backgrounds, cultures and ages. LVA will work to bring a variety of different music genres and types of programming to cross multiple demographics. Music genres range across classical, rock, pop, country, jazz and blues. Types of programming include music, theater, dance, circus, comedy and family friendly programming, such as magician or animal acts. Additionally, LVA provides cultural programs on the plaza and in the theater free to the community. Diverse offerings should

also help to expand LVA's patron base. LVA will continue to monitor and expand the offerings where possible.

#### **2.1.7 DEVELOP LVA BRANDING**

As previously mentioned, LVA patrons do not always distinguish between Bankhead Presents, Resident Companies and rentals. It is important that the quality of our offerings is recognized across the board. The goal is to get LVA patrons to learn to "trust us" and trust LVA recommendations. If you liked this program, then try another in this genre that LVA recommends.

#### **2.1.8 GROW THEATRICAL PERFORMANCES**

When the Bankhead was first built, it was envisioned as a home for all types of performing arts, including theater and live musical performances. As the years have gone on, there have been limited theatrical offerings. LVA patron surveys have identified more theater performances as a desire. LVA will work to bring more theater programming to the Bankhead. LVA will look for additional theater residency partners or offerings that we believe provide quality presentations and can be supported by our patron base. This action step needs to be balanced with financial risk. LVA will seek dedicated financial support for theater programming.

#### **2.1.9 INCREASE ACCESSIBILITY**

LVA will evaluate how to increase accessibility, particularly ADA access, by evaluating various technologies for assisted listening devices. New Bluetooth options exist that are tied to patrons' hearing aid systems. LVA will evaluate the cost and seek to budget/support installation of an appropriate system. LVA's current assisted listening system has been found to be inadequate.

#### **2.1.10 TELL LVA'S STORY**

LVA needs to do a better job of telling our story so that the community is aware of all the ways that LVA supports and enhances the local arts community. LVA supports free family, educational and cultural programming. We need to ensure that our role is well understood, so that it will help attract support for the good work that LVA does.

#### **2.1.11 SUPPORT TRI-VALLEY MUSIC FESTIVAL**

Multiple organizations are discussing a Tri-Valley Music Festival to attract visitors to the Tri-Valley. LVA will work to collaborate and partner with the City of Livermore, Visit Tri-Valley and other organizations to develop a regional event.

## **2.2 Special Funds**

LVA has established a few special funds targeted toward specific areas which help entice donor support. These funds include the Kenison Artistic Venture Fund, Resident Company Fund, Arts Education Fund and Student Ticket Fund. Contributions to these have already been secured and are being used to support specific areas. LVA needs to continue to increase these funds. Action steps are described in the following paragraphs.

### **2.2.1 USE VENTURE FUND TO REDUCE RISK**

Bankhead Presents shows are booked by LVA and LVA assumes the risk. LVA pays the artist fees and negotiated expenses for the artist, assumes the production costs and in exchange keeps all ticket revenue. In general ticket prices are set to assume breakeven when 60-70% of the house is sold. Where appropriate, LVA will use the Kenison Artistic Venture Fund to offer more affordable prices for artistically exciting and profound but less well-known presentations, and to present high quality artists and performing groups. These funds help to insulate the operating budget. Certain shows are selected when developing the season either to build an audience in a certain area or to fill a void in genre or type that is artistically important. These shows are underwritten by the fund. LVA will then decide what the season spend is for the artistic fund and budget for it.

### **2.2.2 LOWER TICKET PRICES**

LVA will consider lowering ticket prices and strategically market those lower priced tickets for less well-known artists or types of presentations, so people are more willing to take a risk on artists they don't know or for types of performances they need to try. Prices can potentially be reduced for performances selected to be supported by the Venture Fund. This initiative needs to be balanced with financial risk.

### **2.2.3 THEATER SUPPORT**

There is a strong request for theatrical programming, as previously discussed. This comes at a higher financial risk than other performances. Extended scheduling to support the cost of production, performers pay and travel expenses are added costs. To assist in the growth of theater programming, LVA will target donors to support a theater fund to help reduce this risk, while working to build a following for theater programming.

### **2.2.4 ARTS EDUCATION FUND**

As part of LVA's overall fundraising, we will work to entice donors to support the Arts Education Fund which is used to subsidize our education programs like the Cultural Celebration Series, East Bay Jazz High School All-Stars and scholarships for art camps and classes.



### **2.2.5 RESIDENT COMPANY FUND**

Additionally, LVA has established a fund to support the Resident Companies and particularly to further subsidize the Resident Companies' rental fees. Resident Companies already receive a reduced rental fee compared to other non-profit or outside rentals. This fund helps to reduce costs for the Resident Companies. LVA has developed a partnership with the Community Health and Education Foundation (CHEF) charity in Livermore to support this fund on an annual basis.

### **2.2.6 STUDENT TICKET FUND**

LVA has established a fund to subsidize student tickets. Students, whether K-12 or college, can buy tickets to Bankhead Presents performances for \$25, a significant discount over standard ticket prices. This strategy encourages exposure to a younger demographic for Bankhead Presents Programming, with an increase in attendance. To support this discount, LVA needs to solicit donations to the student ticket fund.

## **2.3 Facility Expansion**

LVA's goal is to cost effectively support community arts and education programs. Although LVA's primary focus is our two facilities: the Bankhead Theater and the Bothwell Art Center, LVA also programs activities on the plaza, throughout the City of Livermore and occasionally in other locations. The focus of this objective is to expand and/or improve locations where we do programming.

### **2.3.1 EXPLORE VENUE PARTNERSHIPS**

LVA is exploring partnerships with other venues/locations to expand our programming, which would help to expand our offerings. The following areas will be investigated.

- a. City of Livermore – LVA is working with the City of Livermore to activate various locations controlled by the City. LVA has presented ArtWalk, at our own expense, for many years throughout the downtown area. ArtWalk is the Tri-Valley's premiere one day art festival. Over 200 artists display their works on sidewalks and plazas, in parks and galleries, surrounded by boutique shops, wine tasting rooms and restaurants in historic downtown Livermore. LVA will work with City Staff on activating other locations and spaces within the budget provided by the City for this purpose.
- b. Las Positas College (LPC) – In cooperation with LPC, LVA is exploring the possibility of a summer concert series at the amphitheater at LPC. Although the amphitheater exists as a nice physical space, infrastructure upgrades such as a system to support sound and lighting need to be

provided either temporarily or permanently for this location to be effectively utilized. LVA will explore costs and funding potential to support this vision.

- c. San Francisco Outlets – LVA is discussing possible ways to collaborate with the outlets to activate empty spaces with art studio popups, or even using blank hallways as art gallery space to feature local artists. Additionally, LVA will explore programming ensemble groups at the outlets.
- d. Quest – LVA collaborates with Quest Science Center to help integrate the arts with its science offerings. One example of this is LVA’s participation in the Quest Innovation Fair held annually at the Alameda County Fairgrounds. LVA will continue to work with Quest on its Fair and other appropriate events as they develop.
- e. Others – LVA will look for other collaborative partnerships throughout the Tri-Valley.

### **2.3.2 BANKHEAD UPGRADES**

Although the Bankhead is a remarkable facility, the technology and the use of the theater are still evolving. LVA will explore potential upgrades to the building, technology and policies to ensure the best use of the facility and the best patron experience. LVA will explore cost and funding sources to support any potential upgrades. LVA will develop a capital plan to define capital upgrades and investments over the coming years.

### **2.3.3 BOTHWELL UPGRADES/ALTERNATIVES**

The Bothwell Arts Center is an older facility that requires significant deferred maintenance and potential upgrades to maximize its use. An evaluation of the programs and potential spaces to support those programs needs to be addressed as part of the Education Vision Objective described below. All the activities that the Bothwell supports need to be considered, including -- general rental for rehearsal or small “black box” performances, artist studios -- and educational programming.

### **3 ORGANIZATIONAL STABILITY**

Goal 3 is to focus on the long-term health and well-being of the organization. Organizational Stability is broken down into the following objectives:

- Objective A – Staff Development and Retention Plan
- Objective B – Board Development and Retention Plan
- Objective C – Mission/Vision/Core Values

#### **3.1 Staff Development and Retention Plan**

The long-term health of the organization requires focus on staff development and retention. Historically, LVA has had low staff turnover but to ensure that continues, LVA needs to plan and budget for staff development. Staff retention is impacted by compensation, benefits, culture, acknowledgement and future prospects. LVA needs to evaluate these areas and ensure that we continue to maintain reasonable compensation and benefits consistent with our industry and locale. Additionally, LVA needs to ensure that staff can improve and develop skills with professional development opportunities so that they can grow and improve their future opportunities. The culture of the organization is important. LVA will strive to be an inclusive and welcoming place to work where employees feel acknowledged for what they contribute to LVA's successful implementation of our critical mission. LVA will also ensure that HR policies are updated as required and consistent with applicable government standards. Additionally, LVA will focus on the following actions.

##### **3.1.1 STAFF EVALUATION**

LVA needs to continually evaluate its staff strengths and weaknesses and provide training/staff development to improve skills. Although this is a standard part of the employee review process, we also need to ensure that funds are allocated for some staff development training and that we explore cost-effective ways to improve staff skills and operation. One good technique is the use of peer mentoring. LVA will seek effective peer mentors to help staff growth. Additionally, professional organizations and conferences related to the staff area can be helpful.

##### **3.1.2 SUCCESSION PLANNING**

For the long term, LVA will develop and maintain a succession and staff growth plan. This helps both with staff development and retention but also with long-term budgeting and financial forecasts. Understanding and planning for individual employee growth paths helps employees feel they have a future opportunities and incentivizes employees to work to improve their skills. As LVA grows programs and activities LVA also needs to grow staff in a cost-effective way to support the added work level from additional activities. Staff burnout needs to be avoided. LVA can't simply expect them to do more without support. Understandably, this must be managed within the budget.

## **3.2 Board Development and Retention Plan**

LVA has developed a Board Manual, which was recently updated April 2023. The manual defines board roles and responsibilities, recruitment procedures, board tools, an Honorary Arts Commission, conflict of interest, management policies and LVA committees. The health of the board and organization requires that new board members are sought to participate and support our nonprofit and that existing board members stay engaged and active. Actions to assist this objective are described in the following paragraphs.

