



ARTS FOR THE AGING

## **Strategic Priorities, Goals, and Core Strategies for 2020-22**

### **MISSION STATEMENT:**

Arts for the Aging engages older adults and professional and family care givers in health improvement and life enhancement through regular participation in the multidisciplinary arts.

**INFORMAL MISSION STATEMENT:** Combating isolation and spreading joy and better health to seniors and caregivers through regular engagement in the multidisciplinary arts.

### **VISION STATEMENT:**

Arts for the Aging is a pioneer in arts programming for older adults and professional and family caregivers 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 and caregivers helps to minimize the effects of aging-related physical and cognitive impairments, and contributes to 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 and caregivers should have access to quality arts programs.

Arts for the Aging believes that professional artists trained in best practices can enhance caregiving and healthy aging, and that these programs foster communication and connection, and reduce feelings of isolation and loneliness.

### **STRATEGIC PLAN STATEMENT:**

Over the next three years, Arts for the Aging 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, and professional and family caregivers. Arts for the Aging will provide these high-quality programs in group settings to people impacted by the effects of mild to moderate physical and cognitive impairment 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, Arts for the Aging will strengthen and expand partnerships in thought leadership, business, program, and resource development to grow its offerings and expand its reach in the creative aging field. Arts for the Aging programs will engage community partners and professional and family caregivers while the organization builds board, staff, and volunteer capacity to close its founder-succession period and achieve financial sustainability by the end of 2022.

## **Priority: Contributed Revenue**

### **Goal: Grow contributed revenue through diversified funding sources, partnerships, and activities.**

- A. As the organization pushes toward full financial sustainability by 2022, convert as many financial aid clients as possible to new business model of fee-based services with financial aid opportunities by implementing sliding scale or customized contribution requests, and establish a process to determine levels of financial aid that can be provided annually.
- B. Strengthen grants program, expand grant applications and consider ways to include client partners in joint applications, looking to move away from applying for small grants (< \$5,000) and focusing on larger grants; in particular, establish a donor sponsorship program to link funding to financial aid client partners, so that organizations that request free services are covered through relationships between the organizations and specific funders.
- C. Cultivate individual and corporate champions, “celebrity” change-makers, high net-worth individuals, and key influencers who can contribute to and help grow Arts for the Aging’s fundraising.
- D. Identify and engage specific networks that represent Arts for the Aging’s natural funding constituencies such as corporations and Arts for the Aging client family members.
- E. Focus on smaller fundraising events, such as the board-hosted affinity group event model, highlighting cultural ties and demonstrating mission activities, and move away from large galas, unless those can be sufficiently underwritten by sponsoring individuals or organizations.

## **Priority: Earned Revenue**

### **Goal: Increase focus on identifying and marketing to new and/or current fee-for-service clients**

- A. Maintain current and target most promising clients for FFS programs, build collaborative relationships, and pilot program concepts.
- B. Review client partner criteria for effective relationships and implement that criteria to better allocate funding to neediest, best performing partners.
- C. Transition full financial aid clients to contribute sliding-scale fees or partial payments based on 2019 mini-feasibility study, and/or collaborate with clients applying for grants to fund those fees.

### **Priority: Partnerships**

**Goal: Build or deepen thought leadership, business, program and resource development partnerships with those concerned about the intersection between the arts and healthy aging.**

- A. Throughout the Greater Washington D.C. service area, deepen relationships with diverse partners who have a stake in the field of creative aging, beyond the clients and partners with whom Arts for the Aging already works, presently and in the future, including museums, cultural institutions, and public and private sector groups.
  - i. Enhance existing and build new partnerships for the purpose of increasing Arts for the Aging's visibility, reach, and thought leadership across our region and nationally.
  - ii. Build or enhance relationships that lead to an increase of earned revenue.
- B. Explore partnerships with businesses and organizations that can provide volunteer pools to support Arts for the Aging activities.
  - i. In 2020, Arts for the Aging will focus on partnerships with the World Bank and Montgomery County Volunteer Center to develop volunteer pools supporting organizational activities. Arts of the Aging will identify additional organizations to develop similar partnerships beyond 2020.
- C. Partner with businesses and corporate champions that may engage with Arts for the Aging beyond earned revenue opportunities, including volunteer pools, and program content and resource development.

