

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

Goal	Objective	Action Plan	Owner	Target	Status Updated 12/31/21
Expand access to artistic and cultural experiences for the communities we serve	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> 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 		Jan 2022 and Jan 2023	Defined as primarily Vicksburg and Schoolcraft; determined by South County News reach Meetings with 30 stakeholders to ask them about programming and the arts in our community Complete: set more modest suite of programs and have fundraising plans to support them Working to increase our local communications with an emphasis on increasing Schoolcraft outreach Programs are evaluated with surveys Working on setting goals for what we will achieve with programs Will have a programming advisor and a marketing advisor on the board
Build credibility, reputation, relationships and partnerships	<ul style="list-style-type: none"> 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 creative programming and a venue for them to share their talents with community. Build partnerships with local organizations, gain physical and financial support from local organizations, provide them with unique opportunities. Local organizations include: <ul style="list-style-type: none"> Corporate Community Small Businesses Nonprofits Define relationship & communication strategy with Paper City LLC (The Mill) Expand our network by increasing involvement with our members, participants and volunteers 	<ul style="list-style-type: none"> Develop Friendraising concept Assess our relationship & reputation across all partners Define a plan of attack to communicate our goals & objectives Define communication plan for members Define our member benefits program Define public relations plan (links to marketing). Leverage word of mouth - through growth of our community reach. Revisit gallery face Create an environment for local artists 		March 2022 Jan and May 2022	Volunteer appreciation party that encourages folks to bring a friend Surveys could be sent out in January. What do you want to ask? Plan created with Rick Chambers Monthly newsletter On hold until pandemic subsides. We were able to fundraise without the membership program Plan created with Rick Chambers Clarify? Built partnerships with libraries, schools, Schoolcraft Ladies' Library, nonprofits, and local artists.

		<p>Connect our culture events and artistic talent with Corporate needs</p> <p>Continue to build relationship with The Mill</p> <p>Define communication plan for volunteers, volunteer recognition, target volunteer plan of attack</p> <p>Review budget and cash flow with the Finance committee</p> <p>Gap funding analysis - FC creates and presents to BOD</p> <p>Review Finance policy - consider governance. Add emergency fund.</p> <p>Get 1st Corporate sponsor on board - Practice 1st leveraging Bill Adams, develop a plan (who, what, how), request feedback</p> <p>Leverage feedback from above, Get X Corporate sponsors on board</p> <p>Fundraising program to fund ED.</p> <p>Evaluate other revenue generating avenues: renting our space, auction</p> <p>Quarterly deep dive of financial performance (fund dev, spend)</p> <p>Establish social media guidelines and governance process</p> <p>Quarterly deep dive of programs</p> <p>Improving Board Governance - training, Annual assessment, composition & succession planning</p> <p>Establish procedures & processes for volunteers</p> <p>Define what data we want to collect and how we collect & store</p> <p>Develop ED Job Description, SMART goals and Evaluation</p> <p>Establish training program - ED</p> <p>Establish training program - volunteers</p>			<p>Met with The Mill and DeNooyer. Created sponsorship opportunities with businesses' needs in mind.</p> <p>Meet regularly with John Kern. Created the Arts Hub Communication plan. Secured in-kind space for 2022.</p> <p>Recognize them in newsletter; volunteer celebration and recruitment party in March</p> <p>No finance committee created. Will have one person who does finances and consults with ED.</p> <p>We have analyzed our needs for 2022 and created a list of potential funding.</p> <p>Will need to fundraise to create a 13% emergency fund.</p> <p>Met with Bill Adams. One corporate sponsorship from Grossman Law Firm. Plan to approach 20 businesses in 2022.</p> <p>Clarify?</p> <p>ED secured for 2021 and 2022</p> <p>Considering fundraising event in Spring; Vicksburg Foundation Match</p> <p>Deep dive scheduled for February and for May</p> <p>Not developed yet. What kind of governance is needed?</p> <p>Programming Deep Dive scheduled for retreat in August</p> <p>Clarified procedures for applying for and approving board members. Created board recruitment tools.</p> <p>Procedures set up for the Art Camp.</p> <p>Currently collecting number of participants, volunteer hours, financial contributions, and in-kind donations.</p> <p>Job description done; goals created; need more about evaluation (mid-year evaluation process created).</p> <p>Syd trained ED</p> <p>Trained as needed for events</p>
<p>Achieve and Maintain Financial sustainability</p>	<ul style="list-style-type: none"> 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 and evaluate Finance policy annually 		<p>Finance Committee</p> <p>Finance Committee</p> <p>Fund Dev Comm</p> <p>Fund Dev Comm</p> <p>Fund Dev Comm</p> <p>Fund Dev Comm</p> <p>BOD</p> <p>BOD - ED leads</p> <p>Krista</p> <p>Krista</p> <p>Syd, Krista, Jennifer</p> <p>Syd, Lisa (Review with BOD)</p> <p>Krista</p>	<p>Aug-20</p> <p>Dec-20</p> <p>May-20</p>	
<p>Establish and sustain Operational Excellence</p>	<ul style="list-style-type: none"> 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 			<p>Aug-20</p>	

Some parameters based on three criteria created: whether the program fits with our mission; whether the program is financially feasible; are all the factors that are needed to make it a success in place.	
Not done	
Records retained in Google Drive	
No policy created. We do not share donor data.	
Procedures need to be written out.	
What would this look like without a physical location?	

	May-20

Programming Committee	
Jennifer	
ED	

Establish programming parameters / selection process / post mortem / Go/No Go parameters	
Determine what we want to measure in order to determine Operational excellence (the best Non Profits measure this from a performance perspective)	
Develop record retention program	
Develop privacy policy & procedures	
Establish internal control & audit policy	
Develop Disaster Recovery Plan (Start with Risk Assessment)	

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Notes

- Review quarterly in our Board meeting
- This will be reviewed and refreshed annually. Some things may drop off and some items might be added
- Our guiding principle is our mission
- Agreed that this is a 3 year plan