### **3.2.1 BOARD EVALUATION**

The Governance Committee has this area of responsibility, as defined by the Board Manual. It is the responsibility of all board members to help recruit new board members who can bring different perspectives and skills to the board. To aid in this process, the Governance Committee will conduct an evaluation of current board members and their demographics and skills. As part of this evaluation, we may identify gaps or areas where we need to seek board members to improve our diversity and board skills. It is extremely important that new board members have a passion for what we do and become engaged and active.

### **3.2.2 BOARD SUCCESSION**

Board members want to feel they are contributing to the organization and have input and impact. LVA needs to cultivate engagement and ensure that board members feel that they can participate in leadership roles, such as committee chairs and officer roles. LVA has term limits for its officer positions. Therefore, new leadership must be developed and planned for. LVA will continue to engage board members and encourage participation in committee leadership and board officer roles.

### **3.2.3 BOARD RETREATS**

As a goal, LVA will conduct board retreats on an annual basis. Well-run board retreats improve board engagement and help focus the board on our vision and mission. Although the format of the board retreat may evolve, in general, it should be a half to full day off-site meeting focused on how to improve LVA's operation and implementation of its mission. In part the retreat should focus on specific areas of the strategic plan objectives/actions that might need special focus and the board's engagement.

## **3.3 Mission/Vision/Core Values**

LVA's current Mission and Vision statements were developed several years ago. It is reasonable that LVA should consider whether these are still valid and sufficiently encompassing.

### **3.3.1 MISSION/VISION**

LVA will form an ad hoc committee composed of a selected number of staff and board to evaluate and possibly update LVA's current mission and vision statements. The recommended changes will be brought to the board for approval before implementation.

### **3.3.2 CORE VALUES**

LVA will consider establishing a Core Values Statement. Core values define how LVA wants the people in our organization to behave. Together with our mission and vision statement, a Core Values Statement is a foundational part of the organizational structure. The statement articulates the underlying beliefs and purpose that each member of the organization is committed to embodying. This can be developed by the same ad hoc committee updating the mission/vision.

## **4 COMMUNITY, OUTREACH, DIVERSITY AND INCLUSION**

Goal 4 is concerned with evaluating, planning for and implementing community, cultural and arts programs in alignment with LVA's mission within budget constraints. Many of these programs are not revenue generating, so LVA needs to continually look for creative ways to support outreach, diversity and inclusion initiatives. Objectives to take this goal to the next level include:

- Objective A - Community/Cultural Programs
- Objective B - Community Relationships

### **4.1 Community/Cultural Programs**

LVA supports a variety of community programs centered around the visual arts and cultural exposure, including but not limited to -- Art Walk, artist studios, art gallery in the Bankhead lobby, cultural programming and adult art classes. The actions are discussed in the following paragraphs.

#### **4.1.1 PARTNER WITH OTHER ORGANIZATIONS**

The most cost-effective way to maximize the cultural offerings is to partner with other non-profit groups. LVA has cultivated partnerships with multiple cultural organizations, such as Cheza Nami and Livermore Fil-Am, to produce cultural content on the plaza in front of the Bankhead and other locales. LVA will continue to build on existing collaborations to continue and improve the following events, which are generally produced on an annual basis.

- a. ArtWalk - The Tri-Valley's premiere one day art fest, where you can visit quality art, chill to live music and enjoy a day of shopping for unique handmade treasures. ArtWalk is produced by LVA in collaboration with local artists and the City of Livermore. ArtWalk takes place throughout the center of downtown Livermore.
- b. Taste of Africa - LVA works with Cheza Nami to produce Taste of Africa. a free family-friendly event that promotes and celebrates African and African diaspora cultures. Taste of Africa took place on the plaza in front of the Bankhead for the first time in 2022. LVA will collaborate with Cheza Nami to produce Taste of Africa again in the fall of 2023.
- c. Filipino Barrio Fiesta – LVA works with Livermore Fil-Am to produce Filipino Barrio Fiesta to celebrate Filipino culture, history and food. This is a free, family friendly event produced on the Bankhead Plaza.
- d. Diwali Festival of Lights - In Partnership with Hindu Cultural Community Center and Shanmuka Theaters, LVA produces Diwali, a festival of lights celebration. The celebration is an ancient Hindu festival that marks the beginning of the Hindu New Year.
- e. Hispanic Heritage Day & Asian American, Native Hawaiian and Pacific Islander (AANHPI) Celebration – Combined this year due to inclement weather, these two festivals are a collaboration between many organizations: including SPARC Education and LVA. Performances were given by

Halau Makana Lani, Joya Studio, Samantha Tran, Elite Taekwondo, Livermore Fil-Am, DJ FOXC, Sriya Katreddi and the Relax Crew. The Rotarian Foundation of Livermore provided a 2023 Community Grant to help fund the event.

- f. Juneteenth Celebration – LVA partners with Tri-Valley for Black Lives to produce the Juneteenth Celebration. Juneteenth commemorates the liberation of the last slaves in Texas, two years after the Emancipation Proclamation abolished slavery in the Confederate States in 1863. We observed the history in 2023 with a local celebration, including music, art, drumming, singing, dancing and musical performances.
- g. Native American Day – In partnership with Local Natives, LVA produces Native American Day, a celebration of story, song and dance appreciating the long history of culture and traditions that Native Americans have preserved through the centuries. Held in the fall, it features altar, land acknowledgement, traditional dance, story-time, book giveaway, flute performance and community drum circle.
- h. Chinese New Year - A free community event celebrating the Chinese zodiac year and featuring Chinese culture, traditions, traditional Chinese dance and martial arts.

#### **4.1.2 SEEK FUNDING**

The cultural event series is an important function for LVA and the community. These events, however, are not generally revenue producing. Although there may be a small amount of income from renting “booths” to food or other vendors, the expenses of setting up stages, sound and lighting and staffing these events generally costs more than the small revenue collected. LVA will develop an annual budget for these cultural offerings to understand and support the overall cost and commitment. LVA has acquired a presenting sponsor with Las Positas College for the cultural series. LVA will continue to seek additional sponsorships for individual events, grants and funding to fully support these programs and to ensure they continue in the future.

#### **4.1.3 EXPAND CULTURAL OFFERINGS**

LVA will continue to evaluate our current cultural offerings and work to expand them, to provide an inclusive catalog of programs that involve and represent our diverse community. As part of this action, LVA will seek to partner with new groups to make an expansion financially viable.

## **4.2 Community Relationships**

LVA's goal is to be an active and collaborative member of the local community arts scene. LVA needs to continually work to develop strong working relationships with related arts and community organizations. Actions are discussed in the following paragraphs.

### **4.2.1 IMPROVE COMMUNITY RELATIONSHIPS**

LVA works collaboratively with various community arts and non-profit organizations whose goals are to improve arts and education opportunities in the Tri-Valley. LVA will continue to improve community relationships and collaborative efforts with other community stakeholders.

### **4.2.2 IDENTIFY GROUPS/RELATIONSHIPS**

Although the staff does an excellent job of relationship building with local organizations, it is not possible for LVA staff to be solely responsible for building relationships with the many organizations that exist. LVA will identify important related groups and identify individuals to become LVA representatives to build those relationships. LVA representatives may be staff, board or committee members depending on the group or organization.

### **4.2.3 REFOCUS OUTREACH COMMITTEE**

LVA's Marketing and Outreach Committee is tasked to oversee LVA's marketing, communications and outreach. LVA's marketing and social media have improved dramatically since hiring the current marketing director. This committee will be refocused to improve community relationships with other groups and government organizations.

### **4.2.4 DOWNTOWN VITALITY**

LVA will partner with other organizations to continue to improve the vitality of downtown Livermore. Success of the downtown is dependent upon the success of the Bankhead and visa-versa.

### **4.2.5 LOW-INCOME TICKET ACCESSIBILITY**

LVA will seek to partner with other organizations to support and subsidize low-income ticket availability. LVA has engaged with local groups to offer tickets for the cost of the facility fee, under \$10, in order to provide more accessibility to Bankhead Presents Performances. LVA will work to formalize this program by partnering with local organizations that support low-income residents so that they can enjoy what the Bankhead has to offer. LVA will seek to collaborate with these groups to offer the disadvantaged free or drastically reduced tickets.



## **5 EDUCATIONAL VISION**

Goal 5 focuses on LVA’s educational programming, particularly how/where to grow and expand LVA’s educational offerings working in collaboration with local school districts and the community college. The goal is to ensure a “life-long” learning approach. Objectives to take this goal to the next level include:

- Objective A - Develop Long Term Plan/Vision for Education Program
- Objective B – Data Metrics/Reporting
- Objective C – Director of Education
- Objective D – Careers in Arts

### **5.1 Develop Long Term Plan/Vision for Education Program**

The objective of LVA’s arts in education programs is to provide programming and a space where all students in the Tri-Valley region can engage and grow in the arts. LVA’s high-quality programs not only help to bridge the arts educational gaps in the schools, but also to enhance the arts experience for students and community members.

LVA’s education programming significantly increased when dedicated education staff were hired during fiscal year 2016-17. Education staff are supported by senior management and board volunteers. Due to the COVID-19 Pandemic, LVA was required to curtail many of its educational programs and has just started to resume this programming. Historically LVAs educational programming has grown on an ad hoc basis, whenever we had the opportunity, facilities and funding to provide programming. Since we are essentially “rebooting” our programming, it gives LVA the opportunity to develop a more comprehensive education plan that includes visual and performing arts, while working more closely with the local school districts, community colleges and other community organizations. The action steps for this objective are described in the following paragraphs.

#### **5.1.1 DEVELOP LONG-TERM VISION**

LVA will utilize staff and its Education Committee volunteers to develop its first ever education plan. This plan should be focused not only on current programming, but also on long-term goals that offer a path to grow the current educational offerings into a fuller program. The goals are:

- a. Ensure that educational opportunities tie to LVA’s overall mission/vision and that science-oriented offerings tie to and emphasize the arts.
- b. Continue to tie youth education activities to overall operations for resonance, synergy and financial efficiency.
- c. Integrate all educational offerings by LVA, regardless of facility, to maximize impact.
- d. Work collaboratively with other organizations (such as Quest Science Center, SPARC and others), to maximize programs and minimize LVA expenses.

- e. Use a budget-based approach for all education programs to ensure overall program support.
- f. Continually work with local school districts and community colleges to maximize the impact of offerings and support curriculum needs.
- g. Seek funding from a variety of sources to underwrite the educational programs.

