

# Strategic Plan



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EXPOSURES**



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To empower young people to thrive, express themselves creatively, and become leaders in their communities.



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# Introduction

First Exposures strives to provide mentees with artistic experiences and opportunities for personal growth through mentoring relationships and program experiences to which they might not otherwise have access. From the very beginning, the focus has been on empowering mentees to thrive, express themselves creatively, and become leaders in their communities by matching them with a positive adult mentor for one-on-one guidance and caring support that enriches instruction and practice with photography, art, and creative expression.

First Exposures has provided mentoring and photography educational services to Bay Area youth, many of whom are people of color who come from low-income households or have spent time in foster homes or homeless shelters. First Exposures' work with its mentees has been life-altering for many participants and has been acclaimed locally and nationally.

With support from the California Arts Council's Organizational Development grant program, First Exposures embarked on its first strategic planning process in Fall 2018 and completed it in Fall 2019.

This strategic plan has been developed to document First Exposures' history and benefits to the community; to assess the organization's capacity to meet current and upcoming challenges; and to create a roadmap for future growth and development.

# Mission, Vision and Values

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## Our Mission

First Exposures leverages the power of mentoring relationships and photography to empower young people to thrive, express themselves creatively, and become leaders in their communities.

## Our Vision

We envision a world where creative expression and supportive relationships for young people are celebrated as a catalyst for change.

## Our Core Values

**Integrity is our North Star** From the ground up, we operate within First Exposures with honesty, decency, trust, accountability, courage, and compassion for ourselves and others. We also approach failures as an opportunity to learn. We honor boundaries, our own and those of others. We believe that a community is only strong when all its members treat each other with respect and an open mind.

**Art is Power** Art has the power to communicate with people across time, space and language. Art has the power to heal trauma and change the course of history, to inspire, and guide revolutionary movements. Art cultivates fun, knowledge, and self. Creativity cultivates courage, and through creativity, our young people gain self-efficacy and are empowered to become leaders.

**We are an Inclusive Community** We embrace inclusivity. Everyone is welcome as they are. We celebrate individual differences — all races, genders, sexuality identities, experiences, and ways of thinking and hold no biases based on immigration status, abilities, or cultures. We create a nurturing space of safety and equity for every person.

**Elevate our Young People** First Exposures holds the needs and priorities of our young people at our forefront and provides leadership opportunities and access to personal and artistic growth as they are the protagonists in our story. We celebrate their adolescence and inherent potential as a time of exponential growth and must provide them with the skills and tools to be stronger self-advocates.

## Supportive Relationships are Everlasting

Our mentors and mentees are the heart and soul of what we do and the relationships they have are sacred. Each person brings something unique to the relationship and it is most important to support and nurture these attributes. The youth/adult partnerships formed and the collaborative decision-making process are transformative events that can last a lifetime.



# Brief History of First Exposures

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## 1993 to today

In 1993, First Exposures was born in San Francisco after an Eye Gallery exhibit of Jim Hubbard's Shooting Back project inspired a group of conscientious, socially responsible photographers to give back to their community using their photography skills through a youth-focused approach. First Exposures began its history of matching youth with qualified adult mentors and teaching mentees photography in a one-to-one and group setting. Youth in a photography-based mentoring program could, they believed, benefit socially and emotionally from a close, positive relationship and connection to a community of photographers, as well as strengthen and build resilience through creativity. Mentees were, and continue to be, referred by youth service and family housing programs across the San Francisco Bay Area; the majority of youth participants continue to be people of color who live with housing insecurity, are system-involved, or live in neighborhoods that are under-resourced and face challenges that come with violence and poverty. A photography-based mentoring program, they thought, could strengthen and build their resilience through creativity and positive relationships. With this mission as a guide, First Exposures took on its own life and personality.

Sadly, three years later the Eye Gallery closed and, like some of its youth participants, First Exposures became homeless. Within six months, First Exposures found a home with SF Camerawork, a small non-profit photography gallery, and became the organization's first education component. First Exposures flourished there for 17 years until the program's success and growth indicated it was time to establish itself as an independent organization. Thus, in 2013 First Exposures became a fiscally sponsored program of the Tides Center and moved into the top floor of Adolph Gasser Photography. In 2017, the organization was faced with a sudden and unexpected need to move and secured a temporary space to house operations at the RayKo Photo Center until May 2020.

Since 1993, approximately 550 youth have participated in both the academic year and summer programs, spending about 150 hours on Saturdays through the year and twice-weekly classes over eight weeks in the summer. Approximately 760 adult mentors have volunteered their time, giving 200 hours over the year on Saturdays and twice-weekly classes in the summer. The adult mentors are screened, trained, and receive ongoing monitoring and support by staff and outside consultants who help them build strong, positive relationships with their mentees. Training consists of best practices derived from research and the field, including the Elements of Effective Practice for Mentoring, and are consistently updated and expanded with each year's cohort.

