

# New Five-Year Strategic Plan FY (2019-2024)

Dear Colleagues and Partners,

In 2018, the Richmond Art Center embarked on developing a new five-year strategic plan for the organization, replacing the three-year 2014-17 strategic plan. A strategic planning team was formed consisting of six staff leaders, two current Board Directors, and one former Board Director. The team represented the many facets of the Art Center and was well-prepared to begin a rigorous process. We hired Maureen Benson, an outside consultant, to facilitate the process consisting of seven sessions and numerous intersession meetings with selected groups to map out the strategic plan. The process also included updating the Art Center's Mission, Values and Vision, which subsequently drove the development of our overarching goals.

To further frame our discussion, we drew upon an assessment of our current organization, our stakeholders, a work environment assessment, and results from a listening tour with our constituents and Richmond residents. I am excited to share the 2019-2024 Strategic Plan with you – it will guide us in a thoughtful and timely manner to “operationalize” our mission, values and vision. The plan defines four overarching goals:

- 1) Be leaders in contemporary and intersectional thinking about art, artistic expression and arts education.
- 2) Attract, develop, support and retain leadership, staff, community partnerships and audiences who embody the diversity of the Richmond Bay Area.
- 3) Redesign our infrastructure to ensure highly effective and cohesive communication, collaboration and systems.
- 4) Generate resources to support organizational capacity, facilities improvement and programmatic growth.

Each Goal is supported with a number of Objectives with “how to achieve” key strategies. Each key strategy has an “owner,” who is responsible for overseeing progress toward their attainment. To sustain the organization and our new initiatives, we need to expand our fundraising capacity and deploy some of our reserves. To move this plan from paper to specific actions, we are further developing point people, metrics and target dates to ensure that we achieve each goal. As we map out our path forward, and move the plan forward through implementation, we will continue solicit feedback from within the Art Center and from our external stakeholders. This is a living document that we will continue to modify and update over the five-year period.

We will keep you apprised of our progress via RAC's social media, our website and through other reporting. You can offer feedback and collaboration by sending a comment to us at [strategicplan@richmondartcenter.org](mailto:strategicplan@richmondartcenter.org). It will take all of our constituents, working closely with our diverse array of stakeholders, to successfully implement this strategic plan and achieve our strategic goals by 2024.

Sincerely,

Ric Ambrose  
Executive Director  
Richmond Art Center

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## 2019-2024 Richmond Art Center Strategic Goals and Objectives

### Goal #1

Be leaders in contemporary and intersectional thinking about art, artistic expression, and arts education.

**Objectives:**

- A. Develop Richmond Art Center as a regional leader for best practices in contemporary art education.
- B. Through an intersectional lens, design art programs that will increase and diversify participation at the Richmond Art Center.
- C. Through an intersectional lens, develop a measurable community partnership model across all departments.

### Goal #2

Attract, develop, support and retain leadership, staff, community partnerships, and audiences who embody the diversity of the Richmond Bay Area.

**Objectives:**

- A. The Richmond Art Center is a safe and accessible space for all marginalized communities.
- B. Staff and Board reflect the diversity of Richmond, including leadership roles.
- C. Achieve high levels of staff and volunteer retention and engagement.

### Goal #3

Redesign our infrastructure to ensure highly effective and cohesive communication, collaboration, and systems.

**Objectives:**

- A. Develop and implement an organizational (staff and board) redesign that embodies a shared and intersectional leadership model.
- B. Implement rebranding that significantly deepens engagement with existing and expanded members, patrons, donors, volunteers, and students.
- C. Revise or update operation procedures and communication systems.

### Goal #4

Generate resources to support organizational capacity, facilities improvement, and programmatic growth.

**Objectives:**

- A. Diversify and increase annual funding sources to support organizational capacity, and programmatic growth.
- B. Develop capital campaign for facilities improvement.
- C. Manage facilities improvement plan.