

**SAN FRANCISCO ARTS COMMISSION**  
2013-2014 Management and Programming Plan

---

**Deadline: Open submission**

2013 – 2014 SFAC/HTF Grant Allocation \$ \_\_\_\_\_ \$317,891 \_\_\_\_\_

**Contact Information**

---

Organization Name: Bayview Opera House \_\_\_\_\_

Street Address: 4705 Third Street \_\_\_\_\_

City/State/Zip Code: San Francisco, CA 94124 \_\_\_\_\_

Executive Director: Barbara Ockel \_\_\_\_\_

Telephone: 415-824-0386 \_\_\_\_\_ Fax: 415-824-7124 \_\_\_\_\_

In case of emergency/ cell phone: 415-640-6626 \_\_\_\_\_

E-mail Address: manager@bvoh.org \_\_\_\_\_ Website: www.bvoh.org \_\_\_\_\_

Twitter: BVOperaHouse \_\_\_\_\_ Facebook BVOperaHouse \_\_\_\_\_

YouTube \_\_\_\_\_ Flickr \_\_\_\_\_

Hours of Operation: Mo-Fr 9-5 and during public events and programs  
(if operating a facility)

Signature:  Date: 5/23/13  
(Submitted by person authorized to sign contracts, reports, and invoices)

Printed Name: Barbara Ockel \_\_\_\_\_ Title: Executive Director

---

**CHECKLIST:**

Please be sure the Management and Programming Plan includes all of the following:

- Completed Management and Programming Plan
- Signed original form
- SFAC/HTF Grant Budget (projected income and expense) and organizational budget for FY 2013-2014
- Organization Chart with staff (including contractors and volunteers)
- Resumes for key staff (if staff has changed) including executive director, facility manager, and bookkeeper
- Personnel Policies and Procedures (if this has changed)
- List of Board of Directors with contact information (if members have changed)
- Proof of Insurance Policies including the following: Worker's Compensation, General Liability, and Automobile Liability
- List of sub-tenants
- List of building rental rates for the public and sub-tenants
- List of office rates for the sub-tenants

## Cultural Center Goals

---

The Hotel Tax Fund is allocated to the Arts Commission to "support the operation, maintenance and programming of the City-owned community Cultural Centers to assure that these Cultural Centers remain open and accessible and remain vital contributors to the cultural life of the City."

1. What goals (what you hope to achieve) and objectives (how you plan to get there) does your organization plan to achieve this year? How do the goals and objectives build on the accomplishments from the previous year? What challenges will your organization face this year and how will you address them? [Response should be no more than 2 pages, single spaced, in Times Roman 12 point]
2. **Goal 1: Continue to develop and strengthen the Board of Directors**  
Objectives:
  - a. Continue to employ board development consultants to provide ongoing professional development to the board by choosing from a pool of consultants the board has already worked with as well as others. Consultants will advise BVOH regarding :
    - i. Expanding the size of the board to at least 11 members total by June 30, 2014, starting with at least one new member by December 31<sup>st</sup>, 2013. Areas that have been identified as priorities for addition of expertise include:
      1. Strong commitment to and expertise in Fundraising
      2. Expertise in Public Relations/Marketing
      3. Expertise in Board Governance and Strategic Planning
    - ii. Engaging the board in fundraising
    - iii. Developing governance documents required by the 2013-2014 MPP
    - iv. Create job descriptions for all present and future board members
3. **Goal 2: Build on our progress to create curricula and assessment tools for our flagship Dare 2 Dream (D2D) ARTS youth enrichment program.**  
Objectives:
  - a. Maintain our close relationships with site supervisors, principals and education consultants at our partner schools and work towards integrating our programs with their stated learning goals.
  - b. At least once every session, formalize the assessment process and create a culture of consistent and regular assessments of learning goals reached.
  - c. Continue to provide professional development opportunities to our D2D teachers in order to enhance their ability to create meaningful and relevant curricula.
  - d. Have appropriate and ongoing conversations with school staff that will allow moving the Dare 2 Dream ARTS program seamlessly into the participating schools, daycare facilities, etc. while the BVOH is closed.
4. **Goal 3: Continue to develop and diversify the fundraising efforts of the BVOH.**  
Objectives:
  - a. Continue fundraising mentorship and capacity building program for ED and fundraising staff that started in 2011-2012 throughout the year.
  - b. Continue raising funds for Dare 2 Dream, cultural events and community engagement from diverse sources with support from fundraising mentor.
  - c. Improve donor management database to track consistent donor interactions with individual, corporate and institutional donors.

5. Goal 4: Prepare for our building's closure for up to one year, starting in January 2014 (or later); use the time of closure as an opportunity to engage more deeply with the community outside of our own four walls. Position the BVOH to continue to be a visible and major contributing force to the revitalization of Bayview, keep it alive and in the eye of the public and continue to provide a focal point for arts and culture in the Town Center Activation area. Objectives:
  - a. Set up an office in or near the Town Center area for the time the building is closed to maintain a visible presence in the neighborhood and have a base of operations from which to plan and conduct activities and events.
  - b. Create a design language that is used to call attention to BVOH events outside our own venue.
  - c. Activate the immediate surroundings of the BVOH with ongoing cultural activities by putting on public outdoor events and programs on Mendell Plaza. Collaborate with Town Center businesses and institutions to put on events near or at their venues and engage them in the community building process.
  
