



Piqua Arts Council

Strategic Plan 2016 - 2018



INTRODUCTION

Mission

The Piqua Arts Council is dedicated to making the arts accessible to our community through education, support and presentation.

In addition to the mission, the PAC has established the following **guiding principles** whereby programs will reflect:

- ✓ High professional standards;
- ✓ High regard for the inclusion of a broad range of interest and age groups;
- ✓ Equitable and fair payment or compensation opportunities for artists;
- ✓ Proper recognition and show of appreciation for volunteers and supporters of PAC.

Working Vision

Our vision is to enrich our community by presenting high quality, innovative and diverse arts and cultural programs.

HISTORY AND BACKGROUND

During the fall of 1990, a group of Piqua citizens began discussing the need for an organized group to sponsor and promote the arts. The result of these conversations was the formation of a new committee of the Piqua Area Chamber of Commerce in January of 1991.

Ruth Koon became the first chairperson of the newly organized Piqua Arts and Humanities Council. The Council's membership represented a wide variety of musical, fine arts, theater, historical and educational groups.

During its first few years, the Council set the pattern for its role in the community by sponsoring and creating a diverse and exciting schedule of activities. The Council provided theater training for junior high students, the Music in the Park series which continues to provide musical programs during the summer for a more mature audience and an annual art exhibit that serves all age levels.

The Council's name was simplified in 1993 to the Piqua Arts Council and in 1997 moved out from under the wing of the Chamber of Commerce to become a full-fledged independent arts organization.

For the first time in Piqua's history, an arts group attempted to reach a wide range of area citizens. The Council's programs were not just oriented to music lovers or artists, but encompassed a wide range of educational, traditional and non-traditional arts and humanities presentations. The Council has followed a long and positive tradition of arts and music organizations in Piqua. But the Council has two significant features that separate it from its predecessors. The first is the Council's longevity. The average length of time for any post-World War II arts group in Piqua has been about three years. The Council has exceeded that many times over as an active and vibrant organization.

The second unusual feature of the Council is its diverse programming coupled with the diversity of its board members. Previous organizations concentrated on a single type of programming such as musical events or art shows. The boards of these earlier groups were often fairly select groups that did not always represent a cross-section of the community. The Piqua Arts Council has



promoted, organized and sponsored projects in the performing arts, the visual arts, the practical arts and educational events for both adults and students. The Council's board, over the years, has been composed of a diverse group of citizens that reflect the racial, gender, age, and various socioeconomic groups of the community.

The Piqua Arts Council has provided Piqua with its only diverse and stable arts organization of the twentieth and twenty-first centuries. The Council's ability to survive has been strengthened by its track record of providing programming for the whole city for all ages. The history of the Council has been the history of a group able to meet the needs of an ever-changing community.

A PATH FOR SUCCESS

For the past 23 years the Piqua Arts Council has offered a variety of visual, performing, and educational art programs including exhibitions and workshops. Most recently the organization opened the doors to a Members Art Gallery to provide local artist and partner agencies with an opportunity to exhibit local art talent. To successfully advance to the next level in the life cycle of the organization, PAC must chart a clear path for success. This past year the Board of Trustees and staff completed a strategic planning process that examined past practices of the organization and considered the interests of constituents of the organization and the community at large. Through the strategic planning process strengths and weaknesses were identified and opportunities and threats likely to impact the future success of the organization were noted. The effort resulted in a set of goals and objectives for the organization. This document combines those goals and objectives with specific strategies and action items necessary to achieve the desired outcomes, and presents that information in a unified format that provides a clear course of actions to implement the Plan. The Plan provides direction for the organization over the next two years and serves as a document for the Board and staff to reference when establishing priorities, allocating resources, and measuring the progress of the organization. Specifically, the plan serves as a roadmap to achieve success.

