

Strategic Plan for Arts Place 2019-2022

Mission	Nurturing the Creative Spirit in our Community
Corporate Values	Golden Rule, Inclusion, Freedom of Expression, Transformative Power of Art (GIFT) (see page 2)
Service Area	East Central Indiana and West Central Ohio as shown on Arts Place Service Area Map (page 3)
Objectives	Projects and Tasks
1. Increase productivity of corporate and community resources.	Project Number 1: Streamline key processes and reduce redundancies Project Number 2: Clarify roles and responsibilities Project Number 3: Devise an innovative governance system
2. Develop and implement a plan for growth for each Arts Place Center.	Project Number 4: Develop and implement a growth plan for each center (3 projects) Project Number 5: Develop a process for opening new centers
3. Improve use of technology for workflow, productivity, and shared accessibility for all Arts Place staff.	Project Number 6: Acquire and implement a shared database (MCIF) Project Number 7: Utilize group communication tools to add value to staff, boards, public and patrons
4. Develop a long-term plan for implementing and upgrading each centers' facilities.	Project Number 4: Develop a long-term facilities plan for each center (3 projects)
5. Integrate key elements and remaining tasks from 2014-2020 Strategic Plan	To be reviewed and incorporated into the seven projects. Service area to be determined and stated in one page document.

Update approved April 17, 2018

Values

Golden Rule

To the best of our abilities, those acting on behalf of Arts Place will strive to do unto others as we would have them do unto us.

Inclusion

We will reach/provide accessibility to anyone (versus everyone). We will continue to serve people of all ages. We will provide programming specifically designed for children, individuals 60 and over, and for those in between.

We will maintain a bias toward attendance and participation, rather than revenue. We will reach out in ways that lessen barriers to participation.