6. How do the goals and objectives build on the accomplishments from the previous year?
  - a. Goal #1 builds on the board development process begun last year, which started with a deep board level discussion on what improvements are needed and what individual and common board goals are. We will further expand the board, strengthen governance and clearly define individual member roles and responsibilities.
  - b. Goal #2 builds on the success of last year's goal #2. We were successful at creating a stable program that is now an institution in Bayview, especially for the summer. We will now focus on improving the quality of the program by more clearly working towards learning goals identified by the partner schools.
  - c. Goal #3 builds on the success of goal #3 from last year. Our fundraising total surpassed our goals last year due to a single new large grant from OEWD. This year, while attempting to secure the same funding, the BVOH will focus on diversifying our funding sources, with a special focus on individual donors.
  - d. Goal #4 is similar to last year's goal #4 when we anticipated our building closure. The goal has since been more clearly defined, as our extensive outdoor engagement last year has laid the groundwork for continuance of this work.
  
7. What challenges will your organization face this year and how will you address them?
 

The main challenge we face is our pending closure and especially the ongoing uncertainty about the renovation timeline.

  - a. This affects our planning for our own events as well as rentals. We have lost several major rentals already due to uncertainty in regard to closure dates, for example, the Artistic License Gala Fundraiser last December, the BMAGIC backpack give-away this August, and numerous family rentals such as weddings and reunions planned far ahead. Artists wanting to plan productions must look elsewhere for a venue.
  - b. We have been reluctant to add permanent staffing, knowing that there will be entire parts of the workload of current employees that will be greatly reduced while we are closed, such as building maintenance and rental events. In order to keep the current staff employed, new work will have to be shifted to employees losing work. Even so,

there will be significant challenges keeping everyone fully employed in a meaningful way.

- c. We are addressing these challenges by being pro-active as far as programming goes, even into dates where we may be closed according to the latest information provided by SFAC. Regarding employees, we are hiring only temporary help as needed with no promises of future employment.
8. How will you measure success? Feel free to include reporting requirements of other funding sources such as DCYF. [Response should be no more than 1 page, single spaced, in Times Roman 12 point]
- a. Goal 1: We will consider ourselves successful if the work of the board results in:
    - i. At least 11 board members by the end of 2013-2014
    - ii. Board job descriptions and all required governance documents are in place by May 15, 2014
    - iii. 100% of the board members are actively participating in fundraising for the BVOH.
  - b. Goal #2: We will consider this goal achieved if:
    - i. Written curricula and corresponding assessment tools are developed for all D2D classes and the progress of at least 50% of all participants is formally assessed.
    - ii. Artist teachers have the opportunity to participate in at least two professional development workshops throughout the year and additional support is provided to those who need it to develop curricula aligned with one or more of the schools' stated learning goals.
    - iii. We are able to implement assessment methods that are respected and recognized as valid by the agencies or foundations from whom we receive funding for Dare 2 Dream ARTS.
    - iv. At least 75% of our D2D participants continue the program within the schools when our building closes for renovations.
  - c. Goal #3: We will consider this goal a success if we succeed in
    - i. Raising at least as much money as stipulated in our overall budget
    - ii. Add at least two new funding sources of 5K or more to our list of supporters.
    - iii. Have established a donor database containing all relevant individual donor info such as donation history and touch points by March 30, 2014.
  - d. Goal #4: We will consider this goal as achieved if by the end of 2013
    - i. We will have a new office location lined up
    - ii. Have a marketing plan in place that allows the BVOH to remain visible while closed.
    - iii. Put on at least 10 outdoor or offsite events while closed between January and June 2014.
9. What is your strategy for attracting and engaging San Francisco residents in your activities? How is this the same or different from last year? [Response should be no more than 1 page, single spaced, in Times Roman 12 point]

- a. Staff continues to personally connect with key community members and leverage connections to partners who are likely to spread the word about our programs and events – same as last year.
  - b. Promote the identity of the BVOH with a strong design language with support from professionals, designed to keep our impact alive while the building is closed – this is new and unique to the closure situation.
  - c. Continue to engage the public with community building activities such as Bayview CONNECT, a social mixer for residents, workers and organizations in Bayview, ad-hoc volunteer and partner groups formed around specific projects such as Mendell Plaza improvement, major arts and community events like Sunday Streets, Halloween, or Open Studios. This builds on last year’s accomplishments.
10. Please attach a fundraising plan that provides a sense of how the organization will ensure it has the resources necessary to succeed. The plan should outline your efforts over the next one to three years. [Response should be no more than 2 pages, single spaced, in Times Roman 12 point] see attached
11. The Hotel Tax Fund legislation requires an active community support board which meets six times a year. The board should be “dedicated to community outreach, fundraising and advocacy on behalf of the Cultural Center.” List below the tentative dates for the six required community support board Meetings or equivalents.
- a. Bayview CONNECT August 8
  - b. BVOH Board Meeting October 2
  - c. Bayview CONNECT December 5
  - d. BVOH Board Meeting February 5
  - e. Bayview CONNECT April 3
  - f. Bayview CONNECT June 5

**Programming**

---

12. In order to fulfill Cultural Center guidelines, list and describe all planned events including classes and performances **within a City-owned Cultural Center**.
- Please follow the instructions outlined in the guidelines.
  - Feel free to attach additional pages as necessary, but include the categories of information listed below.



