



**2018-2022 Strategic Plan
for the Arts Council of Greater Kalamazoo**

GOAL #1

Establish a series of policies, procedures, and protocols to enhance fiscal stewardship of the organization

Objective 1.1. Improve the long-term financial health of the organization

Strategy 1.1.a. Formulate a long-term investment plan for all Board reserve funds

Success Measure: Investment plan is written, approved and implemented by September 2021

Strategy 1.1.b. Develop recommended percentages of earned vs. unearned income, complete with potential sources in each category

Success Measure: Study of best practices completed, with a proposal including sub-categories of earned/un-earned income written and approved by the end of Sept. 2022

Strategy 1.1.c. Devise a formal, data-driven corporate sponsorship program

Success Measure: Corporate sponsorship program with clear benefits that can be marketed to appropriate partners is drafted and approved by the end of September 2020

Strategy 1.1.d. Cultivate a broad understanding of how funds from remaining restricted classes were acquired and formulate plan for future use of these funds

Success Measure: Review of fund history completed, with recommendations for action to the Board made by the end of September 2018

Strategy 1.1.e. Increase fiscal sponsorship opportunities for both artists and arts and cultural organizations in the region served

Success Measure: At least five new revenue-generating fiscal sponsorships established by the end of September 2022

Strategy 1.1.f. Produce a clear and concise fund development plan that realistically addresses the charitable tipping point balance required for the organization to maintain non-profit status

Success Measure: Plan is written, approved and implemented by December 2020 by the staff with the input of the Board

Objective 1.2. Improve rules, practices, and communication for the varied revenue streams needed to sustain the organization

Strategy 1.2.a. Provide clear messaging about the need to develop varied revenue streams from whom and why to use as basis for both annual and special appeals

Success Measure: Specific communication plan drafted, approved and implemented by the end of September 2019

Strategy 1.2.b. Develop internal staff practices for accepting checks and other financial documents that will align better with best practices

Success Measure: Auditor recommendations received, and practices developed, approved, and implemented no later than September 2019

Strategy 1.2.c. Create a gift acceptance policy based on current best practices

Success Measure: Policy is drafted, approved and implemented by the end of September 2020

Objective 1.3. Build a database of relevant baselines and trends related to the financial wellbeing of the organization

Strategy 1.3.a. Conduct a survey of products in anticipation of maintaining an archival (digital) databank relevant to fiscal decision-making processes

Success Measure: Survey complete and database construction started by the end of September 2020

Strategy 1.3.b Conduct a survey of best practices in anticipation of developing an archival (digital) databank relevant to fiscal decision-making processes of the organization

Success Measure: Survey complete and database construction started by the end of September 2020

GOAL #2

Maximize organizational recruitment and talent retention activities to enhance both the organization and the Board of Directors

Objective 2.1. Increase an awareness of organizational structure(s)

Strategy 2.1.a. Develop an easy to understand governance infographic for staff, membership, Board members, and the publics we serve

Success Measure: Infographic is created, vetted and published on all ACGK communication channels by the end of September 2019

Objective 2.2. Grow the overall membership efforts of the organization, including expanding into the untapped regions of the counties currently served by ACGK

Strategy 2.2.a Create and fund workshop opportunities in support of grant-funded creative expression outside of Kalamazoo proper

Success Measure: Annual funding sources identified and committed, with workshops initiated by the end of September 2020

Strategy 2.2.b. Administer a targeted Board recruiting effort in key areas of need such as banking/finance/accounting, marketing/media/communication, and government affairs in order to expand the recruitment (and retention) of Board members from these needed areas of interest

Success Measure: ED and appropriate Board committee creates a targeted campaign to bolster Board membership in these content areas by the end of January 2019

Strategy 2.2.c. Inaugurate Board positions for student representatives from the area higher education institutions

Success Measure: At least one Board position/term filled by a higher education student by the end of September 2022