## Growth and Accomplishments

After years of consisting of one group of mentees and mentors working in a darkroom, First Exposures added a digital photography class in 2008, effectively doubling the number of available spaces for mentees. First Exposures expanded again in 2014 with the addition of summer programming to accommodate the growing request for services, again doubling the number of youth the program could accommodate. With the goal of providing advanced training for mentees who are invested in their photography and want more individualized support, the Summer Residency program began in 2017 as a way for these youth to concentrate on a singular project and receive weekly support from mentors, with a final showcase of their work that can serve as material for college applications.

For the last several years, instructors from the program have also facilitated photography classes with several schools and organizations, including the Horizons School and the Bayview Opera House, as a way to expose more youth and serve as a recruitment tool for the mentoring programs.

In 2017, First Exposures initiated its Youth Advisory Board (YAB), comprised of six mentees who meet bi-weekly over the academic year to contribute to programming, including creating each year's theme, working with staff to initiate and improve practices, and providing valuable youth voice to First Exposures. The YAB co-chairs sit on the full First Exposures Advisory Board with equal voice and vote.

First Exposures' mentees and mentors have been offered the opportunity to participate in significant projects outside of regular programming. In 2008, for example, First Exposures took a small group of mentees and mentors to Accra, Ghana to partner with the Ghana Youth Photo Project (GYPP). For three weeks, First Exposures mentees were immersed in the culture and community of the Nima District, often considered one of the worst slums in Ghana. The youth collaborated and shared experiences with the 17 members of the GYPP, taught classes, and traveled to the Gold Coast to visit the infamous slave castles. This experience culminated in a mentee co-curated exhibition at SF Camerawork.

Over recent years, First Exposures has increased its visibility through social media, exhibitions, and collaborative programming. Mentee images are generated through all programs and shared across these platforms. The culmination of each academic year is a final project

# Brief History of First Exposures

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that is chosen and created by the Youth Advisory Board in association with the FX staff and mentors. Once the theme is decided upon, students work with their mentors to create meaningful final projects that are presented in a public forum, typically an exhibition at a gallery space or pin-up show in RayKo. The annual Looking Forward Giving Back fundraising event provides mentees with the opportunity to prepare work for exhibition and the experience of having their images auctioned to supporters and the community around First Exposures.

By using the combination of photography and mentoring as the catalyst for young people in acquiring vital life skills and supporting their social and emotional development, First Exposures has been successful. Since 2004 (when the data first began being tracked), over 95% of mentees have gone on to pursue college-level studies. From the 2019 graduating class, all 12 mentees are pursuing college careers at schools that include UC Davis, UC Santa Barbara, CSU Sacramento, and UCSF.

## Other past projects that expanded the reach of mentees' photographs

- ✓ MUNI bus shelters, a project in collaboration with 826 Valencia that produced 13 different bus posters that were seen by over 60,000 people a day in San Francisco)
- ✓ Poster-size photographs that appeared in 36 kiosks along Market St.
- ✓ Exhibitions in galleries, museums and alternative spaces including bookstores and a parking lot
- ✓ Publications including three self-published books, 10 mentee books from the last three summer Residency program, and apparel featuring mentee images
- ✓ Campaign posters for Breast Cancer Action Network
- ✓ Website images for the Center for the Developing Adolescent in San Francisco, an organization that collaborates with leading researchers, practitioners, and other innovators in the field of adolescent development to drive better, bolder ideas on how to harness the enormous potential of adolescents. This organization contacted First Exposures to request mentee images, as they made a connection between their work and First Exposures' mission. Mentees and First Exposures were paid market rate for images.



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## Program Evaluation and Results

Starting in 2009, First Exposures began a formal evaluation process, culminating in a seven-year report of findings in 2016 and annual reports subsequently. The evaluation is focused on measuring the impact of the program on six key youth outcomes:

- engagement in learning
- life skills to support healthy development
- positive relationships
- community connectedness
- social and emotional resilience
- experience in creative expression

Since the first report, according to First Exposures' evaluation, on average, mentees experience moderate but positive growth in these key outcome areas and say their mentoring relationships strengthen over the course of the year, reporting overall strong emotional connections with their mentors. One year, according to First Exposures' evaluation, mentees showed an increase of 61% in resilience factors (in other years, resilience factors also increased, though not as dramatically). Mentors report feeling very well trained, supported, and connected to the First Exposures community. Mentees overwhelmingly credit their participation in First Exposures for helping them become more confident and open-minded, improve their communication skills, sparking their interest in photography and art, and learning or improving photography skills. According to a recent San Francisco Department of Children, Youth and their Families (DCYF) evaluation, nearly all of First Exposures' mentees report that the program promoted diversity, access, equity, and inclusion in its implementation, along with high levels of engagement, interaction, and support of youth.

