

Strategic Plan

Goals and Objectives

2011-2015

Updated August 2012

MISSION

The Council on the Arts and Humanities for Staten Island cultivates a sustainable and diverse cultural community for the people of Staten Island by:

- Making the arts accessible to every member of the community.
- Supporting and building recognition for artistic achievement.
- Providing artists, organizations, and arts educators the technical, financial and social resources to encourage cultural production.

Making the Arts Accessible to Every Member of the Community

Objective 1.1:

Increase quality and quantity of arts education for students in pre-K through 12 classrooms in public and private schools on Staten Island.

Strategies for 2011-2015:

In Place:

- Providing regrants to AIE programs [FY10]
- Training teacher-artists [FY10]
- Providing technical assistance to schools via programs and grant opportunities [FY10]
- Strategic partnerships with organizations to provide a wide range of services to a more diverse group of schools [FY10]
- Web-based Teaching Artist Registry [FY10]
- Regrants will have a stronger assessment component put in place that allows COAHSI to measure real impact of regrants. [FY11]
- The training for teacher-artists will be expanded to include artists already in-field and developing a second year of programming (working for a second-year with the first-round teaching artists) [FY12]

In Progress for 2013:

- Regrants will be more sequential and long-term and/or we will look for funding to do programs ourselves to have longer-term impact in schools [Note from FY12: SI Foundation AIE regrants allowed for longer term regrants. Research and Development of direct programming in schools through Rotary funded program.]
- More work with principals and parent engagement through The Center for Arts Education partnership, starting 2011. A successful implementation would be having parent engagement in at least 3 schools a year and a principal outreach program at least once a year. [Note from FY12: Parent engagement is being done as a CAE program, not a partnership. COAHSI did assist by referring and acting as initial contact for CAE. Principal engagement was initiated through one workshop and through 1-on-1 engagement.]
- Strategic partnerships that allows COAHSI to do programs in schools in a long-term approach: such as Valet Guadalupano/COAHSI Folk Arts, starting 2011-2012. A successful implementation would place at least one program in a school for longer than 8-weeks at a time, and repeating over the

course of three years. [Note from FY12: DOE vendor license is underway, vendor # has been received and working with Maria DePalma to help complete the DOE vendor license procedure. In FY12 did a 6-week program at PS 20 (following up on last year), led to more defined & developed program. Need to seek additional fiscal support to make program happen]

- More collaboration with Folk Arts in AIE, starting 2011. Successful implementation would result in at least one new AIE program in the schools with traditional artists as teaching-artists or demonstrators. [FY11: PS 20 CASA program, FY 12 PS 20 Rotary program]
- Get community donations of \$2000-3000 total for small grant program of \$250-300 each that help teachers & teaching artists purchase art supplies/instruments for arts programming. [FY12: raised \$290. Further development with first regrating cycle in December 2012.]

New Approaches:

- As new approach to principal engagement strategy, implementation of Arts in Education Showcase for Staten Island schools. This half-day event will allow school representatives to get first-hand exposure to some of the borough's arts education and teaching artists programs.

Objective 1.2:

Increase attendance at arts and cultural events in Staten Island.

Strategies for 2011-2015:

In Place:

- Sending out weekly E-blasts [FY10]
- ~~Publishing and distributing quarterly Newsletter~~ [Ended in FY11 due to bad ROI]
- Marketing local events via a calendar on the COAHSI website [FY10]
- Networking events sponsored by COAHSI [FY10]
- Collaborating with other organizations to tap into broader Staten Island community [FY10]
- Best practices training: to increase retention and sign-ups for E-blast [FY11]
- Establish a collaboration of arts organizations working together on Staten Island marketing (and arts advocacy with legislators) with a leading consultant in field (funding component as well), starting in 2011. Successful implementation will have a functioning coalition founded with a work plan in place. [FY11]
- Encourage creative outreach strategies through TA brainstorming with groups doing activities in the coming months; workshops that build

these skills as well as a creative and nurturing mindset, starting in 2011. Successful implementation will be 2-3 workshops that serve over 30 individuals. [FY11: 2 workshops with 33 individuals, FY12: 3 workshops with 41 individuals.]