**JULY 2013 - JUNE 2014 Projected Programming at BVOH**

Date	Event name (bold) and brief description	Projected Attendance
7/3/13	Omari Mathis - Private Birthday Party	100
7/3/13	BVOH Board Meeting - Monthly on the 1st Wednesday of the month	12
7/6/13	Sara Carderras - private birthday party for two grand children	100
7/12/13	Friday Night Jive - Monthly evening dance program	60
7/20/13	Monroe Quinn - Private All Day Wedding Reception	100
7/28/13	<b>CIRCUS BELLA</b> - San Francisco's infamous one-ring circus presents "Shine" a full-force, non-stop kaleidoscope of thrilling feats of balance and strength, elegance demonstrations of grace and poise, and outrageous humor of slapstick antics.	1,500
8/2/13	Friday Night Jive - Monthly evening dance program	60
8/6/13	<b>National Night Out</b> - community awareness	1,000
8/8/13	<b>Bayview CONNECT</b> - Social event for Bayview residents, property owners and people who work in the area.	100
8/24/13	<b>Martinez-Flores Baptism</b> - Invite only baptism event	150
8/25/13	<b>Miss Booker Fundraiser</b> - Co-presenter/sponsor BVOH fundraiser w/Dance, Choir and Drama	100
9/4/13	<b>BVOH Board Meeting</b> - Monthly on the 1st Wednesday of the month	12
9/6/13	Friday Night Jive - Monthly evening dance program	60
9/18/13	<b>Sights and Sounds of Bayview</b> - rehearsal for 9/19 live radio broadcast event.	30
9/19/13	<b>Sights and Sounds of Bayview</b> - Live recording to be later broadcast on KALW	300
10/2/13	<b>BVOH Board Meeting</b> - Monthly on the 1st Wednesday of the month	12
10/3/13	<b>Bayview CONNECT</b> - Social event for Bayview residents, property owners and people who work in the area.	100
10/10/13	<b>Mousetrap Octoberfest</b> - 3 Day typical Octoberfest with rides, shooting galleries, other games with prizes and lots of food and drink.	1,500
10/12/13	<b>Rodriguez Wedding Reception</b> - Private Wedding Reception	200
10/31/13	<b>Open Studios Reception &amp; Halloween Festival</b> - TREAT N EAT	1,000
11/2/13	<b>OPEN STUDIOS</b>	300
11/3/13	<b>OPEN STUDIOS</b>	300
11/6/13	<b>BVOH Board Meeting</b> - Monthly on the 1st Wednesday of the month	12
12/4/13	<b>BVOH Board Meeting</b> - Monthly on the 1st Wednesday of the month	12
12/4/13	<b>Bayview CONNECT</b> - Social event for Bayview residents, property owners and people who work in the area.	100
12/6/13	Friday Night Jive - Monthly evening dance program	100
12/7/13	HELP Portrait Day - photographers shoot & print free portraits of you and your family as they give back to the Bayview/Hunters Point community!	1,000
	tree lighting, os	
	Additional events and rentals in the first 6 months	4,000
	<b>TOTAL PROJECTED EVENT ATTENDANCE AT BVOH</b>	<b>12,320</b>
<b>JULY - DECEMBER 2013 Projected Classes at BVOH</b>		
7/1 - 12/23	VINYASA FLOW YOGA with Armando Luna: Every Monday at 4:30PM (25 sessions)	15
7/1 - 12/23	LINE DANCING with Ramona: Every Monday at 6PM (25 sessions)	40
7/2 - 12/17	PARENT TODDLER YOGA with Armando Luna: Every Tuesday at 9AM (25 sessions)	25
7/11 - 12/19	VINYASA FLOW YOGA with Armando Luna: Every Thursday at 4:30PM (24 sessions)	15
7/8 - 8/1	Dare 2 Dream Summer	800
9/9 - 12/12	Dare 2 Dream Fall	300
	<b>TOTAL PROJECTED CLASS ATTENDANCE AT BVOH</b>	<b>1195</b>
	<b>TOTAL PROJECTED ATTENDANCE AT BVOH - EVENTS AND CLASSES</b>	<b>13,515</b>

<b>EVENTS OUTSIDE OF BVOH (Mendell Plaza)</b>		
7/14/13	Just add water - interactive arts and play by Barbary Coast Amusements and MAP	250
7/20/13	Play Streets - Barbary Coast Amusements, Park & Rec and more	500
7/3/13	Noontime concert - on the Plaza (for kids)	250
7/12/13	Noontime concert - on the Plaza (for kids)	250
8/1/13 - 6/30/14	Many more outdoor event planned for Mendell Plaza, details pending funding availability and grantor preferences, especially after closure Events will include but are not limited to: - Interactive arts projects - musical and other performances - activating the Roots Garden - dance lessons - family events with arts activities - food events - seasonal events - Black History Extravaganza	10,000
<b>TOTAL PROJECTED EVENT ATTENDANCE OUTSIDE BVOH</b>		<b>11,250</b>
<b>JANUARY - JUNE 2014 Projected Classes OUTSIDE OF BVOH</b>		
1/14 - 3/27	Dare 2 Dream Winter	300
4/15 - 5/15	Dare 2 Dream Spring	400
6/9/ - 6/26	Dare 2 Dream Summer	400
1/2 - 6/26	VINYASA FLOW YOGA with Armando Luna: Every Monday at 4:30PM (25 sessions)	15
1/2 - 6/26	VINYASA FLOW YOGA with Armando Luna: Every Thursday at 4:30PM (24 sessions)	15
1/6 - 6/30	LINE DANCING with Ramona: Every Monday at 6PM (25 sessions)	40
1/6 - 6/30	PARENT TODDLER YOGA with Armando Luna: Every Tuesday at 9AM (25 sessions)	25
<b>TOTAL PROJECTED CLASS ATTENDANCE OUTSIDE OF BVOH</b>		<b>1,195</b>
<b>TOTAL PROJECTED ATTENDANCE OUTSIDE BVOH - EVENTS AND CLASSES</b>		<b>12,445</b>
<b>TOTAL OVERALL PROJECTED ATTENDANCE - EVENTS AND CLASSES</b>		<b>25,960</b>

Date	Name and Brief Description	Projected Attendance
	See attached	

13. Please list the programming you plan to hold off-site

Date	Name and Brief Description	Location	Projected Attendance
	See attached		

Please note why these events were not held at a City-owned Cultural Center.

