WESTAF - 10 YEAR VISION

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

1. Identify needs and opportunities in the field
2. Create and build solutions to meet needs and achieve impacts
3. Solutions generate revenues, resources and partnership opportunities while funding offerings
4. Partnerships with strategic, value-aligned investors (venture, individual, corporate, foundation, and/or nonprofit) accelerate and amplify offerings and impacts

Key Strategies

- Equity and Leadership Development
- Thought Leadership and Reach
- National Services and Advocacy
- New Technology and Partnerships
- SAA Services and Advocacy
- Funding research, convenings, data collection, white papers, and advocacy to inspire and influence future thinking about public arts funding
- Providing programs and partnering with individuals and organizations to diversify leadership in public sector arts agencies and arts organizations
- Building awareness of arts-related issues to drive legislation and policy
- Connecting, coordinating and mobilizing a Western regional network of artists, administrators, public officials, and influencers within and outside the arts field
- Developing innovative technology products and services for public sector arts agencies and the arts field
- Strong, innovative, entrepreneurial, and relevant state and public sector arts agencies
- 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
- 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
- Increased public funding and support for the arts at local, state and national levels
- WESTAF is a recognized, respected and trusted thought leader in the arts field
- Increased WESTAF technology customer satisfaction, acquisition and retention

Our Model Creates Resources to Strengthen the Arts Field and Catalyze Change

Operational Excellence

Revenues, resources and partners enable WESTAF to innovate and expand offerings

Co-created with XPLANE®
## WESTAF - 10 Year Vision

Our Model Creates Resources to Strengthen the Arts Field and Catalyze Change

Create and build solutions to meet needs and achieve impacts

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

### Funding research, convenings, data collection, white papers, and advocacy to inspire and influence future thinking about public arts funding

- **Increased public funding and support for the arts** at local, state and national levels
- **Strong, innovative, entrepreneurial, and relevant state and public sector arts agencies**

Click to reveal metrics associated with the Impact Statements below

### WESTAF technology customer satisfaction, acquisition and retention

- Developing innovative technology products and services for public sector arts agencies and the arts field
- Building awareness of arts-related issues to drive legislation and policy
- Providing tools and services, technical support, consulting, and resources to increase state and public sector arts agency capacity for innovation

### 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

### 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

### Impact Activities Offerings

<table>
<thead>
<tr>
<th>Years 1-3</th>
<th>Years 4-6</th>
<th>Years 7-10</th>
</tr>
</thead>
<tbody>
<tr>
<td>Develop onboarding support program and strategic planning support services for new SAA EDs and Chairs/Commissions</td>
<td>Facilitate strategic goal setting in partnership with SAAs through consulting on structural improvements, entrepreneurial models, equity advancement, and positioning as changemakers</td>
<td>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</td>
</tr>
<tr>
<td>Identify, cultivate, connect, and coordinate a Western regional network of influential informal “lobbyists” outside of the arts and government sectors, including corporate lobbyists</td>
<td>Develop and deploy backend services and tools for state-level arts advocacy to increase capacity, in partnership with state advocacy organizations</td>
<td>Develop and disseminate versatile state-level advocacy model playbook and training for new advocates</td>
</tr>
<tr>
<td>Research new models for engagement to help SAAs address changing demographics in the West and relevancy to new populations</td>
<td>Offer services, tools and funding to support SAAs in building entrepreneurial programs and partnerships</td>
<td>Collaborate with SAAs to secure larger investments for their entrepreneurial programs to help expand them National</td>
</tr>
</tbody>
</table>

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**Equity and Leadership Development**

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

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<tr>
<td>Develop strategic national presence through thought leadership platforms (convening, presentations, publications, etc) informed by surveying public agencies, research, data, and trends</td>
<td>Rebrand and reposition WESTAF as unified field leading effort for its policy and technology work so that WESTAF is seen as a national thought leader in its policy and technology development</td>
<td>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</td>
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### WESTAF - 10 YEAR VISION

**Our Model Creates Resources to Strengthen the Arts Field and Catalyze Change**

Create and build solutions to meet needs and achieve impacts.

