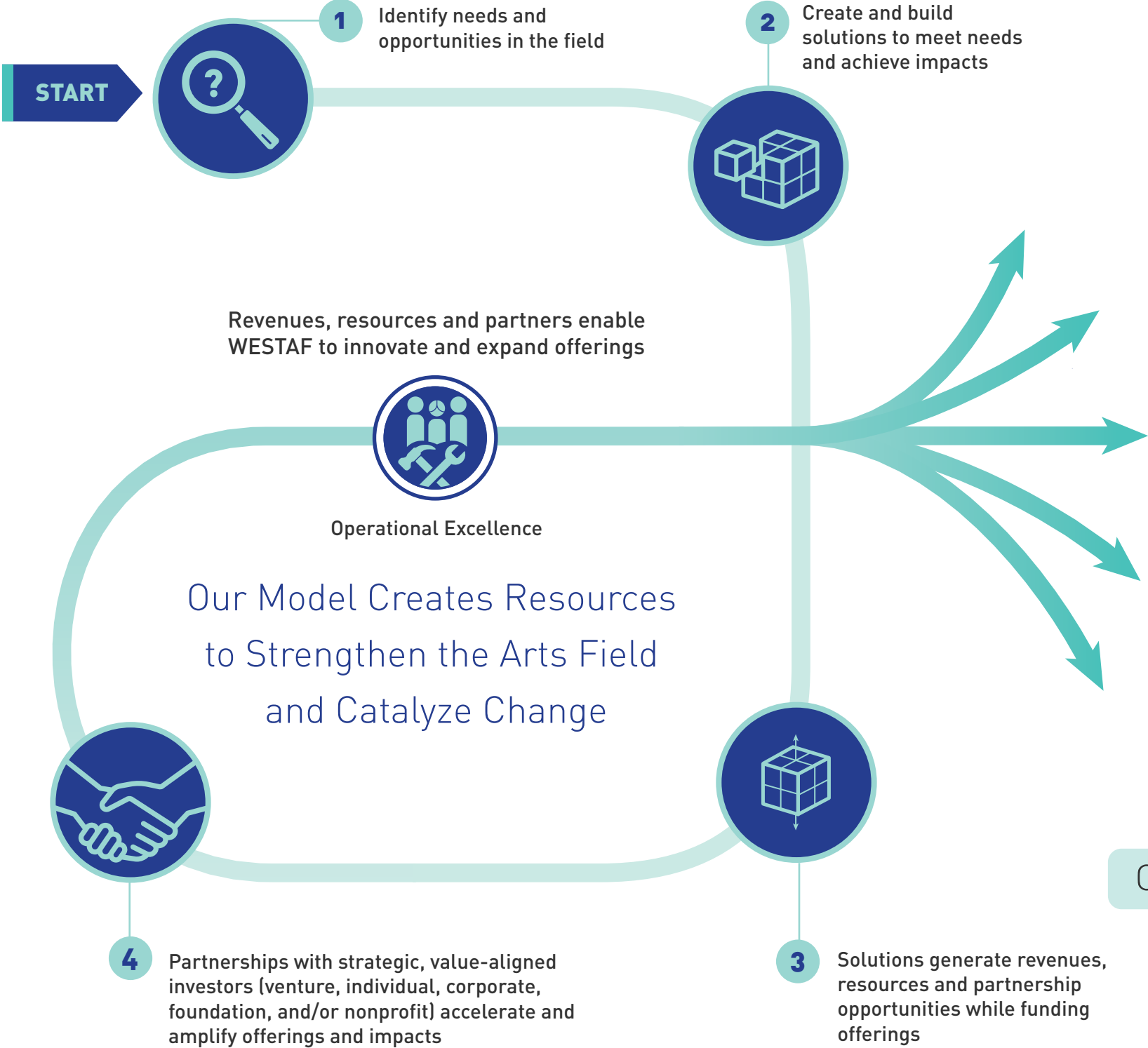


WESTAF - 10 YEAR VISION



Click to reveal metrics associated with the Impact Statements below

WESTAF weaves technology, diverse thought leadership, and innovation to energize, network, and fund public sector arts agencies and communities.



