

P.S. ARTS

# 2024 – 2026 STRATEGIC PLAN



**WE HAVE THE FREEDOM TO IMAGINE.  
WE HAVE THE POWER TO CREATE.**

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# INTRODUCTION TO P. S. ARTS' THREE-YEAR PLAN



**Dear Board Members,  
Stakeholders, and Team,**

I am thrilled to present to you our three-year strategic plan for FY2024-26, which will guide P. S. ARTS toward a future defined by creativity, impact, and sustainable growth. As we stand at the threshold of a new era for our organization, it is with great enthusiasm and a deep sense of responsibility that I outline our vision for the next three years.

P. S. ARTS has always been an embodiment of the transformative power of the arts. For over thirty-two years, our mission has been to provide high-quality arts education to underserved communities, enriching lives, and fostering creativity in countless individuals. While our commitment to this mission, the communities we serve, and society are at the forefront of all we do.

The development of this strategic plan has been a collaborative effort, drawing from the insights and expertise of our dedicated staff, board members, volunteers, and community members. Together, we have identified key priorities and strategic initiatives that will steer our course for the next three years. We envision a world where access to arts education is a universal right, not a privilege. We are committed to breaking down barriers and reaching even more underserved communities. We will invest in educators—ours and those who serve the field at large—to ensure that arts education remains relevant, impactful, and inspiring. And we will continue building a resilient organization capable of weathering challenges and seizing opportunities.

Over the next three years, our goals will be ambitious, our dedication unwavering, and our commitment to transparency and accountability unquestionable. This strategic plan is not just a document; it is a roadmap that will guide our actions, measure our progress, and hold us accountable to our mission.

I am deeply grateful for the dedication and passion that each of you brings to P. S. ARTS. Together, we will inspire creativity, transform lives, and do our part to ensure an equitable and just society.

Sincerely,

A handwritten signature in dark ink, appearing to read 'John Lawler', with a long, sweeping horizontal line extending to the right.

**John Lawler**  
CEO—P. S. ARTS

# P.S. ARTS: 3-YEAR (FY24 – FY26) STRATEGIC PLAN TIMELINE

## 2023

### June 2023

- Develop and promote advocacy/policy toolkits.

### September 2023

- Partner with a higher education program to provide a teaching artist certification program.
- Increase staff of Coaching Artists to deliver arts integration coaching to schools.

### November 2023

- Refine organizational chart to include benchmarks for growth/adding support staff.

## 2024

### January 2024

- Redraft Diversity, Equity, Inclusion, and Belonging (“DEIB”) plan.

### March 2024

- Have a pay structure that is competitive and equitable.

### May 2024

- Launch and monitor a pricing structure that prioritizes schools with the greatest need.

### June 2024

- Raise public profile by applying for awards and recognitions.

## 2025

### January 2025

- Move headquarters to a location of sufficient size.
- P. S. ARTS will partner with higher education institutions (i.e., universities, WestEd, etc.) to commission a new study related to the impact of its programs, and will present the findings at local, state, and national conferences.

## 2026

### June 2026

- Increase LA County partner schools and districts, with a special focus on LAUSD. Increase service population by 10,000 students.
- Pilot partnerships with several California school districts outside the Los Angeles County boundaries. Increase service population by 3,500 students.
- Develop strong advocacy partnerships and relationships to support and influence policy that aligns with the organization's vision.
- Diversify P. S. ARTS Board of Trustees and advance a culture of belonging.
- Grow all areas of fundraising by at least 10% over each previous year.

### August 2026

- Increase trained and eligible teaching and coaching staff by 100%.

# P.S. ARTS: 3-YEAR (FY24 – FY26) STRATEGIC PLAN OUTLINE

## Current Mission:

P.S. ARTS is dedicated to advancing equity and opportunity for children and youth by providing arts education in under-resourced schools and communities.

## Current Vision:

Every child in America has access to high-quality arts education.

## Proposed Internal Vision:

P.S. ARTS will be recognized as a leader and thought innovator of equitable arts education for public school students, educators, and communities.

## Programmatic Expansion

**September 2023**

P.S. ARTS will increase its staff of Coaching Artists to deliver arts integration coaching to schools.

**May 2024**

P.S. ARTS will launch and monitor a pricing structure and prioritization of schools for all new partners to ensure the most impact for schools with the greatest need.

