



Strategic Plan Executive Summary

Prepared By: Makari Consulting
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2023-2024 Strategic Plan Development

Strategic Planning Advisory Committee

Pratt Fine Arts Center (Pratt) would like to acknowledge the individuals who devoted many hours to working and developing the strategic plan alongside Makari Consulting, the consultant. Brought together at the start of the planning process, the Pratt Planning Committee was comprised of a diverse group of individuals who represent the various constituencies of the organization. The group included Pratt leadership, staff, former staff, board members and community members.

The planning committee met monthly or more frequently, as needed, to move the process forward. An integral part of the strategic planning process, the planning committee honed the focus group and survey questions, provided invaluable feedback and assistance drafting strategic goals, and crafting a revised mission statement and values.

Team Members

Jessica Borusky
Lee Campbell
Jeanne Ferraro
Dian Hartono

Jo Ann Hume
Kamla Kakaria
Kim McIntyre
Evelyn Sanford-Nicholson

Fletch Waller
Bailey Zahniser

Planning Committee Objectives

The objectives of the Planning Committee include:

- Review & approve survey and / or focus group questions
- Identify documents to include in document review
- Help motivate peers to participate in planning activities
- Identify groupings for focus groups
- Review and provide feedback on data collection findings
- Assist in defining goals, objectives, and actions for the strategic plan
- Accept final findings report
- Communicate strategic planning progress throughout the process

Background

In 2022, as Pratt prepared to hire a new Executive Director, it engaged Makari Consulting as an independent consultant to assist in establishing its equity and belonging strategic plan. The plan was co-created with a leadership team. Using the Multicultural Continuum on Organizational Development (MCOD) as a starting place and guide, Makari Consulting found that Pratt correctly assessed themselves as in the pre-transformation stage, having enacted strong policy, hiring, and some culture changes. This information was all impactful and informed the goals and activities of the equity and belonging plan.

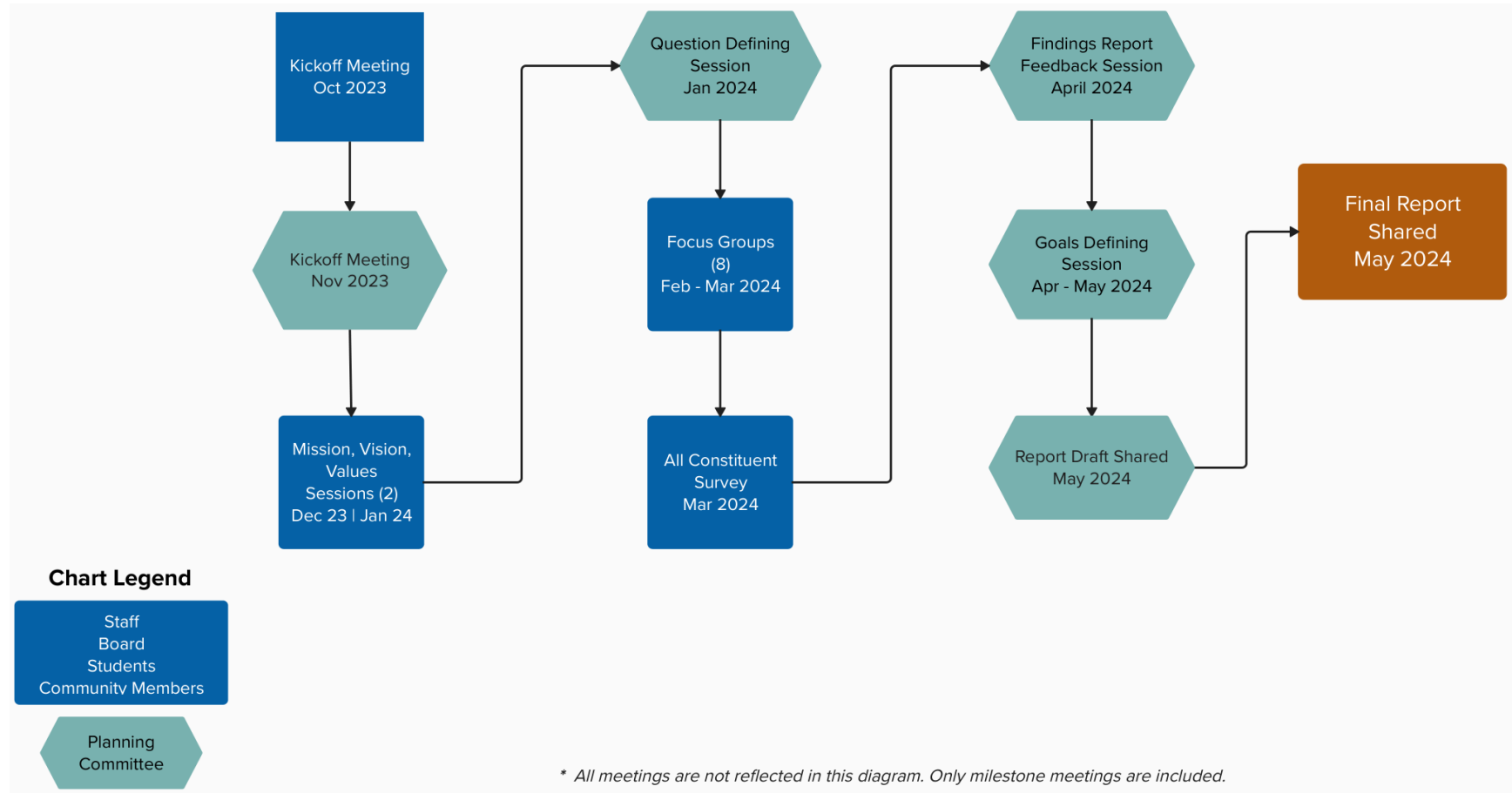
In October 2023, Pratt again engaged Makari Consulting to support the development of a comprehensive 3-year strategic plan that guides and strengthens the organization. The consulting team guided the Planning Committee in co-creating a multidimensional strategic plan and action plan by:

