Vicksburg Cultural Arts Center
Strategic Plan 2020 - 2023
Goals & Objectives Approved 7/8/2020

Goal	Objective	Action Plan
Expand access to artistic and cultural experiences for the communities we serve	• Define our geographic & demographic reach to include Vicksburg and surrounding communities for marketing and outreach • Identify our community needs and respond with diverse and inclusive programming • Target programs by the demographics that have been identified • Develop interactive virtual programming • Maximize utilization of physical space • Evaluate efficacy of our programs against our mission & vision	Define Marketing Media & reach Survey the community to inform programming choices Right set of programs tied to budget Expand and Enhance our Target Audience via cadenced plan (don't bite off too much in one go) Establish program evaluation process, criteria - post event Establish program evaluation - pre event Establish programming and marketing committee roles & responsibilities
Build credibility, reputation, relationships and partnerships	• Establish consistent recognizable brand via a robust marketing plan. • Build reputation through reliable consistent programs and events • Establish relationships & programming with local artists to provide programming and venues for them • Build partnerships with local organizations, gain physical and financial support from local organizations, provide them with unique opportunities. Local organizations include: • Define relationship & communication strategy with Paper City LLC (The Mill at Vicksburg) • Expand our network by increasing involvement with our members, participants and volunteers	Develop Friendraising concept Assess relationship & reputation with partners Define communication plan for goals & objectives Define communication plan for members Define our member benefits program Define public relations plan (links to marketing). Leverage word of mouth through community outreach. Revisit gallery face Create an environment for local Connect events, artistic talent with Corporate needs Continue to build relationship with The Mill Define communication plan for volunteers, volunteer recognition

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Achieve and Maintain Financial Sustainability	• Define Profit & Loss and Cash Flow budget that supports our program base & overhead • Establish program calendar • Establish fund raising calendar • Develop allocation process for overhead expenses • Establish annual programming plan including revenue flow and volunteer/staffing requirements • Establish Emergency fund (board restricted fund) • Target Resource Development Plan encompassing corporate sponsors, grants, members, and programs, both cash and in-kind	Review budget/cash flow with the Finance committee Gap funding analysis by Finance Committee Finance policy - review & add emergency fund Get 1st Corporate sponsor on board Identify additional corporate sponsors Funding strategy for ED Investigate new revenue streams Board quarterly deep dive of financial performance Establish social media guidelines and governance process Quarterly deep dive of programs Annual review of Finance Policy
Establish and sustain Operational Excellence	• Identify Training and Development needs • Identify and Establish policies and procedures • Define goals, objectives and job description of Executive Director • Establish and grow volunteer program • Define data collection action plan • Execute processes & responsibilities for all board level committees • Establish mechanisms to measure our success annually (Annual Review) • Establish Disaster Recovery Plan (physical space) • Establish Crisis Management Plan	Improve Board Governance - training, annual assessment, composition & succession planning Define data collection needs Review Executive Director job description, SMART goals, performance evaluation criteria Establish training program for ED, staff and volunteers Establish procedures & processes for volunteers Establish programming parameters, selection process, evaluation and go/no go gates Determine what we want to measure in order to determine Operational excellence Develop privacy and record retention policies and procedures Establish internal control & audit policies Develop Disaster Recovery Plan (start with Risk Assessment)