**June 2026**

P.S. ARTS will pilot partnerships with several California school districts outside the Los Angeles County boundaries that will be managed locally, with support and coordination through our Los Angeles office. New service contracts will represent 3,500 students served.

**June 2026**

P.S. ARTS will increase its LA County partner schools and districts, with a special focus on partnering with LAUSD.

## Educator Development

**September 2023**

P.S. ARTS will officially partner with a higher education program to provide a teaching artist certification program.

**August 2026**

P.S. ARTS will increase its trained and eligible teaching and coaching staff by 100%.



# P.S. ARTS: 3-YEAR (FY24 – FY26) STRATEGIC PLAN OUTLINE

## Advocacy and Policy

**June 2023**

P.S. ARTS will develop and promote advocacy/policy toolkits and informational events.

**June 2024**

P.S. ARTS will raise its public profile by applying for awards and recognitions.

**January 2025**

P. S. ARTS will partner with higher education institutions (i.e., universities, WestEd, etc.) to commission a new study related to the impact of its programs, and will present the findings at local, state, and national conferences.

**June 2026**

P.S. ARTS will develop strong advocacy partnerships and relationships to support and influence policy that aligns with the organization's vision.

## Board Development, Governance and Recruitment

**June 2026**

The P.S. ARTS Board of Trustees will be more diverse and advance a culture of belonging through its recruitment, onboarding and engagement policies and practices, to enhance its programs and better serve its student base.

## Operations, Fundraising and Culture

**November 2023**

P.S. ARTS will refine its organizational chart to include benchmarks for growth/adding support staff.

**January 2024**

P.S. ARTS will redraft its Diversity, Equity, Inclusion, and Belonging ("DEIB") plan, including metrics and goals, to reflect current best practices, and ensure a welcoming work environment and culture.

**March 2024**

P.S. ARTS will have a pay structure that is competitive and equitable, allows employees to advance within their job class, and includes range caps to ensure responsible and sustainable levels of compensation.

**January 2025**

P.S. ARTS will move its headquarters to a location of sufficient size, facilities, and location suitable for collaborative work, meeting spaces for staff and board, and possible training rooms for teaching artists and others.

**June 2026**

P.S. ARTS will grow all areas of fundraising by at least 10% over each previous year.

# EXECUTIVE SUMMARY: 2023 – 2026 STRATEGIC PLAN FOR P.S. ARTS

This executive summary presents an encompassing and forward-thinking three-year strategic plan meticulously crafted by P.S. ARTS to provide guidance, direction, and inspiration through increasingly unpredictable times. The plan was made possible through a collaborative effort involving Seed Consulting, an experienced consultancy, and all stakeholder groups, including the Board of Trustees, staff, teaching artists, as well as school and community partners, who lent their expertise and insights. Rooted in the organization's core principles, the plan strategically hones in on five crucial priority areas that will shape the future of P.S. ARTS: Programmatic Expansion, Educator Development, Advocacy and Policy, Board Development and Governance, and Operations, Fundraising, and Culture. These priority areas were identified through careful analysis and assessment, ensuring that they effectively address the challenges and opportunities faced by the organization.

To ensure that P.S. ARTS remains true to its mission and values, the strategic plan places a paramount emphasis on diversity, equity, inclusion, and belonging (DEIB). This intentional focus underscores the organization's commitment to fostering an equitable and inclusive arts education landscape. By centering DEIB throughout the planning process, P.S. ARTS seeks to ensure that its initiatives, practices, and outcomes authentically reflect the diverse communities it serves. This commitment extends beyond mere rhetoric, becoming an integral part of the organization's DNA as it strives to make a lasting impact on the lives of students and the broader arts education field.

By highlighting these key elements and imbuing the strategic plan with a DEIB lens, P.S. ARTS demonstrates its steadfast dedication to making arts education accessible, impactful, and transformative for all. We envision a future where every child, regardless of background or circumstance, can thrive through the power of the arts. Through the strategic implementation of the identified priority areas, P.S. ARTS aims to forge a path toward realizing this visionary goal. With its sights set on progress and innovation, P.S. ARTS is poised to redefine the landscape of arts education and create lasting change in the lives of countless students and communities.

