II. Executive Summary

Through a five month strategic planning effort with a committee of diverse arts and culture professionals, SFBAEAP continued the momentum began at April 2009’s Evolve & Vocalize to develop a four-year strategic plan. The strategic plan and its resulting action plan and budget will guide the development of organization. Developed by the SFBAEAP Strategic Planning Committee in partnership with consultant Nicole McGovern, the strategic plan was informed by external context including research and analysis of overall, cross-sector, and arts and culture emerging and next generation leadership issues as well as a competitive and programmatic model scan and benchmarking of key organizations locally and nationally.

As a newly establishing organization, the strategic planning process focused on first articulating and refining the organization’s purpose. SFBAEAP's mission, values, vision and participants are the following:

**Mission:** SFBAEAP is a network focused on empowerment, leadership, and growth of next generation arts and culture workers in the San Francisco Bay Area through knowledge sharing, learning opportunities, and partnerships. By supporting today’s emerging models and mindsets, we hope to generate a path for individuals’ meaningful and sustainable work and to stimulate a vibrant, integrated, and evolving arts and culture sector.

**Values:**

SFBAEAP is guided and informed by the following values:

- Collaboration
- Diversity
- Empowerment
- Innovation
- Proactivity
- Relevancy

**Vision:**

SFBAEAP participants will have the support, confidence, and skills needed to follow their career and life aspirations in arts and culture. SFBAEAP participants will have a strong individual and collective voice. Participants will feel connected to the SFBAEAP network.

Within the Bay Area arts and culture field, there will be more respect and recognition of next generation leaders, their issues, and their perspectives. The field will be more integrated across generations. The field will have more recognition and appreciation for fluid career paths that embrace a multiplicity of role. Nationally, the Bay Area arts and culture field will be looked to for its model of integration and its empowered and impactful next generation leaders.

**Participants:**

SFBAEAP is a network of Bay Area people interested in next generation leadership issues in arts and culture. While we hope for broad public involvement, our outreach and programs will be focused on supporting arts and culture workers under 40 who live and/or work in San Francisco or Oakland. We hope to expand our geographic focus over time. Virtually, SFBAEAP will involve people all across the region, state, and nation who are part of this broad next generation arts and culture network and perspective.
SFBAEAP defines arts and culture workers broadly. It includes: administrative and artistic staff and interns of nonprofit, for-profit, and community based arts and/or culture organizations; independent works such as artists, consultants, entrepreneurs, and others working in arts and/or culture; educators working in arts and/or culture; arts and/or culture grantmakers; undergraduate and graduate students focusing and interested in arts and/or culture; among others. We see arts and culture as inclusive of media, film, dance, music, theater, visual arts, literary arts, interdisciplinary arts, multidisciplinary arts, community arts, architecture and design as well as the advancement and presentation of science, history, historical collections.

In order to be able to achieve the organization’s articulated purpose, SFBAEAP’s organizational structure will focus on efficiency, scalability, and adaptability. SFBAEAP’s structure will also focus on limiting bureaucracy, hierarchy, micro management, siloing, and stagnation. SFBAEAP’s organizational structure includes the following aspects:

- SFBAEAP will be user-driven and participatory in nature providing numerous opportunities for the Membership Network to be actively involved. The Membership Network broadly will have opportunities to be involved with the Working Groups, their sub-groups, and as volunteers related to specific programs and tasks.
- Each individual Working Group will be made up of four to ten people from within the membership who as a group manage and oversee the creation and implementation of specific organizational activities as directly tied to the implementation of the strategic plan and its action plan. Specific Working Groups include: administration and finance, fundraising, membership and outreach, programming, technology, marketing and communications, and advocacy. Working Groups also function as learning cohorts in their particular focus area.
- The Leadership Group will be made up of the chairperson of each of the Working Groups. The Leadership Group will provide broad oversight and management of the organization. The Leadership Group will be the ultimate decision-making body for SFBAEAP.
- The Director will be a fulltime, paid-staff person who is responsible for the daily coordination, facilitation, and oversight of the Working Groups. The Director will also be a member of the Leadership Group.
- The Advisory Committee will act as a sounding board and contributor of new and different perspectives as needed by the Working Groups, the Leadership Group, and the Director. The Advisory Committee will have no formal governance or leadership role.
- Partners from programmatic to funding are central to the organizational model and structure.
- Through the development of an Online Vehicle, the technology and online communications aspect of the organization will be vital to the organizational structure and the delivery of its mission.

In order to work toward achieving its mission and vision for the articulated participants over the next four years, SFBAEAP articulated the following six goals. The six goals are interconnected and create a broad, yet well-grounded, action oriented approach to SFBAEAP’s development and future.

1. To create a participatory and scalable organization.
2. To establish a sustainable financial model.
3. To build an active network of individuals.
4. To create and provide learning and networking opportunities.
5. To vocalize and elevate the interests and priorities of the organization and its membership network.
6. To build the organization’s brand and identity.
In conclusion, these first four years of SFBAEAP are seen as its piloting phase within a ten-year arc before reevaluation of its future role based on changing needs and issues.