

- ii. Create a small functioning board of directors, with defined membership and regular meetings.
- iii. Engage individual council members' interests, skills, and availability for work in teams on projects and tasks.
- iv. Move toward becoming an independent 501 (c) 3 nonprofit organization.

D. Enhanced Outreach, Visibility, Collaboration

Goal: SafeArt will enhance its collaboration with key institutions and organizations with which cooperation is mutually beneficial.

Strategies over three years to achieve this goal:

- i. Identify ideal partners with whom to explore sharing resources, opportunities, and roles.
- ii. Collaborate on grant writing with key partners/sponsors.
- iii. Complete key projects already underway that will help spread *SafeArt's* mission and visibility, e.g., publishing an anthology of writings. Secure *pro bono* assistance for this work whenever possible.
- iv. Create an effective online presence for *SafeArt*, to express fully and accurately the heart and soul of the organization, provide information for the general public, and connect *SafeArt's* work with that of others.

SAFEART STRATEGIC PLAN 2009-2012

Plan Overview

- Planning Process
- Process Outcomes
- Key Elements of Plan

SafeArt in 2009

- Organizational Mission
- What we DO/ Programs
- Values and Principals

Vision for January 2012

Goals/ Strategies for Achieving the Vision

- Financial Health
- Focused Programming
- Administrative Structures/ Systems
- Enhanced Outreach ...

Using the Plan Going Forward

ACKNOWLEDGEMENTS

I. PLAN OVERVIEW

Planning Process

Inspired initially by her personal experience, Tracy Penfield founded *SafeArt* in 2000. Thanks to Tracy's compassion, hard work, vision, and determination, *SafeArt* has outgrown its origins as a one-person operation, w/ part-time contracted help, and is ready to move into its future. *SafeArt* currently operates as a non-profit under the fiduciary of VSAarts of VT.

In June 2008 Tracy secured a planning grant from the *New Hampshire Charitable Foundation* to be used for the development of a sound and sustainable *Strategic Plan* with which to move the organization forward.

Judy Warriner Walke was hired as the organizational consultant and a Strategic Planning Team - comprised of staff members, Tracy Penfield and Josey Hastings, and Advisory Council representatives, MaryJean McKelvy and Jennie Martin - was formed to work with the consultant to define and guide the process.

In order to gain a broad understanding of how people familiar with *SafeArt* viewed its strengths, challenges, and possibilities, the team conducted 30 one-on-one interviews during the fall of 2008. Those responses were compiled and summarized, providing the foundation for a *Strategic Planning Retreat* in January 2009 for staff, Advisory Council members, and other key people closely connected with the organization.

This *Strategic Plan* is a direct outcome of the group's work. It was approved by *SafeArt's* Advisory Council on May 26, 2009.

C. Administrative Structures and Systems to Support our Work

Goal: *SafeArt* has the equivalent of at least one full-time administrative person, employed in developing and maintaining the organization's office management, financial management,

database, outreach activities, fundraising, and grant-writing. ** may grow to need more than one employee

Strategies over three years to achieve this goal:

- i. Develop budgets and fundraising to allocate funds for this new level of administrative support.
- ii. Put processes and documents in place to define roles, describe responsibilities and compensation, and hire with utmost care.
- iii. Create time and mechanisms to train, coach, and empower people in these roles and to clarify their responsibilities over time.

Goal: *SafeArt's* Advisory Council has become a committed and involved group, working in teams on appropriate projects, based upon expertise, interest, and time available.

Strategies over three years to achieve this goal:

- i. Advisory Council has become a formalized group, with quarterly meetings and defined areas of expertise and interest.

B. Focused Programming

Goal: SafeArt has narrowed its broad program offerings, to improve and increase the impact, visibility, and quality of its key programs.

🌀 Strategies over three years to achieve this goal:

- i. Develop a set of criteria and apply them to identify 2-3 primary focus areas. Criteria include fundability, logistical and administrative costs, options for outreach and promotion, and long-term viability.
- ii. Continuously assess the best way to deliver key programs.
- iii. Expand or create new programming only when there is sufficient up-front funding and staff capacity.
- iv. Engage administrative help and define roles, to free up the founding director's time for program development, delivery, and replication possibilities.
- v. Develop materials and methods to acquire and incorporate evaluative feedback from participants in programs, trainings, and groups.

Process Outcomes

Desired outcomes of the strategic planning process:

- ✚ Improve our understanding of who we are and what we do

- ✚ Identify best ways to balance administrative work with direct service
- ✚ Provide context and focus for our programming over the next three years
- ✚ Engage key stakeholders whose ideas, support, and collaboration will make a difference to our sustainability and success.

Key Elements of the Plan

SafeArt's VISION and broad goals for moving forward.