- Conducting a mixed methods evaluation of Pratt consisting of focus groups, interviews, and surveys.
- Supporting the creation of the Advisory Committee that represents a cross-section of Pratt constituents.
- Analyzing and making sense of the qualitative data shared in the evaluation to better develop agreement around the most important organizational areas to address.
- Initiating the development of reasonable goals and objections.
- Facilitating the creation of the 3-year strategic plan.
- Providing recommendation for implementation of the strategic plan via the action plan.

The outcome of this process is the co-creation of Pratt's three (3) focus areas, supporting objectives, and action plan.

The following plan includes a Summary of Activities, Goals Summary, Strategic Plan, and an Action Plan. It supports Pratt in their commitment to art, artists, the communities across Washington and beyond, and it is consistent with Pratt's mission and values.

Summary of Activities



Mission

Pratt Fine Arts Center provides access to the transformative power of artistic expression through an inclusive community, culture of learning, and specially equipped studios.

Values

- Inclusion
- Equity
- Art-making
- Accessibility
- Teaching + Learning
- Creativity

Organizational Overview

Founded in 1976, Pratt Fine Arts Center serves as a lasting tribute to Edwin T. Pratt, who championed open and equal access to education and housing opportunities for all of Seattle's residents. Pratt Fine Arts Center honors his memory by continuing to pursue its mission of making arts education accessible to everyone, for people of all ages, all skill levels, and all backgrounds.

Operating as a nonprofit 501(c)3 organization, Pratt has had a significant impact on the creative health of our community and launched the careers of many established local, regional, and nationally known artists. What began as a small arts center has become a beloved resource for thousands of students and hundreds of working artists annually.

Strategic Focus Area Summary



Increase Sustainability

Objectives

- Pratt is operating with a balanced budget in 2026.
- Pratt staff (admin and instructor) feel valued and supported.



Improve Infrastructure for Internal & External Users

Objectives

- Pratt has updated, efficient data infrastructure by Summer 2025.
- Pratt buildings are well maintained in a timely manner preserving safety and security.
- Determine if Pratt expansion is viable to start within the next 5 years.



Enhance Brand Awareness & Drive Engagement

Objectives

- Pratt communications drive new engagement.
- Pratt has mutually beneficial relationships that increase engagement and enrollment.

Connecting to DEIB Goals