### **5.1.2 INTEGRATE EDUCATIONAL PROGRAMMING**

LVA needs to ensure that educational programs are integrated with local school districts, home school organizations and Las Positas College offerings so they do not “duplicate” but rather supplement arts education offerings. Offerings need to also support curriculum requirements to get the best attendance/utilization by students, particularly for those programs offered during the school day.

### **5.1.3 WORK WITH LOCAL USDs AND LPC ON GOALS**

LVA should work with the local Unified School Districts (USDs) and LPC to agree on arts education goals and perhaps even develop a Memorandum of Understanding (MOU) with each organization that defines goals for K-12 and college students to experience performances at the Bankhead, provide hands-on arts experience and master classes for more advanced students.

### **5.1.4 PARTNER WITH PARENT CLUBS OR OTHER EDUCATIONAL NON-PROFITS**

LVA should work with local parent clubs, Parent Teacher Associations (PTAs) and other educationally oriented non-profits to see how these disperse groups can work together to maximize the arts education offerings to students in the Tri-Valley.

### **5.1.5 LIFELONG LEARNING**

Although the focus of LVA’s educational programming has been on local students, the approach should encourage a lifelong learning strategy from preschool to adults, an exposure that cultivates the next generation.

### **5.1.6 COOPERATIVE PARTNERSHIPS**

LVA needs to actively pursue partnerships with community organizations to maximize educational programming and not “reinvent the wheel”. Specific examples would be partnering with Quest Science Center for cooperative arts/science offerings and SPARC or others for theater oriented educational offerings.

### 5.1.7 ADDITIONS TO LVA’S CURRENT OFFERINGS

LVA’s education program should be expanded to cover learning, enrichment and growth, as follows:

<b><u>Learning/Hands-on</u></b>	<b><u>Enrichment</u></b>	<b><u>Growth</u></b>
Art Classes	Cultural/Public Events	Internships
Camps	School Assemblies	Teacher Training
STEAM	Field Trips	East Bay Jazz
Community Art Projects	Student Ticket Subsidy	Master Classes

Additionally, the Education Plan needs to ensure that in the long-term, LVA Arts Education encompasses visual arts and performing arts, both Theater and Music.

### 5.2 Data/Metrics Collection

For the purposes of marketing, grant writing and donation solicitation, LVA needs to capture data and metrics related to ticketed, non-ticketed and free events. It’s important to understand how many students and community members LVA is currently serving. LVA needs to:

1. Develop consistent program for data collection, number of patron/youths served and use of funds for all non-ticketed events, similar to data collected for ticketed events.
2. Collect patron demographics for non-ticketed events, including information regarding diversity, equity and access data, to the degree possible.
3. Establish and track quantifiable goals for community programs.

### 5.3 Director of Education

As a long-term goal, LVA needs to find funding for, budget for and hire an Education Director with a background in educational programming and curriculum.

### 5.4 Potential Careers in Arts

As part of the arts programming, consideration should be given to exposing students to potential careers in the arts. This could possibly include doing internships in the theater, symposia, or master’s classes with professional artists/musicians.

### 5.5 Facility Evaluation

As part of LVA’s overall facility evaluation (see section 2.3), LVA needs to consider the facility needs and requirements to support desired educational and cultural activities.

## 6 NEXT STEPS

This strategic plan was developed with initial input from the full board and key staff. The committee took these inputs and worked them into the document presented here. After approval by the full board, LVA needs to embrace this plan as a strategic guide for LVA's work going forward.

Engaging the committee and developing the plan is only the first step toward achieving the goals of this strategic planning process. To ensure the plan remains a living document, the board and staff will be engaged in the "next steps". The staff is of course primarily responsible for implementation, with the support of board and board committees. Here are the next steps:

1. Staff will execute, track and report on action steps to the board.
2. Assigned board committees/champions will oversee and support various aspects of the plan. See table below for high-level mapping of board oversight to Strategic Plan goals and objectives.
4. As part of the budgeting process and on-going financial monitoring, the board will consider staffing investments to boost both earned and contributed revenue.
5. Staff and board will work to improve community relationships and outreach, collaboration and communication.
6. LVA will engage Honorary Arts Commission to increase community/business engagement.
7. Staff and board will monitor plan implementation with a major review yearly.

Assignment of responsibility of Strategic Plan goals/objectives to staff/committee is defined in the table on the following page.

<b>2023 Strategic Plan Goals</b>	<b>DRAFT Objectives</b>	<b>Primary Committee Responsibility</b>
Financial Stability (Section 1)	1.1 Financial Growth & Stability	Staff and Finance Committee
	1.2 Diversify Contributed Revenue	Staff and Development Committee
Bankhead Theater Artistic Vitality (Section 2)	2.1 Present Great Performances	Staff and Internal Programming Committee
	2.2 Special Funds	Staff
	2.3 Facility Expansion	Staff and Ad Hoc Facility Committee
	2.4 Support Resident Companies	Staff and Outreach Committee
Organizational Stability (Section 3)	3.1 Staff Development & Retention Plan	Staff and Compensation Committee
	3.2 Board Development and Retention Plan	Staff and Governance Committee
	3.3 Mission/Vision/Core Values	Staff and Ad Hoc Committee
Community, Outreach, Diversity & Inclusion (Section 4)	4.1 Community/Cultural Programs	Staff and Education Committee
	4.2 Community Relationships	Staff and Outreach Committee
Educational Vision (Section 5)	5.1 Education Plan	Staff and Education Committee
	5.2 Data/Metrics collection	Staff and Education Committee
	5.3 Director of Education	Staff, Finance and Education Committee
	5.4 Careers in Arts Education	Staff and Education Committee
	5.5 Facility Evaluation	Staff and Ad Hoc Committee

## **APPENDIX A – LVA BOARD & STAFF LIST**

The Livermore Valley Performing Arts Center has brought together a distinguished Board of Directors drawn from across the Tri-Valley. LVA continually seeks to engage talented individuals with a strong interest in the arts and diverse skill sets to assist the organization. These individuals and the LVA staff, working with the Livermore City Council and City staff, have given their time and resources to help the Valley flourish both culturally and economically. The Board of Directors is provided in Section I and the Staff list is provided in Section II.

### **I. BOARD OF DIRECTORS**

#### **DENISE WATKINS: BOARD CHAIR**

Ms. Watkins worked as a software system engineer and manager for 18 years in the telecommunications field, developing network management and control systems for satellite and wireless communications. After retiring from industry, Ms. Watkins started getting involved in the local community. She currently serves as the immediate past Chair on the UC Merced Foundation Board. UC Merced is the newest research University in the University of California education system. Over 70% of the students at Merced are first in their families to go to college. Additionally, Ms. Watkins owned and operated the Vancouver Stealth for 11 years, a professional Lacrosse team that played in Langley British Columbia, Canada. Prior to the Stealth, Ms. Watkins owned and operated Primal Quest, an expedition adventure race that operated in North America. Ms. Watkins has been involved in several charities and notably co-founded the Pleasanton Schools Educational Enrichment Foundation, a non-profit corporation which supports arts, science and other enrichment learning programs that benefit all Pleasanton Unified School District students. She led the organization as its President for 13 years. Ms. Watkins has served on numerous committees for the Pleasanton School District, including co-chairing the district-wide Excellence Committee. Ms Watkins has 3 grown children.

#### **LELAND YOUNKER, PH.D.: VICE-CHAIR**

Dr. Younker received his Ph.D. in Geophysical Sciences from Michigan State University in 1975. He served as Assistant Professor Geophysics 1975-1980 at Central Michigan University, Indiana University Indianapolis and the University of Illinois, Chicago. Dr. Younker was employed as a staff member at the Lawrence Livermore National Laboratory 1980-2011. During that period, he was Earth Sciences Department Head and a long- time member of the Senior Management team. Dr. Younker has lived in Livermore 38 years, married to a retired Livermore teacher. The Friends of Livermore has chosen him as its chairman. Dr. Younker is the Past President of the Valley Concert Chorale and past President and current Board Member of the Valley Study Group.

**JOAN SEPPALA: PRESIDENT**

After securing investors, Ms. Seppala launched The Independent in 1963, and continues as its publisher. The newspaper has served Livermore, Pleasanton, Dublin and Sunol with a weekly print edition, and later an online version as well. She is proud of the staff, who for 60 years have supported our surrounding open space, the disadvantaged and the cultural life of the Tri-Valley. Ms. Seppala continues to participate in the Alameda County Altamont Settlement Committee and the Livermore Chamber of Commerce Business Alliance meetings. She co-founded the Livermore Cultural Arts Council in 1966 and remains a member today. As early as 1986, she envisioned a performing arts center in downtown Livermore to enrich the cultural life of the community and, with others, worked to found it. Ms. Seppala's community involvement has been recognized with awards by the Dr. Martin Luther King, Jr. Legacy Award from the Tri-Valley YMCA, Las Positas College Friend of the College Award and Alameda County Board of Supervisors, District 1 Champion for the Arts Award. She and her husband Lynn Seppala were chosen by the Livermore Rotary Club as the 2015 Livermore Rodeo Parade Grand Marshalls for their service to the community. During a dinner ceremony, The Independent and Ms. Seppala were given the Lions 2019 Citizen of the Year for Alameda County Award and a commendation by the Alameda County Board of Supervisors for improving the quality of life for citizens of the Tri-Valley and Alameda County.

**JEAN SHULER: SECRETARY**

Ms. Shuler, a resident of Livermore since 1968, has worked at Lawrence Livermore National Lab (LLNL) as a computer scientist since 1972. She holds a Bachelor's of Science in Mathematics from the College of William and Mary. In her current position at LLNL, she manages over 200 IT staff members in the Computer Systems Support Division. She interacts regularly with high-level Lab scientists and managers, and understands well the culture of the Lab, one that is drawn to the arts. LLNL recognizes the importance of the role LVA performs as a vibrant performing arts center, a role that helps LLNL to recruit and retain employees.

Although she has traveled extensively both for work and pleasure, she continues to be active in many LLNL and community volunteer organizations. She is on the Board of Directors for the Expanding Your Horizons Network, an international organization that inspires girls to recognize their potential and pursue opportunities in science, technology, engineering and mathematics.

