

# NCCA - Artsplace Strategic Plan 2010 – 2012

***NCCA's mission statement is to promote the arts and enhance the cultural climate in Newaygo County and our surrounding areas.***

*In order to fulfill our mission it is important to maintain and enhance NCCA's capacity to provide responsive and effective services through a prepared and proactive organization. The plan will guide staff and provide the Board of Directors with goals and objectives to work at and toward as we continue our vitality as an organization.*

The four main goals of the plan include:

- Intensify efforts that set NCCA as the premier arts organization in the area.
- Expand awareness of, support for, and involvement in arts and culture activities in our area.
- Achieve a high level of financial strength and stability while encouraging and managing growth of the organization.
- Encourage life-long arts learning and art participation

## Organization and Systems

**Goal: Intensify efforts that set NCCA as the premier arts organization in the area.**

Strategies and Objectives	2010	2011	2012	Responsibility	Notes
<b>A. Assess NCCA management policies and operations, systems and physical infrastructure needs to ensure effective and cost efficient operations.</b>					
1. Objective – Use “Principles and Practices for Nonprofit Excellence in Michigan” as a framework as the organization progresses in the areas of Planning, Governance, Human Resources, Financial Management, Transparency and Accountability, Fundraising, Communication, Technology, Strategic Alliances, and Evaluation over the next three years.	X	X	X	Executive Director, Board Committees, Board of Directors	
2. Objective – Develop an organizational scan that will assess energy usage and use of materials.	X			Board Committee, Executive Director	
3. Objective – Implement operational strategies that encourage decreased use of energy and resources as well as re-use, re-cycling, and re-tooling of materials.	X	X	X	Executive Director, Staff	
<b>B. Develop, implement, and publicize long-range plans of the organization.</b>					

1. Objective – Create long-range financial, program and facility plans for the organization.	X			Executive Director, Board of Directors	
2. Objective – Implement and publicize plans.	X			Executive Director	
<b>C. Evaluate the NCCA's success in meeting participant's needs.</b>					
1. Objective – Develop and implement evaluation tools to further determine community desires for cultural programming and life-long learning in the arts.	X			Executive Director	
<b>D. Develop an updated organizational technology plan to allow for enhanced program and marketing opportunities.</b>					
1. Objective – Update the NCCA technology plan for 2010 – 2011.	X			Executive Director	
2. Objective – Align annual grant and budget projections in order to implement technology plan.	X	X	X	Executive Director	
<b>E. Participate in training opportunities (Board of Directors and staff) that will increase knowledge and skills that will benefit the organization.</b>					
1. Objective – Staff and/or Board members will participate in training opportunities on at least an annual basis for the benefit of the NCCA.	X	X	X	Executive Director, Board of Directors, Staff	
<b>F. Work with other organizations to strengthen arts and culture as an important economic sector, vital to the economy.</b>					
1. NCCA staff and Board members will work collaboratively and in coordination with groups and organizations (such as NCEDO, Newaygo County CVB, city governments, etc.) on art and culturally related projects.	X	X	X	Executive Director, Board of Directors, Staff	
<b>G. Evaluate the continued organizational relationship with the Dogwood Center for the Performing Arts.</b>					
1. The Joint Executive Committees of NCCA and Dogwood Center will meet at least bi-annually.	X	X	X	Executive Committee	
a. The joint committee will annually evaluate the Executive Director.	X	X	X	Executive Committee	
2. A sub-committee of the NCCA Board of Directors will discuss the future relationship of the two organizations and report back to the Board of Directors.	X			Board Committee, Board of Directors	

## Public Awareness

**Goal: Expand awareness of, support for, and involvement in arts and culture activities in our area.**

Strategies	2010	2011	2012	Responsibility	Notes
<b>A. Utilize appropriate social networking sites, e-newsletters, web-site, and email to promote the organization within our marketing strategy.</b>					
1. Objective – Continue a bi-weekly e-newsletter featuring upcoming cultural activities.	X	X	X	Executive Director, Staff	
2. Objective – Add an average of 10 new email addresses per month to the e-newsletter database.	X	X	X	Executive Director, Staff	
3. Objective – Create a facebook presence for NCCA – Artsplace that is updated at least weekly.	X	X	X	Executive Director, Staff	
4. Objective – Utilize user-friendly website development programs (Wordpress) for the NCCA website and update the website at least weekly.	X	X	X	Executive Director, Staff	
<b>B. Enhance NCCA’s visibility with a consistent message, effective promotional materials, and regular communications.</b>					
1. Objective – Continue the bi-monthly newsletter NCCA “Arts and Culture Connection” which promotes Newaygo County’s arts and cultural activities.	X	X	X	Executive Director, Staff	
2. Objective – Add an average of 20 new mailing addresses per month to the newsletter mailing database.	X	X	X	Executive Director, Staff	
3. Objective – Provide weekly updates on NCCA activities to area news outlets.	X	X	X	Executive Director	
<b>C. Participate and collaborate with the community at-large to increase involvement and awareness in arts and cultural activities.</b>					
1. Objective – NCCA staff will assist and collaborate with appropriate Newaygo County activities that will increase participation in or awareness of cultural activities.	X	X	X	Executive Director, Staff	
2. Objective – Integrate promotional materials with other organizations.	X			Executive Director	
3. Objective – Staff and board members support other organizations in our area throughout the year by attending events or through contributions.	X	X	X	Executive Director, Board of Directors, Staff	