## Programmatic Expansion

The strategic plan sets a clear and ambitious goal for P.S. ARTS to deepen its impact and advance its mission by increasing the number of students served by 50% over the next three years. This expansion will be achieved by strategically prioritizing access to arts programming for schools with greater need and underserved communities. By focusing resources and efforts on these areas, P.S. ARTS aims to ensure that students who would benefit the most from arts education have the greatest opportunity to participate. The plan outlines specific strategies for identifying and partnering with schools in need, conducting outreach programs, and creating pathways for sustained engagement. Ultimately, the organization aims to reach a target of serving 45,000 students, making a significant contribution to the enrichment of their lives through the transformative power of the arts.

# EXECUTIVE SUMMARY: 2023 – 2026 STRATEGIC PLAN FOR P.S. ARTS

## Educator Development

Recognizing the critical role of qualified teaching artists in delivering high-quality arts education, P.S. ARTS acknowledges the statewide shortage of such professionals. To address this challenge, the strategic plan places a strong emphasis on investing in educator development. P.S. ARTS will provide comprehensive resources, training, and support not only for its own programs but also for the broader arts education field. By equipping teaching artists with the necessary skills, knowledge, and pedagogical approaches, P.S. ARTS aims to enhance the overall quality of arts education across the state. The organization will foster partnerships with educational institutions, establish mentorship programs, and create professional development opportunities to attract, train, and retain talented educators who can inspire students and create meaningful artistic experiences.

## Advocacy and Policy

Building upon its widely recognized leadership in the field of arts education, P.S. ARTS will leverage its influence to drive advocacy efforts and shape policy at local, state, and national levels. The strategic plan outlines a comprehensive approach to engaging with policymakers, educational stakeholders, and community leaders. By actively participating in relevant forums, providing evidence-based research, and sharing success stories, P.S. ARTS aims to influence decision-makers and advance policies that ensure every child in America has access to high-quality arts education. The organization will seek collaborations and partnerships with like-minded organizations and coalitions, fostering collective impact to drive systemic change in arts education policy and funding.

## Board Development and Governance

Recognizing the critical role of effective governance in fulfilling its mission, the strategic plan emphasizes board development, governance, and recruitment as key priorities for P.S. ARTS. The organization acknowledges the value of diverse perspectives and experiences in decision-making processes. To that end, the plan outlines strategies for enhancing diversity within the Board of Trustees, ensuring that it reflects the communities P.S. ARTS serves. By broadening the board's composition, P.S. ARTS aims to bring in new insights, expertise, and connections that will enrich the organization's governance practices. Strengthening the board will enable P.S. ARTS to provide strategic guidance, ensure fiduciary responsibility, and support the organization's growth and impact in a sustainable and inclusive manner.

## EXECUTIVE SUMMARY: 2023 – 2026 STRATEGIC PLAN FOR P.S. ARTS

### Operations, Fundraising, and Culture

To support the growth and sustainability of the organization, the strategic plan emphasizes the importance of investing in operational enhancements, fundraising strategies, and ensuring a culture of equity and belonging. P.S. ARTS recognizes that a robust and diverse staff is essential for executing its mission effectively. Therefore, the organization plans to expand its staffing both in terms of size and diversity, enabling it to bring in a broader range of perspectives and expertise. Additionally, the plan outlines strategies to increase fund development efforts, including diversifying funding sources, strengthening donor relationships, and implementing innovative fundraising campaigns. P.S. ARTS also vows to deepen its commitment to equity and inclusion by fostering a culture that values and celebrates diversity, creating an environment where all staff, partners, and stakeholders feel a sense of belonging. Finally, P.S. ARTS plans to relocate to a larger administrative headquarters to accommodate its growth and facilitate collaboration among team members, enabling greater efficiency and synergy in its operations.

Through the implementation of this comprehensive three-year strategic plan, P.S. ARTS aspires to build on its impressive history of accomplishments, while pursuing new, ambitious, and innovative outcomes. The organization seeks to expand its reach and deepen its impact, ensuring that more students have access to high-quality arts education. By influencing policy at a systemic level, P.S. ARTS aims to contribute to the nationwide effort of making arts education an essential and equitable part of every child's education. The strategic plan also recognizes the importance of effective governance, committing to enhancing board development and diversity to reflect the communities served. Lastly, by investing in operational enhancements, fundraising strategies, and cultivating an inclusive organizational culture, P.S. ARTS strives to create a sustainable foundation for growth and continued transformation. Through these focused efforts, P.S. ARTS will continue to make a profound difference in the lives of many thousands of students, empowering them through the transformative power of high-quality arts education.