- Make the newsletter digital as an online magazine, with a multimedia component (as opposed to PDF) in 2012. [FY11: Now that blog is completed, it is effectively taking place of newsletter and is a kind of online magazine with multimedia component.]
- Create a blog, starting in 2011. Successful implementation will have a blog, being posted to 1-3 times a week, with a defined mission and parameters for staff responsibility: [FY11. FY12: Not hitting the 1-3 posts for week target. Staff, led by Gena Mimoso, is working on social media plan to help keep to goal.]
 - Who is the dedicated blogger? [FY11:All departments]
 - What is the topic? [FY11:Lumen, Folk, AIE, & Happenings]
 - Is it just COAHSI, or the wider community? [FY11: hybrid]
 - Who is the audience? [FY11: mainly SI, with wider market opportunities]

In Progress for 2013:

- Analyze send-times for increased opens for E-blast [Note from FY12: Analyzing send times and subject line teaser text is ongoing.]
- Re-brand COAHSI marketing in 2012. Currently there are two arms of COAHSI marketing: All Staten Island Events & COAHSI events. One dilutes the other as it is very hard to define and promote COAHSI events over the complex and noisy pattern of “All SI Events.” Successful implementation would be a public rebrand so that the public would have a perception of what COAHSI does and it would stand apart from SI events (ideally the SI events would be rebranded under art organization marketing colab) [Note from FY11: Begun in FY11. Will continue as organization finds new ways of marketing on behalf of Staten Island organizations. Note from FY12: Exploring the development of separate SI event marketing website.]
- ~~Newsletter: change design on fold (back cover) to make it more identifiable when folded at venues~~[Achieved, but Newsletter then ended in FY11 due to bad ROI]
- ~~Assess where the newsletter is being dropped off; expand to community businesses (for example, bodegas); institute a quarterly review of distribution points~~ [Newsletter ended in FY11 due to bad ROI]
- ~~Have a regular bi-lingual component in the newsletter (Spanish/English); have tradition-bearers or ESL artists write in their own language about their work~~ [Newsletter ended in FY11 due to bad ROI]

New Approach:

- Create a yearly Marcom Plan for COAHSI including a Social Media plan that includes increasing Facebook likes (FY12: 615 likes), and a new focus on Twitter and FourSquare as COAHSI moves into Culture Lounge space.

Objective 1.3:

Increase outreach to and collaboration with diverse communities across Staten Island.

Strategies for 2011-2015:

In Place:

- Networking by attending art and community-based events [FY10]
- Presenting workshops and panels in neighborhoods all across Staten Island in an effort to reach/be available to all the different populations living in the borough [FY10]
- Partnerships in programming with diverse cultural and social organizations [FY10]
- JPMorgan Chase Arts in our Communities regrant [FY10]
- Immigrant outreach committee (meets once a year to discuss how COAHSI can assist with outreach) [FY10. Note from FY12: FY13 goal is to see this turning more into an opportunity for different immigrant groups to gather, present projects to one another, and mingle/network. COAHSI staff to use opportunity to listen & learn about successes, challenges, and needs.]
- Rotating exhibit network throughout Staten Island libraries by 2011. [FY11. Note from FY 12: Complete in FY12. FY 13 sees launch of Mobile Heritage project.]
- Senior Center “Space for Art” program [Note from FY11: This program is continuing in FY12, and changing to SPARC because DCA NEA grant. Note from FY12: Successful program in 6 Senior Centers (up from 1 Senior Center in FY11) with stipends for those involved.]
- Community-served in-reach within ethnic communities. ~~Creating community-based committees for the traditional arts~~ [Note from FY11: given the challenges faced by new immigrant communities in Staten Island, it is too early to build effective community-based committees as initially envisioned. After a year of fieldwork, the new goal is to do sustained in-reach into communities to help build community strengths. Note from FY12: Liberian and Mexican community in-reach very successful through folklife programming (dance, music, storytelling) in the community & for the community.]

