2025 Strategic Plan

GOALS & STRATEGIES

Formatting note: All goals are numbered, and underlined, the bullet points following each numbered goal are strategies/objectives to complete the goal above it. Items highlighted in blue and have an asterisk are a year 1 priority.

THE PROGRAMS:

1.) *Expand the reach of current programs beyond Chittenden County, reaching every region in the state
   o Create a map of Vermont with defined regions
   o Create and maintain programming hubs in each region of the state where trained teaching artists are matched to opportunities
   o Create partnerships with schools and key organizations in each region, resulting in programming in every region.
   o Evaluate whether reach beyond Vermont is a) a priority and b) feasible
2.) Outside of direct service arts education, prioritize work that supports systems-level change towards increasing accessibility for disabled people in Vermont
   o Match disabled artists to opportunities for boards or advisory committees, then provide ongoing support while they’re in that role
   o Seek out and enter new opportunities to advocate for accessibility within the arts at the state and national levels
   o Create, or support the creation of, an audio description referral service
   o *Open a small, licensed childcare center specifically for children with disabilities based in the UDL and arts integration frameworks
3.) Continue to offer high quality programs in the areas of arts education, exhibition, training, and advocacy
   o Maintain current programming levels
   o Use Results Based Accountability to create impact measures for all programs and create a systematized way of reporting, collecting, and reflecting on data
   o Establish methods for participants to offer input on program development and evaluation
KEY PROGRAM OUTCOMES:

1.) A biennial performing arts showcase
2.) A creative aging program for elders
3.) More Collaborative Integrated Arts Residencies and Adult Arts Education sites in every region of Vermont
4.) A small, licensed childcare center
5.) A systemized way to store and share program data

THE STAFF:

1.) Continue to cultivate an organizational culture that is supportive, nurturing, and provides opportunities for growth for all staff members
   - Hold quarterly creative meet ups for management team members
   - *Evaluate all personnel policies and update where needed
     - Areas to consider include technology, family leave, benefits options, creativity supports, volunteer time, four-day work week, remote work
   - Allocate $500 per management team member per year in the annual budget for staff professional development
   - Increase meaningful and open communication between management team members and the Board of Directors through board and staff pairing and staff attendance at board meetings
   - Evaluate work load and capacity of management team members and adjust as necessary
     - Update all job descriptions and succession plans
     - Create how-to documents for essential functions
     - Hire and train support staff to help with program delivery
     - Hire a bookkeeper/administrative assistant
     - Create a check-in, goal setting, and annual performance review process for the Executive Director via the Board of Directors
   - Annually evaluate salaries and benefits options in comparison to organizations of similar budget and size to ensure fair compensation for staff, raise if financially possible
   - *For the duration of remote work among the management team, hold quarterly check-ins with management team members on work environment and remote work successes and challenges

2.) *Hire and train a cohort of engaged and professional teaching artists
   - Create and implement a common onboarding, training, and annual review plan
   - *Increase the hourly pay rate and amount of planning and prep time
o Implement regular community of practice sessions for teaching artists to share ideas and support one another – quarterly, or bi-annually depending on the program
o Increase the amount of teaching artists with disabilities on payroll

KEY STAFF OUTCOMES:

1.) Quarterly management team creative outings
2.) Clear job descriptions and succession plans for all management team positions
3.) New management team position: administrative assistant/bookkeeper
4.) A common onboarding, training, and review practice for all teaching artists
5.) More teaching artists with disabilities on payroll

THE FUNDS:

1.) Increase financial sustainability and reduce reliance on grants
   o Increase fee for service revenue
   o Explore additional possibilities for earned income including an artist market and products
   o Create and sustain a major giving program and increase the amount of donors giving $2,500 or more
   o *Implement a board-directed annual fundraising event
2.) Increase Board of Directors involvement in fundraising efforts
   o *Train current and new board members in asking for funds
   o Explore implementing a give/get policy
   o *Write boiler plate/impact statements for each program
3.) Focus on donor stewardship and retention
   o Create and implement a plan for relationship building with new donors and enhancing relationships with current ones

THE STRUCTURE:

1.) *Review the organization’s mission, vision, and values statements and rewrite if deemed necessary
2.) Determine organization’s projected growth, as it relates to program output and office/studio space needs
3.) Evaluate and identify the organization’s workspace needs
4.) Find a workspace suited to the organization’s need and projected growth
5.) Weave anti-oppression values and practices into all levels of the work of the organization
- *Hold a monthly review of anti-ableism and anti-oppression resources for management team members
- Engage Abenaki Artists Association for staff and board of directors training on land acknowledgements
- Engage with community partners that serve other marginalized communities including BIPOC, LGBTQIA+, and Abenaki individuals
- *Promote and uplift the work of disabled artists of that are BIPOC, LGBTQIA+, and Abenaki through social media and e-newsletter
- Examine and update hiring procedures and personnel policies to eliminate oppressive policies

THE GOVERNANCE:

1.) **Recruit, train, and sustain engaged members of the Board of Directors**
   - Board recruitment
   - Diversification to include more variance in gender, racial, and disability representation

2.) **Create opportunities for Board of Directors members to have meaningful, deep engagement with the organization’s mission**
   - Create volunteer opportunities for BOD members beyond meetings
   - Formalize and maintain working groups focused on meeting SMART goals
     - SMART – Specific, measurable, attainable, realistic, timely
   - *Complete training on disability, accessibility, financial management, fundraising, and verbal description

3.) **The Board of Directors will actively engage in and support fundraising efforts**
   - Plan and implement an annual fundraising event
   - Support the annual appeal through providing personal contacts, assisting with sending the mailing, and completing follow-up phone calls