**HENRY (HANK) HUFF: TREASURER**

Mr. Huff, CPA, has spent his career as a financial officer and public company director with chairman experience. He has served as Chief Financial Officer with a strong background in managing the process of capital raising, general finance, general administration, accounting, financial reporting, planning, credit, cash and data processing management. He has worked with

public and private offerings, including equity and debt, investor relations, arranging credit lines, real estate transactions, SEC filings, contracts, pension and retirement programs and insurance. He is also experienced in financial and accounting affairs of not-for-profit organizations. He started his career working for Price Waterhouse & Co. and has worked at a high level for over a dozen large corporations and startups. Huff serves as Board Member and Treasurer (2009-present) for the Livermore Valley Opera; Board Director (2014-present), Audit Committee Member (2013-present) and Board Trustee (2000-2009), Finance Committee Chairman and Treasurer (2000-2008), of the San Francisco Performing Arts Library and Museum, San Francisco.

**DR. KELLY BOWERS: DIRECTOR**

Dr. Kelly Bowers currently serves as the CEO of Three Valleys Community Foundation and was formerly the Superintendent of Schools for the Livermore Valley Joint Unified School District from 2010 to 2022. She is a first-generation college attendee and a proud product of Bay Area public schools, graduating from UC Berkeley summa cum laude and Phi Beta Kappa, earning her Administrative Credential and Master's Degree in Educational Leadership from CSU East Bay, and her Doctorate in Education from UC Berkeley. She is married to a graduate of Livermore High School and together they have three grown children, all who attended Livermore schools. Dr. Bowers has extensive professional experience as an educator: 13 years teaching at all levels in both urban and suburban settings, as well as 21 years of site and district level administration. Her work has been honored by the Association of California School Administrators, the American Association of University Women, Phi Delta Kappa, CSU East Bay, the Alameda County Board of Supervisors and the California State Assembly. Dr. Bowers staunchly believes our children - all children - deserve an excellent educational foundation with multiple, equitable opportunities for higher education and a range of career choices. Her leadership in LVJUSD focuses on ensuring equity of access, experience, opportunity and outcomes through systemic change and cultivating sustainable community partnerships, creating unique opportunities for "each student to graduate with the skills needed to contribute and thrive in a changing world." She is co-chair of the Innovation Tri-Valley Education and Workforce Development Committee, an active member of the Rotary Club of Livermore, and serves on the Board of Directors for the Livermore Chamber of Commerce. As a former "Miss San Francisco Children's Opera" as well as drama teacher/director, she is both personally and professionally passionate about visual and performing arts as an integral part of a well-rounded educational experience. Dr. Bowers is committed to act as a change agent for the betterment of students, teachers and families residing in the larger Bay Area, Tri-Valley region, and Livermore community she calls home.



**NORM BURKHARD: DIRECTOR**

Mr. Burkhard, a resident of Livermore since 1977, has a BS in physics from Pennsylvania State University and an MS and PhD in physics from UCLA. He retired from Lawrence Livermore National Laboratory in 2008. During his 31-year career at LLNL, he held various positions including Nuclear Test Containment Program Leader, Geophysics and Global Security Division Leader and Acting Associate Director for the Energy and Environment Directorate. For the US Department of Energy, he served on the DOE/NV Containment Evaluation Panel, chaired the DOE/NV Subcritical Containment Review Panel, and was DOE/NV Scientific Advisor for Nuclear and Subcritical Testing. He has volunteered extensively for environmental conservation work with the Nature Conservancy, the Audubon Society, the Sierra Club and the Grand Canyon National Park. In the Livermore Granada Little League, he was a manager/coach for 12 years and an umpire for 23 years. He appreciates the role the arts can play in a community as the arts (in all forms) enrich the lives of all community members. The arts help any community be more vital and healthy.

**KELLY COUSINS: DIRECTOR**

Kelly Cousins, Ph.D. is a retired educational psychologist and has been an active member of the Pleasanton community since 1991. She became involved in Pleasanton Unified School District's gifted and talented arts and music programs during her two sons' attendance at PUSD. She has participated within the larger community serving 10 years on Pleasanton's Human Services and Library Commissions. Kelly has served on various city-wide task forces, including being a part of the Pleasanton Youth Master Plan, the Cultural Arts Master Plan, the East Pleasanton Specific Plan and most recently the Pleasanton Civic Center/Library Task Force. She currently serves as President of the Pleasanton Cultural Arts Council (PCAC), which has supported a variety of cultural arts programs since 1979. She also serves as the liaison member to the Livermore Cultural Arts Council from PCAC. She is a member of the Pleasanton Tulancingo Sister City Organization and has traveled to Mexico as a representative of the City at their 30-year celebration of the organization. Kelly has been the campaign manager for both City Council and School Board Candidates. Kelly joined the LVA board in 2015 and serves as Chairman of the Education and Outreach Committees, as well as serves on the Government and Special Events committees. Kelly enjoys traveling and engaging with different cultural groups and in various arts activities. One of her goals as a board member of LVA is to help develop partnerships among the local community groups and city agencies to expand performing arts opportunities for students and their families, as well as embrace the cultural diversity within the Tri Valley Area.

**DONA CRAWFORD: DIRECTOR**

Dona L. Crawford retired from Lawrence Livermore National Laboratory (LLNL) after having served as Associate Director of Computation for 15 years. In that capacity she led the laboratory's high performance computing efforts, one of the premier computing centers in the world. Prior to her LLNL appointment in July 2001, Crawford was with Sandia National Laboratories since 1976, serving on many leadership projects.

She is currently the President of the Livermore Lab Foundation, a 501(c)(3), whose mission is to promote philanthropic engagement to advance promising scientific research, technology development and educational endeavors at LLNL.

Ms. Crawford has served on advisory committees for the National Research Council and the National Science Foundation. She Co-Chaired the Council on Competitiveness High Performance Computing Advisory Committee and Co-Chaired the CRDF Global Board. She is a Senior Fellow at the Council on Competitiveness and sits on the Boards of the Monterey Bay Aquarium Research Institute and the Krell Institute. She is a member of the Strategic Research Advisory Council at Purdue University, the California Council on Science and Technology, the Institute of Electrical and Electronics Engineers and the Association for Computing Machinery.

**JUDGE MARK EATON: DIRECTOR**

Judge Eaton practiced general civil litigation prior to his appointment to the bench. His 23 years of service on the Alameda County Courts included 17 years on the Superior Court. In his capacity as a private judge, since 1999 he has mediated over 1,100 cases with a settlement rate of more than 95%. Mr. Eaton has a well-deserved reputation for being a dedicated, innovative and highly successful facilitator of settlements. Such skills earned him the 1995 Trial Judge of the Year Award by the Alameda-Contra Costa Trial Lawyers Association. His commitment to local charities is remarkable: Director, Axis Community Health Center 2001 – present; Tri-Valley Conservancy Board 2001-2012 and Advisory Committee 2012 – present; Advisory Committee of Pedrozzi Foundation 2011– present; Livermore Granada Boosters 1997 – 2009; Director, Valley Memorial Hospital 1982 – 1985; Director, Pacific Health Care 1985 – 1989; Director, Livermore Chamber of Commerce Education Committee Chairperson & V.P. Civic Development 1966 – 1969; Trustee, Livermore Valley Jewish Community Center 1970 – 1971; President and Director, Student Educational Loan Fund 1968 – 1972; President and Director, Livermore Active 20-30 Club 1964 – 1968; City of Livermore, Committee Member, Beautification Committee 1968 – 1971; Committee Member, Ad Hoc Human Relations Commission 1968; Member, A Coordinating Committee to Overcome Racial Division 1968 – 1975; Member, Legal Advisory Board and Valley Communities Economic Opportunities Organization 1966 – 1967.

**DR. DYRELL FOSTER: DIRECTOR**

Dr. Dyrell Foster has been an administrator in the California Community College system for over 20 years. He is a student-centered leader, with a proven track record of advancing educational access, equity, student retention and success. He is collaborative in his approach to implementing institutional practices, behaviors and policies that provide a positive climate on campus and effectively addresses the diverse needs of students. Being the first in his family to attend college, Dr. Foster received his Ed.D. in Higher Education Administration from the University of Southern California, his Master of Science in Counseling: Student Development in Higher Education from California State University, Long Beach and his Bachelor of Science in Applied Behavioral Science from the University of California, Davis, where he served as co-captain of the UC Davis Aggies football team. He and his wife, Tami, have two children, Maylea and Daylen.

**JEFF KASKEY: DIRECTOR**

Mr. Kaskey is currently Curator and past President of Livermore's historical society, the Livermore Heritage Guild. The Guild manages Livermore's historic five-acre Hagemann Ranch, the Duarte Garage and Lincoln Highway Museum, the History Mobile which brings Livermore history to the schools, and the downtown History Center. Mr. Kaskey is also Vice President of the Livermore Cultural Arts Council and Commissioner of Livermore's Historic Preservation Commission. He spent 37 years as technical staff, manager and director in places including Lawrence Livermore National Laboratory, Sun Microsystems, Intergraph and Rambus, and holds five US patents. He has participated in ten start-up companies; the most recent was acquired by Applied Materials.

**JEAN KING: DIRECTOR**

Ms. King was employed at Sandia Labs as a computer programmer and an adjunct instructor at Las Positas College teaching mathematics. Previously, she served on the Livermore Commission for the Arts and advisory committees of the Pedrozzi Foundation, Axis Community Health and Livermore Valley Opera, the boards of the League of Women Voters, American Association of University Women, Valley Volunteer Bureau, Friends of the Vineyards, and as past president of the Student Education Loan Fund, Del Valle Fine Arts, Livermore-Amador Symphony Association and the Tri Valley Conservancy. She presently is on the Board of the Livermore-Amador Symphony Association and advisory board of the Livermore Valley Opera (LVO). King was named Woman of the Year (2009) for the 15th Assembly District for her leadership role in the arts and the environment, including preservation of vineyard lands.

**LAYNE MARCEAU: DIRECTOR**

Mr. Marceau is employed as the President of the Northern California Division of Shea Homes. He joined the company in 1995 as Vice President of Finance for the Southern California Division. Marceau took a lead role in corporate mergers and acquisitions, successfully leading the acquisition of both the Mission Viejo Company in 1997 and UDC Homes in 1998. In 1999, he became Corporate Vice President of Operations and in 2000, he was named President of the Northern California Division. Prior to joining Shea Homes, he spent seven years at Deloitte and Touche in the Real Estate Consulting and Audit practice. He also worked as a high school economics and mathematics teacher. Marceau earned his Bachelor of Science Degree in Management Science from the University of California, San Diego and his MBA in Finance and Accounting from the University of California, Irvine. Marceau is a licensed California Certified Public Accountant and Real Estate Broker. He has been a member of the California Building Industry Association since 1995 and served as Chairman of the Association in 2006. Layne was inducted into the California Homebuilding Foundation Hall of Fame in 2009. He has served as a Board Member of HomeAid of Northern California since 1995, the 1st Tee of the Tri-Valley since 2005, and the Livermore Valley Performing Art Center since 2007.