The mentor-mentee relationships that First Exposures initiate and nurture are extremely important to youth who might have had only limited support or encouragement from the adults in their lives. Mentors not only serve as positive role models, but also actively encourage mentees to graduate high school and continue to college. A 2012 National Endowment for the Arts (NEA) study on arts and at-risk youth states, "Students who had intensive arts experiences in high school were three times more likely than students who lacked those experiences to earn a bachelor's degree."

## Current Programs

**Academic Year Mentorship** First Exposures' 30 academic-year students meet weekly on Saturdays for four-hour sessions over a 32-week period, concluding with a public exhibition of mentee work. Students are matched 1:1 with a mentor/adult role model, providing individualized guidance and support for the duration of their First Exposures experience. Mentees choose to work with either "traditional" film photography or digital photography. The YAB helps to determine the final project and exhibition component.

**Summer Group Mentoring** First Exposures' summer program, inaugurated in 2014, focuses on digital photography techniques, serving 30 students over an eight-week period and concluding with a public exhibition of mentee work. Mentees work in groups of five with two mentors as guides.

**Summer Youth Residency Program** The newest program provides six to eight advanced or recently graduated youth (up to 21 years old) with more advanced studies in photography centered on an individually designed artistic project. These have ranged from numerous artist monographs to public art displays to websites. First Exposures brings in experts from the field (editors, curators, and working artists) as guests for final presentations.

# Changing Landscape

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## New Challenges

**Facility** First Exposures has not had a permanent home from its beginning in 1993 until Fall 2019 when the organization was able to secure a 35-year lease in a new facility being built by the Mission Economic Development Agency (MEDA).

Through three rounds of a very competitive application process, MEDA has chosen First Exposures and Youth Speaks, a celebrated youth-serving non-profit that was also facing displacement, to occupy a spacious unit together at its 2060 Folsom Street site in the Mission District, currently under construction. This development is one of the first of its kind, offering below-market-rate space to arts education organizations at risk of displacement, co-locating them within a 127-unit affordable housing development in a community also impacted by displacement, and, as a result, providing free access to arts programming for youth and families. MEDA recognized that the First Exposures/Youth Speaks partnership was an ideal one to activate the space and provide a holistic approach to community building and cohesion.

During construction of its new home, slated for completion in Dec 2020, First Exposures will continue to operate at its current location at Rayko Photo Center until August 2020 at a minimum.

**Fundraising** In order to meet increased costs of operations, including relocation and subsequent long-term costs, it is necessary to diversify funding sources to increase First Exposures' annual budget. The organization faces challenges on a number of fronts.

First Exposures has faced a decline in available support from Bay Area grant makers. Once a stalwart revenue stream for First Exposures and other Bay Area organizations, grants for the arts from private and corporate foundations have largely been shifted to support for issues that include affordable housing, disaster relief, and climate change. With this shift, competition for support from those grant makers who continue to offer support to arts organizations has grown more challenging.

While First Exposures remains attractive to some foundations that fund arts for underserved children and youth, foundation giving is no longer sustainable. The organization must shift the majority of its fundraising focus and efforts to increasing individual giving, as well as to continue holding two annual fundraising special events. Cultivation and stewardship of individual donors is time consuming and takes concerted effort. In order for First Exposures to experience success in this area and achieve annual growth, the organization will be considering a dedicated fund development staff person to spearhead and coordinate these efforts. Full participation must be expected from the Advisory Board. Additionally, when recruiting new members, attention should be given to the expansion of each individual's networking resources for fundraising efforts.



# Plan Overview, Research and Key Findings

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## Plan Overview

This strategic plan commits First Exposures to six key goals that will guide our organization from September 2019 (Q4 of FY2019) through December 2022 (Q4 of FY2022). The key goals are focused in the following six core areas:

- Programs
- Exhibitions and Sales/Earned Income
- Marketing and Communications
- Fundraising
- Organizational Alignment
- Collaboration/Partnerships

Each key goal is supported by strategies and tactics, which will be implemented according to a prescribed timeframe, team, and budget. Through this process, First Exposures has also articulated an updated mission and vision that inform this strategic plan and sets the foundation for all efforts. Lastly, the organization has committed to a series of metrics that we will use to evaluate our success in achieving our key goals on an annual basis.

## Research and Key Findings

Over a period of six months, a consultant conferred with key stakeholders to gain insight into their opinions on First Exposures, its programming, and its operations. Allowing for confidentiality, separate meetings were scheduled with the Advisory Board, staff, the Youth Advisory Board (representing the voice of the mentees), and a select group of mentors. Participants spoke freely about First Exposures' strengths, weaknesses, opportunities, and threats.