14. Please list other ways your organization serves the community including items like G3a (online/radio/television programs), G7a (publications), G12 (world premieres), G13 (national premieres), G14 (local premieres), and G15 (works commissioned). [Response should be no more than 1 page, single spaced, in Times Roman 12 point]

- a. The BVOH maintains a partnership with Bay Area Video Coalition that results in public broadcasts on Channel 29 of movies we create about our events as well as some videos produced in special programs.
- b. We are planning a project that will broadcast live to the Internet from outdoor events that engage the community in special interviews and other live interactions. These productions can also be broadcast later on public access television.
- c. We are hoping to present the world premiere of a musical multi-media play about the Heyer Sisters by Dr. Susheel Bibbs; however, this may have to be postponed due to closure.



- d. We serve the community by providing free or low cost space for many community meetings as well as small and large community events such as the BMAGIC's annual literacy fair and backpack give-away, preschool graduation for Headstart or a fathers' group of SF Faces.
- e. We are a key partner for all major Bayview Town Center events and carry much of the responsibility for organizing events such as Sunday Streets, seasonal community events and the Arts Commission's recent 3<sup>rd</sup> on Third Celebration.

**Facility**

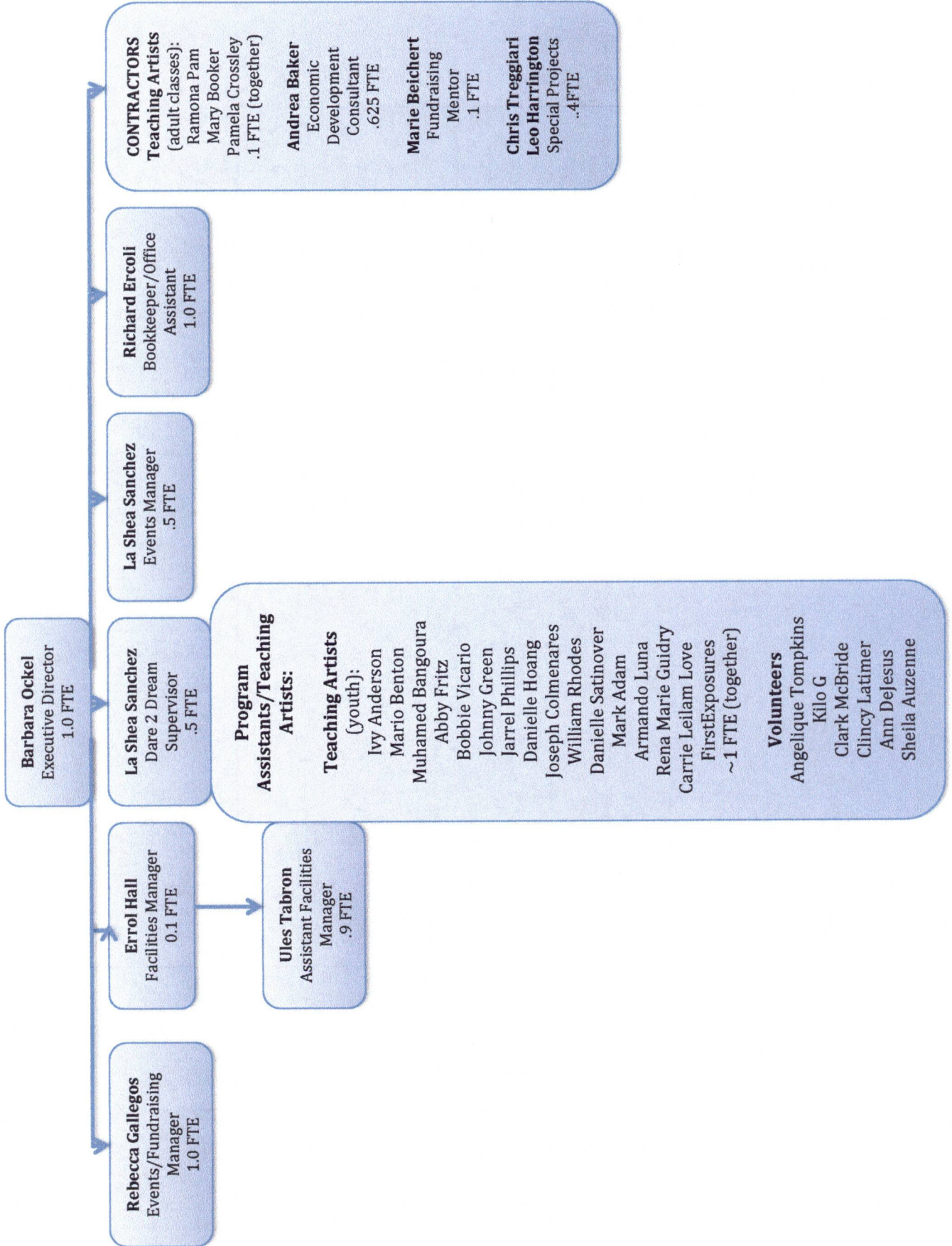
---

- 15. Describe the regular maintenance plan that you implement to fulfill the requirements in your lease. Please tell us about any facilities projects you plan to execute this year that require SFAC approval.
  - a. Regular cleaning is performed by the custodian according to a regular schedule for different jobs to be performed on a daily, weekly or monthly basis, besides the regular cleaning after events and programs.
  - b. Major maintenance projects such as painting, landscape improvement projects or smaller repairs are generally performed by volunteer groups recruited by Habitat for Humanity, Hands on Bay Area and Salesforce.com.

