STRATEGIC PLAN

FY2024 - 2028

ARTSFUND

PLANNING TIMELINE & PERSONNEL

Over a five (5) month period, ArtsFund worked closely with stakeholders to create a strategic plan that outlines increased alignment with our mission, vision, values, and specific actions that will accomplish our goals.

Participants included:

- 20-member Strategic Planning Committee populated from across the state of Washington
- ArtsFund staff
- ArtsFund Board of Trustees
- Selected ArtsFund grantees
- Selected community stakeholders (national and local)

KEY DELIVERABLES

Over the next five (5) years, ArtsFund will take steps to achieve:

- More resources to support ArtsFund's mission, vision, and values.
- More transparency in our programs and intentions.
- More inclusion in our partner participation and internal decision making.
- More adoption of the narrative that arts and culture are valued as central and critical to a healthy society.
- Create and test narratives with donors.
- Achieve campaign goal of funding by geography and centered population.

Identify and strengthen centered populations (Black, Indigenous, and People of Color, LGBTQ+, and people with disabilities) in all our work.

All Departments have specific and measurable tasks that will lead to achieving those key deliverables. These activities include:

- Achieving a $4 million annual campaign by FY28.
- Increasing staff FTE by three (3) in FY24.
- Achieve salary parity with blended for-profit / nonprofit scale in King County, Seattle, and Greater Puget Sound.
- Create outward facing documents that detail philosophy and intent behind budgets, grants, and other financial and human resources policies and procedures.
- Increase total grantmaking to community by $750,000 by FY28 or $2.25 million over the five (5) year period.
- Establish more regular communications with all stakeholders through in-person, social media, print communications, and other digital media.
- Launch a multi-year communications effort that strengthens ArtsFund's brand and underpins our legitimacy for future advocacy.
- Create a new website with an interactive database that can store and retrieve ArtsFund's decades of industry data and is accessible to the public.
- Strategically place ArtsFund leadership on local, regional, and national boards.
- Adjust our Visionaries program to be more effective in cultivating the next generation of community supporters and advocates.
- Geographically expand the Cultural Partners Network.
- Create, collect, and track metrics that support our diversity, equity, and inclusion efforts.

ArtsFund will invest approximately $6.3 million over five (5) years to achieve these objectives.

The return on this investment will include:

20% increase in grants to awardees

A three-year communications and branding effort

25% increase in development activity

3 additional FTEs to support Development, Communications, Finance, & Operations

Other programmatic initiatives that will increase transparency and communication with ArtsFund stakeholders

$ Salary parity with a blended nonprofit/for-profit scale

Funding will come from:

- *Increasing ArtsFund Foundation Allocations from 4% to 5%, and immediate distribution of Century Building funds (46%)
- Increased Development activities (33%)
- Increases in cash management gains (11%)
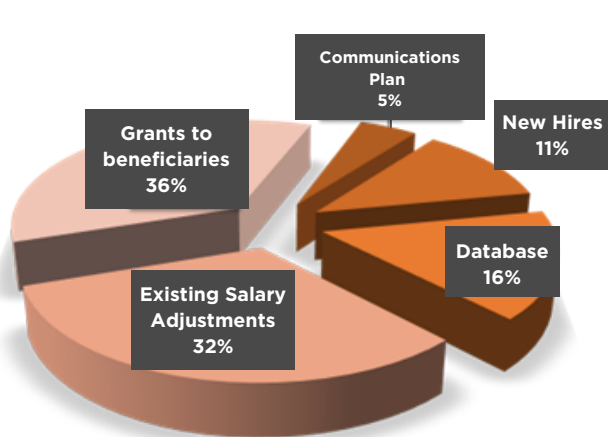- Projected project-specific awards from other Foundations (10%)

*Approved by ArtsFund Board of Trustees and subject to change based on current or future votes by the Board.
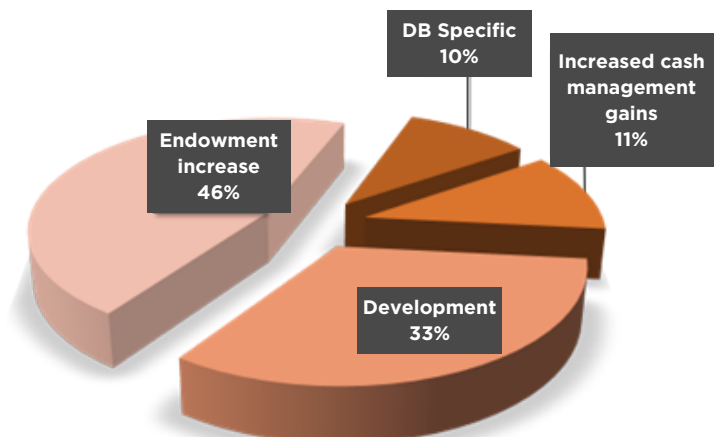
ARTSFUND
STRATEGIC PLAN

Expenses will go to:

- Increased grants to beneficiaries ($2.25 million over 5 years) (36%)
- Existing salary adjustment to bring staff to parity with a blended nonprofit/for-profit compensation scale (32%)
- 3-year communications plan (5%)
- Database project (16%)
- New hires (11%)

percentages are the total project investment or revenue divided by the 5yr total invested or earned.

The 5yr net impact is expected to be positive in the amount of approximately $800k or 3% of the five-year expense projections.

New Expense Allocations

Communications Plan 5%
New Hires 11%
Grants to beneficiaries 36%
Database 16%
Existing Salary Adjustments 32%

New Revenue Allocations

DB Specific 10%
Increased cash management gains 11%
Endowment increase 46%
Development 33%

ARTSFUND
STRATEGIC PLAN