**CATHERINE NDUNGU-CASE: DIRECTOR**

Founder and CEO of Pleasanton-based Cheza Nami Foundation, a 501 (c) 3 organization whose mission is to promote cultural diversity through the African traditional arts. Catherine has a passion to uncover the symbiotic connections within all of humanity. With over a decade of fieldwork that promotes cultural education and diversity awareness to learning institutions, corporations and communities focused on fostering a more congenial relationship among its members, Catherine advocates that music, dance and an open mind are the essential ingredients for common ground and joyful exchange among people from all walks of life. She holds a masters in cell and molecular biology and is currently employed as the Director of Precision Medicine Portfolio at a large pharmaceutical company. By unifying her passions for science, community and the arts, she has successfully brought together hundreds of master musicians and dancers, community partners, volunteers and participants to deliver cultural education programming to communities, schools and organizations. She is regarded as an expert when it comes to catalyzing cultural connection and has been recognized for her ongoing contributions to the community. Accolades include being named to the 40 under 40 list - Diablo Magazine, and featured in Oakland Magazine, Contra Costa newspaper, as well as many other media publications. She has delivered keynote addresses (graduation/corporate), participated on numerous panels related to cultural diversity and global citizenship, and provided a cultural inclusion presentation for TEDx Livermore in 2015. In 2017, she was awarded the CBS/KPIX Jefferson Award, which is considered the Nobel Prize for community service, as well as the Alameda County Arts Leadership Award. She is most well-known for organizing the annual

Taste of Africa festival in the Tri-Valley and “The Essence” showcase, a celebration of oneness of humankind through traditional African music and dance. She also serves on several other local boards and along with her husband enjoys traveling and playing a myriad of sports with their 14-year-old twins, when they allow it!

**MARK TRISKA: DIRECTOR**

Mark Triska has excelled in representing commercial real estate clients since 1989. During his career, Mr. Triska has specialized in the sale and leasing of industrial, R&D, office, retail, land and investments in the San Francisco East Bay Area. Since 1989, his lease transactions totaled over 4.0 million square feet of space and the value of land and commercial property sales reached over \$1 billion. Mr. Triska believes in building relationships with clients and will take the time to fully understand their needs and desires. His experience in the market and the relationships he has developed gives Mr. Triska first-hand knowledge of political climates, assessment and water districts, traffic mitigation plans and other seemingly small things that can influence a deal. Mr. Triska also owns Crane Ridge Vineyards and host Caddis Winery there on his vineyard, as well as growing 10 acres of wine grapes exclusively for Darcie Kent Vineyards and farms a 4.5-acre truffle orchard. He also sits on the board of directors for the Tri Valley Conservancy.

**DR. MICHAEL S. WEINER: DIRECTOR**

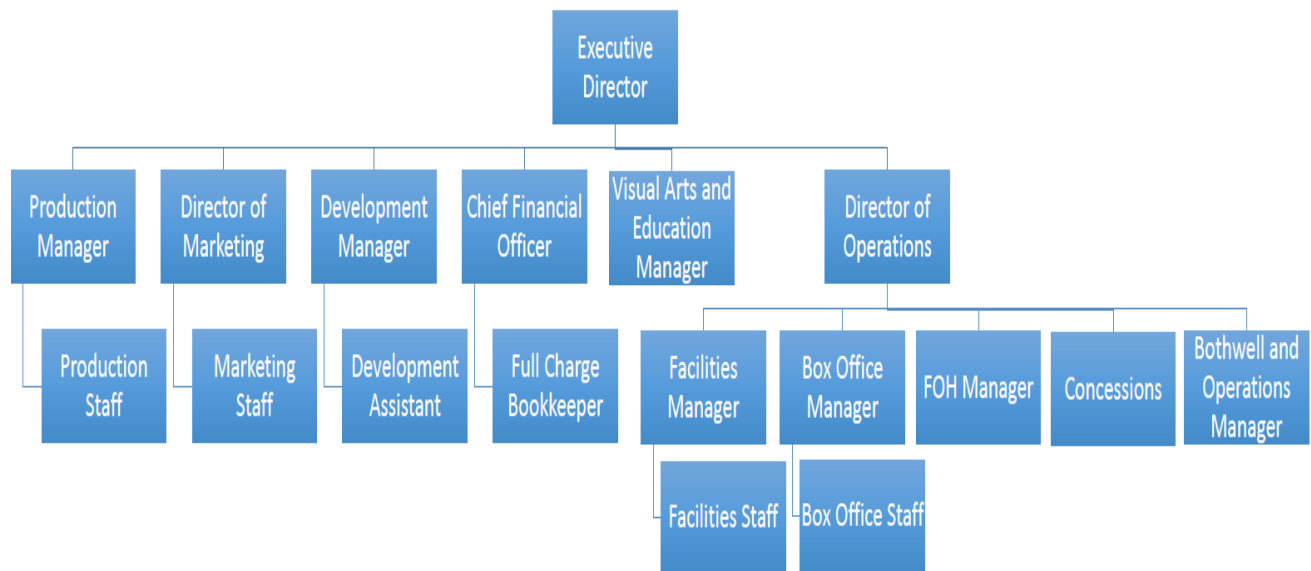
Dr. Weiner is a specialist in Obstetrics and Gynecology, with over thirty-five years in the field and several medical publications to his credit. Dr. Weiner has also been very active in the community. He serves on the Board of Directors for the California Symphony and is a supporter and major donor for Chamber Music San Francisco. In the past, Dr. Weiner has served on the Boards of Director for the Jewish Community Center of Contra Costa, Friends of Civic Arts Education Foundation and Civic Arts Education Advisory Council. When he lived in Fresno, Dr. Weiner served on the board of Directors of the Fresno Art Museum and Congregation Beth Jacob.

**PHILIP R. WENTE: DIRECTOR**

Mr. Wente acts as President of the Wente Land and Cattle Company and Vice Chairman of Wente Vineyards. He was chosen as Past Chairman of the Tri-Valley Business Council and currently serves as a member of the Wine Institute, Agricultural Water Task Force, California Community College Foundation and the Alameda County Agricultural Advisory Committee. He has held many positions throughout the California wine industry, as well as the Tri-Valley business community. Mr. Wente’s invaluable expertise in the agri-tourism industry facilitates the merging of wine event tourism with the arts, strengthens Livermore’s positioning as a tourist destination, and brings stellar leadership to LVA.

## II. STAFF

In late 2014/early 2015, two major search endeavors were undertaken to fill key leadership positions for LVA which resulted in the hiring of the current Executive Director and Development Director. With engagement of these key roles, all other staff were evaluated; the organization has evolved to its present state to ensure an engaged, efficient and motivated staff. This, of course, is a continuous process to ensure that the best available staff are employed by the organization to maximize the effectiveness and efficiency of the overall organization. LVA's organizational Chart is provided in Figure 1. The Livermore Valley Arts staff is a dedicated, diverse, small team of talented individuals who bring their energy and enthusiasm for the arts to work every day.



**Figure 1 LVA Organizational Chart**

### **CHRIS CARTER, EXECUTIVE DIRECTOR**

Before being appointed as the Executive Director, Chris Carter served as the Director for Development and Communications for the Livermore Valley Arts. In his role, Carter was responsible for all the fundraising and marketing efforts for LVA. Since joining LVA, he has raised more than \$8 million for the arts in Livermore. He joined the LVA staff in 2014 after working more than eleven years at Saint Mary's College of California, where he spent the last eight years as a leader in the College's development department. His last position was Director of Alumni Engagement and Annual Giving. Chris is a member of the Tri-Valley Nonprofit

Alliance, APAP (Association of Performing Arts Professionals), The California Presenters Association, AFP (Association of Fundraising Professionals) and a former member of CASE (Council for Advancement and Support of Education). Chris has led and participated in multiple professional workshops on fundraising, strategic planning, event strategies and volunteer board management. An avid guitarist, Chris has performed steadily in the community for the last 25 years with his bandmate, Mike Lickiss, as a member of the LK Project. Together, they have written and recorded 4 studio albums and continue to share their love of music with anyone who will listen. Chris lives with his wife and three children in Pleasanton and has been a volunteer for the Boy Scouts in various capacities over the last 10 years.

**REANNA BRADFORD, CHIEF FINANCIAL OFFICER**

Mrs. Bradford first fell in love with non-profit organizations and their unique challenges when she worked for AchieveKids, a school for special needs children in Palo Alto California. At AchieveKids, she learned that non-profits, no matter the size, can significantly impact the community they serve. She was inspired through this experience to continue helping non-profits keep their accounting clean, promote transparency and remain financially stable so they can stay focused on their mission. She has over 15 years of accounting experience with expertise in small to mid-sized for-profit and not-for-profit businesses. Mrs. Bradford has an MBA specializing in Accounting from National University and resides in Brentwood, California. In her free time, she enjoys catching a show at the Bankhead Theater, working in her garden volunteering, helping her husband run his HVAC construction business, and curling up on the couch with her two cats and a good book.

**RUTH EGERMAN, DIRECTOR OF MARKETING**

Ruth comes to Livermore Valley Arts with over 30 years of experience in building audiences for non-profit and commercial performing arts organizations across North America. She has worked with organizations like San Francisco Ballet, Broadway San Jose and the National Symphony Orchestra. She fell in love with the theatre at a very early age when she attended Fiddler on the Roof as a youngster with her family in Chicago, Illinois. Not only did she find the performance spectacular, especially the bottle dance, but was enchanted with the chandelier hanging in the lobby and the red velvet curtains on stage. Since that tender age, she has never looked back.

**ERIC JOHNSON, DIRECTOR OF OPERATIONS**

Eric has been involved in nearly every aspect of theater over the past two decades. After pursuing his early dream of performing on stage, Eric broadened his skill set, creating lighting designs and running sound for Broadway tours, international music and dance festivals and corporate events. Professionally, Eric has woven his love for the arts together with his technical savvy to serve the entertainment industry at venues of all sizes, from small theaters to large-scale

arenas. A Livermore native, Eric's connection to the Bankhead Theater runs deep. During its opening in 2007, he worked in marketing, accounting, as well as backstage, and returned periodically thereafter in a variety of roles. Eric officially assumed the permanent post of Director of Operations in March 2020. In addition to his ETCP Certification in Electrical & Theatrical Rigging, Eric recently completed business and leadership courses within the MIT Executive Program. His undergraduate studies encompassed both accounting and graphic design.

