



Piqua Arts Council

Strategic Plan 2013-2015

MARCH 2013

Dear Friends of the Arts:

As one reviews the history of the Piqua Arts Council they will note the wealth of music, fine art, theater, history and education programs that the organization has successfully delivered to the community. To ensure the organization continues to effectively promote and support the arts culture within the community it is vitally important that the Council periodically refocus and renew the organizational strategies for fulfilling its mission.

The Piqua Arts Council (PAC) Strategic Plan presented herein reflects the input of Trustees and the Executive Director, and feedback received from interest groups, businesses, institutions, and individuals in the community. Simply stated themes categorize the goals of the Plan, with objectives and strategies more specifically identifying the steps and actions to be taken to achieve the desired outcomes.

The resulting Strategic Plan (the 'Plan') provides the organization with a forward looking vision that will be instrumental in guiding and prioritizing the activities of PAC. The strategic plan is intended to be a living document that requires a quarterly review of the targeted initiatives; their progress and feasibility; and, the deliverables and timelines.

The Plan embodies our vision to:

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

Through this renewed focus on promoting the arts as a means of enhancing quality of life and enriching educational and cultural opportunities, we expect to firmly establish the importance of PAC's role in the community and continue to strengthen the spirit of Piqua!

Sincerely,



Chris Schmiesing
President
Piqua Arts Council

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 22 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

STRENGTHEN OUR ORGANIZATIONAL STRUCTURE AND FINANCIAL MEANS

GOAL I: BUILD AN INFRASTRUCTURE THAT ENSURES PROFICIENT GOVERNANCE WHILE INCREASING OPERATING EFFECTIVENESS

Objective 1: Define and communicate the responsibilities of individual board members, officers, board committee chairs and committees

- 1.1 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.
- 1.2 Prepare Board Orientation documents and procedures to be distributed to new board members prior to attending their first meeting of the board.
- 1.3 Prepare a document that clearly identifies the mission, vision and goals for each committee/event along with duties and responsibilities of each committee chair and board sponsor.
- 1.4 Prepare a conflict-of-interest policy signed by all Board members on an annual basis.

Objective 2: Professional development and recruitment of Board

- 2.1 Develop board member application that identifies qualifications and interest of applicant.
- 2.2 Restructure the core committees to include executive committee, development committee, and marketing committee.
- 2.3 Create board bios/profiles on all current members.
- 2.4 Develop a board recruitment strategy.
- 2.5 Identify opportunities for board professional development; include expectations for board educational development in Objective 1.

Objective 3: Define roles of volunteers and deepen their engagement

- 3.1 Create a handout that identifies opportunities for volunteers to be involved in the organization.
- 3.2 Reengage with Chamber of Commerce, Mainstreet Piqua, and United Way to co-present the annual holiday thank you party in recognition of board member and volunteer service to the organization.

Objective 4: Develop a succession plan for key leaders

- 4.1 Identify and develop new board and volunteer leadership for committees.
- 4.2 Conduct 90 day and annual evaluation of Executive Director job performance, and refine job description articulating specific skills needed for Executive Director position.

Objective 5: Define and communicate the responsibilities of each board and committee member of the Piqua Arts Council to advance the goals, objectives and strategies of the organization

- 5.1 Develop a biennial process for evaluating organizational performance against established goals, and to update of the strategic plan goals and work plan.
- 5.2 Develop an organizational Operations Manual
- 5.3 Establish a recordkeeping process that facilitates easy access to information by organizational leadership. I.e., cloud based file storage and collaboration tools such as Google Drive for non-profits

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

Objective 1: Seek ways to improve the fiscal management of PAC

- 1.1 Assess financial reporting needs and build reporting that will facilitate better understanding of the fiscal health of the organization.
- 1.2 Develop financial protocols and auditing procedures to ensure proper handling and receipting of all funds; include expectations in Operation Manual in Objective 5 of Goal I.
- 1.3 Provide annual financial orientation/training session for board and committee members.
- 1.4 Employ use of Gift Works software to integrate contact information, fundraising data, and donor, event, projects, and volunteer tracking.

Objective 2: Seek a more diversified balance of foundation and individual and corporate giving

- 2.1 Develop a comprehensive grant program. Identify and apply to at least 4 – 6 potential sources of foundation and corporate grant support each year.
- 2.2 Increase individual giving by 100% from 2012 to 2014. Increase business/corporate giving by 60% from 2012 to 2014.
- 2.3 Explore the feasibility of implementing major gifts program and conduct prospect research.

Objective 3: Develop the capacity of PACs development operations

- 3.1 Allocate 50% of Executive Directors time toward fundraising and development efforts.
- 3.2 Develop a sustainable funding plan that makes a distinction between fundraising events and activities, membership and sponsorship contributions, and events or other activities that generate earned income.
- 3.3 Create an Ambassador Program to keep past board members engaged in promoting PAC.
- 3.4 Identify and outline specific areas of sponsorships and need.
- 3.5 Identify and outline sponsor/donor benefits at various giving levels.
- 3.6 Develop a plan for making the ask.

Objective 4: Increase Earned Income

- 4.1 Create a process to assess earned income streams on a semi-annual basis.
- 4.2 Create clear policy to govern the frequency of use, the cost to occupy, and duration of the occupancy, for members desiring to place art in the Members Art Gallery.
- 4.3 Develop and implement a strategic membership campaign with clearly articulated benefits.
- 4.4 Increase membership (number of members) by 100% from 2012 to 2014.
- 4.5 Establish a methodology for assessing the effectiveness of our marketing efforts to generate earned income.
- 4.6 Explore the possibility of an arts council store to sell art and related goods.
- 4.7 Explore the feasibility of offering group workshops.
- 4.8 Develop advertising/event sponsorship program as a source of revenue.

