



Executive Summary

- ❖ *Every moment is an organizing opportunity, every person a potential activist, every minute a chance to change the world. - Dolores Huerta*
- ❖ *The price one pays for pursuing any profession or calling is an intimate knowledge of its ugly side. - James Baldwin*
- ❖ *If don't know where you are going, any road will get you there. - Lewis Carroll*

The goal of our development retreat is to honor, capitalize, and expand on the efforts of the last year. We will achieve this by reviewing, editing, and documenting our work. The result will be living handbook that contains our mission, our aspirations, organizational chart, and calendar. The living handbook will be a document that will streamline our daily activities, offer us guidelines for future decision making, and document our journey as a group of artists dedicated to their crafts and the community. The living handbook will evolve with us.



GOALS

Participants:

Facilitator:

- Define and affirm the safe space we'd like to create for our retreat.
 - Practice communication that stems from empathy, deep listening, vulnerability, and balance.
- Develop a handbook that covers our Mission (vision and philosophies), operations, HR policies, and agreements
 - Create an org chart that outlines our lateral/anti-hierarchical collective model
 - Review mission, vision, and guiding philosophies
 - Define our agreements
 - Outline agreed models for compensation and representation
 - Demystify the budget
 - Document SOPS for operations - marketing, shop shifts, grant writing (development), bringing in new members, vetting collaborators, building budgets, safety (anti-over policing)
- Clean, reimagine, and freshen up the shop
 - Deep Clean
 - Paint and polish where possible
 - Design a selfie wall (a mirror, so folks can snap themselves? Maybe an opportunity for creative/design collabs)
- Draft a 5 year plan
 - Look at the year and mark important events, deadlines, and opportunities
 - Review, define, and document milestones to make sure we are on track
 - Operational, budgetary, collaboratively, creatively



The Gist

- 6 meetings
- 3 hours
- *Optional* 30 min warm up, 10-15 min break

Week 1

Who We Are.

The beginning is padded with 30 minutes, we can use that time to enjoy a meal, check-in, meditate, do physical warm ups, or get straight to work. EMB will coordinate any articles or documentation that will be helpful for the meetings.

The Flow:

We'll begin by confirming shared goals for the day. In the time allotted we will discuss and vote on the different topics we need to tackle. EMB will collate that information into a summary that will be offered for review/revision and then move into a handbook of our philosophies, agreements, and operations.

Week 2

How We Are.

The Flow:

We'll begin by confirming shared goals for the day. EMB will provide a list of SOPs needed and drafts derived from training and observation. The group will confirm the list and subtract or add as necessary. Once we have edited drafts, EMB will move them into our handbook.

Week 3

Who We Want To Be.

At this point we should have a collective understanding of where we are and how we function. With this shared understanding, we can revisit our dreams and attach them to a calendar by adding milestones. When adding these milestones we can discuss the idea of project management versus titles and fluidity within our roles.



Schedule

Week 1, Who We Are: Mission and Identity

Supplemental Materials:

[Self Compassion Sheet](#)

[Artist Coop Basics](#)

Day 1, Appreciation

Goals for the day: Review and revise mission, vision, and guiding philosophies. Demystify our budget. Vote and document our financial agreements.

11:00am - 11:30am, Brunch Potluck

11:30am - 11:35am, Affirm goals for the day.

11:35 am-1:30 pm, [Mission Work](#)

- Look at our mission - what do we like and what do we want to improve
- Look at [Painted Bride](#), [Meow Wolf](#), [Flux Factory](#) collective's mission statements
- What makes us different?
- Does our mission still represent our intention?
- How are we helping?
 - Review our [Collective Mission Statement + Goals](#)
 - asses our different projects and events
- How did we showcase and grow our own work?

Optional 10 min break

1:30 pm-2:00 pm, Begin Cultivation

Define agreements (Money & Compensation)

- Summary of our annual budget and any projections
 - Q&A
 - Payroll
 - How is payroll entered? (SOP)
 - How do we make deposits? (SOP)
 - What is our budget and spending philosophy?
 - How do we want to be compensated and what for?
 - Shop hours vs Admin/Marketing vs Creative
 - Documenting donated hours vs paid hours (SOP)
 - Revisiting hourly model vs stipend model
 - Grant writing for positions and duties (ie YAP model)

2:00, Come to a Close



Day 2, Cultivation continued

Goals for the day: Finish any lingering financial agreements, complete shop standards agreements, begin programming agreements.

11:00 am-11:30 am, Optional stretch, breath, and concentration work

11:30am - 11:35am, Affirm goals for the day.