Objective 2.3. Build staffing capacity for the future needs of the organization in order to promote better customer service and work efficiencies

Strategy 2.3.a. Put in place a long-term hiring plan, complete with job descriptions and clear reporting lines for future capacity of the organization

Success Measure: Budget plan created for the identified staff hires by the end of September 2018, with hiring to follow as directed by ED and an appropriate Board committee

Strategy 2.3.b. Conduct search for an organizational consultant to assist in a five-year growth plan for the organization to address the future needs of arts and culture in Greater Kalamazoo

Success Measure: Consultant hired by January 2018, with realignment, including Board, to begin by May of 2018, and completed by start of October 2023, with an annual review to follow

Strategy 2.3.c. Increase organizational efficiency and improve customer service through equipment enhancements

Success Measure: Establish annual equipment review and refresh cycle by the end of September 2018, required enhancement to follow

Strategy 2.3.d. Increase organizational efficiency and improve customer service through improvements to the physical space utilized by the organization

Success Measure: Appropriate design consultant(s) and construction firm(s) hired for renovation of office suite, with work schedule to be established by end of September 2018, improvement to follow immediately

Strategy 2.3.e. Establish volunteer program, complete with job descriptions and reporting lines, that interfaces with both Staff and Board to fill service gaps

Success Measure: Volunteer program formalized, funded and started by the end of September 2020

Strategy 2.3.f. Increase the capacity of our internship program

Success Measure: Internship program expansion formalized, funded, and at full capacity by the end of September 2020

Objective 2.4. Increase annually budgeted professional development funding for staff, Board members, volunteers, interns, and management

Strategy 2.4.a. Initiate a review of funding options both internally and externally

Success Measure: Findings reported, with the goal of establishing an annual allocation of at least \$5000 that is permanently budgeted by the end of September 2022

Objective 2.5. Increase clear professional workplace expectations and transparent accountability measures

Strategy 2.5.a. Create both standards of work and policies that reflect the contemporary workplace

Success Measure: ED and appropriate committee of the Board work together to make forward-looking institutional updates by the end of September 2021 with annual success measures to be identified by Executive Director

Strategy 2.5.b. Update employee evaluations, up to and including, goal setting sheets

Success Measure: ED and appropriate committee of the Board work together to renew evaluations and goal setting beginning in October 2018, and then on an annual basis, with annual success measures to be established by Executive Director

GOAL #3

Elevate brand recognition and top of mind identification nationally, regionally, and locally

Objective 3.1. Reduce confusion of ACGK with other arts and cultural entities in the Greater Kalamazoo region

Strategy 3.1.a. Investigate appropriate re-branding efforts

Success Measure: A list of appropriate actions prepared and approved for use by the end of September 2019, stepped implementation to follow immediately after the Board approval

Objective 3.2. Increase awareness of Council activities via multiple, contemporary messaging channels

Strategy 3.2.a. Initiate a unified voice across all platforms of communication

Success measure: Re-branded voice developed and initiated by October 2019 with annual quality improvement reviews to follow

Strategy 3.2.b. Hire an integrated media/marketing specialist

Success measure: Specialist hired by December 2018

Strategy 3.2.c. Produce a campaign that informs the broader community of the resources and program initiatives undertaken by the organization

Success Measure: Campaign designed, Board-approved, and implemented by the end of September 2019

Strategy 3.2.d. Foster the creation of an “elevator speech” that easily describes what the organization is to the broader public(s) it is meant to serve

Success Measure: Board and staff cultivate, implement, and widely share a one-sentence encapsulation of the Council and its relevance to creative expression in the Greater Kalamazoo region by the end of September 2019

Objective 3.3. Increase up-to-date, timely methods of communication with various constituencies through enhanced websites, social media usage, virtual meetings, etc.