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

Funding research, convenings, data collection, white papers, and advocacy to inspire and influence future thinking about public arts funding.

- **Increased public funding and support for the arts at local, state and national levels**
- **Strong, innovative, entrepreneurial and relevant state and public sector arts agencies**

Click to reveal metrics associated with the Impact Statements below.

**Developing innovative technology products and services for public sector arts agencies and the arts field**

**Building awareness of arts-related issues to drive legislation and policy**

**Providing tools and services, technical support, consulting, and resources to increase state and public sector arts agency capacity for innovation**

**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**

**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**

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<th>National Services and Advocacy</th>
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<tr>
<td><strong>Years 1-3</strong></td>
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<tr>
<td>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</td>
</tr>
</tbody>
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**Impact**

**Activities**

**Offerings**

- Revenues, resources and partners enable WESTAF to innovate and expand offerings
- Partnerships with strategic, value-aligned investors (venture, individual, corporate, foundation, and/or nonprofit) accelerate and amplify offerings and impacts
- Solutions generate revenues, resources and partnership opportunities while funding offerings
- WESTAF is a recognized, respected and trusted thought leader in the arts field
- Providing programs and partnering with individuals and organizations to diversify leadership in public sector arts agencies and arts organizations
- Connecting, coordinating and mobilizing a Western regional network of artists, administrators, public officials, and influencers within and outside the arts field

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## New Technology and Partnerships

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<tr>
<td>Reinforce technology infrastructure to support the development of enterprise systems to support WESTAF products</td>
<td>Develop technology product redevelopment/reinvestment (or divestments) strategies for competitiveness</td>
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</tr>
<tr>
<td>Identify strategic technology investors and partners and related technology portfolio mix that attracts investment and leverages investments across the portfolio</td>
<td>Secure strategic technology investors and partners</td>
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<tr>
<td>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</td>
<td>Integrate accessibility options into WESTAF technology products</td>
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<td>Expand existing technology services to individual artists not currently served by WESTAF (musicians, writers, etc)</td>
<td>Develop technology products/services to provide data, analysis, and interpretation resources for established and emerging artists</td>
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<td>Provide new technology services to support public art managers</td>
<td>Provide new and existing technology with upsells to creative industry organizers</td>
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<tr>
<td>Integrate technology solutions and consulting to help grant makers increase equity and efficiency</td>
<td>Provide new technology services to local public arts agencies</td>
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## Operational Excellence

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

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

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

Understanding what value SAA’s believe WESTAF provides to the states
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.
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

Westaf weaves technology, diverse thought leadership, and innovation to energize, network, and fund public sector arts agencies and communities. Funding research, convenings, data collection, white papers, and advocacy to inspire and influence future thinking about public arts funding.

- Increased public funding and support for the arts at local, state and national levels
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Click to reveal metrics associated with the Impact Statements below.

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

- Providing programs and partnering with individuals and organizations to diversify leadership in public sector arts agencies and arts organizations
- Connecting, coordinating and mobilizing a Western regional network of artists, administrators, public officials, and influencers within and outside the arts field

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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
- Number of local, state, and national elected officials voting in support of public funding and/or arts legislation
- Total aggregate budgets of state arts advocacy organizations in the WESTAF region
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

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

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

Understanding what value participants believe WESTAF provides to the field

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

Funding research, convenings, data collection, white papers, and advocacy to inspire and influence future thinking about public arts funding

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Impact
Activities
Offerings

Revenues, resources and partners enable WESTAF to innovate and expand offerings

Partnerships with strategic, value-aligned investors (venture, individual, corporate, foundation, and/or nonprofit) accelerate and amplify offerings and impacts

Solutions generate revenues, resources and partnership opportunities while funding offerings

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<td>Solutions generate revenues, resources and partnership opportunities while funding offerings</td>
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<tr>
<td>Net Promoter Score for WESTAF technology products</td>
<td>Number of new customers, retained customers and attrition</td>
</tr>
<tr>
<td>Year-over-year increase in gross revenues related to technology</td>
<td>Understanding what prompted a customer to choose WESTAF products over a competitor’s products</td>
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