**SWOT Analysis**  
(next page)



## Core Assumptions

- First Exposures will remain fiscally sponsored by the Tides Center.
- By December 2020 First Exposures will be relocated in another rental space.
- First Exposures programs will include both analog and digital photography.
- The voice of mentees via the First Exposures Youth Advisory Board will be respected and valued.
- Two fundraising events will be continued annually with the goal of becoming more profitable.
- No program expansion will take place without growth in infrastructure.

# SWOT Analysis

## Strengths

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### Board & Staff

Programming

Longevity/track record of program

Mentorship element (1:1 in Academic Year Session; Group Format in Summer Session)

Resilient mentees who know what they want and know what they need

Leadership of Youth Advisory Board

Benefits of youth/adult partnerships

Record of 95% of mentees continuing to college studies

Collection of data about mentees/9 years of evaluation material

Strong volunteerism

Collaborative effort between staff, mentors and mentees

Creative expression combined with mentoring relationships

Erik as Program Director

Expertise and flexibility of staff

Engaged Board leadership

Inherent appeal of program to donors and volunteers/committed supporters

Tides Center as fiscal sponsor

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### Mentors

Supports young artists

Supports youth with people who believe in them

Promotes team building and community involvement

Builds a community for everyone involved

Is a safe place for everyone

Keeps film and dark room printing alive by teaching it to young people

Gives concrete examples of creative careers and lifestyles to youth

Is a creative space

Is a place of acceptance

Training and total focus on serving mentees is excellent

Rayko is great!! Cameras, Computers, Printers, Darkrooms, all are perfect.

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### Mentees

Sense of community

Intellectual curiosity

Caring environment

## Weaknesses

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### Board & Staff

Future availability of current facility	Limited ability to expand the number of youth served due to equipment/technology and mentor needs
Reliance on a small core of individuals/small staff	Limited access to some funding due to fiscal sponsorship by Tides
Small circle of donors/foundation supporters	Limited ethnic/cultural diversity of staff, volunteers and Board
Reliance on grant maker support	Limited fiscal resources (budget).
Lack of diversity of revenue streams (no earned revenue)	
Limited exposure in the community	
Limited number of youth served by programming	

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### Mentees

Not enough opportunity to get to know other mentees	Not enough opportunity to share work with everyone
No opportunity available for current mentees to network with alumni	Not enough mentors to serve the potential number of youth First Exposures could be serving

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### Mentors

Not enough class time with field trips	The program doesn't seem to be serving the "at-risk" community that it once did
Could use more slideshows, history lessons of photography	Mentor meetings have become long and are often so heavy and serious that it takes some of the joy and excitement out of the day
Sometimes it feels like a lot is asked of the mentors, when it seems like the board or another resource would be more appropriate	Lack of diversity among mentors
Darkroom class could be more centered around developing photography craft	More space heaters needed/Rayko
Summer program attrition	More SD cards needed for special things like Help Portrait
The themes can be a little heavy. Getting kids to get excited about certain heavy issues (cancer, plastic in the ocean) is tough, especially on a Saturday	Mentors don't get as much credit as they should

# SWOT Analysis

## Opportunities

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### Board and Staff

Intentional strategic partnerships and cooperative relationships with other youth, arts and educational focused organizations.

Solving infrastructure issues facing the SF photography community through partnerships/relationships

Creating a forum for discussion and cooperation with similar organizations.

Securing a permanent space with gallery capabilities to have an ongoing presence open to the public

Potential to replicate the First Exposures programming model on a national level

Potential expansion of programming to serve Transitional Aged Youth

Greater use of social media to promote First Exposures and its programming

Major fundraising initiatives (capital campaign)

Development and implementation of a comprehensive marketing campaign

Cultivating corporate sponsorship and philanthropy

Cultivate and grow relationships with individual donors

Utilize relationships with well-known photographers to secure special collections that can be auctioned to photography collectors

Cultivate planned giving opportunities with longtime supporters

### Mentees

For First Exposures to own its own gallery that allows for exhibits of mentee work, for mentees to develop solo shows, and to get alumni involved in work shares and exhibits

Establish an artist-in-residence program that allows mentees to interact with leading figures over an extended period

Expanding First Exposures to other cities or to other districts within San Francisco, which would result in greater opportunities for youth to participate

## Threats

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### Board & Staff

Loss of facility

Escalating cost of living for staff and mentors

Staff and volunteer turnover

Staff/volunteer/Board burnout

Limited support based on small number of youth served by FX

Similar programs gain greater visibility, affecting FX grant maker support and ability to secure volunteers

Changing focus of grant makers/supporters

Loss of fiscal resources

Reduction in individual support due to changes in tax laws

Current political/social environment



# Conclusion

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This strategic plan is designed to guide First Exposures during the next three years, with a primary focus on procuring a new space for the program and developing a sustainable income stream to support relocation.