**Personnel**

---

- 16. Date scheduled for the annual review of the Executive Director: May 7, 2014
- 17. Attach an organizational chart showing all staff positions and the time committed to that position. If a member of the staff serves in more than one role in the organization, show the person in each position and the amount of time dedicated to each position. Include contractors and volunteers to reflect the breadth of your community. Be mindful of the requirement to have a bookkeeper and facility manager.



**Barbara Ockel**  
Executive Director  
1.0 FTE

**Rebecca Gallegos**  
Events/Fundraising  
Manager  
1.0 FTE

**Errol Hall**  
Facilities Manager  
0.1 FTE

**Ules Tabron**  
Assistant Facilities  
Manager  
.9 FTE

**La Shea Sanchez**  
Dare 2 Dream  
Supervisor  
.5 FTE

**La Shea Sanchez**  
Events Manager  
.5 FTE

**Richard Ercoli**  
Bookkeeper/Office  
Assistant  
1.0 FTE

**Program Assistants/Teaching Artists:**

**Teaching Artists (youth):**  
Ivy Anderson  
Mario Benton  
Muhamed Bangoura  
Abby Fritz  
Bobbie Vicario  
Johnny Green  
Jarrel Phillips  
Danielle Hoang  
Joseph Colmenares  
William Rhodes  
Danielle Satinover  
Mark Adam  
Armando Luna  
Rena Marie Guidry  
Carrie Leilam Love  
FirstExposures  
~1 FTE (together)

**Volunteers**  
Angelique Tompkins  
Kilo G  
Clark McBride  
Clinicy Latimer  
Ann DeJesus  
Sheila Auzenne

**CONTRACTORS**

**Teaching Artists (adult classes):**  
Ramona Pam  
Mary Booker  
Pamela Crossley  
.1 FTE (together)

**Andrea Baker**  
Economic  
Development  
Consultant  
.625 FTE

**Marie Beichert**  
Fundraising  
Mentor  
.1 FTE

**Chris Treggiari**  
**Leo Harrington**  
Special Projects  
.4FTE

## **Budget and Revenue Target**

---

Complete the following budget for FY12 following the definitions described by the CCDP. **Budget notes are required** for the areas with an asterisk and for significant changes from the previous year (increase or decrease by 50 percent) to explain external or unusual factors and how you arrived at those figures.



BAYVIEW OPERA HOUSE, INC.					
				2013-2014	
				ORG BUDGET	HTF Budget
Income					
INCOME					
2		Ticket Sales		4,000	
3		Program Fees		9,000	
7		Gallery Sales		-	
8		Concession		1,200	
12		Rental Income		20,000	
18		Interest & Dividends		1,509	
		<b>Total Earned Revenue</b>		<b>35,709</b>	
		<b>SUPPORT</b>			
21		Trustee/Board Contributions		5,500	
22		Individual Contributions		10,000	
23 *		Corporate Contributions		12,000	
24 *		Foundation Contributions		65,000	
26 *		Government - City (SFAC)		-	
		SFAC Basic Grant		317,891	317,891
		Government - other		141,000	
29		Fundraising Events		-	
31		In-kind Contributions		8,000	
32		Net Assets released from restrictions (grant received not spent)		25,000	
33		<b>Total Contributed Revenue and Net Assets Released from R</b>		<b>584,391</b>	<b>317,891</b>
34		<b>Total Earned and Contributed Income</b>		<b>595,100</b>	<b>317,891</b>
		Total Earned and Contributed Income less HTF allocation		277,209	
		Previous Year's Total Revenue		647,780	
		Was the 20% Revenue Target met?		YES	
36		Total Revenue		595,100	
37		Line 36 for operating/programmatic purposes		570,100	
38		Line 36 for capital purposes		25,000	
39		<b>Total Operating and Capital Revenue</b>		<b>595,100</b>	<b>317,891</b>
		<b>EXPENSE</b>			
		<b>EXPENSE-*SALARIES AND FRINGES</b>			
1 *		Salaries		225,000	161,000
3		Employer Payroll Taxes		22,500	16,100
6		Worker's Compensation		10,000	6,000
9		<b>Total EXPENSE-*SALARIES AND FRINGES</b>		<b>257,500</b>	<b>183,100</b>