The VISION for the organization in three years time is to be positioned for longevity and sustainability, having developed systems and attracted staff and funding to carry SafeArt's work forward.

Organizational Goals for the period 2009-2012 are in the areas of:

- A. Financial Health
- B. Focused Programming
- C. Administrative Structures and Systems to Support our Work
- D. Enhanced Outreach, Visibility, Collaboration

THE PLAN also includes general strategies for achieving the goals and moving toward the vision.

I. SAFEART in 2009

Our Organizational Mission

SafeArt engages the transformative power of the arts in the prevention and healing of abuse and other traumas.

What we DO

SafeArt offers group and individual sessions, unique performances, creative workshops, and leader training, all designed to educate, to inspire, and to heal people and their communities.

IV. GOALS AND STRATEGIES FOR ACHIEVING THE VISION

Through the interviews and during the retreat, key goals emerged in each of the four areas critical to *SafeArt's* effectiveness. For each goal, this plan includes some general strategies over the three-year period that the organization will undertake to reach the goal and achieve the vision for 2012.

A. Financial Health

Goal: SafeArt will raise funds each year sufficient to cover its expenses, and hold a reserve for emergencies. Every effort will be made to secure funding over a multi-year period.

Strategies over three years to achieve this goal:

- i. Dedicate staff and volunteer effort to a process for finding, cultivating, staying in communication with, and keeping track of major private donors.
- ii. Engage expert help to identify and keep *SafeArt* current on grant availability across the spectrum from federal to local, with emphasis on multi-year, longer-term grants.
- iii. Secure contract personnel for grant writing.
- iv. Secure ongoing contracts with schools and other organizations that produce revenue for *SafeArt*.
- v. Develop materials and media for marketing *SafeArt* to potential funders.

- ✦ A strong cadre of *SafeArt* leaders is beginning to direct and train others in key *SafeArt* curriculum and programs.
- ✦ The organization is financially sound, with funding from a variety of sources
- ✦ A solid core of far-sighted donors is committed to providing capital over the long term.
- ✦ *SafeArt* and a few key organizational partners collaborate smoothly on work of mutual priority.
- ✦ *SafeArt* has administrative structures and systems in place that support the work, manage the operations, and encourage others to contribute to programs and projects.
- ✦ The organization has a diverse, committed advisory council, whose members contribute both overall guidance and expertise in teams for specific tasks.
- ✦ A smaller *SafeArt* Board of Directors serves to oversee the organization's operation.
- ✦ *SafeArt* continuously improves its methods for evaluating programs and incorporating feedback on the quality of our service and the clarity of our communication.
- ✦ *SafeArt* continues to examine its organizational structure and maintains a balance between providing service locally, in Orange County VT, and taking *SafeArt* further afield.

***SafeArt* Programs Include:**

- ✦ Altus Healing Arts studios for visual arts and movement, Chelsea, Vermont
- ✦ Healing Arts for Women groups

- ✦ Women's Movement Groups (Chelsea, VT, and Greenfield, MA)
 - ✦ Individual Tracing sessions (therapeutic movement, energy and body work)
 - ✦ Artist Mentoring Program
 - ✦ Teen Ensemble (performance group)
 - ✦ School Residencies
 - ✦ *Making SafeArt* trainings, for school staff, practitioners, general public
 - ✦ Randolph Community Roots Project:
 - Performances at Chandler Center for the Arts
 - LISO* Teen Group
 - Randolph Union High School residencies
 - Randolph Healing Arts for Women
- *LISO = *Looking Inward, Speaking Out*

Our Values and Principles

*SafeArt's work is grounded in key values and beliefs about the **Healing Power of the Arts**:*

We believe:

- + All beings respond to love.
- + No one deserves to be abused.
- + Prevention of, and healing from, traumatic abuse are possible, and the arts can play a powerful role in this process.
- + Human beings benefit from the opportunity to learn positive and healthy ways of expressing their emotions.
- + All people have an innate capacity for imagination.

VALUES we seek to embody in the way we do our work:

- + We include and embrace all diversities of people in *SafeArt*.
- + We are authentic, honest and forthright in our approach.
- + All of our programming is trauma-informed ...

We are aware of and sensitive to the needs of those who have experienced any form of trauma

II. VISION FOR SAFEART IN JANUARY 2012

The three years from 2009 to early 2012 represent the next phase in the organization's growth. At the end of that period we envision that:

- + *SafeArt* is positioned for longevity. All programs and activities are designed for sustainability.
- + The organization focuses on a few core program areas within which to expand gradually, to serve more people, more fully, over time.
- + *SafeArt* provides trauma-informed training for teachers, empowers group leaders, and creates materials to help others deliver *SafeArt's* unique methodology.