# PROPOSED PRIORITY AREAS, GOALS AND OBJECTIVES

## Priority Area 1 Programmatic Expansion

P.S. ARTS will deepen its impact and further its mission by increasing the number of students it serves by 50% (to 45,000) in three years, focusing on access for schools with greater need for arts programming.

**a.** Goal 1.1: By June 2026, P.S. ARTS will increase its LA County partner schools and districts, with a special focus on partnering with LAUSD. New service contracts will represent an increase of 10,000 students to our service population.

- i. **Objective 1.1.1:** By July 2023, P.S. ARTS will set up programming in new LA County districts and schools that have already expressed interest in our services.
- ii. **Objective 1.1.2:** By December 2023, P.S. ARTS will meet with district administrators at LACOE and LAUSD to discuss and develop potential partnerships.
- iii. **Objective 1.1.3:** By January 2024, P.S. ARTS will begin marketing programs and services directly to new LA County districts and schools that meet our partnership screener criteria (see 1.3.1).

**b.** Goal 1.2: By May 2024, P.S. ARTS will launch and monitor a pricing structure and prioritization of schools for all new partners to ensure the most impact for schools with the greatest need.

- i. **Objective 1.2.1:** By January 2024, P.S. ARTS will finalize a new cost structure that makes programs more accessible to targeted schools and districts.
- ii. **Objective 1.2.2:** By March 2024, P.S. ARTS will finalize its partnership agreement screener that includes the terms and criteria of its cost structure (i.e., T-I v. non T-I, geographical expansion, existing or piloting programs, wrap-around services such as educator development, arts consultancy, etc.).

**c.** Goal 1.3: By June 2026, P.S. ARTS will pilot partnerships with several California school districts outside the Los Angeles County boundaries that will be managed locally, with support and coordination through our Los Angeles office. New service contracts will represent 3,500 students served.

- i. **Objective 1.3.1:** By January 2024, P.S. ARTS will develop criteria for targeting district partners outside of LA County.
- ii. **Objective 1.3.2:** By March 2024, P.S. ARTS will develop a plan for providing services and support in remote locations, including Teaching Artist recruitment and support.
- iii. **Objective 1.3.3:** By May 2024, P.S. ARTS will secure a contract for services at one district partner outside of LA County.
- iv. **Objective 1.3.4:** By March 2026, P.S. ARTS will secure contracts for services with additional district partners outside of LA County.

# PROPOSED PRIORITY AREAS, GOALS AND OBJECTIVES

## Priority Area 1 Programmatic Expansion (continue)

**d.** Goal 1.4: Beginning September 2023, P.S. ARTS will increase its staff of Coaching Artists to deliver arts integration coaching to schools. P.S. ARTS will also develop new arts programming for pre-K, middle school, and high school partners, featuring inclusionary curricula and building stronger connections to our communities. New programming contracts will represent 1500 students served.

**i. Objective 1.4.1:** By September 2024, P.S. ARTS will offer new arts programming and arts integration coaching to 5 new school partners.

**ii. Objective 1.4.2:** By September 2025, P.S. ARTS will offer new arts programming and arts integration coaching to 10 additional new school partners.

## Priority Area 2 Educator Development

P.S. ARTS will address the statewide teacher shortage to meet the demand for qualified teaching artists for our own programs and for the arts education field at large.

**a.** Goal 2.1: By August 2026, P.S. ARTS will increase its trained and eligible teaching and coaching staff by 100%.

**i. Objective 2.1.1:** By August of 2023, and each year thereafter, P.S. ARTS will recruit and train up to 25 teaching artists for our Teaching Artist Summer Intensive ("TASI") program.

**ii. Objective 2.1.2:** By August 2023, and each year thereafter, P.S. ARTS will implement Coaching Artist Summer Intensives ("CASI") to train advanced teaching artists and other qualified educators to be Arts Integration Coaches in schools.

**iii. Objective 2.1.3:** By July 2024, P.S. ARTS will host recruitment events for prospective teaching artists, with a goal of 5 new artists recruited from communities we serve or wish to serve.

**b.** Goal 2.2: By September 2023, P.S. ARTS will officially partner with a higher education program to provide a teaching artist certification program.

**i. Objective 2.2.1:** By June 2023, P.S. ARTS will work out curriculum and logistics with a partner university.

**ii. Objective 2.2.2:** From September to November 2023 P.S. ARTS will pilot the certificate program, including live teaching sessions and classroom observations.