Bayview Opera House, Inc. Fincancials

		<b>EXPENSES--OTHER</b>		
2		Accounting	8,000	5,000
3		Advertising-Marketing	12,000	3,000
5		Artists/Performers-Non-Salaried	90,000	62,000
6		Audit	5,200	5,200
7		Bank Fees	1,000	-
8		Repairs & Maintenance	200	-
9		Catering & Hospitality	4,000	-
		Depreciation	17,000	-
15		Dues & Subscriptions	1,000	-
16		Equipment Rental	200	-
17		Facilities - Other (25k for sound system)	25,000	-
18		Fundraising Expenses - Other	-	-
19		Fundraising Professionals	18,000	15,000
20		Grantmaking Expense	-	-
23		Insurance	16,000	12,000
24		Interest Expense	1,000	-
27		Legal Fees (Licenses & Permits)	2,500	-
31		In-kind Contribution Expense (summer lunch and snacks D2D)	8,000	-
32		Postage & Shipping	300	-
34		Production & Exhibition Costs	25,000	6,000
35		Professional Development	8,000	-
36 *		Professional Fees	60,000	20,000
38		Rent (for storage and office space 6 months)	9,000	-
40		Supplies	17,000	5,000
41		Telephone	4,200	1,591
43		Travel	1,000	-
44		Utilities	4,000	-
		<b>Total EXPENSES--OTHER</b>	<b>337,600</b>	134,791
		<b>Total Expense</b>	<b>595,100</b>	317,891
		Total Expense less in-kind	587,100	317,891
46		<b>Change in Net Assets (NET INCOME)</b>	<b>-</b>	-
<b>Budget Notes:</b>				
<b>INCOME</b>				
2		Ticket Sales		
		5k less than last year, 50% of year building closed, more free outdoor events		
3		Program Fees		
		Program fees offsite Dare to Dream \$5000, Monday Dance \$3,000, \$1000 vendor fees		
22		Individual Contributions		



Bayview Opera House, Inc. Financials

		Renew donations from past donors (\$6,300), end of year giving campaign (\$2,200, Dare 2 Dream giving campaign (\$1,500)		
23		Corporate contributions		
		Expected for event sponsorships and special fundraising event		
24		Foundation Contributions		
		renewals (TSFF, Bogart Fndtn, Charis Fund, Bogart Fndtn, Stulsaft Fndtn, Cummings Fndtn, Nicholson Fndtn, Interactive Sciences, Inc.) and new applications (Chamber Music America,		
26		Government County Contributions		
		317,580 HTF committed, 12k Human Services Agency Jobs Now committed,		
		prospective OEWD, SFAC PUC grants, DCYF, + others tbd)		
		Government - Federal		
		9k deferred income from Save America's Treasure grant against depreciation		
31		In-kind contributions		
		academic year program from Department of Children, Youth and their Families		
32		Net assets released from restrictions		
		25k for sound system, Bothin Fndtn, held over from 11-12		
		<b>EXPENSE</b>		
1		Salaries		
		All current BVOH staff (Rikki Ercoli, Rebecca Gallegos, Barbara Ockel, LaShea Sanchez, Ules Tabron)		
3		Payroll Taxes		
		10% of payroll		
17		Facilities - Other		
		25k for sound system from Bothin Foundation		
31		In-kind expense		
		Lunch and snacks for D2D for summer program and snacks academic year program from Department of Children, Youth and		
36		Professional Fees		
		Economic development consultant, facilities management and maintenance, bookkeeper, misc needs		

## BVOH DEVELOPMENT PLAN 2013-2014

Strategy	Goal	Action Steps	Ownership	When
Identified Individual Donors	1 @ \$2000+ = 2,000 2 @ 500+ = \$1,000 2 @ \$100+ = \$200 10 @ 25+ = 2750 (\$3,450)	1. Create list of prospects from current/past donors 2. Send regular updates by email to all donors 3. Once a year send letter with pictures 4. Invite larger donors to visits, have lunch with them	1. Staff 2. Staff 3. Staff 4. Staff & Board	1. July-Aug 2. July-Jun 3. Oct-Dec 4. July-Jun
Dare to Dream Letter Solicitation Campaign New Donors	3 @ 250 = 750 5 @ 100 = 500 10 @ 30 = 300 (\$1,550)	1. Approach Dare to Dream parent to write letter or provide quote and allow to feature child 2. Prepare mailing list of 1,000 of past and potential donors 3. Write ask letter 4. Design/print envelopes, donation forms and letter 5. Prepare and send mailing	1. D2D Staff 2. ED/ Staff 3. ED/Staff 4. Staff 5. Staff	1. Dec 2. Jan 3. Jan 4. Feb 5. March
Foundations: GOS & Programs	renewals: \$15,000+ (TSFF) \$14,000+ (Bogart) \$10,000+ (Nicholson) \$5,000+ (Charis) \$5,000+ (Stulsaft) \$2,500+ (Union Bank)  Total renewals: \$40,000 4 new: \$ 25,000  Goal: \$ 65,000	1. Report & submit renewal proposal to TSFF, Bothin Foundation (capital), Bogart Foundation, Interactive Sciences, Inc., Morris Stulsaft Foundation, Charis Fund, Union Bank 2. Research & submit at least 8 new LOI's/proposals 3. Follow up	1. ED/Staff 2. ED/Staff 3. ED/Staff	1. ongoing 2. ongoing 3. ongoing
Board Campaign	Goal: \$ 5,500	1. Chair calls Board members for pledge amount (give or get) 2. Send pledge thank you letters & pledge form	1. Board Chair 2. Staff/Chair	1. November, May
Anniversary Campaign (125 Years BVOH) New and existing donors	1 @ 1,000+ = \$1,000 4 @ 500+ = \$2,000 10 @ \$100+ = \$1,000 40 @ 25+ = \$1,000 Goal: 5,000	1. Design anniversary card /letter, plan anniversary event (125 years BVOH) 2. Assign solicitors to new prospects (min. 3 each) 3. Direct mail to remainder of list 4. Anniversary Event(s) (Marketing and execution)	1. Designer/DevCom 2. Dev Comm/Board 3. Staff 4. Staff 5. Staff	1. July 2. August-September 3/4. October-December
Corporations	Goal: 12,000	1. Identify events corporations could sponsor and apply for sponsorship 2. Recruit volunteers from corporations who will support us internally when we apply for funds 3. Identify and approach corporations for funding	1. Staff 2. Dev Comm/ED/Staff 3. Dev Comm/ED/Staff	1. ongoing 2. ongoing 3. ongoing
Government Support	Renewals:	1. Identify government grant opportunities	1. ED/Staff	ongoing