INCREASE OUR VISIBILITY

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

Objective 1: Develop a marketing/communications and promotional plan including initiatives to raise institutional visibility and include wider and deeper awareness among the target market(s) of PAC's offerings, leading to higher attendance and participation as well as growth of revenues

- 1.1 Develop a comprehensive marketing strategy that includes actionable marketing and media/public relations plans with the overriding objective being to promote and raise awareness of the PAC and attract new patrons for programs and present recommendation to the Board.
- 1.2 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?

Objective 2: Develop framework and tools to facilitate marketing execution

- 2.1 Develop clear timelines for all marketing needs by working backwards from each event start date, etc...
- 2.2 Develop clear marketing tools and comprehensive strategies for each type of constituency.
- 2.3 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. See Goal II - Objective 1.4.

Objective 3: Increase effectiveness of website, newsletters, and social networking

- 3.1 Develop a clear timeline for website updates/content and emails blasts.
- 3.2 Develop a plan for website infrastructure management.

- 3.3 Increase the effectiveness of our social media campaigns via Facebook, Twitter, etc...

Objective 4: Ensure adequate facilities exist for future growth of Members Art Gallery and other services to be delivered to satisfy constituent needs.

- 4.1 Get design approval and move forward to place a sign at the front of the PAC building.
- 4.2 Add clear signage in the window advertising the normal hours of business.
- 4.3 Get approval to move forward with painting the exterior of the PAC building.
- 4.4 Conduct needs assessment to determine future space needs to accommodate growth in response to constituent needs and organizational goals.

Objective 5: Increase community engagement to expand awareness of organization

- 5.1 Continue to offer free and low-cost community events.
- 5.2 Send PAC representatives out in the community to various events and meetings to advocate for the arts and promote the Council; include in Ambassador Program in Objective 3 of Goal II.

EXPAND PROGRAMS AND SERVICES

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

Objective 1: Identify quality programming that supports the PAC's working vision

- 1.1 Create a rubric for identifying programming and artists that best align with the working vision of the organization, and identify markers for inclusion/exclusion.
- 1.2 Adopt a working vision statement; see proposed working vision statement at beginning of this document.
- 1.3 Evaluate and refine guidelines by conducting post event meetings and surveys of participants.
- 1.4 Adopt policy defining a process that requires ideas for new events, programs, or any other new use of PAC resources to be scored by rubric (see Goal IV – Objective 1.1) and presented to the Board of Trustees for approval or rejection.

Objective 2: Deepen the engagement of existing audiences.

- 2.1 Promote the benefits of membership during every engagement with patrons.
- 2.2 Tailor performance programs and print materials to highlight upcoming events and offerings that would be most interesting to that constituency.
- 2.3 Develop and use the 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.

- 2.4 Develop web based audience surveys to inform future programs of what audiences find most appealing.

Objective 3: Create partnerships that inform programming decisions to reflect the community's needs

- 3.1 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.
- 3.2 Partner with these groups to leverage mutual marketing opportunities.
- 3.3 Evaluate the mutual success of the partnership based on programs and marketing strategies.

Objective 4: Identify and create programming that will build new audiences

- 4.1 Create tools to poll the community about their specific interests in arts and culture.
- 4.2 Solicit survey submissions from interest groups outside arts culture and also outside the immediate constituency.

Objective 5: Ensure adequate staffing exist for future growth of Members Art Gallery and other services to be delivered to satisfy constituent needs.

- 5.1 Solicit volunteer support to provide basic support services.
- 5.2 Establish intern program to enlist services of student to assist with programming needs.
- 5.3 Explore feasibility of making the Executive Director position full-time; and evaluate the possibility of creating part-time programming coordinator position.

IDENTIFY STRATEGIC PARTNERSHIPS

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

Objective 1: Increase community engagement in the arts through partnerships with businesses, corporations, nonprofits, and government agencies

- 1.1 Identify and explore community engagements that will both increase awareness of PAC and to lead mutually beneficial partnerships.
- 1.2 Seek opportunities to strengthen existing organizational partnerships and develop new partnerships.
- 1.3 Consider establishing an regular Gathering at the Gallery to encourage conversation and networking within the arts community.
- 1.4 Create opportunities unique to our community to increase engagement and promote the vibrancy of the community.

Objective 2: Ensure the arts and PAC are at the center of community planning efforts

- 2.1 Establish an Economic and Cultural Development Task Force to help determine what opportunities are available in Piqua and how to include the arts in planning efforts to support economic and redevelopment opportunities.
- 2.2 Develop a vision for the Arts Council's role in the community redevelopment efforts.
- 2.3 Maintain communication with mayor and commission members and city officials regarding involving PAC in redevelopment efforts.
- 2.4 Develop relationships with key players involved in planning efforts such as Grow Piqua Now, Piqua Improvement Corporation, and the City of Piqua Development Department.

APPENDIX

DOCUMENT HISTORY: SUMMARY OF THE REVISIONS TO THIS DOUMENT

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



WORK PLAN: SUMMARY OF TASK ASSIGNMENTS, NECESSARY RESOURCES, AND MILESTONE TARGET DATES