Steps to Achieve Success:

- ✓ Strengthen our Organizational Structure and Financial Means
- ✓ Increase our Visibility
- ✓ Expand Programs and Services
- ✓ Identify Strategic Partnerships



GOAL 1: STRENGTHEN ORGANIZATIONAL INFRASTRUCTURE TO ENSURE PROFICIENT GOVERNANCE WHILE INCREASING OPERATING EFFECTIVENESS

EVALUATION: METHODS AND STRATEGIES FOR EVALUATION OF CURRENT STRUCTURE AND POLICIES

1. Develop a Board Member Strength Matrix.
2. Prepare a document that clearly outlines the roles and responsibilities of board members and officers including giving expectations; The 3 T's, Time, Talent and Treasury.
3. Explore feasibility of making the Executive Director position full-time; and evaluate the possibility of creating a part-time program coordinator position.
4. Prepare a document that clearly identifies the mission, vision and goals for each committee/event along with duties and responsibilities of each committee chair/board sponsor.
5. Evaluate the committees and Identify and develop new volunteer leadership for committees. Creating a base of five people per committee.
6. Develop a matrix for resource uses for events that includes hour tracking, volunteer resources and monetary resources used.
7. Create complete Annual Work Plan that includes paper mailing timelines and timelines for each event committee responsibilities.

ADVANCEMENT: METHODS AND STRATEGIES FOR INSTITUTIONAL ADVANCEMENT

8. Develop and Implement a Strategy for Succession Planning of Key Leadership & Executive Director.
9. Implement two board development sessions a year. Spring - Financial & Fall - Strategic Planning.
10. Develop a biennial process for evaluating organizational performance against established goals, and to update the strategic plan goals and work plan.
11. Develop an organizational Operation Manual.
12. Author a volunteer, committee member, committee chair and board roles & responsibility document and then use that to increase volunteer recruitment and opportunities.
13. Form a Membership Committee whose job it is to recruit new members and solicit information from top donors.
14. Establish a recording keeping process that facilitates easy access to information by organizational leadership, which includes handbook documents, financial documents and meetings agendas, etc.
15. Establish guidelines for an internship program to enlist services of students to assist with programming needs.



GOAL II: BUILD FINANCIAL STABILITY WHILE STRENGTHENING THE FISCAL MANAGEMENT OF THE ORGANIZATION

EVALUATION: METHODS AND STRATEGIES FOR EVALUATION OF FISCAL POLICIES AND PROCEDURES

16. Evaluate the grant needs of the organization and Identify and apply to at least 4 – 6 potential sources of foundation and corporate grant support each year.
17. Evaluate current membership policy and Increase business/corporate giving by 50% from \$5000 (2015) to \$7500 (2018).
18. Evaluate current membership policy and Increase individual giving by 75% from \$3000 (2015) to \$5250 (2018).
19. Develop financial protocols and auditing procedures to ensure proper handling and receipting of all funds; include expectations in Operation Manual.
20. Create a process to assess earned income streams on a semi-annual basis.

ADVANCEMENT: METHODS AND STRATEGIES FOR INSTITUTIONAL ADVANCEMENT OF FISCAL POSITION

21. Explore the feasibility of implementing major gifts program and conduct prospect research.
22. Explore the creation of an Endowment Fund to ensure a long-term funding stream.
23. Develop a program that allows for Art Scholarships to Piqua High School and Lehman High School students pursuing a degree in the arts.
24. Allocate 50% of Executive Directors time toward fundraising and development efforts.
25. Develop a program that takes advantage of various Dine to Donate Program (Chipotle, Wings & Rings, Bob Evans) offered by community restaurants.



GOAL III: ENHANCE AND STRENGTHEN PAC'S MARKETING AND PROMOTIONAL EFFORTS

EVALUATION: METHODS AND STRATEGIES FOR EVALUATION OF CURRENT MARKETING POLICIES AND PROCEDURES

26. Engage Donors for progress & directional feedback.
27. Incorporate the Annual Meeting & Members Reception into one event. Consider volunteer, sponsor and patron of the year award.
28. Conduct an assessment PAC's marketing strategies with a focus on identifying the target market(s) addressing: have we met our constituent needs; how can we add value; and how/where can we effectively communicate our offerings.
29. Explore current needs and uses of the website and develop a plan for website infrastructure management with update schedules for content and the addition of a forms and logos area.
30. Explore post even protocols including after event emails, surveys, etc. and evaluate their effectiveness.
31. Develop a strategy to increase the effectiveness of our social media campaigns.
32. Execute annual Member Directory.
33. Tailor performance programs and print materials to highlight upcoming events and offerings that would be most interesting to that constituency.

