### 2018–2020 STRATEGY: To become a consistent and vibrant center in Central Massachusetts for the experience of contemporary art.

### STRATEGIC IMPERATIVES: 2019 Goals

#### Maximize Impact for Artist Members and Supporting Members

1. Evaluate program execution in new galleries
   - A. Develop “tweak” list after first two exhibitions
   - B. Solicit member input on facilities and programming
   - C. Evaluate number of artworks that can be successfully exhibited there

2. Improve programming options for supporting members
   - A. Initiate member-only previews
   - B. Maintain donor events during relocation

3. Initiate relocation-related events
   - A. Hard-hat tours (construction schedules permitting)
   - B. Hold Behind-the-Scenes breakfast

#### Improve Financial Sustainability

1. Develop and finalize spending policy for agency fund
   - A. Seek best practices from like-sized organizations

2. Determine post-relocation business plan
   - A. Develop strategies to turn transitional funds into operational revenue
   - B. Estimate potential increased revenue or savings
     1. Increased membership
     2. Art sales
     3. Venue rental
   - C. Adjust expenses for new location (Expanded Gallery Hours, Electricity, Janitorial, Parking)

3. Seek new foundation funding

4. Make introductions between Executive Director and three new corporate sponsorship prospects

#### Increase Operational Capabilities

1. Build staff capacity
   - A. Hire and train marketing and outreach coordinator
   - B. Hire and train administrative assistant

2. Complete database and operations upgrade
   - A. Bring accounting for cash transactions in house
   - B. Ensure agreement between QuickBooks and database records
   - C. Complete audit.

3. Improving staff and volunteer administration
   - A. Evaluate SignUp genius for effectiveness
   - B. Determine methods and strategies for recruiting, training and deploying volunteers
   - C. Identify software solutions for organizing staffing
     1. Seek experience from CC Lowell, Worcester Wares, and Crompton Collective
     2. Price, if necessary, and recommend best options for ArtsWorcester
   - D. Revise orientation manual for new galleries

#### Increase Awareness and Improve Infrastructure

1. Relocate to the Printer’s Building

2. Develop and initiate a marketing plan including outreach to
   - A. underrepresented communities
   - B. residents of nearby apartment developments
   - C. downtown businesses
   - D. foot and vehicular traffic

3. Explore and expand participation in downtown activities
   - A. Participate in stART
   - B. Theatre District Alliance summer activity
   - C. Grid Block Party

4. Deepen relationship with the Worcester Public Schools
   - A. Explore engagement options with their strategic plan and the WPS Enrichment Academy
   - B. Reach out to Worcester Academy, Bancroft, St. Johns, NDA, Abby Kelly Foster, and Holy Name

5. Engage board members to bring or send at least ten new individuals annually