In Progress for 2013:

- Regrant applications in more languages by 2013. Successful implementation would have COAHSI addressing all logistical issues, such as back and forth translation of applications for panels and piloting a bi-lingual grant process in 2012; having bi-lingual applications in Spanish available for three grant opportunities by 2013; and all grant opportunities by 2014. [Note from FY12: Implementation hit roadblocks because during research COAHSI found no real examples of bi-lingual applications in the field, so no model in place. For FY13, COAHSI will create Spanish flyers for all grant opportunities, and pilot a Spanish application for JPMorgan Chase Arts in Our Communities]
- ~~Create sustainable committee models for cultural communities by 2015. Successful implementation has COAHSI piloting a model in 2011; evaluating the model & expanding it in 2012; and having five committees with two demonstrating long term sustainability through state arts funding by 2015.~~ [Note from FY11: given the challenges faced by new immigrant communities in Staten Island, it is too early to build effective community-based committees as initially envisioned. After a year of fieldwork, the new goal is to do sustained in-reach into communities to help build community strengths. See action point under “In Progress for 2012: Community-served in-reach within ethnic communities.”]
- Cultivating a “neutral zone” for performances (without any sense of elitism or exclusivity) i.e. identify space where all can feel welcome in community by 2015. Successful implementation would mean a performance space open & affordable to all communities, & used by diverse communities. [Note from FY11: well on its way for FY12 implementation. Note from FY12: Although not implemented in FY12, Culture Lounge project will be ready for implementation in FY13.]
- Bring diverse groups together under one large “umbrella” theme by 2015. Successful implementation would be a themed-event, done in collaboration with other cultural partners that brings different contingents together through a common interest (i.e., the old idea of a “Harmony Fair.” [Note from FY11: Advisory committee formed. Note from FY12: Collaboration with Wagner College is being explored.]
- New approaches and expansion of creative aging programs explored. [New FY11. FY12: Continued through SPARC program.]

New Approach:

- Research and develop a flexible fieldwork collection tool and cloud based archival interface--*Community Driven Digital Folklife Archive*-- that will enable traditional communities to interact and add to their own cultural heritage materials. [FY12: Worked with Pratt to research guidelines & best practices report.]

Artistic achievement is recognized

Objective 2.1:

Increased funding from regional and national funders for art and artists on Staten Island.

Strategies for 2011-2015:

In Place:

- Advocating for the arts with elected officials [FY10]
- Attending events/workshops where COAHSI staff can network with professional grant-makers to increase visibility of the borough [FY10]
- Individual technical assistance to help individuals and groups identify grants [FY10]
- Providing direct one-on-one help in writing grants [FY10]
- Helping organizations raise capacity to hire grant-makers or to write grants themselves (capacity re-grant or training) [FY10]
- Guide immigrants/refugees/tradition-bearers to grants that are specific to their practice in 2011. Successful implementation will see an increase of these groups applying for regrants in the next year. [FY11]
- Establish a collaborative group of arts organizations working together to increase visibility with leading consultant (arts advocacy for funding and marketing) beginning in 2011. An initial sign of successful implementation would be to have a legislative breakfast with elected officials in fall 2010. [FY11]

In Progress for 2013:

- Hire additional COAHSI staff to help do more of the technical assistance and training that we are currently doing in 2012, especially targeted to grant writing/development for organizations. Successful implementation would have a trained staff member in place that spent approximately 20 hours per week doing outreach and one-on-one assistance with organizations. [FY12: COAHSI was able to secure JPMorgan Chase funding for a consultant to help COAHSI pilot this type of technical assistance in FY13.]
- Folk Arts apprenticeship program in 2012. Successful implementation would be having a NYSCA funded program in place. [Note from FY11: Applied in FY11. FY12: Received funding from NYSCA and program is in process.]
- Artist Census for Staten Island to take place in 2012-2013. Information to be used for greater arts advocacy and approaching funders with accurate information. [New FY11. FY12: Planning took place over FY12, implementation is planned for FY13.]

Objective 2.2:

More audience members come from outside the borough to see work/programs.

