Art Works Downtown

STRATEGIC PLAN

Plan Name
2022 Art Works Downtown Strategic Plan

Overall Plan Champions
Elisabeth Setten and Stan Gibbs

Section 1: Our Compass

Mission Statement
To Provide An Environment for Visual Arts to Thrive for the Well Being of Community

Vision Statement
A thriving local visual arts scene that:
- Encourages and celebrates visual artistic excellence.
- Can serve as a model for other communities.

Strategic Priorities for the Next Three Years (2022–24)
1. **Build Organizational Capacity:** Strengthen the organization's capacity, especially as it relates to the board, the staff, and fund development.
2. **The Building's Infrastructure:** Establish and begin implementing a strategy to upgrade the building's infrastructure.
3. **Institutionalize the Planning Process:** The staff and board will institutionalize a process of measuring, updating, and communicating this plan on a regular basis.

Core Values
- Deeply Committed to Visual Artistic Practice
- Diversity, Equity and Inclusion
- Artistic Expression and Creativity
- Community Building and Engagement
- Leadership and Collaboration

Key Metrics

<table>
<thead>
<tr>
<th>Board Members</th>
<th>Completed</th>
</tr>
</thead>
<tbody>
<tr>
<td>7.0 Board Members</td>
<td>as of Jun 1, 2022</td>
</tr>
</tbody>
</table>

Section 2: Our Actions

**Focus Area 1: Thriving Visual Arts**
**Focus Area Champion:** Stan Gibbs

**Focus Area Vision:**
**Three-year Vision:** We will have a clearly documented and well-communicated suite of programs/services to provide visual arts programming for artists and the public.
**Goal A** PERFORM PROGRAM EVALUATION CYCLE WITH PE COACH TOM HAYASHI: Fulfill the CVNL Program Evaluation Coaching course of six meetings. Tom Hayashi will lead Stan to perform the work, directed by Elisabeth, with advisory role from Kala and Gil. The process will likely include taking one program to analyze and resign as a way to give Stan/AWD a process and set of tools to apply to other programs and efforts. The first meeting will be in early August. The course may take several weeks or a couple of months to complete (exact timing is unclear at the moment). It also important to note that there are multiple phases within the process.

| On Track | 7/14/2022 - 10/3/2022 | 5% | Goal Champion: Stan Gibbs | Goal Key Team Members: Elisabeth Setten, Gil Sambrano, Jennifer Burrell, and Kala Shah |

**Goal B** DEFINE PROGRAM SUITE: Analyze all programs; confirm validity, strategy, and philosophy; explore relationships; confirm commitment to program suite; create accountability method; create communication plan.

| On Track | 2/11/2022 - 10/1/2024 | 20% | Goal Champion: Stan Gibbs | Goal Key Team Members: Elisabeth Setten |

**Focus Area II: An Engaged Community**
**Focus Area Champion:** Kala Shah
**Focus Area Team Members:** Elisabeth Setten and Stan Gibbs

**Focus Area Vision:**
**Three-year Vision:** We will have a documented and well-communicated outreach and community collaboration process so that visual arts thrive for the well-being of the visual arts and public community.

**Goal A** Goal A -- Strategy: Define, document, and implement our community engagement strategy so that visual arts thrive for the well-being of the community.

| On Track | 1/1/2022 - 12/31/2022 | 35% | Goal Champions: Elisabeth Setten and Stan Gibbs | Goal Key Team Members: Kala Shah |

**Focus Area III: A Stronger Organization**
**Focus Area Champion:** Elisabeth Setten

**Focus Area Vision:**
**Three-year Vision:** We will have strengthened the capacity and structure for both the board and the staff and established a successful fund development strategy.
**Goal A** BOARD DEVELOPMENT: Board Structure and Growth: Review different board structures and create a revised strategy for growing, developing, and diversifying the board.

- **Completed**
- **Timeline:** 1/1/2022 - 7/1/2022
- **Goal Champions:** Elisabeth Setten and Gil Sambrano
- **Goal Key Team Members:** None

**Board Members**

- **Completed**
- **Number:** 7.0 Board Members
- **As of Jan 1, 2022**

**Goal B** TECHNOLOGY: Create efficient file sharing and file collaboration architecture and process. Delegate and access for future employees and even outside contractors etc. Policies & procedures centralized storage, including access rights. Training and best practice for usage and management.

