



CACHE in Medford, Inc.

# Strategic Plan

2016-2019



# Executive Summary

It's an exciting time for arts and culture in Medford. We've seen renewed attention in our city: The City of Medford has established a budget line item to provide funding for the Medford Arts Council; newly-elected Mayor Stephanie Muccini Burke has included an arts, culture and recreation committee in her transition team; and many new programs and initiatives are emerging from our member organizations.

CACHE is proud to have helped catalyze this movement. While we have seen great success with our initiatives such as Arts Across Medford, the Mystic River Celebration, and Circle the Square, we can do more to fulfill our mission of making our community a more vibrant place. To that end, in the summer and fall of 2015, CACHE engaged in a strategic planning review to reflect on what we had achieved thus far, and how to direct our energies in the future. As a result of that process, we have established three primary goals for the next three years, each of which builds on the last:

1. To achieve **financial stability** through consistent, long-term financial commitments including grants, sponsorships, city investment in the arts, and other sources;
2. To build a sustainable, knowledgeable, diverse core of **board members, staff, and volunteers** to enable us to do the work needed to achieve our goals; and
3. To continue to build **collaborations** with and among our member organizations, local businesses, and the city to advance arts and culture in the City of Medford.

We look forward to working with our member organizations and the Medford community to achieve these goals.





# Organizational Background & History

In 2009, three Medford-based cultural nonprofits gathered to discuss concerns about and a vision for the arts community in Medford. As the voices around the table grew in number over time, it became clear that Medford needed an organization that united cultural nonprofits to collectively advocate for and bring visibility to the growing arts and culture scene.

In 2011, CACHE was incorporated as a 501(c)(3) nonprofit, and launched immediately into developing free community programs built upon strong relationships with CACHE's 20 member organizations, local businesses, and a wide range of talented local artists and musicians. Over the next few years, Arts Across Medford, the Mystic River Celebration, and Circle the Square put CACHE on the map, and provided the community with free outdoor programming that promoted the variety of artistic, cultural, and historical resources in Medford. In 2015, CACHE's programs served an audience of over 5,000 people.

In 2013, CACHE launched Medford Saves, a partnership program to promote patronage of local businesses and raise funds for CACHE. Then, in 2014, sparked by a rapid increase in the quantity of arts and cultural programming in the city, CACHE introduced the city's first Medford Arts and Cultural Event Calendar to capture and promote an ever-growing list of innovative cultural programs throughout the community.

# Methodology for Creating the Plan

In the spring and summer of 2015, The Crowley Group was hired to facilitate CACHE's first-ever strategic planning process, conducted by the CACHE Board of Directors and the Programs Director. Input from this panel, as well as one-on-one interviews with more than thirty community stakeholders – including representatives of CACHE's member organizations, business leaders, city politicians, and individual artists – enabled CACHE to gather critical feedback and evaluate community needs. These interviews, as well as the insight from the panel, informed the goals laid out in this Strategic Plan, which will help guide CACHE as it develops between 2016 and 2019.

## **The following contributed to the development of this Strategic Plan:**

Laurel Siegel, *President*  
Maria Daniels, *Treasurer*  
Cheryl Pendenza, *Clerk*  
May Marquebreuck, *Board of Directors*  
Jack McGoldrick, *Board of Directors*  
Dee Morris, *Board of Directors*  
Louise Musto-Choate, *Board of Directors*  
Laura Olifiers, *Board of Directors*  
Charlotte Scuderi, *Board of Directors*  
Cindy Watson, *Board of Directors*  
Marta Wozniak, *Board of Directors*  
Allie Fiske Shvonski, *Programs Director*



# Mission & Vision Statement

## Mission Statement:

CACHE in Medford, Inc. is a nonprofit organization made up of a coalition of over 20 different cultural institutions in Medford. Formed in 2010, CACHE collectively advocates for the arts in Medford and strives to make our community a more vibrant place through events, projects, and collaborations with local businesses. In addition to Arts Across Medford and the Mystic River Celebration, CACHE produces Medford's Circle the Square downtown street festivals, which take place on the third Thursday of each month from June to August.

## Vision Statement:

The community will appreciate, engage in, and benefit from the richness and diversity of Medford because CACHE's programs and collaborations provide wide exposure to the arts, culture, community, and history. As a result, Medford will be recognized as an arts and culture destination attracting audiences from beyond the city's limits.



# Strategic Initiatives

Initiative	Goal	Action Plan
<b>Financial Stability</b>	Achieve financial stability through consistent, long-term financial commitments including grants, sponsorships, city investment in the arts, and other sources.	<ul style="list-style-type: none"> <li>• Create a signature fundraiser</li> <li>• Increase funding from a higher number of grant makers, and pursue grants that involve collaboration with other organizations</li> <li>• Develop multi-year sources of financial support</li> <li>• Research new forms of funding</li> </ul>
<b>Organizational Sustainability</b>	Build a sustainable, knowledgeable, diverse core of board members, staff, and volunteers to enable us to do the work needed to achieve our goals.	<ul style="list-style-type: none"> <li>• Evaluate our skill requirements in order to create a board development process that drives recruitment and ensures continuity</li> <li>• Recruit new board members to diversify our board and increase our capacity to accomplish projects and meet our goals</li> <li>• Expand committee structure so more work may be accomplished in committee without full board involvement</li> <li>• Expand paid staff               <ul style="list-style-type: none"> <li>• Part-time Executive Director by 2019</li> <li>• Reconsider staff structure and additional staff needs</li> </ul> </li> </ul>
<b>Make Medford More Vibrant Through Advancement of the Arts</b>	Continue to build collaboration with and among our member organizations, local businesses, and the city to advance arts and culture in the City of Medford.	<ul style="list-style-type: none"> <li>• Advocate for a city-funded staff position dedicated to arts and culture and work closely with this person and other city officials to develop initiatives</li> <li>• Better acknowledge and promote our member organizations and our supporting businesses partners</li> <li>• Elevate CACHE's brand through earned (press coverage) and owned (e.g. website, print collateral) media channels</li> </ul>



# Monitoring & Evaluation

As a unique organization that unites Medford's arts and business leadership for civic advancement, CACHE is committed to ongoing monitoring of this strategic plan, periodic evaluation of its progress, and continued input from members and the community at large. We will accomplish this with three tools:

1. An annual review of the strategic plan, to be carried out in the first quarter of each year;
2. Quarterly discussion of strategic plan progress at board meetings; and
3. A survey tool administered in the fourth quarter of each year that will engage CACHE member organizations to assess our challenges and successes.

The timeline for monitoring and evaluation will mesh with our annual programming calendar, creating a feedback window at the start of the year as we plan our programming for the coming year, and allowing for board discussions and adjustments prior to the annual meeting and the launch of our next season's programs.