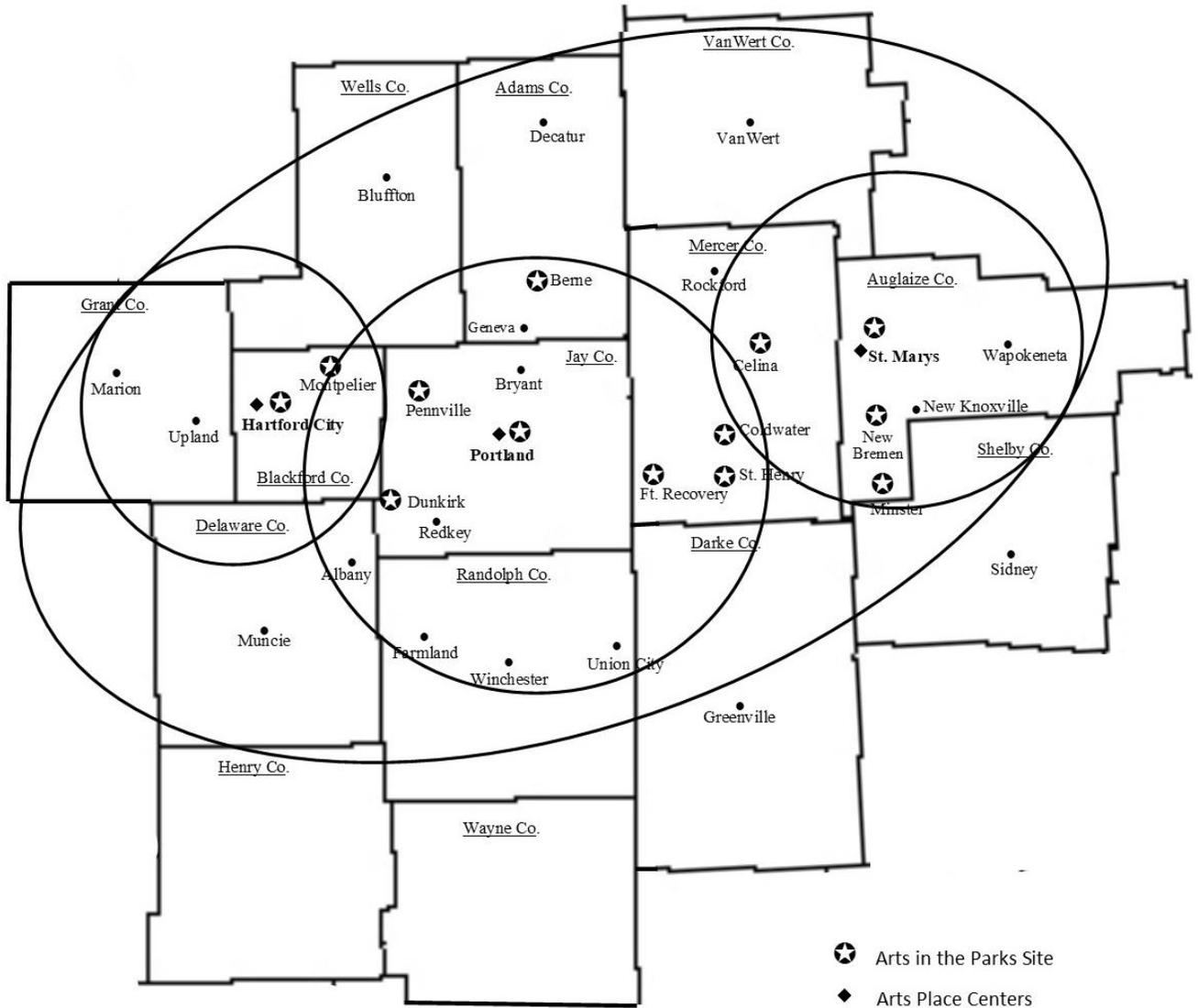
Freedom of Expression

Arts Place, Inc. neither supports nor rejects the viewpoints expressed in works of art it presents with respect to exhibits, public performances, and arts publications. The views expressed are those of the artists presented. While we will not present art that constitutes pornography, Arts Place shall not otherwise censor the specific viewpoint of artists or their presentation of ideas.

Transformative Power of Art

At the age of 80, with another 11 years of life and the design of the Guggenheim Museum still ahead, Frank Lloyd Wright said, “A creative life is a young life.” The arts provide an avenue to a richer and more meaningful life. Arts Place was founded in the belief that the residents of every community, whether large or small, deserve access to the arts as a part of their daily lives.

ARTS PLACE SERVICE AREA



Project Plan # 1

Strategic Objective:	Increase productivity of corporate and community resources.			
Project:	Streamline key processes and reduce redundancies			
Plan Coordinator:	Laura Pieper			
Plan Partners:	Carolyn Carducci, Mindy Weaver, Pam Rogers			
	Action Steps	Owner	Target Date	Resources
	1. Document process and workflow of each staff members tasks (include amount of time and tools used).	Arts Place Staff and Managers	December 31, 2018	
	2. Identify redundancies and overlapping activities.	Plan Coordinator and Plan Partners plus Carolyn, Amy, and Heather	March 1, 2019	
	Develop streamlined processes		TBD	
	Establish common systems for program measurement and evaluation			

Project Plan #2

Strategic Objective:	Increase productivity of corporate and community resources.			
Project:	Clarify roles and responsibilities			
Plan Coordinator:	Mike Medler			
Plan Partners:	Eric Rogers, Bonnie Maitlen, Ruth Ann Widman, Elizabeth Hudson			
	Action Steps	Owner	Target Date	Resources
	1. Gather/review all job descriptions and deliver to staff.	Eric Rogers	90 days from start	
	2. Review and update job descriptions. Confirm/collaborate with Project Plan Coordinator of Governance Project Team.	All Arts Place Staff and Managers	Within 90 days of start date	
	3. Develop analysis of: <ul style="list-style-type: none"> • Training Needs based on job descriptions • Confirmation that job fulfills the mission of Arts Place 		Within 120 days of start date	
	4. Review organization structure and make necessary modifications. Review in light of what is learned in # 1and 2		Within 150 days of start date	
	6. Identify jobs that are too big and develop plan for resolution of activities. Study potential for creating Portland Center Director by end of plan.		Within 180 days of start date	
	6. Review performance review protocols		Within 180 days of start date	
	7. Develop succession plan for Executive Director position and other key personnel. Confirm/Collaborate with Project Plan Coordinator of New Center Project Team. Plan to include path for greater focus of CEO on corporate level concerns.		Within 12 months of start date	