Strategy 3.3.a. Create a five-year strategic communication plan that addresses needs of both constituencies served and the organization

Success Measure: Plan written by end of September 2019, with implementation to follow immediately after approval

GOAL #4

Reach an appropriate balance of programs and services necessary to serve contemporary creative expression in the greater Kalamazoo region

Objective 4.1. Improve ROI on the programming and services sponsored by the Council

Strategy 4.1.a. Conduct a quantitative analysis on all currently sponsored programming to establish future sustainability

Success Measure: Examination is complete, and ROI report generated by September 2019 in preparation for decision-making

Strategy 4.1.b. Cultivate a reputation as an arts and culture “start up” hub in the region served

Success Measure: By the end of September 2022, be known as the place that arts and culture entrepreneurs come to for help in getting established and connected before branching out on their own

Strategy 4.1.c. Create a set of well-defined rubrics to better guide the bestowing of Community Arts Awards

Success Measure: Rubrics created, approved and implemented by the 2018 award cycle

Strategy 4.1.d. Administer a wide-ranging arts and culture calendar that is both diverse and inclusive

Success Measure: By the end of September 2022, have a calendar function incorporated as part of a larger membership service

Strategy 4.1.e. Formulate a new management agreement between KCC, ACGK, and Lockhart

Success Measure: A finalized agreement that outlines fees, duties, and benefits, up to and including, a clear definition of how to handle the Joliffe theatre rentals is complete and ready to implement by December 2018, with annual reviews to follow

Objective 4.2. Build a roster of both programs and services that meet our mission and are of comparable import with those of other national/regional/local non-profit establishments to improve the viability of the organization for the future

Strategy 4.2.a. Sustain a portfolio of unique programs that effectively serve the needs of our membership and the larger arts and culture community

Success Measure: By the end of September 2022, with the feedback and input of the artists, arts and culture organizations, and publics we serve, the program portfolio of the Council will

be concentrated on those elements vital to the core mission as defined by this strategic planning process

Strategy 4.2.b. Increase awareness within the broader community regarding best practices for, and models of, both service and programming relevant to creative expression in the 21st Century

Success Measure: By the end of September 2021, have an established list of ten peer institutions to serve as a baseline index for comparisons, reports, and future strategic planning essentials

Objective 4.3. Increase the organization's capability to serve various community groups in the region served

Strategy 4.3.a. Improve an organizational understanding of each community's diversity of needs, wants, and desires

Success Measure: By the end of September 2022, have a database of material gathered from listening sessions in order to make informed decisions regarding individualized support of arts and culture (i.e., On the Ground Project)

Strategy 4.3.b. Provide opportunities for both organizational and member-focused advancement through trainings, seminars, and networking opportunities

Success Measure: By the end of September 2022, have an established list of trainings, seminars, and networking opportunities

Strategy 4.3.c. Foster a broader understanding both of institutionalized biases and barriers to access within the arts and cultural community served

Success Measure: Both analysis tools and outcome metrics are established to aid in the creation of educational experiences regarding bias and barriers relevant to the region served by the end of September 2021

GOAL #5

Establish a durable relationship between the Council, its Board, and the varied persons, organizations, and institutions it serves, to bolster financial, municipal, and community support for arts and culture efforts in the region served

Objective 5.1. Build an organizational understanding of the relationship between Board activities, Council functions, funding needs, and related activities

Strategy 5.1.a. Administer a review of activities to establish the fundraising priorities

Success measure: The ED delivers a report of findings to the Board no later than the end of September 2019, complete with recommendations on how to move forward

Strategy 5.1.b. Clean and organize the existing organizational catalogue(s) to better integrate existing and potential donors to the organization

Success Measure: Have a fund development database and the necessary procedures and practices regarding both cultivation and stewardship in place and in use by the end of September 2021

Strategy 5.1.c. Conduct a qualitative survey of artists, arts and culture organizations, and publics served by the organization in order to determine a perceived return on investment in the organization