Strategies for 2011-2015:

In Place:

- Networking and advocating off of Staten Island on behalf of Staten Island artists and events [FY10]
- Technical assistance and funding for SI organizations so they can reach new audiences. [FY10]
- E-blast marketing [FY10]
- Presenting traditional art practices that are under-recognized in the wider New York area in an attempt to draw in audiences from those areas. [FY10, Note from FY11: Irish sessions and Kente cloth.]
- Collaborating with city-wide organizations/participating in events to draw on their audience/marketing (Make Music NY, for instance) [FY10, Note from FY 11: Made Here; LUMEN, Note from FY12: MAS, NOCD-NY, LUMEN, CityLore]
- Work more consistently on getting outside press for Staten Island artists/organizations. Successful implementation would have COAHSI getting five stories or more in print/broadcast media that is based outside Staten Island in 2011. [Note from FY11: More than five stories, mainly around LUMEN. Due to difficulty of this task, keeping it in “In Progress.” New goal is to repeat success in 2012. Note from FY12: More than five stories, again mainly around LUMEN.]
- Working with programs that exist in all the boroughs, including SI such as the Association of Performing Arts Presenter (APAP); and creating a quality program on SI in conjunction with their programming by 2012. [Note from FY11: FY12 program with StoryCorp is underway. Note from NY12: Was able to do this through SPARC, CityLore’s PoeMobile, and MAS.]

In Progress for 2013:

- Develop a space for other borough audiences to go to by 2015 that:
 - Is easy to travel to, with quality programs
 - Allows artists from other boroughs to bring their audiences here: an opportunity to introduce SI to new audiences [Note from FY11: Progress is considerable and looking toward implementation in FY12. Note from FY12: Didn’t quite manage this for FY12, but Culture Lounge will open and allow this in FY13.]
- Re-brand COAHSI marketing in 2012. (see Objective 1.2) [Note from FY11: Progress was made in 2011 with designer Paul Barbatos. FY12 will see continuation of efforts, especially around new program space. Note from FY12: New brand was developed. Implementation in FY13 with opening of Culture Lounge.]

Objective 2.3:

More commissions and awards go to Staten Island artists.

Strategies for 2011-2015:

In Place:

- Sending out Art Opportunities E-Blast [FY10]
- Doing targeted outreach for good opportunities that fit specific people/organizations [FY10]
- Raising the profiles of artists, organizations, tradition-bearers by organizing programs that raise awareness [FY10]
- Doing workshops with business organizations and grant-makers to raise awareness and educate artists/art organizations about what is available to them (this also provides opportunities for face time). [FY10. Note for FY12: Jerome Foundation, Poets & Writers, and A4 this year.]
- Include tradition-bearing artists more in 2011 and beyond. Successful implementation would have more opportunities for tradition-bearing artists during COAHSI events, such as at the COAHSI award ceremony. [Note from FY11: tradition bearers included in COAHSI gala, and covered in blog & Web site. Approach needs to continue even more strongly in 2012. Notes from FY12: Better integration, with traditiona-bearers included in AIE, LUMEN, and gala.]

In Progress for 2013:

- Outside press for Staten Island artists and organizations (see Objective 2.2) [Note from FY11: accomplished in FY11 with good press for Second Saturday, and St. George Crain’s article. Note from FY12: accomplished with NYTimes article on Stapleton art scene. But given the difficulty of this goal, keeping it in “In Progress.”]
- Look for opportunities to nominate SI artists/organizations for existing programs in 2011. Successful implementation would be nominating artists and organizations for inclusion in programs such as “Place Matters” run by City Lore and the Municipal Art Society. [Note from FY11: accomplished in FY11 with City Lore, MAS, and HERE Arts. But given the difficulty of this goal, keeping it in “In Progress.” New goal is to repeat success in 2012. Note from FY12: accomplished with MAS, PoeMobile, and upcoming City Museum exhibition & Love TV project.]

