

Greater Augusta Arts Council 2015-2018 Strategic Plan

Vision

The Greater Augusta Arts Council is to be identified as the leading cultural arts organization by:

- Ensuring access to the arts for all ages and socio-economic backgrounds
- Building awareness, passion, and participation in the arts
- Successfully collaborating and advocating with others committed to the arts in pursuit of transforming the area into a noted arts community

Mission

To enrich the quality of life for citizens and visitors by advancing vibrant cultural arts.

Tag Line

Advancing the Arts. Enriching Lives.

Strategic Initiative 1: Access to Arts by All, Advocacy

Objective A. Prepare current Greater Augusta Arts Council board, advisory board, and general membership with knowledge and tools to be respected advocates for the cultural arts.

Action step 1. Annual board retreat

Action step 2. Board orientation

Action step 3. Quarterly advisory board meetings

Action step 4. Populate newsletter with advocacy information

Action step 5. Include arts education minute at all meetings

Lead Person Responsible: Executive Director

Time Frame: Ongoing

Objective B. Identify and cultivate community advocates for the arts by developing and supporting an Arts Education Advocacy Committee.

Action Step 1.

- Define purpose, structure, and membership of council and secure committed members.
- Implement a defined plan with measurable action steps.
- Understand and identify needs of ESSA.
- Research arts in schools.
- Revisit Art Infusion program.

Lead Person Responsible: Executive Director

Time Frame: the committee should be identified within 90 days and an action plan developed within 90 days after that.

Strategic Initiative 2: Awareness, Passion, Collaboration, Participation

Objective A. Increase Awareness of the Greater Augusta Arts Council

Action step 1. Identify the Greater Augusta Arts Council as the go-to organization for supporting and advancing the Arts as it applies to enhanced quality of life and economic health.

- Evaluate and define current brand.
- Consider outside consultation in defining new branding message.
- Define strategic marketing plan to increase awareness of Greater Augusta Arts Council's value proposition and demographic and geographic reach.
- Identify and create data base of regional art organizations and key contacts.
- Define value derived from membership.
- Enhance membership among (a) individuals, (b) industry and business,

and (c) arts organizations and governmental entities.

- Identify and create data base of industry and/or businesses and key contacts.

Lead Responsibility: Executive Director, V.P. of Development and membership committee.

Time Frame: Immediately

Action step 2. Develop enhanced relationships and collaboration opportunities.

- Prioritize based on scope and opportunity for success.
- Develop an implementation plan.
- Implement.

Lead Person Responsible: Executive Director/Vice President of Programs

Time Frame: Immediate & ongoing

Objective B. Support Area Arts Organizations and Artists

Action step 1. Research and develop business development programs for the arts.

Action step 2. Host annual event(s) for artists of all disciplines to include: (a) seminars, (b) town hall meetings, (c) workshops, and (d) classes. Example: "business of being an artist"

Lead Person Responsible: Executive Director, VP of Programs, Aspirations Chair

Time Frame: Annually

Action step 3. Promote and build awareness of arts happenings to increase patronage, participation, and support. Examples: paid ads, mailings, public announcements, press releases, social media etc.

Lead Person Responsible: Executive Director, Marketing Committee

Time Frame: Ongoing

Action step 4. Provide visibility of and to artists (members and non-members) on website and through opportunities to sell art work (i.e. Municipal Building, Chamber of Commerce, Wet Paint.

Lead Person Responsible: Executive Director/ Marketing/ PR task force/ staff

Time Frame: July 2015 and ongoing

Action step 5. From existing funding resources identify a budget amount to commission local artists for opportunities for public art. Identify opportunities from Augusta Sustainable and Development Master Plan, Augusta Destination Master Plan, Augusta Public Art Master Plan, and other area planning efforts. Look to promote a density factor allowing for easy identification of arts destination zones.

Lead Responsible Party: Executive Director/Treasurer/ VP of Public Art

Time Frame: September 2015

Objective C. Explore new high-visibility headquarters for the Greater Augusta Arts Council to include offices, conference room(s), gallery, and a gift shop.

Lead person responsible: Executive Director, Task Force

Time Frame: 2017

Action step 1: Form task force to explore viability, options, funding, tax abatement programs, and staffing.

Strategic Initiative 3: Transformation to a noted Arts Destination Community

Objective A. Define the impact of Arts in the Heart Festival.

Action step 1. Meet annually with stakeholders and develop measurable outcomes of the Arts in the Heart Festival.

(Stakeholders include Festival Steering Committee/Task Force, Global Village participants, City Representative (s), CVB leadership and event sponsors). Possible outcomes include a percent increase in festival attendance as reflected in ticket sales, increased geographic catchment – 90 + mile radius or from specific cities/communities, increased hotel occupancy (available from CVB), increase in number of venues, expansion of theme. Share economic impact data with BOD, City leadership and CVB. Expand and continue to measure accomplishments.