Success Measure: A report of findings in preparation of decision-making is presented to the Board by the end of September 2022, complete with recommendations for next steps as part of the next strategic planning process

Objective 5.2. Improve engagements with both emeriti Board members and emeriti executive officers

Strategy 5.2.a. Develop at least one annual engagement activity

Success measure: A roster of activity choices is developed and implementation of at least one idea has happened by the end of September 2021

Objective 5.3. Increase the precision of the Mission, Vision, and Values of the organization so both the Council and the varied persons, establishments, and institutions it serves know for what the organization stands

Strategy 5.3.a. (Re)Create each M, V, and V statement in the context of this strategic plan and revise/rewrite as needed

Success Measure: Work done and implemented by the end of September 2019

Objective 5.4 Increase the efficiency of the Board and staff members to better serve creative expression through appropriate reorganization and training

Strategy 5.4.a. Conduct a realignment of Board committees to better reflect the work of the organization as defined within this strategic plan

Success Measure: Guided by input from the ED, the Board committee structure reorganization process is started by October 2018; expected completion by end September 2019

Strategy 5.4.b. By September 2021, have cultivated a mature competency matrix to be used by the ACGK Board in recruiting new members and developing an annual slate of nominees that seeks equity, diversity, and inclusivity in Board representations

Success Measure: A beginning matrix is finalized by end of September 2018, immediate use in developing a pool of applicants from which the Executive Committee will choose the slate of new members for further consideration; annual quality improvement and cultivation conversations to follow

Strategy 5.4.c. Conduct a revision of terms and rotations for the executive members of the Board of Directors

Success Measure: In concert with 5.4.a., and assisted by the ED, the term and rotation structure re-evaluation process will be started by October 2018; with expected completion by end September 2019, and assessment of the revised rotations by September 2021

Strategy 5.4.d. Attain a nimble internal culture that values equity, diversity, and access in all forms, acceptances, sensitivities and connections to the larger arts and culture community through policies, adopted business practices, and organizational action(s)

Success Measure: Policies, business practices and actions will be noticeably, and continually, re-calibrated by the end of the strategic planning period

Strategy 5.4.e. Grow an annual training program for staff, Board , interns, and volunteers meant to continually improve the quality of the organization and its interactions with those served

Success Measure: Annual quality improvement training needs identified and training program built by September 2022

Objective 5.5. Build upon the strategic direction presented in this plan

Strategy 5.5.a. Develop the next five year strategic plan for the organization, with the SWOT analysis process starting in October 2022 on the way to a full plan by September 2023

Success Measure: SWOT process initiated by the Board President and Executive Director in October 2022; Board approval of a final plan by September of 2023

Plan Year Strategy Completion Expectations

Zero Year: October 2017-September 2018

- 1.1.d Formulate plan for future use of restricted class funds not currently being used
- 2.3.a Establish Long-term hiring plan, job descriptions, clear reporting lines
- 2.3.b Engage organizational consultant to assist with five-year growth plan
- 2.3.c Equipment enhancements to increase efficiency and customer service
- 2.3.d Improve physical space to improve efficiency and customer service
- 4.1.c Create well-defined rubrics to bestow CAA awards
- 5.4.b Cultivate competency matrix for board member recruitment completed by 2021

Year One: October 2018-September 2019

- 1.2.a Develop messaging about need for varied revenue streams for development
- 1.2.b Develop new best practices for financial procedures for staff
- 2.1.a Develop governance infographic (organizational flow)
- 2.2.b Administer target board recruit effort for finance, marketing
- 2.5.b Update employee evaluations, including goal setting sheets
- 3.1.a Investigate appropriate re-branding efforts
- 3.2.b Hire integrated membership/media specialist
- 3.2.c Produce campaign to inform general public about resources and programs
- 3.2.d Create “elevator speech” that describes purpose of organization
- 3.3.a Create 5-year strategic communication plan to address org and constituencies
- 4.1.a Conduct qualitative analysis on all current programming
- 4.1.e Formulate new management agreement between KCC, ACGK, and Lockhart
- 5.1.a Review activities to establish fundraising priorities
- 5.3.a Re-create Mission, Vision and Values statements
- 5.4.a Realign board committees to align with strategic goals
- 5.4.c Conduct a revision of terms and rotations to align with strategic goals

