



Arts In Reach: Encouraging Growth Through The Arts



2020 Strategic Plan

March 6, 2020



2020 STRATSTRATEGIC PLAN

EXECUTIVE SUMMARY

Since 1997, Arts In Reach (AIR) has empowered teenage girls from the Greater Seacoast region of New Hampshire and southern Maine through innovative mentoring and arts programs. AIR is an inclusive, safe space where teens build confidence, express authentic voices, and learn to take on challenges to thrive.

Members of the AIR board, committees, and staff engaged in a strategic planning initiative that included the establishment of broad organizational goals in 2018 and a revision of our mission in early 2019. When AIR's executive leadership changed in July 2019, this initiative entered a new phase focused on operationally defining these goals and devising this comprehensive strategic plan to achieve them over the next five years, FY2021-FY2025.

This strategic plan is the result of extensive work by a smaller group of board members, committee representatives, and the entire AIR staff. Grounded in the staff's vision for responsibly expanding programs to increase the number of teenage girls served, this plan embodies AIR's new mission. Both this mission and strategic plan emphasize the empowering aspects of creating inclusive community.

The first page of the plan lists AIR's newly revised mission, our proposed vision, and updated descriptions of the four organizational goals to define more accurately where we are today and where we envision going. These four goals organize the strategic plan into sections that begin with outcomes delineating successful achievement of each goal. Following the description of the goals is a brief summary of these outcomes for each goal as a preface for the full plan. Each section of the plan outlines the objectives, strategies, and activities that will lead us to these outcomes.

This plan describes key areas that shift how the board originally defined its goals in 2018. The plan proposes an approach for responsible scaling of programs in addition to maintaining current program excellence (goal 1). It defines a more structured approach to development in support of program expansion and includes proposals for revenue-generation, without endangering our commitment to offering AIR programs free-of-charge and with free transportation to all participants (goal 2 & 4). It addresses staff, board, and committee empowerment, succession planning, and the need to deepen volunteer commitment and community (goal 3). Finally, the plan broadens our view of community outreach beyond awareness and recognition to one of active community engagement (goal 4).

At the same time, this plan maintains the original assumptions on which AIR was founded 23 years ago. First, AIR programs are unique in their accessibility for all teenage girls regardless of background by not charging participant fees and including free transportation. Second, maintaining low organizational overhead strengthens AIR programs through partnerships with local arts organizations for program space, a lean staff, and a highly qualified Board of Directors and volunteer community. We are confident that this plan sets realistic goals, objectives, and outcomes over the next five years to provide more services to a larger number of young women and the community at large.



2020 STRATSTRATEGIC PLAN

Our next steps will focus on developing a number of area-specific plans, mentioned within, that will fine-tune and guide actual work related to: communications and marketing, development, budgeting, and research and evaluation. AIR's staff and board also will review this plan annually to consider progress made, funding, new information, the needs of teens and families, and the current non-profit environment.

Throughout this strategic planning process, we have continued to refer to it as "building the bike while riding it." We acknowledge that the best-mapped plans are just that once we begin riding the bike to our intended destination. This strategic plan outlines the direction we see AIR moving over the next five years and the processes that will get us there.

Respectfully submitted March 25, 2020,
Debra Holloway, Ph.D.
Executive Director

DRAFT



2020 STRATSTRATEGIC PLAN

MISSION

Arts In Reach *empowers teenage girls through inclusive creative community.*

VISION

All young women feel supported, confident, and skilled to become their best selves.

GOALS

1. **Maintain & Expand Program Excellence & Maximize Impact**

AIR takes pride in its thoughtfully developed, life-changing programs. We commit to sustaining and scaling our high-quality programs to benefit increased numbers of teens.

2. **Ensure Financial Sustainability & Growth**

To have impact, AIR relies on the generosity of supporters. We strive to develop deeper and more consistent funding sources to ensure ongoing continuity and excellence.

3. **Maintain Strong Leadership**

AIR is only as strong as its talented staff and volunteer leadership. We commit to staffing the organization fully, compensating staff adequately, and attracting thoughtful, dedicated, and effective volunteer leaders.

4. **Maximize Community Outreach**

AIR benefits from strong awareness and recognition of its work. We endeavor to broaden our partnerships with organizations that match our mission and to become a community resource.