**BVOH DEVELOPMENT PLAN 2013-2014**

	<p>\$75,000+OEWD                  \$5,000+CAC                  \$12,000+HAS                  \$10,000+SFAC/PUC                  New:                  \$10,000+NEA                  \$29,000+DCYF                  others tbd                  Goal: \$141,000</p>	<p>2. Apply for government funding on federal, state and city level</p>	<p>2. ED/ Staff</p>	
	<p><b>TTL:</b> \$ 10,000 (ind)                  \$5,500 (brd)                  \$12,000 (corp)                  \$65,000 (frdn)                  \$141,000 (gov)  <b>\$233,500 total</b></p>			

**Andrea Baker**  
**27 Prospect Avenue**  
**San Francisco, CA 94110**  
**(415) 351-8427**  
**adbaker5@aol.com**

**OBJECTIVE:** Successful business development and management expert with over 25 years of demonstrated performance seeks to apply knowledge and skill to working with, and supporting the growth of businesses and non-profit organizations in communities of need using emotional intelligence in concert with business acumen.

## **QUALIFICATIONS**

### **Project Management:**

- Administer and coordinate planning and implementation process for The Fillmore Economic Action Plan, which included six programs targeted at increasing business activity along a fledgling commercial corridor. Programs include: The Fillmore Events and Mini Grants Program, The Sculpture Exhibit, The Fillmore Artisan Marketplace
- Develop, standardize and implement grant programs to small businesses in the Western Addition district
- Work with restaurant consultants to develop a scope of services for ongoing operational consultations with district restaurants
- Team member for project team to attract and install Radio Africa & Kitchen
- Develop and manage activation of Mendell Plaza through event programming
- Develop scope of services for marketing and promotional consultation for a business district
- Work with non profit and for profit organizations to determine best 'fit', and identify optimum operator for commercial space in their affordable housing development site
- Develop and manage Request for Proposals process for audit review and architecture services of redevelopment programs and property owner

### **Business Therapist:**

- Effective management consultant to large and small not-for-profit and for-profit businesses.
- Provide small businesses with marketing, strategic planning and business development services.
- Proven success working with developers on the outreach, qualifying, and selection of commercial retail tenants, which complement and enhance neighborhood revitalization efforts.
- Extensive experience in developing business plans for both retail food and beverage and light manufacturing industries.
- Perform concept development, opening, and successful operation of several businesses with sales volume in excess of \$2 million.

### **Business Owner:**

- Owned and operated successful restaurants, catering, and retail businesses in the Bay Area.
- Responsible for all aspects of marketing \$2 million retail and food business
- More than ten years contracting experience with the City of San Francisco, including the San Francisco International Airport and Port of San Francisco, resulting in the sound working knowledge of the City's business culture, public process, and resources.
- Excellent leadership skills in building, motivating, and managing professional results-oriented teams.
- Effective interaction with executive management clients and staff.

## **EXPERIENCE**

### **BUSINESS DEVELOPMENT & MARKETING**

Comprehensive business development services including business savvy analysis and recommendations. Additional services in research, marketing, staff and client development.

*Clients include: Millenium Partners, Forest City Development, Good Life Grocery, San Francisco Housing Development Corporation, AnewAmerica Community Corporation, Bayview Business Resource Center, San Francisco Redevelopment Agency, Baker Foods, Inc*

### Andrea Baker—Summary of skills, qualifications, and experience

- Conceptualized and developed Made in California, a retail shop with four locations (at San Francisco International Airport (SFO) and Moscone Center), offering the very best of California's gourmet foods, wines and unique gifts and gift baskets. Negotiated lease terms with Master Tenant and SFO Concessions staff; design and build-out oversight; prepared and monitored budgets; and managed all aspects of start up for this retail project.
- Developed customer service and employee development trainings to improve overall customer care in mid-side supermarket
- Develop and standardize grant program targeted to small businesses activities that increase foot traffic and promote business activities in the Western Addition Fillmore business corridor
- Contract with developer to develop, implement, and administer process to outreach, qualify, and select minority and women business owners for Yerba Buena Lane's retail space. Consulted with candidates on business plan submittals.
- Develop and manage access to market activities for Anew America Community Corporation (AACC) food & beverage clients and ALBA small farmers. Develop and organize Green Banana Community Educational Garden. Work with program staff to develop green curriculum for Food & Beverage clients. Develop and facilitate Business Action Circle for F&B clients developing business plans.
- Providing technical assistance in the areas of operations and marketing to agency selected retail, and food & beverage clients.
- Opened and operated La Fete Gourmet Deli, a café in San Francisco's Financial District offering breakfast pastries, fresh fruit and coffee, and lunch and afternoon snacks of homemade sandwiches, salads, cakes and cookies. Negotiated lease terms with Port of San Francisco and managed all aspects of the café's opening.