Successful completion of pilot projects outlined in this plan are intended to further visibility of the organization and to diversify funding so that the organization is able to continue to thrive in San Francisco.



# Operational Plan and Next Steps

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## Next Steps

The strength of this plan will depend upon quarterly and annual evaluation to determine the outcomes of pilot programs, and the practical operational shifts that will be required to achieve success. In framing this plan, First Exposures staff and Advisory Board jointly commit to regularly tracking progress against the deadlines and metrics it articulates. It is anticipated that we will update this plan accordingly as we move forward. Therefore, it is vital to understand this as a living, working document, which we will use to assess progress, update against changing internal and external conditions, and revise as necessary to ensure the achievement of our key goals, in alignment with our mission and vision.

## Operational Plan

For purposes of this plan, strategies and tactics follow each associated GOAL. Strategies and tactics are also presented in an easy-to-read table format that will include

**Goal**

**Strategy**

**Tactic**

**Responsibility assignments (lead and team)**

**Target start and completion dates**

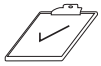


# Key Goals, Strategies and Tactics

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## Key Goals

Following Strategic Plan completion in September 2019, First Exposures will initiate work on the following six key goals. These goals will guide First Exposures' activity during the next three and one-quarter years, from September 2019 through December 2022 (Q4 of Fiscal Year 2019 through Q4 FY 2022) and each goal will be supported by strategies. See Operational Plan.



### GOAL 1. Program

Maintain excellent program standards and continue to explore ways to deepen support services and training for youth, young adults, and volunteer mentors.



### GOAL 2. Exhibitions and Sales/Earned Income

Establish programs to generate increased visibility and earned income for First Exposures including, but not limited to, an exhibition and sales program to increase opportunities for mentees to exhibit and sell their work online and in local venues.



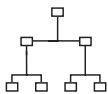
### GOAL 3. Marketing and Communications

Leverage the stories and outcomes of First Exposures' program through marketing and communications activities that engage target regional and national audiences, and stimulate revenue.



### GOAL 4. Fundraising

Cultivate a growing and engaged community of supporters to diversify funding and grow contributed revenue with a particular focus on individual giving.



### GOAL 5. Organizational Alignment

Align First Exposures' staff, board, program, facility, equipment resources, and budget to support strategic goals.



### GOAL 6. Collaborations/Partnerships

Cultivate and develop meaningful and intentional relationships across the public and private sectors to expand First Exposures' reach through collaborative partnerships.

# Goal #1 Program

Maintain excellent program standards and continue to explore ways to deepen support services and training for youth, young adults, and volunteer mentors

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Strategy 1: Continue to provide three core mentoring programs using digital and analog photography.

Strategy 2: Develop Mentor skills through training, resource sharing and community building.

Strategy 3: Expand educational opportunities and support for mentees that are not photography related.

Strategy 4: Pilot program for transitional-aged-youth (TAY) including youth aging out of the foster care system.

# Strategy 1:

## Goal 1

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Continue to provide three core mentoring programs using digital and analog photography:

- 1) Artist-in-residence program, which includes mentees who have graduated other First Exposures programs.
- 2) Academic year 1:1 mentoring program.
- 3) Summer group mentoring program.

<b>Tactic</b>	<b>When</b>	<b>Who</b>
1. Recruit community volunteers to mentor.	Ongoing	Program Associate
2. Recruit mentees	Ongoing	Program Associate
3. Provide mentee orientation sessions	Annually: September, June	Executive Director, Trainer
4. Provide parent orientation sessions.	Annually: September, June	Executive Director, Trainer
5. Develop curriculum and class plan for upcoming session based on ever-changing mentee needs.	Annually: August, May	All staff
6. Continue annual program evaluation and make adjustments as necessary based on the outcome.	Ongoing	Executive Director, Consultant
7. Professionalize and develop Youth Advisory Board.	Ongoing	Program Associate

# Strategy 2:



## Goal 1

Develop Mentor skills through training, resource sharing and community building.

Tactic	When	Who
1. Provide two new-mentor orientation/training sessions	Annually: September, June	All Staff
2. Provide two all-mentor training sessions.	Annually: September, June	All Staff
3. Provide two additional training sessions.	Ongoing	All Staff
4. Update and share the Mentor Resource Book.	Ongoing	Executive Director, Program Associate
5. Inform mentors of resources and timely activities throughout the year.	Ongoing	All Staff
6. Resurrect FX mentor share sessions.	Ongoing (Launch Spring 2020)	Executive Director
7. Expand educational opportunities and support for mentors (Bulletin board, updated Resource Binder, online FX resource board, etc.)	Spring 2020	Program Associate

# Strategy 3:

## Goal 1

Expand educational opportunities and support for mentees that are not photography related.