Offerings

Key Strategies

Impact





SAA Services and Advocacy

Years 1-3	Years 4-6	Years 7-10
Develop onboarding support program and strategic planning support services for new SAA EDs and Chairs/Commissions	Facilitate strategic goal setting in partnership with SAAs through consulting on structural improvements, entrepreneurial models, equity advancement, and positioning as changemakers	Facilitate strategic goal setting with elected officials at state and local levels to ensure community-specific strategies to grow arts capacities are in place; monitor implementation and effectiveness
Identify, cultivate, connect, and coordinate a Western regional network of influential informal "lobbyists" outside of the arts and government sectors, including corporate lobbyists	Develop and deploy backend services and tools for state-level arts advocacy to increase capacity, in partnership with state advocacy organizations	Develop and disseminate versatile state-level advocacy model playbook and training for new advocates
Research new models for engagement to help SAAs address changing demographics in the West and relevancy to new populations	Offer services, tools and funding to support SAAs in building entrepreneurial programs and partnerships	Collaborate with SAAs to secure larger investments for their entrepreneurial programs to help expand them National

foundation, and/or nonprofit) accelerate and amplify offerings and impacts

opportunities while funding offerings



Equity and Leadership Development

Years 1-3	Years 4-6	Years 7-10
Develop programs to proactively support arts organizations' adoptions of inclusive practices at arts and culture organizations in the WESTAF region, including state arts agencies	Maintain, expand and engage the network of leaders of color through advocacy, executive leadership, and consulting	Launch proprietary technology tools that support and extend networks of leaders of color and networks of rural leaders
Feature leaders of color from diverse backgrounds in WESTAF thought leadership work	Expand Executive Search services to support the placement of leaders of color	
Document and evaluate the ELC program and disseminating the results to the field; Expand fund development through consulting and other earned income strategies	Provide services to SAAs and local agencies to establish ELC networks and provide support mechanisms for the networks	
Develop programs to engage leaders from rural communities in state or regional issues related to advocacy, funding, and other arts-related issues	Develop strategic partnerships with individuals and organizations in order to build a coalition of entities committed to inclusion and equity in the arts	Develop strategic partnerships with businesses and government entities to expand the coalition committed to inclusion and equity in the arts

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opportunities while funding offerings



Thought Leadership and Reach

Years 1-3	Years 4-6	Years 7-10
<p>Develop strategic national presence through thought leadership platforms (convening, presentations, publications, etc) informed by surveying public agencies, research, data, and trends</p>	<p>Rebrand and reposition WESTAF as unified fieldleading effort for its policy and technology work so that WESTAF is seen as a national thought leader in its policy and technology development</p>	<p>Broaden outreach to different audiences across states including veterans, rural, educational audiences. Provide specific studies of these audiences in the West for efficiency and amplification of SAA impacts</p>

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opportunities while funding offerings



National Services and Advocacy

Years 1-3	Years 4-6	Years 7-10
<p>Consult with the field to connect and coordinate arts lobbying efforts, data, mass action tools, and backend services/tools among national arts advocacy groups, state arts advocacy groups, arts lobbyists, and corporate lobbyists</p>	<p>Lead, research, test, and implement national public affairs strategy re: public funding for the arts</p>	<p>Develop and deploy backend services and tools to support bipartisan federal arts advocacy</p>

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opportunities while funding offerings