Artists, Organizations, and Arts Educators have the Technical, Financial, and Social Resources to Encourage Cultural Production

Strategies for 2011-2015:

In Place:

- Re-grants [FY10]
- Technical assistance and workshops [FY10]
- Networking Opportunities [FY10]
- Helping artists find venues [FY10]
- Web-based artist registry [FY10]
- In 2011, staff needs to continue to pursue our own professional development and best practices because that is what helps us help others. Successful implementation will have staff attending at least 6 professional development opportunities over the course of the year in targeted areas to expand their knowledge and experience. [Note from FY11: Accomplished in FY11, continue in FY12. Note from FY12: Accomplished with one-on-one tech hours and Wordpress workshop held in computer lab. Also, Work sample workshop that offered tech assistance on digital work sample creation.]
- Offer artists and organizations professional training in online tech and software programs for better work samples, marketing, etc. starting in 2011. Successful implementation would be two workshops in 2011 focused on this topic. [Note from FY11: Accomplished in FY11, continue in FY12.]
- Technical Assistance Workshops streamed online and available for download in a workshop archive. The goal is three workshops streamed or archived in 2012. [Note from FY12: 4 workshops streamed and available as archive on UStream, one workshop on blog. Continue development necessary to improve quality and continue growing program.]

In Progress for 2013:

- In 2011, COAHSI will implement better regrant reporting from grantees, so that COAHSI has analytics on audience numbers and the impact of grant for organization (depending on grant this measurable would change). [Note from FY11: Not accomplished in FY11. Racquel Cornali will implement in FY12 in regrant reporting. Note from FY12: In place, and

implementation is taking place with FY12 final reports due in December 2012.]

- Develop a space to present work: performance space and gallery space for visual art by 2015. (See Objectives 1.3 and 2.2 as well) [Note from FY11: Well underway for implementation in 2013, although informal performance space.]
- Rehearsal space assistance that helps artists and organizations locate possible rehearsal spaces, in 2011. A first step would be a listing of available spaces online in 2011, along with detailed performance venue list. [Note from FY11: Not accomplished in FY11. Gena Mimozo and Monica Valenzuela working on implementation in 2012. Also, include technical assistance element in 2012 to help artists in working with venue to assess & identify their own technical needs in order to realize their project. Note from FY12: Work-in-progress. New connections to spaces were made & three profiles of venue spaces created on inSide blog.]

New Approaches:

- Develop/Identify bigger & better meeting spaces for workshops/technical assistance by 2015.
- Access to tools and equipment for artists and organizations to produce work or props/tools for work (workshop area akin to Third Ward) by 2015.

Additional Notes

What do we need to STOP doing because it is not aligned with our objectives (from 2010)?

- 1) GAINS Awards: does not further Arts in Education goals
- 2) Selling postcards: takes time for very little gain
- 3) Membership? It is in the by-laws, but does it serve any other purpose?
 - No perceived benefit of membership for members
 - No financial benefit to COAHSI
 - Grants – Membership has a strange connection in people’s minds. Perception that if one is a member he can apply for a grant/is entitled or will receive a grant
 - The role of membership needs to be looked at closely and be more clearly defined for organization and members themselves.
[Note from FY11: New project room space may help incentive membership so that it makes for sense in terms of benefit of membership & benefit to COAHSI]
- 4) No press lists to people. Takes time to constantly update and are not a benefit as they are “blind” sends. Organizations and artists need to cultivate relationships with the press. Direct technical assistance to help people build their own lists is a better model.

Other changes to achieve COAHSI objectives (from 2010):

- 1) We need to increase COAHSI capacity by increasing staff to do these programs
- 2) We need increased fundraising/ major gifts program for funding from individuals
- 3) We need more space: we have already outgrown our office
- 4) If more staff, we’ll also need more equipment. We are currently in desperate need for an adequate phone system
- 5) More high-end software access for staff (i.e. Dreamweaver/Photoshop, which is currently available on only one computer)
- 6) Design/website contract with consultant (or part-time staff) for brand and sense of continuity. Right now much of COAHSI design is by the staff or interns, and it looks it.
- 7) MarCom plan in place [New FY12]