- **On Track**
- **Timeline:** 12/31/2023
- **Progress:** 85%
- **Goal Champion:** Will Toft
- **Goal Key Team Members:** Stan Gibbs and Elisabeth Setten

**Goal C** STRATEGIC PLAN EXECUTION: Effective and efficient strategic plan work plan/mapping etc. to best communicate with board and staff - metrics needed (?)

- **On Track**
- **Timeline:** 3/18/2022 - 12/31/2022
- **Progress:** 85%
- **Goal Champion:** Jennifer Burrell
- **Goal Key Team Members:** Elisabeth Setten and Stan Gibbs

**Goal D** FUND DEVELOPMENT: Execute Individual donor giving plan based on fundraising strategy

- **On Track**
- **Timeline:** 5/25/2022 - 12/31/2024
- **Progress:** 80%
- **Goal Champion:** Jennifer Burrell
- **Goal Key Team Members:** Elisabeth Setten

**Goal E** Overall Communications Strategy

- **Not Started**
- **Timeline:** 1/1/2023 - 12/31/2023
- **Goal Champions:** Jennifer Burrell and Kala Shah
- **Goal Key Team Members:** Jennifer Burrell, Kala Shah, and Stan Gibbs

**Goal F** STAFFING PLAN: Create and implement a staffing plan that includes growing, developing, and diversifying employees and contractors.

- **On Track**
- **Timeline:** 11/1/2021 - 12/31/2022
- **Progress:** 90%
- **Goal Champion:** Elisabeth Setten
- **Goal Key Team Members:** Stan Gibbs

**Focus Area IV: An Upgraded Building Infrastructure**

**Focus Area Champion:** Elisabeth Setten

**Focus Area Vision:**

- **Three-year Vision:** We will have completed a building reserve study and have created a strategic building upgrade/funding plan to ensure the building's maintenance, a positive tenant experience, and maximizing the organization's cash flow.
<table>
<thead>
<tr>
<th>Goal</th>
<th>Description</th>
<th>Progress</th>
<th>Completion Date</th>
<th>Goal Champions</th>
<th>Goal Key Team Members</th>
</tr>
</thead>
<tbody>
<tr>
<td>A</td>
<td>WATER MITIGATION (ALL AREAS EXCEPT ELECTRICAL ROOM): Water intrusion leaks (rain) throughout the building sealed</td>
<td>Completed</td>
<td>3/31/2023</td>
<td>Elisabeth Setten and Terry Lofrano</td>
<td>None</td>
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<tr>
<td>B</td>
<td>WATERPROOFING TO THE ELECTRICAL ROOM: Water intrusion into new electrical room is sealed</td>
<td>On Track</td>
<td>12/31/2023</td>
<td>50%</td>
<td>Elisabeth Setten</td>
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<tr>
<td>C</td>
<td>GOAL C -- ELECTRICAL UPGRADE: PENDING THE RESULTS OF THE BUILDING RESERVE STUDY, COMPLETE THE BUILDING’S ELECTRICAL UPGRADE PROJECT:</td>
<td>Completed</td>
<td>9/1/2022 - 1/31/2024</td>
<td>75%</td>
<td>Elisabeth Setten</td>
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<tr>
<td>D</td>
<td>GOAL A -- BUILDING RESERVE STUDY: WE WILL HAVE CONDUCTED A BUILDING RESERVE STUDY: Goal to get to building reserve study</td>
<td>Completed</td>
<td>1/1/2022 - 12/31/2022</td>
<td>100%</td>
<td>Elisabeth Setten</td>
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<tr>
<td>E</td>
<td>GOAL B -- BUDGET: CREATE A BUILDING UPGRADE BUDGET BASED UPON THE FINDINGS OF THE BUILDING RESERVE STUDY:</td>
<td>On Track</td>
<td>1/31/2023</td>
<td>70%</td>
<td>Elisabeth Setten</td>
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<tr>
<td>F</td>
<td>Hire Life Health Safety Consultant to examine the building to integrate findings into Reserve Study</td>
<td>On Track</td>
<td>8/8/2022 - 12/31/2022</td>
<td>50%</td>
<td>Terry Lofrano</td>
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