New Technology and Partnerships

Years 1-3	Years 4-6	Years 7-10
Reinforce technology infrastructure to support the development of enterprise systems to support WESTAF products	Develop technology product redevelopment/ reinvestment (or divestments) strategies for competitiveness	
Identify strategic technology investors and partners and related technology portfolio mix that attracts investment and leverages investments across the portfolio	Secure strategic technology investors and partners	
Expand technology product client base to more artists and administrators/organizations of color through targeted outreach; Integrate inclusion and equity tools and services within existing technology	Integrate accessibility options into WESTAF technology products	
	Expand existing technology services to individual artists not currently served by WESTAF (musicians, writers, etc)	Develop technology products/services to provide data, analysis, and interpretation resources for established and emerging artists
	Provide new technology services to support public art managers	Provide new and existing technology with upsells to creative industry organizers
	Integrate technology solutions and consulting to help grant makers increase equity and efficiency	Provide new technology services to local public arts agencies

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opportunities while funding offerings



Operational Excellence

Years 1-3	Years 4-6	Years 7-10
Develop customer service philosophy, training and metrics for technology customers	Develop integrated relationship stewardship norms, practices and systems for clients, partners, and networks	
Integrate strategic planning tools, tracking tools and communications into operations	Create staff professional development philosophy and implement practices, including crosspollination of programs within WESTAF for PD	
Develop transition plan and allocate resources for new ED and Deputy Director structure		
	Develop and train staff on a performance management system to optimize annual staff goals	
	Assess internal vs. external resourcing for policy and technology work	

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opportunities while funding offerings



Strong, innovative, entrepreneurial, and relevant state and public sector arts agencies



Number of collaborations, partnerships and new programs initiated and sustained by state and large city arts agencies in the WESTAF region



Number of national, statewide and local initiatives and policies that state and public sector arts agencies are invited to participate in as a partner



Percentage of Western state and large city arts agency budgets (cumulatively) that is comprised of earned, contributed, and contract revenue



Understanding what value SAA's believe WESTAF provides to the states

foundation, and/or nonprofit) accelerate and amplify offerings and impacts

opportunities while funding offerings



Artists of color and organizations of color have ownership of resources to shape cultural life in their communities leading to increased funding and resource equity within the arts sector



Number of leadership roles at arts organizations and/or on arts boards held by people of color in WESTAF region



Percent of public funding distributed to artists of color and organizations in the WESTAF region



Number of artists of color engaged in WESTAF technology programs



Understanding whether artists of color and organizations of color feel they are engaged in meaningful conversations

foundation, and/or nonprofit) accelerate and amplify offerings and impacts

opportunities while funding offerings



Rural artists and rural arts organizations have ownership of resources to shape cultural life in their communities leading to increased funding and resource equity within the arts sector



Number of leaders from rural communities engaged in state or regional issues related to advocacy, funding, and other arts-related issues



Percent of public funding distributed to rural communities in the WESTAF region



Number of rural artists engaged in WESTAF technology programs



Understanding whether rural artists and organizations feel they are engaged in meaningful conversations

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opportunities while funding offerings



Increased public funding and support for the arts at local, state and national levels



Total aggregate public funds provided to artists and arts organizations in the WESTAF region



Total aggregate budgets of state arts advocacy organizations in the WESTAF region



Number of local, state, and national elected officials voting in support of public funding and/or arts legislation

foundation, and/or nonprofit) accelerate and amplify offerings and impacts

opportunities while funding offerings



WESTAF is a recognized, respected and trusted thought leader in the arts field



Number of WESTAF convenings and presentations at local, regional and national conferences



Number of mentions of WESTAF thought leadership and data in arts publications and news outlets, including links back to WESTAF content



Experience of participants at WESTAF convenings (Net Promoter Score for WESTAF events)



Understanding what value participants believe WESTAF provides to the field

foundation, and/or nonprofit) accelerate and amplify offerings and impacts

opportunities while funding offerings



Increased WESTAF technology customer satisfaction, acquisition and retention



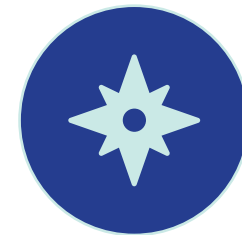
Net Promoter Score for WESTAF technology products



Number of new customers, retained customers and attrition



Year-over-year increase in gross revenues related to technology



Understanding what prompted a customer to choose WESTAF products over a competitor's products

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opportunities while funding offerings