

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

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
 - iv. Seek experience from CC Lowell, Worcester Wares, and Crompton Collective
 - v. Price, if necessary, and recommend best options for ArtsWorcester
 - D. Revise orientation manual for new galleries

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
 - i. Increased membership
 - ii. Art sales
 - iii. 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 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