**iii. Objective 2.2.3:** By June 2024, P.S. ARTS will expand its higher education certification program to include 1 additional partner university.

**iv. Objective 2.2.4:** By April 2025, P.S. ARTS will explore launching its own self-contained teaching artist certification program.

# PROPOSED PRIORITY AREAS, GOALS AND OBJECTIVES

## Priority Area 3 Advocacy and Policy

P.S. ARTS will leverage its widely recognized leadership in arts education to advance and influence policy and achieve its vision that “Every child in America has access to high-quality arts education.”

**a.** Goal 3.1: Beginning June 2023, P.S. ARTS will develop and promote advocacy/policy toolkits and informational events.

- i. **Objective 3.1.1:** By May 2023, P.S. ARTS will finalize its Prop 28 toolkit.
- ii. **Objective 3.1.2:** By July 2023, P.S. ARTS will connect with similar partner organizations (i.e., Create CA) to support and promote their work around Prop 28 information and guidance.
- iii. **Objective 3.1.3:** Beginning October 2023, P.S. ARTS will regularly conduct informational sessions with partners and other schools about Prop 28 funds implementation.
- iv. **Objective 3.1.4:** Beginning January 2024 and yearly thereafter, P.S. ARTS will host information sessions for school leaders around providing arts education in schools.
- v. **Objective 3.1.5:** By March 2025, P.S. ARTS will study and pilot offering fee-based consulting services to schools and districts for creating or enhancing rigorous arts education programs in schools, including curriculum scope and sequencing, facilities, staffing, resources, and partnerships.

**b.** Goal 3.2: By June 2024, P.S. ARTS will raise its public profile by applying for awards and recognitions.

- i. **Objective 3.2.1:** By July 2023, P.S. ARTS staff will identify awards and recognition opportunities, including previously received awards.
- ii. **Objective 3.2.2:** By August 2023, P.S. ARTS will prioritize which recognitions to apply for over the next three years, generate a timeline, and begin the application processes.

**c.** Goal 3.3: By June 2026, P.S. ARTS will develop strong advocacy partnerships and relationships to support and influence policy that aligns with the organization’s vision.

- i. **Objective 3.3.1:** By August 2023, P.S. ARTS CEO and others will identify possible nonprofits or advocacy agencies to target for involvement or membership.
- ii. **Objective 3.3.2:** By July 2024, P.S. ARTS CEO and others will be seated on several boards, committees, panels, or other bodies congruent with its advocacy mission.
- iii. **Objective 3.3.3:** Beginning January 2024, P.S. ARTS will pursue media relationships and opportunities, including press releases for important events and activities.
- iv. **Objective 3.3.4:** By January 2025, P.S. ARTS will partner with higher education institutions (i.e., universities, WestEd, etc.) to commission a new study related to the impact of its programs, and will present the findings at local, state, and national conferences.

# PROPOSED PRIORITY AREAS, GOALS AND OBJECTIVES

## Priority Area 4 Board Development, Governance and Recruitment

P.S. ARTS will support the recruitment, development, and governance of its Board of Trustees to ensure it continues to reflect and serve the communities in which it operates.

**a.** Goal 4.1: By June 2026, the P.S. ARTS Board of Trustees will be more diverse and advance a culture of belonging through its recruitment, onboarding and engagement policies and practices, to enhance its programs and better serve its student base.

- i. **Objective 4.1.1:** Beginning September 2023, P.S. ARTS will regularly engage in intentional recruitment of diverse prospective trustees through connecting with arts communities, affinity groups, and continued engagement of personal networks.
- ii. **Objective 4.1.2:** Beginning September 2023, and on an as needed basis, P.S. ARTS will facilitate prospective board member events and meetings to support recruitment.
- iii. **Objective 4.1.3:** By September 2023, P.S. ARTS will formally establish a mentorship system wherein new trustees will be paired with long-standing board members to assist with their onboarding and to increase their engagement and commitment to the P.S. ARTS mission, with benchmarks for the first 6 months.
- iv. **Objective 4.1.4:** Beginning January 2024 and annually as necessary, P.S. ARTS will revisit its give/get policy to assess its fairness and to ensure that it is inclusive.
- v. **Objective 4.1.5:** Beginning July 2024 and annually as necessary, P.S. ARTS trustees will review and update its onboarding policies and procedures through a belonging lens, and reflect any changes to its recruitment, onboarding and engagement policies and practices.
- vi. **Objective 4.1.6:** By September 2025, PS Arts will launch an Advisory Board, which may be comprised of past or former board members, public figures, teachers, artists, teaching artists, school administrators and parents. Advisory Board’s tasks will include providing strategic input to the Board of Trustees, screening potential advocacy initiatives, and other matters important to the board.
- vii. **Objective 4.1.7:** By June 2026, PS Arts will add up to 6 additional board members beyond its minimum 22 and congruent with the goal to diversify the Board of Trustees.