Lead Person Responsible: Executive Director/ Festival Chair
Time Frame: By November 2016

Objective B. Develop, Promote, and Grow Public Art

Action step 1. Define a robust public arts plan and program with sustainable funding. Utilize available resources for input, review of existing models, and supporting information.

Lead Person Responsible: Executive Director/Vice President for Public Art
Time Frame: January 2017

Action step 2. Identify amount of funding needed to sustain the plan year after year.

Lead Person Responsible: Vice President for Public Art/ Executive Director
Time Frame: December 2017

Action step 3. Secure multi-year funding or endowment to sustain Public Art plan (possible sources include city, counties, donors, grants, Greater Augusta Arts Council annual budget allocation).

Lead Person Responsible: Vice President for Public Art/Executive Director
Time Frame: On-going

Action step 4. Collaborate with the City of Augusta Sustainable Development Master Plan. Explore partnerships within the region for expanding public art.

Lead Person Responsible: Executive Director/Vice President for Public Art
Time Frame: On-going

Action step 5. Promote and manage the Public Art Plan.

Lead Person Responsible: Executive Director/ Vice President for Public Art
Time Frame: January 2017

Objective C: Support efforts to leverage the wealth of talent from this area.

Action step 1. Hold town hall meetings.

Action step 2. Develop community collaborations and partnerships.

Action step 3. Identify sponsorship for an annual monetary award to an artist.

Action step 4. Develop and support community galleries.

Lead Person Responsible: Executive Director
Time Frame: Immediate & ongoing

Strategic Initiative 4: Operational Effectiveness, Governance

Objective A. Increase organizational effectiveness, staff resources, and volunteer capacity.

Action step 1. Develop and complete job descriptions for each employee.

Lead Person Responsible: Executive Director/ Executive Vice President
Time Frame: October, 2015

Action step 2. Review & revise Greater Augusta Arts Council Human Resources policy manual.

Lead Person: President/Executive Director/Human Resources
Time Frame: January 2017

Action step 3. Identify staffing needs to support the organization and support through the annual budget.

Lead Person: Executive Director

Time Frame: May 2017 and annually thereafter

Action step 4. Identify volunteer utilization across the organization and ensure it is meaningful to each volunteer.

Lead Person Responsible: Executive Director/staff/task force

Time Frame: Ongoing

Objective B. Develop an engaged and performing Board of Directors.

Action step 1. Write a job description for Board members establishing clear and specific expectations (includes annual membership, assistance in fundraising, and community advocacy on behalf of Greater Augusta Arts Council).

Lead Person Responsible: President, Board of Directors

Time Frame: On-going

Action step 2. Review job description/expectations with each Board member. Hold a new board member orientation and an annual retreat.

Lead Person Responsible: President, Board of Directors

Time Frame: January, 2016

Action step 3. Recruit and achieve 100% Board membership as defined by Greater Augusta Arts Council Bylaws through evaluation of current members and identification of needs. Develop a comprehensive nomination process.

Lead Person Responsible: President

Time Frame: January 2017 and annually thereafter

Action step 4. Review Greater Augusta Arts Council Bylaws, management structure and supporting committee and task force structure to optimally

achieve operating, fiscal, and strategic initiatives.

Lead Person Responsible: President

Time Frame: Bylaws revised and approved March 18, 2015.

Revision of Committee and Task Forces Time Frame: July 2015 & Ongoing

Objective C. Develop and implement a strategic funding plan to increase annual revenue to \$800,000 by 2018.

Action step 1. Create a “Case Statement” document defining why additional funding is needed and what it will achieve (to be used for funding solicitation).

Lead Person Responsible: Vice President of Development/ Executive Director

Time Frame: November 2015 and ongoing

Action step 2. Charge Development Committee to identify funding streams (current and new) and define a three year plan with targeted dollar amounts to achieve, by when and who is the responsible party.

Funding streams include:

- City Funding
- Grant Funding
- Special Event Funding
- Capital Campaign (s)
- Board membership, pledges, and corporate match
- Annual gifts from various corporate and individual donor sources
- Major gifts from corporations and individuals including pledges over time
- Planned Giving

Lead Person Responsible: Executive Director/ Vice President of Development

Time Frame: November 2015 and ongoing

Action step 3. Transpose work accomplished in Action Step 2 and utilize in establishing a new corporate fundraising structure.

Lead Person Responsible: Vice President of Development/ Executive Director
Time Frame: January 2017

Action step 4. Review and understand any covenants of the existing “Arts Endowment” and define a plan to grow and utilize the Endowment in support the Greater Augusta Arts Council strategic plan and initiatives.

Lead Person Responsible: Arts Endowment Appointee
Time Frame: January 2017