<b>D. Support area artists through NCCA promotions and programs.</b>				
1. Objective – Determine efficiencies and cost-effectiveness of developing an on-line “Artist Market” and implement if feasible.	X			Executive Director, Staff
2. Objective – Promote the artwork of local artists in bi-monthly newsletters, bi-weekly e-newsletters, other publications, programs, classes and workshops.	X	X	X	Executive Director, Staff

## Funding and Resources

**Goal: Achieve a high level of financial strength and stability while encouraging and managing growth of the organization.**

<b>Strategies</b>	<b>2010</b>	<b>2011</b>	<b>2012</b>	<b>Responsibility</b>
<b>A. Develop and sustain a fund development plan that provides adequate finances for the organization.</b>				
1. Objective – Annually develop organizational budget that reflects adequate resources for the organizational needs.	X	X	X	Executive Director
<b>B. Promote planned giving opportunities.</b>				
1. Objective – Continue a public awareness campaign for estate planners and advisors as well as the general public to encourage people to include NCCA in their estate plans.	X			Executive Director
2. Objective – Encourage donor base to consider planned giving options.	X	X	X	Executive Director
<b>C. Develop a reserve fund to cover three months of operating expenses.</b>				
1. Objective – Exceed budgetary revenue goals of unrestricted funds annually.	X	X	X	Executive Director, Board of Directors
2. Objective – Establish reserve fund and develop use policies.			X	Executive Director, Board of Directors
<b>D. Develop business partnerships including membership and sponsorship opportunities.</b>				
1. Objective – Membership Committee reviews membership levels to include business memberships.	X			Board Committee
2. Objective – Promote opportunity to area businesses.	X			Executive Director, Board of Directors
<b>E. Annually increase membership base.</b>				
1. Objective – Increase general membership by 5% in each of the next 3 years.	X	X	X	Executive Director, Board of Directors
<b>F. Plan to continually diversify donor base and funding sources.</b>				
1. Objective – Annually strengthen focus on membership, sponsorship, annual fundraising, and grant applications.	X	X	X	Executive Director, Board of Directors
2. Objective – Bi-annually decrease the overall percentage of the organization’s income from the Fremont Area Community Foundation by at least 2% through diversifying our income strategies.	X	X	X	Executive Director, Board of Directors

## Programs and Services

**Goal: Encourage life-long arts learning and arts participation.**

Strategies	2010	2011	2012	Responsibility
<b>A. Create an annual program plan that responds to the diverse interests and needs of our communities.</b>				
1. Objective – Provide a written program plan to the Board of Directors annually.	X	X	X	Executive Director
2. Objective – Provide diverse program opportunities that encourage participation by a variety of target populations.	X	X	X	Executive Director, Staff
<b>B. Assess community and artist needs and evaluate programs and services to align with those needs.</b>				
1. Objective – Develop on-line evaluation tools that assess both area artists and community member's needs.	X			Executive Director, Staff
2. Objective – Provide services and program opportunities that correspond with outcomes from community evaluation results.		X	X	Executive Director, Staff
<b>C. Utilize sales and marketing best practices to strengthen retail sales.</b>				
1. Objective – Continue Artist Market marketing in the overall organizational promotions.	X	X	X	Executive Director, Staff
2. Objective – Prioritize customer service in staff and volunteer orientations.	X	X	X	Executive Director
3. Objective – Actively seek out new and rotating inventory.	X	X	X	Executive Director
<b>D. Initiate, develop, and strengthen collaborations with organizations and schools.</b>				
1. Objective – Develop specialized programs through partnerships with other cultural organizations and schools.	X	X	X	Executive Director, Staff
2. Objective – Seek out alliances to increase opportunities for providing after school/out of school time arts programming for youth.	X	X	X	Executive Director, Staff
<b>E. Explore new partnerships for program development and enhance current partnerships.</b>				
1. Objective – Utilize other organization's strengths to provide cultural opportunities that neither organization could accomplish on their own.	X	X	X	Executive Director, Staff
<b>F. Explore programs that include themes such as "natural world", "green", "re-use, re-cycle, re-tool", and offer great variety in programs.</b>				
1. Objective – Seek out new program ideas on an annual basis.	X	X	X	Executive Director, Staff
<b>G. Plan programming that encourages wide demographics participation.</b>				
1. Objective – Increase attendance and participation in programs by 15% by 2012 through outreach opportunities.			X	Executive Director, Staff
2. Objective – Provide diverse program opportunities that correspond with outcomes from evaluation results.	X	X	X	Executive Director, Staff