SUMMARY OF OUTCOMES

This summary provides a short synopsis of the Strategic Plan. Attached is the full plan covering five fiscal years, FY2021-2025. The plan is composed of four sections corresponding to the four overarching organizational goals:

Maintain & Expand Program Excellence & Maximize Impact

- Develop and implement a comprehensive communications and marketing plan
- Increase the number of teens enrolling in existing programs
- Design and pilot programs for a new age group, preteen girls aged 10-12
- Identify, design and implement programs in new content areas and with new structures for current ages (13-22)
- Plan for staffing, logistics and calendaring multiple programs running concurrently
- Document the AIR curricula for consistency in AIR programming and maintaining quality



2020 STRATSTRATEGIC PLAN

Ensure Sustainability & Growth

- Increase the contributions of individual donors (current and new) by training and using a consistent development process with staff, board, and development committee
- Maintain current and attract new corporate sponsors with a structured and research-based approach
- Research new sources of grant funding and prioritize submissions by highest likelihood of success
- Focus events on presenting the impact of AIR programs
- Develop and explore the feasibility of packaging AIR curricula plus consulting services as a revenue source

Maintain Strong Leadership

- Invest in staff with training, increased role definition, competitive compensation packages, and appealing growth options
- Continue to infuse committees and the Board with people possessing needed expertise and capacity
- Recruit and train dedicated volunteers to assist staff and to build a dedicated volunteer community

Maximize Community Outreach

- Use the communications and marketing plan to direct print, website, social media, and other media PR
- Develop more events such as workshops, lectures and panels to engage with the broader community, donors and potential partners
- Conduct relevant community education workshops offered on a fee-for-service basis



2020 STRATSTRATEGIC PLAN

Goal #1—Maintain & Expand Program Excellence & Maximize Impact

Desired Outcomes

- Communication plan and updated materials for recruitment and marketing of current and new programs (a)
- AIR Alumnae Survey Impact Report every five years (a)
- More informed and committed referral partners (a)
- Increased participant enrollment to fill 100% of offered program opportunities (a)
- Programs for pre-teens ages 10-12 years old (b)
- New teen programs with new content and delivered simultaneously with current programs (c)
- Additional program showcases in accessible venues (b-c)
- 100% increase in the number of teens in AIR by FY25 (a-c)

a. Objective—Develop a communication plan and marketing materials to recruit for current and new programs. (FY21-22)

i. Strategy—Develop a communication plan that includes engaging marketing materials for current and new programs for multiple audiences.

1. Develop an integrated communications and marketing calendar (preferably spreadsheet style) to determine and track specific timing/anticipated time for each initiative, including all targeted audiences and marketing channels, goals, etc.
2. Develop a branding guide document for consistent use of the appropriate colors, fonts, logo version, placements, etc.
3. Use branding guidelines to update all applications and recruitment materials, printed materials, website and videos when and where appropriate.
4. Determine which communication channel(s) most effectively reaches each targeted audience type.
5. Use appropriate communication channel(s) for marketing efforts aimed at targeted audiences.
6. Repeat AIR Alumnae Survey every five years (2015, 2020, 2025, etc.) with engagement incentives.
7. Communicate findings through various channels to reach multiple target audiences.

ii. Strategy—Cultivate current and new referral partners through a comprehensive marketing strategy.

1. Contact and/or visit current referral partners to evaluate current recruitment strategies and which communication channel(s) are most effective.
2. Research new referral partners to expand participant recruitment.
3. Update communication strategy based on evaluation to maximize reach to new referral partners using multiple channels (mailings, phone calls, web, social media, and professional networks), including a contact calendar.



2020 STRATSTRATEGIC PLAN

4. Implement communication strategy to educate current and new referral partners about AIR's mission, vision, participants, and programs.
5. Establish continual maintenance and evaluation of communication strategy.
6. Evaluate referral partner engagement and recruiting efforts for AIR.
7. Adjust communication strategy and contact calendar based on evaluation results.

iii. Strategy—Develop effective participant recruitment strategies for current and new programs.

