

CULTURAL MASTER PLAN PERSONNEL AND EXPERIENCE

The MeaningMatters/Helicon Collaborative team combines knowledge about Los Angeles and its cultural sector with extensive relevant experience gained by working in diverse national and international contexts. Team members include:

Jerry Yoshitomi, Chief Knowledge Officer, Meaning Matters; Senior Advisor to the Cultural Master Plan Project. Jerry Yoshitomi is a product of the Los Angeles Unified School District, a graduate of Venice High School. In 1981 as he became the first Executive Director the Japanese American Cultural and Community Center, he immediately became active in local/state/national arts issues:

- Steering Committee for an unprecedented 1985 Regional Seminar on Emerging Arts Institutions, President's Committee on the Arts & Humanities
- Founding Board Member (1984-87) of Arts Resources & Technical Services, Inc. (Arts Inc.),
- Los Angeles Cultural Heritage Commission (1984-87)
- Advisory Committee, Brody Arts Fund, California Community Foundation (Co-Chair 1985-1986) supporting multi-cultural & emerging artists
- Executive Committee, Los Angeles Task Force on the Arts in 1986
- Member of the California Arts Council (1987-91), Chair, Grants Committee
- Chair, National Task Force on Presenting and Touring the Performing Arts, resulting in the 1989 seminal report, An American Dialogue.
- Chair of three panels at the National Endowment for the Arts
- Chair of the Multi-Cultural Arts Working Group for the LA 2000 Partnership – Report published in 1991: "Our Many Voices: A New Composition"
- Founding member (in 1993) of an ad hoc group that became Arts for LA
- Board of Directors of the Los Angeles County Music Center Operating Company. Treasurer and Member of the Executive Committee (1996-99)

Jerry's work as an independent consultant includes:

- Facilitator for the START (State Arts Agency) Initiative of the Wallace Foundation <http://www.artsmw.org/start/CreatingPublicValue.pdf>
- Lead Consultant on Information and Network Strategies for LINC - Leveraging Investments in Creativity, a national initiative to improve the lives/conditions of artists
- Assessing and recommending a support system for the arts in Los Angeles County for the California Community Foundation
- Updating the Grants Program for the City of Santa Monica Cultural Affairs Department, including the City's first individual artists fellowship program.
- Work with the Canada Council, Ontario (Canada) Arts Council, the New Zealand Ministry of Culture and Heritage, the Australia Council, Arts Midwest, the Wallace Foundation, the Manitoba Arts Council, Canadian Public Arts Funders, South Carolina Arts Commission, Kentucky Arts Council, the Heinz Endowments, the Irvine Foundation, and the Haas Foundation.

Methods from his writings/workshops have been successfully implemented by several thousand arts workers and arts organizations in the United States, Canada, Australia, New

Zealand and most recently the United Kingdom to increase attendance and earned/contributed income.

<http://www.artsmarketing.org/marketingresources/files/JYNotes-Apr022003.pdf>

For the Cultural Master Plan project, Jerry will focus on issues related to public participation strategies, community outreach, data analysis and synthesis.