Tactic	When	Who
1. Identify and communicate educational and support opportunities available in the community that are not directly program-related.	Ongoing (Launch: Spring 2020)	Program Associate

# Strategy 4:

## Goal 1



Pilot program for transitional-aged-youth (TAY) including youth aging out of the foster care system.

Tactic	When	Who
1. Research the needs of the TAY community to identify necessary services.	Summer 2020	Executive Director
2. Create curriculum and program to meet identified needs.	June 2012	Executive Director, Program Associate
3. Provide additional training and resources for staff and mentors.	Summer 2021	Executive Director, Trainer
4. Identify mentors work with TAY populations	Spring 2021	Executive Director, Training
5. Develop plan to staff program.	Fall 2020	Executive Director
6. Develop financial resources to support program.	Summer 2020	Executive Director, Dev. & Comm. Coordinator

## Goal #2 Exhibition and Sales/Earned Income

Establish programs or generate increased visibility and earned income for First Exposures including, but not limited to, an exhibition and sales program to increase opportunity for mentees to exhibit and sell their work online and in local venues.

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Strategy 1: Develop and implement three-year exhibition plan.

Strategy 2: Develop and implement three-year sales strategy.



# Strategy 1:

## Goal 2



Develop and implement three-year exhibiton plan. *Launch Spring 2021/Implement Spring 2020, All Staff.*

Tactic	When	Who
1. Develop list of potential gallery spaces or community venues appropriate to exhibit mentee work and pitch shows to these.	Fall 2020	Program Associate, All Staff
2. Determine promotional strategy for exhibitions.	Ongoing (launch Spring 2020)	Develop & Communications Coordinator, Marketing Committee.
3. Reach out and develop relationships with arts professionals and curators.	Ongoing (launch Fall 2020)	All Staff, Advisory Board

# Strategy 2:

## Goal 2

Develop and implement three-year sales strategy. *Launch Spring 2021/Implement Spring 2022, All Staff*

Tactic	When	Who
1. Analyze staff resources needed to support sales and other budget implications.	NEED	Executive Director
2. Determine promotional strategy for sales.	2021	Development & Communications Coordinator, Marketing Committee
3. Build-out website sales opportunities and licensing opportunities.	2022	Development & Communications Coordinator
4. Research online sales opportunities and licensing opportunities.	2021	Executive Director
5. Clarify impact of sales initiative on program structure and develop protocol for any revenue sharing with mentees.	2021	Executive Director
6. Develop pricing structures.	2021	Executive Director
7. Establish procedures and protocols to manage physical artwork.	2021	Executive Director, Program Associate.

## Goal #3 Marketing and Communication

Leverage the stories and outcomes of First Exposures' program through marketing and communications activities that engage target regional and national audiences, and stimulate revenue.

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**Strategy 1:** Refine and grow social presence.

**Strategy 2:** Develop new marketing/communications collateral.

**Strategy 3:** Increase public facing events to develop audience of supporters and interface with exhibition and sales goals.

# Strategy 1:

## Goal 3



Refine and grow social media presence.

Tactic	When	Who
1. Evaluate current social messaging/ strategies and compare to other models.	2020	Development & Communications Coordinator
2. Evaluate budget implications for paid/ boosted social media posts and ads, allocate funds for priority posts and implement.	2020	Development & Communications Coordinator
3. Work with social media expert at Catchafire to develop campaigns to broaden the FX audience.	2020	Development & Communications Coordinator
4. Develop more video media campaigns to help new audience members learn about FX.	2020	Development & Communications Coordinator, Marketing Committee
5. Develop online strategy for National Mentoring Month.	2020	Development & Communications Coordinator, Marketing Committee.

# Strategy 2:

## Goal 3



Develop new marketing/communications collateral.

Tactic	When	Who
1. Create one-sheets in both print and digital form that can be used to communicate broadly with donors, partners, potential volunteers, and more.	2020	Development & Communications Coordinator
2. Create power point presentations directed towards corporate giving and employee match programs.	2020	Development & Communications Coordinator, Marketing Committee
3. Develop online press kit	2020	Development & Communications Coordinator
4. Identify strategic PR opportunities as they arise and develop pitches for select stories.	2020	Development & Communications Coordinator, Marketing Committee
5. Refine Advisory Board FAQ	2020	Development & Communications Coordinator, Marketing Committee.

# Strategy 3:

## Goal 3



Increase public facing events to develop audience of supporters and interface with exhibition and sales goals.