Project Plan #3

Strategic Objective:	Increase productivity of corporate and community resources.		
Project:	Devise an innovative governance system. Establish a corporation wide view for the entire organization, reflected in the corporate board, the community boards, and staff. Create a governance system that meets the needs of the entire service area, as well as the individual centers.		
Plan Coordinator:	Jack Ronald		
Plan Partners:	Carol Trimmer, Wes Schemenaur, Mike Medler, Chris Noble (AMC Representative) , BCAC Representative, Eric Rogers		
Action Steps	Owner	Target Date	Resources
1. Meet with Blackford Center Community Board and staff. Develop SWOT (strength, weaknesses, opportunities and threats)	Project Plan Team	December 30, 2019	
2. Meet with Auglaize/Mercer Center Community Board and staff. Develop SWOT.	Project Plan Team	December 30, 2019	
3. Meet with Project Team 4c. Develop a SWOT for the Portland Center Campus.	Project Plan Team	December 30, 2019	
4. Research options for corporate structure of corporate and community boards and board relationships. Assure a system that is inclusive, providing the appropriate level (or levels) of autonomy for the community boards. Present to Plan Partners for discussion/consideration.	Project Plan Coordinator	March 31, 2020	
5. Bring to Corporate Board for discussion and potential action	Project Plan Coordinator	April 30, 2020	
6. Make critical decisions and document path/processes	Project Plan Team	May 31, 2020	
7. Bring to Corporate Board for discussion and potential action	Project Plan Coordinator	June 30, 2020	
8. Develop and present formal structure and model for implementation to corporate board (for implementation by June 30, 2021)	Project Plan Team	September 30, 2020	
9. Annual review and modification.	Project Plan Team	Each March yearly	

Project Plan #4a Auglaize/Mercer Center

Strategic Objective:	Develop and implement a plan for growth for Auglaize/Mercer Center.		
Project:	Develop and implement a growth plan		
Plan Coordinator:	Heather Dowell		
Plan Partners:	Auglaize/Mercer Center Community Board Members, Mindy Weaver		
	Action Steps	Owner	Target Date
	1. Volunteers – Add 20 active volunteers annually		
	2. Auglaize/Mercer Center Community Board: Appointment of full 15 community board members		June 30, 2019
	3. Conduct new accessibility study for center and programs		June 30, 2020
	4. Business: Add 3 new business members		June 30, 2019
	5. Donors: Add 16 (goal) to 20 (stretch) new donors		June 30, 2019
	6. Partners: Add 3 new spaces and utilize them more		November, 2021
	7. Cultivation through: networking and continued community outreach, expanded classes		December 31, 2019
	8. Develop a long-term plan for upgrading or developing a new Auglaize/Mercer Center facility.		June 30, 2020

Project Plan #4b Blackford Center

Strategic Objective:	Develop and implement a plan for growth for the Blackford Center.		
Project:	Develop and implement a growth plan		
Plan Coordinator:	Amy Day		
Plan Partners:	Respective Blackford Center Community Board Members, Carol Trimmer		
	Action Steps	Owner	Target Date
	1. Schedule a meeting with team members	Amy Day	March 31, 2019
	2. Set goals		March 31, 2019
	3. Devise a plan to improve overall attendance by 10% (clarify)		
	4. Increase community board involvement (what will the measurement be?)		
	5. Regularly obtain community feedback on new programs, performance. Seek feedback through multiple sources like FB (others?)		
	6. Bring two performances per year to the center		
	7. Attend other community functions to let people know what Arts Place does		
	8. Plan advertising through radio, expanding social media...		
	9. Develop a long-term plan for implementing and upgrading the Blackford Center facilities.		