ADVANCEMENT: METHODS AND STRATEGIES FOR INSTITUTIONAL ADVANCEMENT THROUGH MARKETING

34. Create an Ambassador Program to keep past board members engaged in promoting PAC.
35. Establish a protocol for Board Members to make Thank You phone calls to donors and sponsors on a yearly basis.
36. Develop clear marketing tools and comprehensive strategies for each type of constituency.
37. Develop Customer Relations Management tool to expand existing lists of contacts to include special community contacts whereby every PAC event can be matched to specific interests/affiliations.
38. Add clear signage in the window advertising the normal hours of business.
39. Conduct needs assessment to determine future space needs to accommodate growth in response to constituent needs and organizational goals.
40. Develop clear timelines for all marketing needs by working backwards from each event start date, etc.
41. Develop and use a curtain speech to highlight ways that audience members can be engaged in Arts Council programs and services ranging from volunteer opportunities to attending workshops, exhibits and other events.



GOAL IV: PROVIDE DYNAMIC AND INNOVATIVE PROGRAMMING THAT SUPPORTS PAC'S MISSION

EVALUATION: METHODS AND STRATEGIES FOR EVALUATION OF CURRENT AND FUTURE PROGRAMMING

42. Investigate the possibility of expanding the Members' Gallery to include an online store, which would also include PAC branded items.
43. Create a rubric for identifying programming and artists that best align with the working vision of the organization, and identify markers for inclusion/exclusion.
44. Develop web based surveys to inform future program of what audiences find most appealing including local and regional responses.
45. Create clear policy to govern the frequency of use, the cost to occupy and the duration of the occupancy, for members desiring to place art in the Members' Art Gallery and Satellite Galleries.

ADVANCEMENT: METHODS AND STRATEGIES FOR INSTITUTIONAL ADVANCEMENT OF NEW PROGRAMMING

46. Explore the feasibility of granting money to start up art-centric businesses, including requirements and benefits to PAC.
47. Adopt a policy defining a process that requires ideas for new events, programs, or any other new use of PAC resources.
48. Examine the need for art mentorship programs and educational needs for arts career education.
49. Explore the expansion of programming into new areas, theater productions, sculpture programs, film festivals, written word/poetry, culinary arts, fall art festival, etc.
50. Create guidelines for art trips, including bus trips to location outside of the area.



GOAL V: IDENTIFY, BUILD AND DEVELOP STRATEGIC PARTNERSHIPS THAT SUPPORT THE MISSION OF PAC AND HELP BUILD COMMUNITY

EVALUATION: METHODS AND STRATEGIES FOR EVALUATION

51. Evaluate opportunities to partner with Edison Community College and Piqua City Schools to create more engagement with both partners.
52. Develop a method for evaluation the benefits of collaboration.
53. Explore the feasibility of creating a working relationship with local civic groups as a method for enhancing the awareness of the arts in the community.

ADVANCEMENT: METHODS AND STRATEGIES FOR INSTITUTIONAL ADVANCEMENT

54. Create opportunities unique to our community to increase engagement and promote the vibrancy of the community.
55. Create a community calendar with protocols that allow arts partners, inside and outside of Miami County to submit their events to the calendar.
56. Identify partners that need to be included in program decisions such as other cultural organizations, environmental groups, schools, homeschools and senior centers, etc. and engage them in programming decisions that would meet their needs.



APPENDIX

DOCUMENT HISTORY: SUMMARY OF THE REVISIONS TO THIS DOCUMENT

VERSION	REVISION DESCRIPTION	DATE	BY
1.0	First draft of plan document released for Executive Committee review comments.	3/13/2013	CS
1.1	Executive Committee comments incorporated. Final draft of plan released for Board of Trustee review, comments and approval.	3/22/2013	CS
2.0	ED Update of General information for use as 2016 – 2018 Strategic Plan	9/15/15	JK
2.1	Addition of goals obtained to full board brainstorming and individual governing committee brainstorming sessions.	9/15/15	JK
2.2	Clarification and combining of goals done.	12/1/2015	JK
2.3	Format changes and color changes done to align with PAC adopted colors.	12/2/15	JK
2.4	Final Draft finished and submitted to full board at the December Board meeting for comments and revision.	12/3/15	JK
2.5	Final Draft Update – Category Changes. Still to be submitted to for the December 2015 Board Meeting for Review and Changes	12/4/15	JK