Tactic	When	Who
1. Pilot pop-up shows and offer 2 per year.	Pilot: Jan./Feb. 2020 (Launch: 2021)	Executive Director, Development & Communications Director
2. Develop outreach plan for future project/shows.	2021	Executive Director, Development & Communications Coordinator
3. Identify opportunities to join existing collaborative art events (ex: open studios, neighborhood art walks).	Ongoing	All Staff

## Goal #4 Fundraising

Cultivate a growing and engaged community of supporters to diversify funding and grow contributed revenue with a particular focus on individual giving.

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**Strategy 1:** Maximize Advisory Board member involvement in fundraising activities.

**Strategy 2:** Develop donor cultivation plan.

**Strategy 3:** Evaluate and refine current fundraising events to maximize revenue.

**Strategy 4:** Develop and implement summer fundraising campaign to complement the year-end campaign.

# Strategy 1:

## Goal 4



Maximize Advisory Board member involvement in fundraising activities.

Tactic	When	Who
1. Create individual fundraising plans for each Advisory Board member.	Annual, ongoing	Development & Communications Coordinator, Advisory Board
2. Develop mini campaign tools for Board members via Network for Good	Annual, ongoing	Development & Communications Coordinator, Advisory Board
3. Pilot and develop model for home fundraising parties.	2020	Development & Communications Coordinator, AB Governance Committee
4. Develop fundraising trainings to occur at each quarterly Board meeting.	2020	Development & Communications Coordinator, AB Governance Committee
5. Reinforce board expectations through regular check ins and peer support.	Annual, Ongoing	Development & Communications Coordinator, Advisory Board Chair

# Strategy 2:

## Goal 4

Develop donor cultivation plan.

Tactic	When	Who
1. Create communication plan for donors across all platforms (email, social, calls, meetings/tours). Plan will include multistep follow-up with new donors including welcome email, impact email, upcoming events email.	2020	Development & Communications Coordinator
2. Develop and implement regular outreach to former and current donors that communicates social impact and evaluation results.	2020	Development & Communications Coordinator
3. Create more public facing opportunities for new and potential supporters.	2020	Advisory Board

# Strategy 3:

## Goal 4



Evaluate and refine current fundraising events to maximize revenue.

Tactic	When	Who
1. Evaluate existing donor and guest lists for LFGB and Depth of Field and actively work to build lists.	Ongoing	Executive Director, Development & Communications Coordinator, Advisory Board
2. Evaluate LFGB Host Committee purpose and goals.	Ongoing	Executive Director, Development & Communications Coordinator, Advisory Board, Fundraising Committee
3. Recruit top name photographers to LFGB Host Committee and to stimulate new member recruitment.	2020	Executive Director
4. Develop and implement new LFGB Host Committee pre-event mixer to cultivate relationships.	2020	Executive Director, Advisory Board Event Committee
5. Research Fund-a-Need models and evaluate current for LFGB.	2020	Advisory Board Event Committee
6. Develop new opportunities for youth leadership at LFGB, possibly adding Help Portrait style photo booths to generate interest and revenue.	2020	Executive Director, Program Associate, Advisory Board Event Committee
7. Add a direct ask to Depth of Field.	Ongoing	Executive Director



# Strategy 4:

## Goal 4



Develop and implement summer fundraising campaign to complement the year-end campaign.

Tactic	When	Who
1. Use paid and boosted posts to increase exposure.	2020, Ongoing	Development & Communications Coordinator
2. Develop video campaigns.	2020, Ongoing	Development & Communications Coordinator
3. Work with partners, influencers, and other groups in the Bay Area to share campaign.	2020, Ongoing	Development & Communications Coordinator, Marketing Committee
4. Evaluate effectiveness and refine for future.	2020, Ongoing	Development & Communications Coordinator, Marketing Committee

# Strategy 5:

## Goal 4

Steward existing and potential foundation relationships.

Tactic	When	Who
1. Research new foundation giving that will support existing needs.	Ongoing	All staff
2. Focus on additional year-to-year needs for foundation support:  2020: Capital expenses (associated with relocation)  2021: Facilities and stability  2022: Facilities and stability	Ongoing	Executive Director

## Goal #5 Organizational Alignment

Align first Exposures; staff, volunteers, board, program, facility, equipment resources and budget to support strategic goals.

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**Strategy 1:** Analyze staffing and volunteer needs to implement Strategic Plan goals.

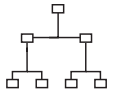
**Strategy 2:** Support excellent Board leadership and governance.