**GARY BRUNCLIK, PRODUCTION MANAGER**

Mr. Brunclik brings a vast background in a range of production roles to the theater's staff. He was professionally trained in music at the Wisconsin Conservatory of music and started his career as a musician playing in various local and regional bands. While performing, he learned to mix sound with his brother's production company and then made the decision that he liked "eating and paying his bills more than I liked being a legend in my own mind," and moved to the production side of the industry with Clearwing Productions, where he spent more than 30 years. He has traveled the world, managing over 20 global tours, managed NFL Super Bowl Tailgate parties, led production for the world's largest outdoor music festival, and rounded out his experience with political rallies, sports related events, theater operations and corporate productions. His broad expertise encompasses theater, concerts, dance, product rollouts, touring and venue operations with a focus on safety for performers, crew, staff and patrons.

**RACHEL ANDERSON, ASSISTANT PRODUCTION MANAGER**

Rachel found her way to the Bankhead as a volunteer in 2015 for the Resident Company Tri-Valley Repertory Theater. After a year and a half of getting to know the space and crew, Rachel was hired by the Bankhead in 2017. While working on crew, Rachel attended Las Positas where she finished her AA in Theater Arts. She is excited to continue her journey with the Bankhead as the Assistant Production Manager.

**JULIO GOMEZ, FACILITY MANAGER AND IT COORDINATOR**

Mr. Gomez brings 11 years' experience in facility and building maintenance. His previous maintenance experience included sheet rock, painting, plumbing, electricity and carpentry. Additional duties at the Bankhead involve event set up/coordination and renovations of the building. Previously, Mr. Gomez worked for The Computer History Museum in Mountain View, CA, and HVAC Systems at Adaptec Inc. in Milpitas CA. He now works with outside consultants to keep all the IT needs of the organization running smoothly.



**CAROL EDWARDS, FRONT OF HOUSE SUPERVISING MANAGER/VOLUNTEER  
COORDINATOR**

Mrs. Edwards, a Livermore resident for over 25 years, has been involved with theater since the high school drama club and was a big part of Pleasanton Playhouse, now TVRT, for almost 10 years on stage and off. Mrs. Edwards began her time with LVA as a Volunteer making phone calls for the Brick Fundraiser and then moved on to coordinating tours of the Bankhead Theater in the beginning stages of construction. Once the Theater was open for business, Mrs. Edwards continued as a Volunteer Usher before she was hired as a backup Front of House Manager. In 2014, she became the Front of House Managing Supervisor and Volunteer Coordinator of almost 200 Volunteers.

**ANNE GIANCOLA, VISUAL ARTS AND EDUCATION MANAGER**

Ms. Giancola brings strong expertise in community collaboration and arts communication to the Bothwell Arts Center. On the East Coast, Ms. Giancola co-founded and served as studio director for Rollstone Studios, a non-profit art center near Boston, which was a lynchpin for community revitalization in the New England mill town Fitchburg, Massachusetts. A working artist, Ms. Giancola has run a mural painting business for over 18 years. Combining her skills as a community collaborator with her affinity for working artists, Ms. Giancola brings together diverse community groups to develop exhibits, performing arts, seminars, workshops and public art projects. A graduate of the University of California Santa Barbara, she has a strong arts and communications background. Ms. Giancola completed her master's degree with distinction in Applied Communications from Fitchburg State University in 2013.

**ANDREW KRACHT, MARKETING MANAGER**

Andrew comes to Livermore Valley Arts with an extensive background in customer service, marketing, fundraising, box office, group sales, event planning, community outreach, social media and arts administration. Highlights from his past decade in the Bay Area arts scene include marketing for the Bay Area premieres of All the Way and Big Fish at the Lucie Stern Theatre and working in group & corporate sales with high profile shows like Best Musical Tony Award-winners In the Heights, Billy Elliot THE MUSICAL and Memphis at the San Jose Center for the Performing Arts. Andrew is looking forward to bringing his passion for the arts and his background in administrative support, customer service, marketing and fundraising to Livermore Valley Arts.

**DEBRA OLSON, BOX OFFICE MANAGER**

Mrs. Olson has been a resident of the Tri-Valley for over 40 years and in Livermore since 2001. Before joining Livermore Valley Performing Arts Center, Debra was an active volunteer in the local schools for many years. Passionate about theater and music, Debra is a strong advocate for local theater and is a true “people person” who enjoys working with our patrons and volunteers.

**BRITTANY MULGREW, DEVELOPMENT MANAGER**

Mrs. Mulgrew brings 16 years’ experience in the performing arts, entertainment and ticketing. She began in ticketing at the age of 15 at Wente Vineyards and progressed to Event Management. In 2007, she joined LVA as a ticket agent for the Bankhead Theater. Later, she was given the task of Volunteer Coordinator and developed the procedure for maintaining the volunteer database. She moved to the LVA Development Department to oversee management of the donor database and now oversees all aspects of Membership. In addition to her career at LVA, Ms. Mulgrew has worked in fundraising with the Alameda County Fair’s Volunteer Program and the Livermore Valley Winegrowers. She remains active as a member of the Bay Area Professional Ticketing Association.

**TREG VAN DYKE, BOTHWELL OPERATIONS MANAGER**

Mr. Van Dyke was first drawn to the arts at age seven playing Jack in a stage production of *Jack in the Beanstalk*. He graduated from Las Positas College in 2011 with an AA degree in Theatre Arts. He founded his film company, *Way Up There Productions* on June 14, 2011, where he oversaw funding, software donations and production of their first short film, *Obsession* (2012). Their next film, tentatively titled *Project Z*, is in pre-production. He has worked backstage for the Livermore Valley Performing Arts Center at the Bankhead Theater and for the city of Pleasanton at the Amador Theatre and Firehouse Arts Center. He has been a part of hundreds of live theatre productions.

## **APPENDIX B – PLANNING PROCESS/DEFINITION OF TERMS**

Livermore Valley Arts formed a Strategic Planning Committee consisting of Board members - Joan Seppala, Denise Watkins, Lee Younker, Dr. Dyrell Foster and Dr. Kelly Bowers, with staff members Chris Carter and Reanna Bradford. Denise Watkins was identified as the Chair of the Strategic Planning Committee.

Since this Strategic Planning Committee is an update to previous planning processes, LVA retained the same terminology as the previous Strategic Plan. The process use was customized, reviewing every area of LVA's operation. Each area was reviewed with relevant presentations and data related to the area. The committee discussed strengths, weaknesses and provided ideas (actions) for improvement. Then the committee met to discuss Goals, Objectives and Action Steps. References for the Planning tools in the process included:

- Peter F. Drucker's *Five Most Important Questions You Will Ever Ask*
- Financial stabilization funding model originally created by the National Arts Stabilization Fund

### **TERMINOLOGY**

For consistency of language, we are using Drucker's strategic planning definitions:

- Goals – “No more than 5 should be adopted to ensure the concentration of resources for results.”
- Objectives – “Must be measurable and able to be monitored year to year; each goal can have 3 to 5 measurable objectives with specific staff assigned for accountability and board members assigned as champions.”
- Action Steps – “What specific actions do we anticipate over the next year to accomplish each objective? As these action steps are brainstormed, some actions deemed worthy but not achievable in one year or in the first year will be deferred to future years of the plan.
  - “Each action step should have a staff member assigned (or to be assigned in the future) and resources allocated (budget) to ensure success.
  - “This discussion may cause some action items to be deferred in the plan to years two or three, or even later years.”
- Implementation – “This is critical, as implementation is where the plan comes alive. A Strategic Planning Implementation Team of champions (staff and Board) of each strategic plan goal and/or objective.”

**APPENDIX C – 2023 STRATEGIC PLANNING DETAILED GOAL TABLE**

<b>2023 Strategic Plan Goals</b>	<b>Objectives</b>	<b>Action Steps</b>	<b>Target Complete Date</b>
Financial Growth/ Sustainability	60% Earned Revenue vs. 40% Contributed Revenue	<p><b>Increase use of Bankhead by 50 % and increase overall Bankhead Revenue</b></p> <p>Increase performances (Rental, add more speakers, etc.)            Define success as net profit of \$5,000 for shows, not break even            Create Show Packages that can be marketed/sold            Develop weekday drop-in programming            Look at strategy for marketing to top ticket buyers            Increase marketing outside Livermore/Tri-Valley partnering with Visit Tri-Valley, Winegrowers, or others            Expand Group sales strategies - "group nights" (LPC, Rotary, LVJUSD, Senior facilities)            Evaluate concessions upgrades – menu online, preorder drinks, gift cards, multiple sale points</p> <p>Raise concessions prices to be equivalent with other venues            Raise facility fee by \$2 initially</p> <p>Set minimum facility fee for rentals/Resident Companies            Monitor Expenses for efficiency/effectiveness</p> <p><b>Increase Resident Company Revenue by 20%</b>            Incentivize Resident Companies to agree to new partnership models            Work with Resident Companies to improve marketing/outreach</p>	<p>Near Term - 2 years ongoing ongoing 1-2 years 1 year 1 year ongoing</p> <p>1 Year 1 year and ongoing Done Done &amp; Ongoing ongoing</p> <p>ongoing ongoing-5 years</p>

	<p><b>Increase Bothwell Revenue by 20%</b>          Increase rental rates at the Bothwell that are closer to the current market rate          Actively advocate for new or upgraded Bothwell with city and LARPD          Create Vision Plan for Ideal facility to replace Bothwell</p> <p><b>Increase Rentals Revenue by 100%</b>          Seek out new partners for programming like Livermore Jazz Society, SPARC, Quest and others. Adult Scientific Literacy          Budget for and Hire Group Sales/Rental Sales Manager for Box Office</p> <p><b>Expand LVA Venues</b>          Program off-site concerts and programs for senior living centers, Outlets, outdoor venues and other spaces          Develop outdoor summer concert series with Las Positas College, work with LPC on needed space upgrades</p> <p><b>Enhance Programming and environment for GenX</b>          Evaluate space, vibe/rules, programming</p>	<p>ongoing 2-5 years 2-5 years</p> <p>ongoing - 5 years 1 year</p> <p>ongoing- 5 years</p> <p>1-5 years</p> <p>ongoing</p>
<p>Diversify Contributed Revenue Streams</p>	<p><b>Donor Cultivation</b></p> <p>Update Development Plan</p> <p>Maintain and Improve donor stewardship - target 80%+ renewal rate          Grow major donor base          Raise ovation and mainstage level/revamp member levels          Increase number of members - via box office outreach and strategic member campaigns</p>	<p>6 mos.- 1 year 1-2 years 1-5 years ongoing ongoing</p>

