

## TRG Arts – The Results Group for the Arts

The report recommends that each organization consider these four questions:

1. **What might the next year look like?** Organizations that evaluate clearly their fixed costs, adaptive capabilities, cash reserves, community ties, and relational capital will approach planning with greater odds of addressing positively their survival and revival.
2. **What is the source of our strength?** What do we do that is most meaningful and relevant to the community? Organizations that shift focus outward to communities will build stronger ties for a post-COVID-19 revival. How an organization carries out its purpose should vary over time as it innovates in response to changing community needs.
3. **How will we manage our people and revenue propositions to confront the new reality?** Engaging artists, staff and board members in scenario planning, experimenting with new ways of working, and innovating new ways to generate income will be required for growth.
4. **When our doors reopen, whom will we gather?** Resilient organizations will be those whose work is meaningful to a sufficiently large segment of the local community that cares whether it exists. Reopening will be an opportunity to send a signal about the role the organization wants to play in the local community moving forward.