**Strategy 3:** Locate an affordable rental space that meets First Exposures' needs

**Strategy 4:** Maintain and improve First Exposures' technology and equipment

# Strategy 1:

## Goal 5

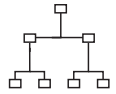


### Analyze staffing and volunteer needs to implement Strategic Plan goals.

Tactic	When	Who
1. Develop and implement Staffing and Human Resource Development Plan to meet identified needs.	2020	Executive Director
2. Develop new organization chart and add job descriptions for newly created positions.	2020	Executive Director
3. Incorporate strategic goals into annual performance evaluations.	August 2020, Ongoing	Executive Director, Advisory Board Chair
4. Create and fund a Development and Communications position (develop job description, identify and apply for capacity building grants to fund position as soon as possible, recruit and hire). Budget implication: 65,000/year (salary and benefits).	2020	Executive Director, Advisory Board Chair
5. Maintain and improve efforts to recruit and retain volunteer mentors.	Ongoing	Program Associate
6. Identify new opportunities for volunteers and interns and seek qualified applicants.	Ongoing	Program Associate
7. Develop job descriptions of specific volunteer responsibilities (non-mentor) based on First Exposures' needs.	Ongoing	Program Associate
8. Research and make use of volunteer recruitment sources.	Ongoing	Program Associate
9. Develop list of college contacts.	Ongoing	Program Associate

# Strategy 2:

## Goal 5



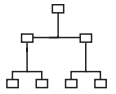
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### Support excellent Board leadership and governance.

Tactic	When	Who
1. Continue Board Biennial self-assessment with existing evaluation tool and adjust activities to reflect evaluation outcomes.	Ongoing	Advisory Board, AB Governance Committee
2. Recruit new Board members, focusing on emerging needs (fundraising, marketing, youth development, gallerist).	Ongoing	Executive Director, Advisory Board, AB Governance Committee
3. Develop LFGB Host Committee as stepping stone to future Board involvement.	Ongoing	Advisory Board Fundraising Committee
4. Research new avenues for board recruitment with a focus on diversity.	Ongoing	Executive Director, Advisory Board Governance Committee
5. Increase education and engagement opportunities for board members.	Ongoing	Executive Director, Advisory Board Governance Committee
6. Oversee completion and execution of First Exposures' strategic plan and develop timeline to review on an ongoing basis.	Ongoing	Executive Director, Advisory Board Governance Committee

# Strategy 3:

## Goal 5



### Locate an affordable rental space that meets First Exposures' needs

Tactic	When	Who
1. Continue working with Community Visions to identify appropriate spaces, make applications and negotiate leases.	2020	Executive Director, Advisory Board
2. Develop move in plan that includes acquisition, renovation, relocation and related costs.	2020	Executive Director, Advisory Board
3. Develop and implement plan to mitigate disruption of relocation on program including possible temporary housing for offices and programs build out.	2020	Executive Director
4. Relocate program into new space in 2020.	2020	All staff, Advisory Board

# Strategy 4:

## Goal 5

### Maintain and improve First Exposures' technology and equipment

Tactic	When	Who
1. Conduct needs assessment.	Ongoing	Executive Director, Program Associate
2. Develop a schedule for furniture, fixtures, and equipment that needs repair or replacement.	Ongoing	Executive Director, Program Associate
3. Develop an annual capital needs budget in conjunction with the operating budget.	Ongoing	Executive Director, Advisory Board

## Goal #6 Collaborations/Partnerships

Cultivate and develop meaningful and intentional relationships across the public and private sectors to expand First Exposures' reach through collaborative partnerships.

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**Strategy 1:** Develop and implement collaborations/partnerships that prioritize space, mentee recruitment, diverse mentor recruitment, community visibility, and earned income.

# Strategy 1:

## Goal 6



Develop and implement collaborations/partnerships that prioritize space, mentee recruitment, diverse mentor recruitment, community visibility, and earned income.

Tactic	When	Who
1. Actively research other nonprofit organizations with aligned missions and populations, identify opportunities for collaboration and initiate conversations.	Ongoing	All Staff
2. Focus on those that are high impact to organization, but low impact on staff and board.	Ongoing	Executive Director
3. Continue to partner with local museums, arts organizations, and other non-profits to offer mentees a varied program of field trips and experiences.	Ongoing	Executive Director, Program Associate
4. Continue to build on established relationships with community partners for presenting/highlighting mentee work such as the Oakland Museum of California for their annual Dias de Los Muertos celebration and the Women's Building to host Help-Portrait.	Ongoing	Executive Director, Program Associate
5. Evaluate current revenue-generating relationships including those with the Horizons School and the Center for Developing Adolescent and develop a replicable model for other potential partners.	Ongoing	Executive Director
6. Seek out opportunities for First Exposures' mentees, staff and volunteers to participate in corporate events and conferences related to the field.	Ongoing	Executive Director, Program Associate

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We envision a world  
where creative expression  
and supportive  
relationships for young  
people are celebrated as  
a catalyst for change.





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