



## **STRATEGIC PLAN 2016-2019**

**SHORT VERSION – APPROVED BY AFTA BOARD, JUNE 2016**

### **MISSION STATEMENT:**

Arts for the Aging engages older adults in health improvement and life enhancement through the arts.

### **VISION STATEMENT:**

Arts for the Aging is a pioneer in arts programming for older adults and a model for excellence in life-long learning and creative aging.

### **VALUES STATEMENT:**

Arts for the Aging believes that regular participation in the arts by older adults helps to minimize age-related physical and cognitive impairments, and contributes to their physical, intellectual and emotional health.

Arts for the Aging believes that individuals have an inherent need to engage in self-expression and that older adults should have access to quality arts programs.

Arts for the Aging believes that artists trained in best practices can enhance caregiving and healthy aging for older adults.

### **STRATEGIC PLAN STATEMENT**

Over the next three years, AFTA will continue to focus on what it now does best: Delivering participatory arts programs, which are artist-led, multidisciplinary and designed to enhance the health and quality of life of older adults. AFTA will provide these high-quality programs in group settings to people who have mild to moderate physical and cognitive impairments and whose access to these kinds of life enrichment interventions is limited for reasons of affordability, availability or the ability to use such programs. As a regional service provider and a recognized national model, AFTA will dramatically expand a range of new partnerships in funding, programmatic research and volunteer engagement. AFTA programs will also increasingly engage community partners, family members, caregivers, volunteers and intergenerational connections.



<b>STRATEGIC PRIORITIES</b>	<b>GOALS</b>	<b>CORE STRATEGIES</b>
<b>Contributed Revenue</b>	<p>I. Grow contributed revenue through diversified funding sources, partnerships, and activities.</p>	<ul style="list-style-type: none"> <li>A. Leverage opportunities provided by AFTA’s upcoming 30<sup>th</sup> Anniversary in 2018.</li> <li>B. Conduct thorough grant prospecting, expand grant applications and consider ways to include partners in joint applications.</li> <li>C. Cultivate individual champions and key influencers who can help grow AFTA’s fundraising.</li> <li>D. Identify and engage specific networks that represent AFTA’s natural funding constituencies such as AFTA client family members.</li> <li>E. Continue AFTA’s historic relationship with diplomatic communities and highlight growing international interest in creative aging.</li> <li>F. Review and refine AFTA’s suite of special events and their target audiences.</li> </ul>
<b>Earned Revenue</b>	<p>II. Explore the feasibility of increasing earned revenue.</p>	<ul style="list-style-type: none"> <li>A. Target the most promising centers for fee-for-service programs, build collaborative relationships, and pilot program concepts as feasible.</li> <li>B. Explore viability of requesting program centers to contribute fee and/or help partners apply for grants to fund those fees.</li> <li>C. Identify key partners such as YMCA or JCA to provide joint fee-based programs open to the general public.</li> <li>D. Look for regional government contracts related to immigrants and other high-priority populations.</li> </ul>

<p><b>Partnerships</b></p>	<p>III. Explore and build partnerships with potential program partners, long-term funders, volunteers, and others concerned about the intersection between arts and healthy aging.</p>	<ul style="list-style-type: none"> <li><b>A.</b> Build relationships with diverse partners who have a stake in the field of creative aging, beyond the centers in which AFTA works</li> <li><b>B.</b> Position AFTA for research partnerships with universities so as to acquire the ‘evidence base’ required by many donors</li> <li><b>C.</b> Partner with departments of aging throughout AFTA’s service area</li> <li><b>D.</b> Explore partnerships with volunteer organizations such as AARP, Maryland Office on Volunteers, AmeriCorps.</li> <li><b>E.</b> Partner with corporations that wish to provide employees with aging-related benefits (for themselves or family members)</li> </ul>
<p><b>Visibility</b></p>	<p>IV. Expand AFTA’s visibility as a leader in the creative aging field to potential funding audiences, industry peers, and the general public.</p>	<ul style="list-style-type: none"> <li><b>A.</b> Organize demo programs to enhance visibility of the organization</li> <li><b>B.</b> Explore the possibility of opening some of AFTA’s programs to a wider audience, beyond the older adults already enrolled in AFTA’s partner centers</li> <li><b>C.</b> Work to reach people from diverse cultural and linguistic backgrounds</li> <li><b>D.</b> Look into partnering with technology companies, to allow AFTA to reach seniors isolated in their homes</li> <li><b>E.</b> Explore opportunities to get AFTA’s programs featured in the media</li> </ul>



<p><b>Board Capacity</b></p>	<p>V. Increase board capacity to effectively lead key strategic priorities, including fundraising, partnership development, and program development.</p>	<p><b>A.</b> Expand the board to include more people from corporate businesses and the private sector</p> <p><b>B.</b> Recruit board members from and cultivate partnerships throughout the DC area, but focus on Montgomery County</p> <p><b>C.</b> Identify and cultivate people of wealth and influence who represent AFTA’s natural funding constituencies</p>
<p><b>Program Development</b></p>	<p>VI. Explore programming expansion options, including adaptation to include families, volunteers, and more intergenerational aspects.</p>	<p><b>A.</b> Maintain teaching artists as program leaders, while integrating volunteers into programs in assisting roles</p> <p><b>B.</b> Once AFTA becomes involved in university research, involve volunteers as data collectors, interview transcribers, etc.</p> <p><b>C.</b> Work with centers to invite older adults’ family members to participate in programs</p> <p><b>D.</b> Partner with schools, after-school centers, and other youth organizations</p>
<p><b>Staff Capacity</b></p>	<p>VII. Review and build staff capacity to execute core functions and tasks.</p>	<p><b>A.</b> Expand staff operational capacity to enable the executive director to concentrate on her leadership role in growing AFTA’s fundraising, partnerships, and visibility.</p> <p><b>B.</b> Hire at least a part time development staff member</p> <p><b>C.</b> Increase funding so that staff compensation can include benefits to attract and retain staff</p> <p><b>D.</b> As programs grow, expand programming staff to meet the need and ensure programmatic excellence</p>