### MANAGEMENT & OPERATIONS:

Comprehensive management and operational experience in light manufacturing, restaurant and retail industries  
*Clients include: Geva's Caribbean Cuisine, Bread Workshop, Square One Restaurant, San Francisco Jazz Festival, Berkeley Repertory Theatre, and Alameda County*

- Managed main and private dining rooms for a very prestigious and highly acclaimed 250 seat San Francisco restaurant.
- Developed and implemented personnel policies and procedures, including Employee Manual that led to increased productivity and employee retention and motivation.
- Develop management options for a new event facility in the Livermore area.
- Responsible for overall management and operations of wholesale bakery with revenues of \$3 million, representing more than 50 percent increase in sales.
- Independent contract reporting to Development Director to plan, oversee and execute all promotional and fund raising events. Events ranged from 50- 400 guests.
- Independent contract reporting to Director to plan, oversee and execute all promotional and fund raising food and beverage events during this three week music festival.

### STRATEGIC PLANNING:

Business and strategic planning that allow for thoughtful, planned expansions

*Clients include: Sustainable Long Island, Alameda County, Bridge Urban Infill Land Development (B.U.I.L.D.), City of East Palo Alto*

- Develop management options for a new event facility in the Livermore area.
- Visioning session team member. Provided restaurant & retail expertise on a panel of experts, including Town of New Cassel staff, architects, planners, developers, business owners, and the community during a 5 days visioning process to determine the best approach to revitalize their main street.
- Developed report on the feasibility of event venue space; and recommended operating options.
- Sub-Contract to execute a Feasibility Study of the city's small and minority owned businesses to determine the needs of this particular business community, and develop a database of operating businesses.
- Developed and implemented strategic plans for the bakery's expansion into the retail marketplace; including sales and marketing plans that captured a significant and loyal clientele



**WORK HISTORY**

<b>2010 - Current</b>	Project Manager, Office of Economic & Workforce Development, San Francisco, CA
<b>2008 – Current</b>	Asst. Project Manager, San Francisco Redevelopment Agency, CA
<b>1998 – 2007</b>	Owner, Andrea Baker Consulting, San Francisco, CA
<b>1995 – 1998</b>	General Manager, The Bread Workshop, Oakland, CA
<b>1993 – 1995</b>	Andrea Baker Small Business Management Services and Event Planning, San Francisco, CA
<b>1985 – 1993</b>	President, Baker Foods, Incorporated, San Francisco, CA
<b>1983 – 1985</b>	Food Service Director, University of California, San Francisco
<b>1981 – 1983</b>	General Manager, Dock of the Bay Restaurant, Berkeley CA
<b>1979 – 1981</b>	Staff Analyst, Sheraton Hotel, New York City, NY

**TEACHING & BOARDS****1990 - Current**

- Instructor: San Francisco Renaissance Entrepreneurship Center: targeting new and emerging businesses.
- Workshops & Seminars:
  - Local Initiatives Support Corporation (LISC)
  - Jewish Community Center of San Francisco
  - Bayview Business Resource Center
  - Haas Business School, University of California,: Risk Management Panel

**2005 – 2010**

- Berkeley Art Center Board of Directors, President (2008-09)

**EDUCATION & LANGUAGES**

- 1979 Cornell University, Bachelor of Science, Hotel and Restaurant Management
- 1989 San Francisco Chamber of Commerce, Leadership San Francisco
- August 2004, Darden Business School, Executive Management Program
- Fluent in Spanish

**References available upon request**



## Rental Rates & Hours

The historic 1888 Bayview Opera House Ruth Williams Memorial Theatre is open for events Monday-Sunday, sunrise to sunset and is closed on all major holidays (see dates below). Reservations will be accepted up to one year in advance of your event. **Maximum theatre occupancy is 300.** If the event requests the entire property, which includes gated courtyard areas, an additional 200 people are allowed.

DAY OF THE WEEK	All Organizations			
	Six-hour event, 150 ppl	Six-hour event, 150 ppl+	Six-hour event, 150 ppl+	Eight-hour event, 500 ppl
Monday-Friday Early Bird out by 3PM (max. 5-hour event)	\$450			
Monday -Thursday	\$500	\$600	\$750*	\$1,475**
Friday - Sunday	\$650	\$850	\$1,200*	\$1,850**

Our rental rates include fees for Bayview Opera House (BVOH) staff, set-up and breakdown of event space based on floor plan, use of food prep area, and private parking lot. \*This rate also includes the use of the stage or use of full-size movie screen and projector.

\*\* This rate includes the use of the classroom, two dressing rooms equipped with individual restroom, use of courtyard, covered veranda as well as our outdoor stage. Only 300 people are allowed in the historic auditorium at any time.

### Notes:

\$200 reservation/security/cleaning deposit required to secure event date (refundable unless event is canceled less than 30 days before event or if facility incurs damage or is left dirty). Audio-visual technician is available upon request and subject to fees.

### Additional charges:

If the event exceeds the six-hour event window, overtime rates will apply for each additional hour. Fees do not include security guard detail for those events that require them.

### Holiday Rates apply:

January 1 (New Year's Day), April 20 (Easter), May 11 (Mother's Day), June 15 (Father's Day)

### BVOH 2013-2014 Closed Dates:

January 1 (New Year's Day), May 26 (Memorial Day), July 4 (Independence Day), September 1 (Labor Day), November 27 and 28 (Thanksgiving), December 24 and 25 (Christmas), December 31 (New Year's Eve).