1. Evaluate current recruitment strategies for most effective approaches to reaching participants.
2. Develop a comprehensive recruitment strategy, including contact calendar, to reach potential participants.
3. Hold information sessions for prospective parents and participants at schools, PTAs, mental health centers, children's homes, homeless shelters, housing authorities, recreation centers, and social service agencies.
4. Establish strategy for continual maintenance and regular evaluation of participant recruitment.
5. Evaluate comprehensive recruitment strategy.
6. Adjust recruitment strategies based on evaluation results.

b. Objective—Establish “pre-teen” vacation and after-school programs for girls ages 10-12 to expand our age range, support girls as they enter their teen years, and establish a feeder system for our programs focused on older teens (ages 13-22 year-olds). (FY21-24)

i. Strategy—Develop curriculum and instructional practices for preteens based on research, best practices, and successful components of AIR programs.

1. Conduct needs assessment for pre-teens among potential referral partners.
2. Research best practices for engaging and community building among pre-teens.
3. Design curriculum and instructional practices for a pre-teen April vacation program.
4. Secure facilities and teaching artists for a pre-teen April vacation program.

ii. Strategy—Pilot pre-teen April vacation program.

1. Determine staff for pre-teen program.
2. Recruit program participants at elementary/middle schools in service area.
3. Implement pre-teen program pilot.
4. Document pre-teen program pilot implementation.
5. Conduct pilot pre-teen program evaluation.
6. Expand opportunities to show what AIR does with new showcases in accessible locations.
7. Revise pre-teen program plans based on evaluation feedback.

iii. Strategy—Implement pre-teen programs during school vacations and after school.

1. Sufficiently staff pre-teen programs and recruitment.



2020 STRATSTRATEGIC PLAN

2. Implement pre-teen programs.
3. Conduct evaluations of pre-teen programs.
4. Revise pre-teen programs based on evaluation feedback.

c. Objective—Expand the content and structure for AIR “teen” programs that target teenagers (ages 13-22). (FY22-25)

i. Strategy—Develop new innovative content and delivery of teen programs to meet demand.

1. Research and plan new content and structure for new teen programming.
2. Develop a plan for delivering multiple, simultaneous teen programs.
3. Identify, recruit, and train new corresponding teaching artists.
4. Identify and secure facilities for new teen programs.

ii. Strategy—Pilot new innovative teen programs and deliver simultaneously with current program schedule.

1. Recruit participants for new teen programs.
2. Implement new teen program pilots.
3. Document implementation of teen program pilots.
4. Conduct pilot teen program evaluation.
5. Revise teen program plans based on evaluation feedback.

iii. Strategy—Implement new innovative teen programs delivered simultaneously with current programs.

1. Sufficiently staff new teen programs and recruitment.
2. Implement new teen programs after school, during school vacations, and on weekends.
3. Conduct evaluations of each new teen programs.
4. Revise new teen programs based on evaluation feedback.
5. Expand opportunities to show what AIR does with new showcases in accessible locations.



2020 STRATSTRATEGIC PLAN

Goal #2—Ensure Financial Sustainability & Growth

Desired Outcomes

- Increase of at least 25% in annual individual giving and number of donors (a)
- Greater understanding of donors' preferred communication methods—online, social media, paper mailing, phone calls, etc., among staff, board, and committees (a)
- Clear plan and guide for continual communication with potential and current donors (a)
- Greater awareness of the needs and interests of individual and corporate donor constituencies, exemplified by relevant and effective statistics and stories (a)
- Increase of at least 25% in annual corporate financial contributions (a)
- New and standardized funder communication materials and processes (a-c)
- Maintenance of strong grant funding (b)
- An educated consensus concerning a possible earned-income stream(s) (c)
- Documented curriculum and instructional processes for programs (c)

a. Objective—Develop diversified and sustainable revenue streams. (FY21-25)

i. Strategy—Identify, cultivate, solicit, steward, and migrate current and new individual donors.