Marcelle Hinand Cady, Principal, Helicon Collaborative; Project Director for Cultural Master Plan Project. Marcy has worked for more than 20 years in the arts and foundation fields. Marcy designs, manages, and evaluates grant programs on behalf of foundation clients, and works with nonprofit organizations on strategic and program planning, assessment and evaluation. In the fall of 2007 she co-founded Helicon Collaborative, a cultural development company whose mission is to enhance the capacity of artists, cultural organizations, foundations and other creative enterprises to build vital communities and strengthen democratic society. Marcy co-authored *Increasing Cultural Participation: An Audience Development Planning Handbook for Presenters, Producers, and Their Collaborators* and *For the Record: Documenting Performing Arts Audience Development Initiative*. She is currently managing a four year region-wide cultural participation project of the Wallace Foundation on behalf of the San Francisco Foundation and Grants for the Arts. She is also managing a strategic planning process for the Performing Arts Program of the William and Flora Hewlett Foundation; and leading strategic planning for Intersection for the Arts. Until September 2006 Marcy was Program Director for the Arts at the James Irvine Foundation, a foundation with offices in Los Angeles and San Francisco. Prior to that role she worked as a Senior Consultant for the TCC Group in New York City, managing several projects in the arts on behalf of the John S. and James L. Knight Foundation. From 1999-2004 she served as Project Director for the Ford Foundation New Directions/New Donors for the Arts initiative. Marcy has held staff directing the Cultural Facilities Fund San Francisco Bay Area Program, and on the program staffs of the Lila Wallace-Readers Digest Fund and the National Endowment for the Arts. She graduated from Skidmore College and received an MFA from Brown University. Marcy was an Arts Administration Fellow at the National Endowment for the Arts, and has served on the New York State Arts Council Literature Panel (a 3-year gubernatorial appointment), among other volunteer activities. Marcy lives in the San Francisco Bay Area with her husband and two sons.

For the Cultural Master Plan project, Marcy will oversee all aspects of the planning, ensuring effective execution of all components and serving as the primary interface with the Department of Cultural Affairs and the Advisory Committee.

Alexis Frasz, Associate, Helicon Collaborative; Project Manager for Cultural Master Plan. Alexis is a researcher, writer and consultant who has worked in the nonprofit arts in New York City and internationally for the past five years. For the past four years Alexis worked as a consultant with AEA Consulting, an international firm focused on addressing the strategic needs of the cultural sector. In this capacity, Alexis gathered and synthesized qualitative and quantitative information, and summarized complex ideas in accessible text. Her project experience includes:

- Coordinating and managing a market research and transition planning project for seven cultural organizations in New Orleans looking to rethink their service to the city post-Katrina. Designed a custom built survey to gather and analyze responses from a wide cross-section of New Orleans arts attendees.

- Defining a cultural strategy for New York City's Hudson Yards cultural district and park, and working with a property developer to incorporate the strategy into their overall master plan for the site.
- Identifying and analyzing major trends facing the arts in California for the James Irvine Foundation.
- Assessing the major external trends facing the performing arts in Australia and providing a framework for tracking changes for the Australia Council and Major Performing Arts Board.
- Facilitating a number of strategic planning projects for diverse cultural organizations, including Lower Manhattan Cultural Council, Cleveland Public Art, Long Vue House and Gardens, in each case coordinating, facilitating, and synthesizing group meetings and other planning activities.

Alexis also writes about technology and other trends affecting the cultural sector.

For the Cultural Master Plan Project, Alexis will manage day-to-day operations, facilitate the web-based communication strategies; develop, administer and analyze surveys; interface with the Working Group, and coordinate the preparation of the draft and final reports.

Holly Sidford, President of Helicon Collaborative; Senior Advisor for Cultural Master Plan Holly is a strategic planner, program developer and fundraiser with more than 25 years' experience leading and developing nonprofit cultural and philanthropic organizations. Prior to founding Helicon, she was a Principal at AEA Consulting, an international arts consulting firm, where she guided strategic organizational, program and policy planning with a wide range of clients including the Doris Duke Charitable Trust, James Irvine Foundation, Missouri Botanical Garden and Jacob's Pillow Dance Festival. Prior to her work at AEA, Holly was the founding president of Leveraging Investments in Creativity (LINC), a ten-year initiative to expand support for creative artists; Program Director for arts, urban parks and adult literacy at the Lila Wallace-Reader's Digest Fund; and interim director of arts and culture at the Ford Foundation and The Howard Gilman Foundation, among other leadership positions. She holds a BA from Mount Holyoke College and a Management Certificate from Columbia University. She lives in Brooklyn, NY with her husband and teenage daughter.

For the Culture Count Project, Holly will focus on the collection and analysis of information from national and international models, interactions with the International Innovators, assessment of DCA programs and activities, summary analyses of findings and formulation of the new vision and policy, program and procedural recommendations.