Project Plan #4c Portland Center Campus

Strategic Objective:	Develop and implement a plan for growth for the Portland Center Campus.		
Project:	Develop and implement a growth plan.		
Plan Coordinator:	Eric Rogers		
Plan Partners:	Facility: Jeff Steed, PC Building Committee, Kimberly Anderson, Pete Vogler;		
	Action Steps	Owner	Target Date
	1. Solicit quotes or bids as appropriate to address critical structural issues as a first phase of capital improvements.	PC Building Committee and Corporate Bd.	October 2019
	2. Complete The Legacy Capital Campaign for Arts Place. As a part of this process, seek to secure the funds to expand the project to the original concept.	Capital Campaign Cabinet	February 2020
	3. Address critical structural issues including roof of 1935 portion of Portland Center and subsidence problems.	PC Building Committee and Corporate Bd.	April 2020
	4. Review and move to bid phase to implement capital development project. If necessary, plan for two-step construction process to allow for the eventual achievement of the original concept. Assure that plans fully address inclusion.	PC Building Committee	April 2020
	4. Corporate Board action to direct architects to move to bid phase	Corporate Board	May 2020
	4. Review and let bids for main project	PC Building Committee and Corporate Board	October 2020
	5. Dedication of Enhanced and Expanded Campus	Corporate bd. and multiple committees	Fall 2021
	4. Develop a long-term plan for implementing and upgrading for the Portland Center Campus. Assure that plan addresses inclusion	Plan Partners and Staff	Fall 2021

Project Plan #5

Strategic Objective:	Develop and implement a plan for growth of Arts Place		
Project:	Develop a process for opening new centers		
Plan Coordinator:	Eric Rogers		
Plan Partners:	Wes Schemenaur, Jack Ronald		
	Action Steps	Owner	Target Date
	1. Identify key criteria for consideration of new Arts Place Center. <ul style="list-style-type: none"> • Leadership • Market • Finances and sustainability of money • Support • Relationship with Arts Place • Facilities 	Project Plan Team	March 31, 2019
	2. Identify key process for structure and governance. (See Project Plan #3)	Project Plan Team	December 31, 2019
	3. Propose to corporate board a formal process for review of requests by communities for development of new centers	Project Plan Team	January 31, 2020
	4. Action on Formal Proposal (point 3)	Corporate Board	March 31, 2020

Project Plan #6

Strategic Objective:	Improve use of technology for workflow, productivity, and shared accessibility for all Arts Place staff.			
Project:	Acquire and implement a shared database (MCIF)			
Plan Coordinator:	Carolyn Carducci			
Plan Partners:	Wes Protsman, Jeff Steed, Anna Culy, Laura Pieper, Bonnie Maitlen			
	Action Steps	Owner	Target Date	Resources
	1. Determine current IT spend	Plan Coordinator and Eric Rogers	March 31, 2019	
	2. Review existing data base and conduct a SWOT regarding technology and work flow. Coordinate with Project Team 1	Plan Coordinator and Partners	Upon completion of Project Plan #1	
	3. Determine whether to recommend building on current database and accounting systems or acquire new	Plan Coordinator, Partners, Key Staff	Within six months following Step 2	
	4. Board Action on Step 3	Corporate Board	Within three months following Step 3	

Project Plan #7

Strategic Objective:	Improve use of technology for workflow, productivity, and shared accessibility for all Arts Place staff.			
Project:	Utilize group communication tools to add value to staff, boards, public and patrons			
Plan Coordinator:	Laura Reese			
Plan Partners:	Kimberly Anderson, Amy Day, Heather Dowell, Carol Trimmer			
	Action Steps	Owner	Target Date	Resources
	1. Research tools and cost for improving internal communication. Confirm with Process Improvement Team.	Project Plan Team	March 31, 2019	
	2. Research tools and cost for improving external communication. Determine which tools are most effective for which audiences. Confirm with Growth Plan Teams.	Project Plan Team	March 31, 2019	
	3. Implement new tools for internal use and train users.	Project Plan Team	June 30, 2019	
	4. Survey users on success and usability of tools, suggested next steps.	Project Plan Coordinator	December 31, 2019	
	5. Utilizing shared database, categorize patron data to communicate relevant information.	Project Plan Team	December 31, 2019	
	6. Develop a new plan for social media tools for communication. Compile a list of partners to provide reciprocal social media posts	Project Plan Team	March 31, 2020	