MISSION STATEMENT
CERF+ serves artists who work in craft disciplines by providing a safety net to support strong and sustainable careers. CERF+’s core services are education programs, advocacy, network building and emergency relief.

BELIEF STATEMENTS
We Believe

- CERF+’s support of artists contributes to the well-being of all our communities:
  - By expressing our shared values, our cultural identities and aesthetics, artists preserve our regional and national cultural legacies
  - Artists stimulate the cultural, social and economic vitality of our communities and spark curiosity and creativity in all people

- CERF+ helps to build a strong community of artists by providing mechanisms to support each other

- CERF+ has both information and experience in emergency readiness and recovery useful to all artists, and believes it is important to share our expertise with all who will find it helpful
### GOAL #1
**CERF+ will be the “go to” organization for education and resources on emergency readiness, recovery, and career protection for artists at all stages of their careers**

**Strategic Objectives:**
- Maintain CERF+’s web site as a dynamic, interactive and informative resource
- Ensure that artist training and professional development programs include content on emergency readiness, recovery and career protection
- Identify, enroll and activate a network of individuals, organizations and businesses (the Artists Safety Net) that supports and contributes to the health, well-being and legacies of artists

### GOAL #2
**CERF+ will provide meaningful and timely relief and recovery assistance to all artists working in craft disciplines who have suffered career-threatening emergencies.**

**Strategic Objectives:**
- Conduct an internal program audit of our emergency relief assistance programs to strengthen and streamline our processes
- Research and implement strategies that will enable the organization to serve more artists in emergencies and deepen our impact on their recovery

### GOAL #3
**CERF+ will ensure that all artists working in craft disciplines (and related fields) are aware of and make use of its programs and services.**

**Strategic Objectives:**
- Implement a comprehensive promotional plan which strengthens our public image with strong and broad outreach and with social engagement strategies
- Ensure that CERF+’s policies and guidelines provide equitable access to our programs and services for all eligible artists
- Initiate targeted outreach efforts to three underserved constituencies in the craft field: folk and traditional artists, artists of color and artists who do not participate in the national marketplace
- Monitor CERF+’s progress on increasing access to our programs and services

### GOAL #4
**CERF+ will be a leader in advocating for artists in the areas of disaster and recovery support services and career protection education.**

**Strategic Objectives:**
- Strengthen our position as a national artist responder and thought leader on emergency readiness and recovery in the general emergency relief community and in the arts and culture sector
- Effect policy changes in access to resources from general relief agencies and philanthropic organizations to improve access to these resources for artists
- Work with art schools to better equip students to advance and sustain their careers
- Work with professional associations and the philanthropic community to adopt new professional practice standards around readiness for artists
- Identify the research and data collection needed to support and inform CERF+’s future work

### GOAL #5
**CERF+ will be a strong and sustainable organization for future generations.**

**Strategic Objectives:**
- Build long-term financial security, ensuring that CERF+’s programs and services will be available to artists for years to come
- Provide artists with outstanding service by attracting, maintaining and optimizing a diverse, creative, knowledgeable, productive and motivated work force.
- Cultivate and inform the strongest volunteer leadership for CERF+ that provides governance and guidance in advancing the organization and its mission and represents the diversity of the communities we serve
- Examine alternative operating models to optimize program, fundraising, and administrative capacities. Strengthen existing and create new partnerships to advance shared goals, expand constituents and supporters
- Maintain a long-term investment growth policy while creating strategic and attainable annual budgets
- Prepare and plan for staff and board leadership changes in the future
- Ensure accountability of all of our programs, fundraising efforts and administration