11:35 am-1:30 pm, Review Day 1 and Solidify Shop Agreements

- Review work of Day 1, Q&A
- Shop Standards Agreement (SOPS)
 - Pricing principles
 - Cleanliness
 - Shopping, rotating stock
 - Merchandising
 - Styling
 - Customer Service
 - Safety

1:30-2:00 pm, Programming and Event Agreements

- Who are we helping?
 - What is our rubric for potential programming?(SOP)
 - Define ideal mutual benefits and efforts
 - Outline a list of potential benefits that would make us more interested in developing a partnership through an event (SOP)
 - What does the programming offer the community? VS What does the community offer the programming?
- Did our 2018 projects align with our values?
 - How much engagement did we see?
 - Does our audience align?

2:00, Come to a Close



Week 2, How We Are: Operations and functionality

Supplemental Materials:

Day 3, How we walk the walk

Review Marketing, Decision Making and Onboarding Agreements to transfer to the handbook.

11:00 am-11:30 am, *Optional stretch, breath, and concentration work*

11:35 am-1:30 pm, Review and finish any programming and event agreements. Marketing Agreements.

- Review and finish any programming and event agreements
- Review shared narrative
- Advertising and partnerships
 - Discuss guiding principles for marketing
 - Posting, newsletter, and marketing schedule (SOP)
 - Editorials (SOP)
 - Hiring a marketing professional?
- Review current procedures of marketing
 - Make edits as necessary
 - Move into handbook

Optional 10 min break

1:30 pm-2:00 pm, Decision Making and Ownership

- Decision Making (SOP)
 - Organizational Chart (SOP)
 - Do we differentiate between sweat equity vs financial responsibility?

2:00, Come to a Close

Day 4, Where are walking?

Finish SOPS and begin looking at the calendar

11:00 am-11:30 am, *Optional stretch, breath, and concentration work*

11:35 am-1:30 pm, Finish SOPS, begin looking forward

- Onboarding (SOP)
 - How do we decide to add or subtract membership?
 - What is our ideal process of bringing on a new member?
 - What is the ideal process when a person steps away from the collective?
 - Tax paperwork (SOP)
 - All the paperwork necessary, expected timing, necessary documentation
- Review and edit our long term goals.
 - What are individual goals vs group goals?



- How do we allocate our efforts and resources (money, time, and expertise)?
- Do we still think they line up with our mission?

Optional 10 min break

1:40 pm-2:00 pm, Thinking in the space

- Reimagine the space we have and lay the groundwork for the future
 - What do we want Art Dept to look like in 3 years?
 - What do we need out of the space today?
 - What does polished look to us (intentional)?

2:00, Come to a Close



Week 3. Looking Forward. Who do we want to become?

Supplemental Materials:

Day 5, Thinking in time

Attach our dreams to a calendar and set up bench marks to help us achieve them

11:00 am-11:30 am, *Optional stretch, breath, and concentration work*

11:35 am-1:30 pm, Growth

- How do we want to measure growth?
 - How do we make measurement a simple and streamlined process?
 - What are the different categories of growth and how do we translate them to a calendar (Marketing, Grant writing, etc)
- Examine 2019, are we track?
 - What have we already agreed to
 - How much prep do we need for these different commitments
 - Who has ownership of these events/projects?
 - What are the most ideal conditions for the event/project?
 - Review event SOPs
 - What do we need to set in stone?
 - Lingering grant opportunities, future collaborations, etc.
- What are our benchmarks (Group Work)
 - Each pairing take a set of goals and brainstorm benchmarks
 - Refer to our different types of calendars
 - Bring back to the group to edit benchmarks
 - Finalize a calendar for 2019
 - What development do we need to do to achieve our goals?

Optional 10 min break

1:40 pm-2:00 pm, Divide, conquer, and clean

- Everyone pick a project: Going over the walls, sweeping, cleaning out the basement

2:00, Come to a Close

Day 6,

11:00 am-11:30 am, *Optional stretch, breath, and concentration work*

- Finalizing the agreements by going back the work of week one and affirming our initial commitments
- Review 2019 calendar and look farther into the future
 - Make goals into 2023 using the same principals we did for 2019
 - Assign broader benchmarkers
 - Assign a period to revisit those benchmarkers and develop further



11:35 am-1:30 pm

Optional 10 min break

1:30 pm-2:00 pm, Shop Overhaul

- Refer to our work from day 4
- Build our social media wall/mirror space

2:00, Thank each other for our efforts and come to a close