		<p>Budget for and hire Development Director</p> <p><b>Increase revenue from grants</b>          Hire Grant writer on contract basis          Establish Artist in Residence program that can be funded through education grants</p> <p><b>Increase Corporate Giving</b>          Develop, promote and solicit season sponsors for Bankhead Presents</p> <p><b>Increase Planned Giving</b>          Budget for and Hire a planned giving officer</p> <p><b>Increase government revenue</b>          Advocate for TOT Tax to benefit the Arts/LVA (Partner with VTV)</p> <p><b>Establish Endowment</b>          Develop endowment policy          Solicit founding endowment gifts and establish endowment</p>	<p>1-5 years</p> <p>1 year</p> <p>1-2 years</p> <p>ongoing</p> <p>2-5 years</p> <p>2-5 years</p>
Livermore Valley Arts Artistic Vitality	Present Great Performances	<p>Bring top tier talent to Livermore within defined budget constraints</p> <p>Feature young, local unknown artists to reduce artist fees and attract GenX          Seek Residences of touring artists or companies          Seek high quality rentals          Ensure "best" audience experience from first touch through exit          Ensure "diverse" offerings to cross demographics (age, culture, etc.)          Develop branding to equate LVA with quality performances - "trust us, you'll like it"          Grow Theater/Performing Arts offerings as a long-term goal</p>	<p>ongoing</p> <p>ongoing</p> <p>ongoing</p> <p>1-5 years</p>

Livermore Valley Arts  
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		<p>Evaluate increased accessibility/ADA - Bluetooth technology for assisted listening, others technology</p> <p>Tell the "LVA" Story for maximum exposure for all we do</p> <p>Support Tri-Valley Music Festival partnering with City, VTV and others</p>	6 mos. - 1 year
	Kenison Artistic Venture Fund	<p>Use Kenison Artistic Venture Fund to present high quality artists while insulating budget, reduce risk - Make decision at season level what to support &amp; tie to vision</p> <p>consider lowering ticket prices for less well-known artists</p> <p>target fund donors to support theater initiative</p> <p>Grow venture fund to increase opportunities, maintain \$100,000 fund annually</p>	<p>ongoing</p> <p>1 year-5 years</p> <p>6 mos-5 years</p>
	Facility Expansion	<p>Explore partnerships with other venues to expand LVAs reach: LPC, Firehouse Theater, City of Livermore venues, Quest, or others</p> <p>Explore alternatives to Bothwell and/or actively advocate for facility improvements to better support programs</p> <p>Convert Sound Booth to a Luxury Box (Corporate Sale?)</p>	
Organizational Sustainability	Staff Development and Retention Plan	<p>Evaluate staff strengths and weaknesses, provide training/staff development</p> <p>Create succession and staff growth plan over next 5 years</p> <p>Continue to evaluate FTE requirements and facilities to support FTEs</p>	
	Board Development and retention plan	<p>Evaluate board roles, engagement and recruitment (diversity, skills, etc.)</p> <p>Develop board succession and growth plan</p> <p>Continue LVA Board Retreats to continue to improve board operations</p>	

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	Mission/Vision/Core Values	<p>Consider revisiting Mission/Vision definition for LVA to ensure long-term focus</p> <p>Develop Core Values Statement for Organization</p>	
Community Outreach, Diversity and Inclusion	Community/Cultural Programs	<p>Partner with community organizations to maximize cultural/community arts programs while controlling costs</p> <p>Seek Sponsorships, grants &amp; subsidies to support these programs, particularly non-revenue programs</p> <p>Evaluate and expand diverse cultural offerings, as possible for maximum inclusivity</p> <p>Identify new groups to partner with to expand offerings</p>	
	Community Relationships	<p>Continue to improve community relationships and collaborative efforts with other groups</p> <p>Identify important related groups and identify/task individuals to become LVA rep to build relationships (staff and Board)</p> <p>refocus Outreach committee to improve community relationships with other groups and government organizations</p> <p>Partner with other organizations to continue to improve the vitality of Livermore Downtown. Success of the downtown is dependent upon the success of the Bankhead and visa-versa</p> <p>Partner with groups to support/subsidize low-income ticket program</p> <p>Improve cross marketing with partner organizations</p>	ongoing
Educational Vision	Program Growth	<p><b>Develop Education Plan</b></p> <p>Develop long term growth plan/vision for LVA Educational Program spanning Visual Arts, Music and Performing Arts</p> <p>Integrate Educational program with local K-12 districts and LPC to augment their offerings.</p>	1 years



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	<p>Work with USDs to set goals for K-12 exposure to experience Bankhead, provide hands-on experience &amp; master classes for more advanced students. Develop MOUs with local districts? Partner with Parent Clubs and/or other community educational non-profits to help with funding Ensure Life-long learning approach from birth to adults from exposure to opportunity to cultivating the next generation Actively pursue cooperative partnerships with community organizations to maximize offerings Evaluate offerings beyond Visual Arts and East Bay Jazz and ways to support them. Offerings should include span from exposure to growth to artistic development</p> <p><b>Develop and maintain data capture/metrics program for reporting</b> <b>Budget for and hire Director of Education</b> <b>Expose children to potential careers in art</b> <b>Facility Evaluation</b></p>	<p>2-3 years</p> <p>ongoing 1-3 years</p>
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## APPENDIX D – REVISED LVA 5-YEAR FINANCIAL FORECAST

The revised LVA 5-year Financial Forecast is displayed in the following tables. Year end 2024 is the approved LVA budget for the next fiscal year. Moving forward, each year end is modified to drive toward the growth and balance goals described throughout the Strategic Plan.

<b>Livermore Valley Arts</b> 5 Year Financial Forecast	Year Ending 06/30/2024 Budget	Year Ending 6/30/2025 Forecast	Year Ending 6/30/2026 Forecast	Year Ending 6/30/2027 Forecast	Year Ending 6/30/2028 Forecast
<b>Revenue</b>					
<b>Contributed Revenue</b>					
- Contributions	1,938,000	1,976,760	2,016,295	2,056,621	2,097,754
- In Kind Contributions	131,500	134,130	136,813	139,549	142,340
<b>Total Contributed Revenue</b>	<b>2,069,500</b>	<b>2,110,890</b>	<b>2,153,108</b>	<b>2,196,170</b>	<b>2,240,093</b>
<i>% of Total Revenue</i>	<i>48%</i>	<i>44%</i>	<i>43%</i>	<i>42%</i>	<i>41%</i>
<b>Earned Revenue</b>					
- Program Revenue	2,032,947	2,471,445	2,619,732	2,776,916	2,943,531
- Fundraising Event Revenue	175,000	187,250	198,485	210,394	223,018
- Other Revenue	10,706	11,455	12,143	12,871	13,644
<b>Total Earned Revenue</b>	<b>2,218,653</b>	<b>2,670,150</b>	<b>2,830,359</b>	<b>3,000,181</b>	<b>3,180,192</b>
<i>% of Total Revenue</i>	<i>52%</i>	<i>56%</i>	<i>57%</i>	<i>58%</i>	<i>59%</i>
Interest/Investment Revenue	240	276	317	365	420
<b>Total Contributed &amp; Earned Revenue</b>	<b>4,288,393</b>	<b>4,781,316</b>	<b>4,983,785</b>	<b>5,196,716</b>	<b>5,420,705</b>
<b>Expenses</b>					
Personnel Expenses	1,800,349	1,890,366	1,965,981	2,024,961	2,085,709
Direct Program Expenses	1,232,312	1,306,251	1,384,626	1,467,703	1,555,766
Indirect Expenses	979,352	1,028,320	1,079,736	1,133,722	1,190,408
Fundraising/Event Expenses	263,350	284,418	307,171	331,745	358,285
<b>Total Expenses</b>	<b>4,275,363</b>	<b>4,509,355</b>	<b>4,737,514</b>	<b>4,958,131</b>	<b>5,190,168</b>
<b>Operating Net Profit (Loss)</b>	<b>13,030</b>	<b>271,962</b>	<b>246,271</b>	<b>238,585</b>	<b>230,537</b>
Capital Expense (Cash)	45,000	150,000	157,500	165,375	173,644
<b>Operating Reserve</b>	<b>(31,970)</b>	<b>121,962</b>	<b>88,771</b>	<b>73,210</b>	<b>56,893</b>

## **APPENDIX E – REVISED LVA CAPITAL BUDGET**

### **For years 2023 through 2028**

#### **Summary**

The LVA Capital Budget for 2023 through 2028 lists the anticipated capital needs for the next 5 years and beyond. The capital needs have been broken down by fiscal year and prioritized. The items listed with a priority 1 or 2 are more likely to take place during the associated fiscal year than items with a priority 3, 4, or 5. Most items with a priority of 3, 4, or 5 will only be done if 1) they fail or break or 2) LVA has an influx of cash to where it makes financial sense to fix, replace, or upgrade.

#### **Fiscal Year 2023-2024**

LVA plans to start with the items given priority 1 in the fiscal year 2023-2024, starting with Phase 1 of upgrading some of the major IT components in the Bankhead Theater. Most items in Phase 1 are PoE switches, the related hardware needed for the PoE switches, and the associated security software. Phase 2 can take place within this fiscal year if LVA has the cash to do so. Otherwise, Phase 2 will take place in fiscal year 2024-25 and consists of Wi-Fi access points and other related hardware. LVA is also looking to replace the ticket windows microphone and speaker systems. The existing hardware has been in place since the Bankhead Theater opened in 2007. The estimated cost to replace all 3 is \$7,000. There is a possibility of only replacing/repairing major components of the microphone and speaker systems with an estimated cost of \$2,000. Repairing will be preferable to total replacement if it makes sense and significantly extends the lifespan of the existing hardware. LVA also plans to retrofit the S4 Par lights located outside the Bankhead Theater on either side of the front of the building. These lights haven't worked properly or at all in several years, and the time has come to upgrade these to LED fixtures and lights.