### **Priority: Visibility**

**Goal: Expand Arts for the Aging's visibility as a leader in the creative aging field to potential funding audiences, industry peers, and the general public.**

- A. Prioritize and implement the Arts for the Aging communications plan.
- B. Identify board, volunteer/intern capacity and/or grant-funded consultancies to support implementation of the communications plan.
- C. Organize demonstration programs to enhance visibility of the organization
- D. Continue to open some of Arts for the Aging's programs to a wider audience, beyond the older adults already enrolled.
- E. Enhance reach to people from diverse cultural backgrounds.

### **Priority: Board Capacity**

**Goal: Increase board capacity to effectively lead key strategic priorities, including fundraising, partnership development, and program development.**

- A. Create a board matrix of the necessary skills and fields of interest needed to expand the board to include more people from corporate businesses, public and private sectors, and those whose skills overlap with Arts for the Aging's natural funding constituencies.
- B. Expand diversity of race, age and socioeconomic background to serve on the board.

- C. Build plans for board leadership succession.
- D. Recruit board members from and cultivate partnerships throughout the Greater Washington DC area, with a focus on Montgomery County.

### **Priority: Program Development**

**Goal: Strengthen recent programmatic expansion, including signature Joy in Generation programs, methodology trainings and thought leadership activities, while increasing participation from professional and family caregivers, volunteers, artists and youth.**

- A. Expand multidisciplinary faculty of teaching artists, training more professional artists to meet growing numbers of client partnerships.
- B. Maintain teaching artists as program leaders providing opportunities to become training experts, while integrating volunteers into assisting program activities.
- C. Co-create and deliver programs, trainings, and exhibitions with museums, cultural institutions and businesses (e.g. arts/aging/healthcare organizations or networks) interested in the intersection of arts and healthy aging.
- D. Streamline program administration processes to support recent programmatic growth.
- E. Continue organizational discussion about value and feasibility of developing copyrights or service-marks for how we provide our programs.

### **Priority: Staff Capacity**

**Goal: Build staff capacity to execute core functions and tasks.**

- A. Expand staff and operational capacity by implementing the results of the Nonprofit HR workforce analysis report.
- B. Increase funding so that staff compensation aligns with staff position benchmarking and can include benefits to attract and retain staff.
- C. Recruit a volunteer/intern coordinator (potentially on a volunteer basis at first) to support development of a robust volunteer corps and seek funding to hire a person to fill this role at a part-time level.
- D. Secure funding to hire communications staff
- E. As fundraising and programs grow, expand programming staff to meet the need and ensure programmatic excellence

### **ORGANIZATIONAL STATEMENT:**

Arts for the Aging was founded in 1988 after a study showed that art-making improved moods and behaviors in people with Alzheimer's disease. Today, Arts for the Aging is a nationally-recognized social service organization serving Greater Washington D.C., engaging older adults and professional and family caregivers in health improvement and life enhancement through regular participation in the multidisciplinary arts. The organization's therapeutic interventions focus especially on those experiencing the effects of aging-related physical and cognitive

impairments. An experienced artistic faculty is grounded in diverse specialties, trained in our best-practices, and competitively supported to facilitate group workshops in community and residential care settings where access to these kinds of life enrichment interventions is limited for reasons of affordability, availability, or the ability to use such programs: adult day centers, community centers, senior centers, affordable housing communities, assisted living communities, nursing homes, and with museums and cultural institutions. Workshops are customized from a curriculum of: Dance (healing movement / tango / Spanish dance / improvisation), music (cello, drumming, guitar, piano, opera, multi-instrumental), creative writing, expressive arts, visual art (drawing, painting, collage/mixed media), art history, storytelling, poetry, musical theatre, creative movement, theatrical improvisation, digital photography/videography, theatrical playwriting, inter-disciplinary, trainings for artists, museum outings, intergenerational workshops, and can include customized trainings for professional and family caregivers in our structured improvisation methods. The self-expression and socialization we ignite bring accessible and uplifting ways to cope with changing abilities that come with aging—sparking imagination and socialization, combating isolation, and spreading joy and better health.