1. Research best practices for identifying, cultivating, soliciting, stewarding, and migrating individual donor support.
2. Create a comprehensive annual fundraising plan and training guide for staff, board, and development committee that addresses identification, cultivation, solicitation, and stewardship of donors, including contact calendaring.
3. Develop and implement an effective tiered giving program for donors that includes qualification, migration steps, major gifts, and multi-year gifts.
4. Train board, development committee, and staff about best practices and systems for managing, cultivating, and migrating donors.
5. Establish an ongoing evaluation process for donor identification, cultivation, solicitation, stewardship, and migration.
6. Adjust donor management based on evaluation results.
7. Evaluate special events planning and implementation with events and development committees to identify and maintain successful event practices, including scheduling, structuring, and calendaring.
8. Adjust events to maximize donor retention, cultivation, and migration.
9. Expand opportunities to show what AIR does by focusing on programs at donor events and expand donor access to Program Showcases.

ii. Strategy—Strengthen corporate giving program to increase financial support and community building.

1. Research best practices identifying, cultivating, soliciting, stewarding, and migrating corporate donors.
2. Solicit feedback from current, former, and potential corporate donors regarding sponsorship levels, benefits, and motivation for corporate sponsorship.
3. Develop and implement a tiered giving program for corporations based on feedback.



2020 STRATSTRATEGIC PLAN

4. Standardize and systematize strategy for corporate sponsorship cultivation, management, and migration.
5. Revise print materials to reflect updated strategy with consistent branding, messaging, etc.
6. Educate board and staff members concerning adoption of best practices and systems for corporate sponsor cultivation, management and migration.
7. Develop corporate donor-specific events that build a corporate sponsor community.
8. Establish ongoing evaluation process for corporate donor strategy.
9. Adjust corporate strategy based on evaluation results.

b. Objective—Establish ongoing evaluation process for grant-seeking systems. (FY22-23)

i. Strategy—Explore new sources for grant funding, including in-state and out-of-state organizations.

1. Research new sources for grant funding to support current and new programs and operations.
2. Contact potential grantmaking organizations to explore fit for future funding.
3. Prepare grant applications and apply to new potential grantmakers.
4. Maintain annual grant application and report calendar.
5. Evaluate success rates and grantmakers' feedback and adjust new grant strategies based on evaluation results.

ii. Strategy—Cultivate on-going and increased funding from current grant funders.

1. Contact current grantmakers to discuss current grants and potential for sustained and increased funding.
2. Apply to current grant funders for new and increased funding.
3. Maintain annual grant application and report calendar.
4. Evaluate success rates and grantmakers' feedback and adjust new grant strategies based on evaluation results.

c. Objective—Investigate and identify possible sources of earned income. (FY23-25)

i. Strategy—Examine the possible sale of AIR curricular products and intellectual property.

1. Research potential curricular products and intellectual property options, including an exploration of similar products, target consumer interests, and purchase price.
2. Develop intellectual property products, including curricula, instruction manuals, professional development services, and community/corporate workshops.
3. Seek legal advice regarding intellectual property development and licensing.
4. Board consideration of and vote to pursue earned-revenue streams.
5. Design strategy for product creation, communications, marketing, and distribution, if appropriate and ratified by board.
6. Implement strategies for licensing intellectual property with board approval.



Goal #3—Maintain Strong Leadership

Desired Outcomes

- Training manuals for each staff role (a)
- Well-compensated staff (a)
- Fully staffed programs and organization for high-quality work and reasonable work-life balance (a, b)
- Active community of volunteers for multiple types of tasks (a)
- Robust board membership (b)

a. Objective—Develop systematic approaches to managing the work of AIR. (FY21-23)

i. Strategy—Systematically document how the work of AIR gets done.

1. Regularly document the processes used in programs and the organization.
2. Consistently document how staff uses time.
3. Develop staff training manuals.
4. Organize yearly board retreats to review progress toward goal achievement and determine new targets for the coming year.

ii. Strategy—Support market-value staff salaries and benefits.

1. Research market-value salaries.
2. Research alternative staffing configurations.
3. Explore subbing out contract work and hiring hourly part-time help to offset staff workload.
4. Develop multi-year budget plans that support increases in staffing, programs, and development efforts.

iii. Strategy—Invest in skills and training to develop “bench strength” to enable staff, board, committee, and volunteer leadership growth.

1. Enlist staff, board, committee, and volunteers in specific professional development opportunities and skill trainings to improve knowledge and skills in the management of communications, marketing, program design, development, human resources, financial oversight, and leadership.

iii. Strategy—Expand opportunities for dedicated volunteer involvement.