# PROPOSED PRIORITY AREAS, GOALS AND OBJECTIVES

## Priority Area 5 Operations, Fundraising and Culture

P.S. ARTS will plan to support the growth of the organization through expanding its staffing in size and diversity, increasing fund development, deepening a culture of equity and belonging, and relocating to a larger administrative headquarters.

**a.** Goal 5.1: By November 2023, P.S. ARTS will refine its organizational chart to include benchmarks for growth/adding support staff.

- i. **Objective 5.1.1:** Beginning September 2023, the Human Resources department will meet with department heads to determine the amount and type of staffing required to meet growth targets.
- ii. **Objective 5.1.2:** By May 2023, Administrators and Human Resources will redefine the scope of the Advancement Director position to focus primarily on development, and to determine goals and expectations for the position.

**b.** Goal 5.2: By January 2024, P.S. ARTS will redraft its Diversity, Equity, Inclusion, and Belonging (“DEIB”) plan, including metrics and goals, to reflect current best practices, and ensure a welcoming work environment and culture.

- i. **Objective 5.2.1:** By October 2023, the DEIB Committee will undertake a review and redraft P.S. ARTS’ current DEIB policies.
- ii. **Objective 5.2.2:** Beginning January 2024, the revised policies, metrics, and goals will be published and implemented, with updates ongoing as necessary.
- iii. **Objective 5.2.3:** Beginning January 2024, P.S. ARTS will build upon the work of its DEIB Committee and schedule regular trainings and other activities that ensure a welcoming and culturally inclusive workplace and mission.

**c.** Goal 5.3: By January 2025, P.S. ARTS will move its headquarters to a location of sufficient size, facilities, and location suitable for collaborative work, meeting spaces for staff and board, and possible training rooms for teaching artists and others.

- i. **Objective 5.3.1:** By December 2023, P.S. ARTS will outline its particular needs for office space, list ideal locations, determine budget, and seek recommendations for a realtor or developer.
- ii. **Objective 5.3.2:** Beginning January 2024, P.S. ARTS will view properties and refine its needs and target locations.
- iii. **Objective 5.3.3:** By March 2024, P.S. ARTS will identify a property, calculate costs for lease, tenant improvements, and moving, submit for board approval, and outline logistics for a move.



# PROPOSED PRIORITY AREAS, GOALS AND OBJECTIVES

## Priority Area 5: Operations, Fundraising and Culture (continue)

- d.** Goal 5.4: By June 2026, P.S. ARTS will grow all areas of fundraising by at least 10% over each previous year.
- i. **Objective 5.4.1:** By September 2023, P.S. ARTS will outline a strategy to identify and pursue new funding sources.
  - ii. **Objective 5.4.2:** By January 2024, P.S. ARTS will review and consider ways to generate more funds via existing and new events.
- e.** Goal 5.5: By March 2024, P.S. ARTS will have a pay structure that is competitive and equitable, allows employees to advance within their job class, and includes range caps to ensure responsible and sustainable levels of compensation.
- i. **Objective 5.5.1:** Beginning August 2023, P.S. ARTS will review its pay scales, including equitable compensation structures, and begin drafting a model scale that meets its stated goals.
  - ii. **Objective 5.5.2:** By March 2024, P.S. ARTS will have a finalized pay scale that includes an equitable approach to compensation and guidelines for increases and cost of living adjustments.



P.S. ARTS is dedicated to advancing equity and opportunity for children and youth by providing arts education in systemically under-resourced public schools and communities. For more than 30 years, P.S. ARTS has provided art, music, dance, and theater programs in public schools. More than 30,000 students and families participate in P.S. ARTS programs year round that foster collaboration, innovation, and wellbeing.

[www.psarts.org](http://www.psarts.org)

P.S. ARTS' strategic plan was developed with the assistance of SEED Collaborative, a California-based consulting firm focused on sustaining community-aligned organizations.