Year Two: October 2019-September 2020

- 1.1.c Devise data-driven corporate sponsorship program
- 1.2.c Create gift acceptance policy
- 1.3.a Survey archival products for finances and other records
- 1.3.b Survey best practices for archival of finances and other records
- 2.2.a Create and fund workshop opportunities outside of Kalamazoo proper
- 2.3.e Establish volunteer program, job descriptions and reporting lines
- 2.3.f Increase capacity for internship program
- 3.2.a Initiate unified voice across all platforms of communication

Plus complete any in progress from previous plan year

Year Three: October 2020-September 2021

- 1.1.a Formulate long-term investment plan for all board reserve funds
- 1.1.f Create fund development plan to address tipping point balance
- 2.5.a Create work standards and policies that reflect contemporary workplace
- 4.2.b Increase awareness within broader community about creative expression in 21st C.
- 4.3.c Foster broader understanding of institutionalized bias and barriers to accessing art

- 5.1.b Clean and organize fund development database
- 5.2.a Develop one annual engagement activity for Board and Emeriti

Plus complete any in progress from previous plan year

Year Four: October 2021-September 2022

- 1.1.b Develop recommended percentages for earned vs. unearned income and sources
- 1.1.e Increase fiscal sponsorship opportunities for artists and organizations
- 2.2.c Create board position for student representatives from higher education institutions
- 2.4.a Initiate funding review for staff development to maintain \$5000 budgeted per year
- 4.1.b Cultivate reputation as an arts and culture “start up” hub
- 4.1.d Administer wide-ranging arts and culture calendar that is diverse and inclusive
- 4.2.a Sustain a portfolio of unique programs that serve needs of community
- 4.3.a Improve understanding of community needs through listening tour
- 4.3.b Provide opportunities for member-focused advancement
- 5.1.c Conduct qualitative survey of artists and orgs to determine perceived RIO on ACGK
- 5.4.e Grow annual training program for staff, board and volunteers

Plus complete any in progress from previous plan year

Year Five: October 2022-September 2023

- 5.4.d Attain nimble internal culture that values equity, diversity, and access
- 5.5.a Develop next 5-year strategic plan

Plus clean up any and all remaining strategies from this planning cycle

Appendix A
Approach to Plan Writing

The Board of Directors along with the Executive Director and organizational staff dedicated itself to writing a five-year strategic map using the SMART approach. That is, each goal, objective, strategy, and success measure was written to be: Specific, Measurable, Achievable, Realistic, and Time-bound.

In using this approach, we also dedicated ourselves to achieving ten finite strategies per fiscal year, leaving open two potential strategies a year for unplanned options. In total, then, this plan is built to handle sixty (60) strategies over the course of the plan life. This is both achievable and realistic.

Appendix B
Annual Reporting Matrix Example

GOAL	OBJECTIVE	STRATEGY	SUCCESS MEASURE	PROGRESS	OUTCOME	NOTES
Establish a series of policies, procedures, and protocols to enhance fiscal stewardship of the organization.	<u>Objective 1.1.</u> Improve the long-term financial health of the organization	Strategy 1.1.d. Cultivate a broad understanding of how funds from remaining restricted classes were acquired and formulate a plan for future use of these funds.	Review of fund history completed, with recommendations for action to the Board made by the end of September 2018.	Completed Delayed In progress Cancelled		

Completed, success measure for the strategy is met

Delayed, success measure for strategy will take one more fiscal year to complete

In progress, is just that

Cancelled, no longer going after strategy