1. Recruit volunteers for programs, office duties, events, and areas of expertise.
2. Train volunteers to complete assigned tasks successfully.
3. Cultivate volunteer committee membership and volunteer-specific gatherings to build community among volunteers and good will toward the organization.
4. Encourage prospective board members to serve as volunteer committee members to become acquainted with the work of AIR.
5. Solicit and evaluate feedback from volunteers and adjust volunteer engagement based on feedback.



2020 STRATSTRATEGIC PLAN

b. Objective—Develop succession plans for key staff and board positions. (FY23-25)

i. Strategy—Develop a succession plan for multiple staff positions, including Executive Director, Program Director, and Program Manager.

1. Identify potential successors.
2. Devise and implement training plan for successors.
3. Evaluate implementation of training plan and make adjustments based on evaluation results.

ii. Strategy—Develop succession plans for Board of Directors and Executive Committee.

1. Identify potential successors.
2. Identify areas of need for the Board of Directors.
3. Establish Nominating Committee to recruit potential board members and increase board capacity in needed areas of expertise, such as communications, marketing, legal, business development, and underrepresented areas of service region.
4. Review and revise board training process and materials based on feedback from current board members.
5. Induct and train new board members.
6. Evaluate new board member induction and training, and adjustment process, and revise based on evaluation findings.



2020 STRATSTRATEGIC PLAN

Goal #4—Maximize Community Outreach

Desired Outcomes

- Increased recognition of AIR among members of the AIR and broader community (a)
- Indirect measurement of greater community awareness of the work and impact of AIR (a, b)
- Increased visibility in community and online publications: a minimum of six AIR-focused articles in newspapers and similar periodicals annually (b)
- Community engagement through events that focus on the work of AIR (b)
- Educational workshops offered on a fee-for-service basis, with board approval (b)

a. Objective—Develop an informed communications plan for community outreach. (FY21-22)

i. Strategy—Work with staff and marketing committee to create comprehensive communications plan.

1. Develop yearlong communication calendar that targets multiple audiences: participants, parents, referral partners, donors, and community-at-large.
2. Design an initial strategy for implementing the proposed communication plan.
3. Create an evaluation plan that accounts for potential plan successes and weaknesses.
4. Adjust plan based on evaluation results.

b. Objective—Cultivate greater awareness and engagement of the AIR and broader communities. (FY21-25)

i. Strategy—Develop events that engage the AIR and broader community.

1. Create an innovative press kit and release format for published and online sources.
2. Write and submit print, website, and social media PR focused on the work and impact of AIR and present at public events.
3. Continue to grow the Spirit of AIR event with HonorAIRy Award, highlighting ongoing commitment to AIR and with a focus on the work and impact of AIR.
4. Work with community partners to continue to offer Community Film & Conversation event focused on AIR participants' challenges and successes.
5. Expand key showcase events to include associated community/donor receptions before/after program showcases.
6. Explore additional opportunities to build and broaden the AIR community, such as AIR Fest for teens, families, and friends; board-hosted gatherings; and events that focus on the findings of the AIR Alumnae Surveys.
7. Regularly evaluate the effectiveness and calendaring of annual events.
8. Adjust event selection, execution, and calendaring based on evaluation results.

ii. Develop trainings that engage the AIR and broader community in topics related to AIR's work and service population.

1. Work with community partners to develop trainings for AIR staff, teaching artists, educators, mental and behavioral health providers, and



2020 STRATSTRATEGIC PLAN

personnel from other teen-focused organizations to enhance effectiveness in working with challenged youth.

2. Conduct market research on feasibility of creating fee-for-service workshops that target consumer interests, including purchase price.
3. Seek board approval to offer workshops on a fee-for-service basis.
4. Create replicable workshops led by AIR staff for multiple audiences (parents, educators, mental and behavioral health providers, social service providers, arts organizations, and the community members) focused on key areas of expertise, such as creating safe spaces for teens, teen community-building, mentoring teens challenged by adversity, and using the arts to promote resilience.
5. Develop and implement marketing plan for workshops, including print, website, and social media.
6. Pilot workshops, evaluate effectiveness with participants, and adjust content and delivery based on evaluation results.
7. Sufficiently staff ongoing workshop development and delivery.
8. Collect ongoing feedback from workshop participants to evaluate and maximize impact.

DRAFT