Items listed with priority 2 are items for the Bankhead Theater's concessions area. The plan is to make the space more functional and aesthetically pleasing and reduce expenses associated with some of the items sold in concessions. For example, the Kegerator is a refrigerator specially made for beer kegs and can come with multiple taps allowing LVA to purchase kegs from local vendors or brewers, which can reduce the cost of beer by approximately 40% compared to buying cans or bottles. It is more economical and can help LVA reduce labor costs because staff will not have to shop for beer physically.

Items listed with a priority of 3, 4, or 5 are some of LVA's larger and more expensive projects. Some items listed may be given a higher priority if something happens to the existing item, but, they most likely will only be done if LVA has the cash to do so.

LVA is estimated to spend approximately \$62,000 on items prioritized 1 and 2. The estimated total for all items listed for the fiscal year 2023-24 is \$572,000.

### LVA Capital Budget

2023-2024

**TOTAL \$572,000**

Item	Priority	Location	Estimated Cost	Year
IT Switches, Wi-Fi, etc.	1	Bankhead Theater	\$22,000	2024
Window Mics	1	Box Office	\$7,000	2024
Computer upgrades	1	Everywhere	\$16,000	2024
LED S4 Par Retrofit - 6 Units	1	Outside front of theater	\$12,000	2024
<b>Subtotal</b>			<b>\$57,000</b>	
Concession Fridge	2	Concessions	\$2,000	2024
Kegeerator	2	Concessions	\$3,000	2024
<b>Subtotal</b>			<b>\$5,000</b>	
Grid Smoke Doors	3	Grid	\$60,000	2024
Lobby Monitors	3	Lobby	\$12,000	2024
<b>Subtotal</b>			<b>\$72,000</b>	
Security cameras	4	Bankhead Theater	\$22,000	2024
<b>Subtotal</b>			<b>\$22,000</b>	
Interior Paint	5	Bankhead Theater	\$60,000	2024
LED Lighting Fixtures	5	Bankhead Theater	\$150,000	2024
LED S4 Par Retrofit - Orchestra Shells	5	Stage	\$25,000	2024
LED S4 Specials Upgrade	5	Stage E1, E2, E3	\$35,000	2024
Intercom System Replace	5	Stage	\$35,000	2024
<b>Subtotal</b>			<b>\$305,000</b>	
ACU#6	5	Roof	\$8,000	
CU#1	5	Roof	\$8,000	
RTU#1 Compressor (1 of 4)	5	Roof	\$15,000	
RTU#2 Compressor (1 of 2)	5	Roof	\$15,000	
RTU#3 Compressor (1 of 6)	5	Roof	\$15,000	
RTU#4 Compressor (1 of 4)	5	Roof	\$15,000	
<b>Subtotal</b>			<b>\$76,000</b>	
Plaza Compactor - New construction			\$35,000	2024

### **Fiscal Year 2024-2025**

For the fiscal year beginning in July 2024, LVA will continue with Phase 2 of upgrading the major IT components. In this phase, any PoE switch that was not upgraded in Phase 1, along with upgrading and adding new Wi-Fi access points throughout the Bankhead Theater will be done. It will also be time to evaluate the status of the servers. The servers have been given priority 2 since the existing servers will be about 5 years old. The typical lifespan of a server is 5 to 8 years. LVA may be able to postpone replacing the existing servers until the following year. However, a plan will need to be in place to start the process before the servers start having significant issues or become unstable. LVA's hardware needs to work properly to ensure the infrastructure can handle any security and/or software updates to prevent cyber-attacks.

The estimated cost to complete Phase 2 of the IT components and replace the servers is \$39,000. LVA staff will work to have the total cost be less than \$39,000 by taking advantage of purchasing hardware and software through TechSoup. TechSoup is a nonprofit that solicits donations from corporations like Google, Microsoft, and others. TechSoup is then able to offer the products and services for free or at a heavily discounted price.

For the other items listed on the Capital Budget for the fiscal year 2024-2025, LVA will only move forward with the project if the cash is available. LVA may also investigate financing specific projects.

The total cost of everything listed on the Capital Budget for the fiscal year 2024-2025 is \$316,600.

Livermore Valley Arts  
Strategic Plan

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**LVA Capital Budget**

2024-2025

**TOTAL \$316,600**

Item	Priority	Location	Estimated Cost	Year
IT Switches, Wi-Fi, etc.	1	Bankhead Theater	\$19,000	
<b>Subtotal</b>			<b>\$19,000</b>	
IT Servers	2	IT Room Bankhead	\$20,000	
<b>Subtotal</b>			<b>\$20,000</b>	
Soda Machine	4	Concessions	\$12,000	
Johnson Controls	4	IT - HVAC control system	\$20,000	
<b>Subtotal</b>			<b>\$32,000</b>	
Moving Lights	5	Stage	\$40,000	
Lighting Console	5	Tech Booth	\$25,000	
Paint Box Office	5	Box Office	\$4,000	
Automated coffee Drink Maker for Founders room	5	VIP Room	\$10,000	
Soft Goods (Borders, Legs, Travelers, Cyc)	5	Stage	\$45,000	
Green room - Remodel (Fridge & Cabinets remodel)	5	Green Room	\$10,000	
<b>Subtotal</b>			<b>\$134,000</b>	
Laundry Dryer	5	Hospitality	\$600	
RTU#1 Compressor (2 of 4)	5	Roof	\$15,000	
RTU#2 Compressor (2 of 2)	5	Roof	\$15,000	
RTU#3 Compressor (2 of 6)	5	Roof	\$15,000	
RTU#4 Compressor (2 of 4)	5	Roof	\$15,000	
ACU#7	5	Roof	\$8,000	
CU#7	5	Roof	\$8,000	
Intercom System Replace	5	Stage	\$35,000	
<b>Subtotal</b>			<b>\$111,600</b>	

**Fiscal Year 2025-2026**

The capital budget for the fiscal year 2025-2026 is much shorter than what was listed in the previous year. Part of the reason is because it’s hard to predict the future, but also because LVA anticipates several items listed in the previous fiscal years to be carried over into other years. However, in the fiscal year 2025-2026, LVA will most likely focus on the Bankhead Theater’s infrastructure. All mechanical items, such as pumps, valves, HVAC units, etc., will be evaluated. Most of the mechanical items at the Bankhead Theater will be approximately 18 years old. While some of the mechanical items have been replaced or upgraded before 2025, the majority will not. With good preventive maintenance, it’s not uncommon for commercial building systems to last 20 years or longer. To keep surprises to a minimum, LVA will spend a good deal of time going through the major systems and evaluating what items should be replaced before they fail, and which ones can be replaced after they fail.

LVA has also listed some wish-list items or projects it would like to tackle in 2025-2026 if the cash is available, such as upgrading the light fixtures inside the theater to LED, replacing bathroom mirrors, and adding a 2<sup>nd</sup> permanent ladder on the east side of the building.

**LVA Capital Budget**

2025-2026

**TOTAL \$152,000**

Item	Priority	Location	Estimated Cost	Year
Sewer Pumps	3	Pump Room	\$30,000	
Pump Reader Valves	3	Pump Room	\$5,000	
<b>Subtotal</b>			<b>\$35,000</b>	
LED House Lighting	5	Theater	\$50,000	
Mirror Replacement - All Public Restrooms	5	Public Restrooms	\$7,000	
Permanent Ladder on East side	5	Bankhead	\$15,000	
RTU#1 Compressor (3 of 4)	5	Roof	\$15,000	
RTU#3 Compressor (3 of 6)	5	Roof	\$15,000	
RTU#4 Compressor (3 of 4)	5	Roof	\$15,000	
ALL HVAC - Look at re-building major components (20 years old)	5	Roof		
<b>Subtotal</b>			<b>\$117,000</b>	

**Fiscal Year 2026-2027**

LVA has one item listed with a priority of 1: the capital lease for the copiers. LVA currently has a 5-year capital lease, which will expire on December 31, 2025. At the beginning of the fiscal year, LVA will evaluate the current printer/copier needs and decide if new equipment and a new lease are warranted or if it is time to return the equipment and do something different. Currently, LVA is leasing 3 standard office copy machines that can also scan and print, 1 large format printer that is used to print large banners and posters, and 1 digital printing press that handles large volume print jobs, including booklets, posters, flyers, rack cards, brochures, postcards, letterhead, etc. The digital printing press is also used to print items for LVA’s Resident Companies, renters and local nonprofits. With many companies, including LVA, offering more things digitally, the demand may not be there to justify the need for such a large array of printers and copiers.

**LVA Capital Budget**

2026-2027

**TOTAL \$225,000**

Item	Priority	Location	Estimated Cost	Year
Copiers	1	Bankhead	\$150,000	2027
Marley Dance Floor	5	Stage/Trap Room	\$10,000	2027
Mirror Replacement - Star Dressing rooms & Bathrooms	5	Star Dressing Rooms	\$4,000	
RTU#1 Compressor (4 of 4)	5	Roof	\$15,000	
RTU#3 Compressor (4of 6)	5	Roof	\$15,000	
RTU#4 Compressor (4 of 4)	5	Roof	\$15,000	
CU#4	5	Roof	\$8,000	
CU#8	5	Roof	\$8,000	



**Fiscal Year 2027 and beyond**

As time progresses, the items or projects not handled in prior years will be moved to the fiscal year 2027 and beyond. At this point, the Bankhead Theater will be 20 years old, and things will inevitably need to be replaced or upgraded.

The 1 item given priority 1 for the fiscal year 2027 is replacing the battery backup system. This system provides emergency lighting throughout the Bankhead Theater during power outages and must be replaced every 5 years. The estimated cost is \$8,000 and will be done in the spring of 2028.

All other items that are currently listed will be addressed as needed.

**LVA Capital Budget**

2027+

**TOTAL \$148,000**

Item	Priority	Location	Estimated Cost	Year
Battery backup system batteries (Elesco)	1	2nd Floor Electrical Closet	\$8,000	2028
<b>Subtotal</b>			<b>\$8,000</b>	
Computer upgrades	5	Everywhere	\$30,000	
IT - Switches & Infrastructure	5	Bankhead Theater	\$50,000	
Mirror Replacement - Chorus Room 1 & Restroom	5	Chorus Room 1	\$5,000	
Mirror Replacement - Chorus Room 2 & Restroom	5	Chorus Room 2	\$5,000	
<b>Subtotal</b>			<b>\$90,000</b>	
RTU#3 Compressor (5 of 6)	5	Roof	\$15,000	
Hot Water Heater	5	Bankhead Basement	\$35,000	
<b>Subtotal</b>			<b>\$50,000</b>	