COAHSI PROGRAMS	FY 2011	FY 2012	FY 2013	FY 2014	FY 2015
AIE Programs students reached	Goal: 600 Students Actual Served: 1200 Students	700 students Actual Served: 774 Students	800 Students	950 Students	1100 Students
Teaching Artist Training	Goal: 48 total Actual: 36	Goal: 45 total Actual: 58	Goal: 60 total	Goal: 60	Goal: 80
First Year:	Goal: 20 Actual Served: 20	0 Actual Served: 14	20	20	20
Second Year:	Goal: 20 Actual Served: 8	20 Actual Served: 6	40	40	60
Veterans:	Goal: 8 Actual Served: 8	25 Actual Served: 38			
Teaching Artist Registry Members	Goal: 40 Actual Served: 49 total; 20 teaching artists and 29 general artists	55 Actual Served: 85 total; 21 teaching artists and 64 general artists	60	75	80
E-Blast Subscribers:	Goal: 2250 Actual: 2462	2500 Actual: 2268	Reassess? New Technology?		
Opens:	Goal: 400 Actual: 400 per mailing average	500 Actual: 612 per mailing average			
Newsletter: (Valuable distribution points)	60 Way of tracking when/how many each location uses Incentivized self reporting	80 Hire another distributor Incentivized self reporting	Reassess: Is it working? Or Is print media dead?		

COAHSI Web site: (7,404 Absolute Unique Visitors in 2010)	Goal: Unique visitors grow by 15% to 8524 Actual: 15,394 unique visitors	Web hits grow by 15% to 9802 Actual: 21,347 unique visitors	Web hits grow by 15% to 11272	Web hits grow by 15% to 12963	Web hits grow by 15% to 14907
Marketing/Advocacy Brand SI-wide marketing	Start Marketing/Advocacy collaboration with Goal: 15 org members and brand SI-wide marketing Actual: 5 org members— and due to nature of group likely to hold steady at 5.	Assess and workshop to share lessons with wider field on SI grow to 25 org members Actual: Marketing Coalition worked with consultant all year, with meetings and workshops. Sharing in workshop with larger field October 2012.	Assess and workshop to share lessons with wider field on SI grow to 30 org members		
Community Cultural Initiative Committees (CCI) [New Folk Measurables: See Below]	Model program in place	Second program in place	Third	Fourth (1 st is going to NYSCA directly for funding)	Fifth (+2 are going to NYSCA)
Regrant Program Growth (123 in 2010 for fall grants only)	15% for a total of Goal: 141 applicants in fall grants Actual: 109/46 new grantees [1st year implementation of online grants] Better measure of regrant program might	15% for a total of 162 applicants in fall grants Between 30-35% of all applicants receiving grants. New Grant applicants: 46 Actual: 143 applying for grants (total).	15% for a total of 186 applicants in fall grants Between 30-35% of all applicants receiving grants. New Grant applicants: 51	15% for a total of 214 applicants in fall grants Between 30-35% of all applicants receiving grants. New Grant applicants: 56	15% for a total of 246 applicants in fall grants Between 30-35% of all applicants receiving grants. New Grant applicants: 61

	be 1. Percent getting grants. 2. Number of new grant applicants	New Grantees 55 (total).			
Technical Assistance: Workshops	Goal: 12 Actual: 14	15 Actual: 23	18	18	18
Attendance	Goal: 240 Actual: 323 (153 at individual + 170 at conference)	300 Actual: 382 (200 at Individual+ 182 at conference)	360	400	450
Folk Life Program: Audience Regional Outreach Programs:	Actual: North Shore: 8; South Shore: 1; Mid-Island: 1	NS:2/MI:2/SS:2 Actual: North Shore: 5; S. Shore: 1; Mid-Island: 1	NS:3/MI:3/S:3	NS:4/MI:4/SS:4	NS:4/MI:4/SS:4
Communities Served *Muted Groups due to language barriers or low placement on community hierarchy	11	12 Actual: 13	13	14	15
Cultural Literacy Through Media:	Actual: 32 hours video	40 Actual: 45	45	50	55
CLM Published Field Work: (including photos, audio, book publications)	Actual: 4 hours on Web	6 Actual: 5	8	10	12
Audience Served:	Actual: 4,164	6000 Actual: 18,790 (990 in programs, 15,000 viewed exhibition, 2,800 at PoeMobile)	8000	10000	12000

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