

## **DRAFT STRATEGIC PLAN**

### **RIVERARTS 2017-2022**

**INTRODUCTION:** RiverArts has grown exponentially in the five years following the merger of two organizations, Chestertown Arts League and Artworks, both comprised largely of area artists and artisans. We are now Kent County's premier community arts center with a number of equally important component parts at four High Street locations in Chestertown: (1) our Main Gallery, Studio Gallery, Gift Shop, and administrative offices; (2) KidSPOT, our children's creativity center; (3) Clay Studio, home of pottery classes and open studio; and (4) our new education center. Our goal is to be a dynamic learning organization through education, exhibits, events, engagement, and enrichment. To ensure RiverArts' continued growth and financial stability, the Board of Directors saw the need for guidance in the form of a Strategic Plan as the organization moves forward. This Strategic Plan sets forth RiverArts' mission, vision, core values and objectives for the next five years; key steps we plan to take to achieve those goals; and how we will assess our progress and achievements.

**MISSION:** To be the place where the arts meets the community.

**VISION:** To engage the individual and the community with opportunities to create, learn and grow through the arts.

#### **CORE VALUES:**

- **We believe in building community through the arts.**
- **We value our community of artists, volunteers, members, donors, and our community at-large.**
- **We believe in collaborating with community organizations and partners in pursuit of mutual goals and richer cultural experiences.**

**OBJECTIVES:**

**I. Promote engagement and participation by providing quality art experiences to a diverse community.**

**Rationale: Enhance the size and diversity of arts experiences and thereby the arts-engaged community in order to sustain the organization.**

ACTIONS	TIMELINE	MEASURES
Further diversify exhibits and programs through the variety of media and artists represented.	On-going	Track & analyze per show: -# of participating artists -# of pieces -#of first exhibitors -income -expenses -qualitative feedback
Enhance interactive character of exhibits to engage viewers: For example, People’s Choice awards connection to additional online content, and viewer participation opportunities.	<u>On-going</u>	Collect & report statistical data.
Expand the introduction of regional artists to Kent County through invitational exhibits and outreach through community contacts.	Ongoing	Increase number of regional artists members and exhibitors
Enhance the gallery experience and professionalism of the organization through exhibit training for volunteer docents, walk-throughs, artist statements, and curator’s statements.	Years 1 and 2	Train 2 or more volunteer docents for each exhibit
Strengthen Creative Lives series by analyzing topics, pricing, and marketing	Year 1	Increase attendance & income

**II. Provide life-long learning through art education and appreciation programming for children and their families, youth, and adults .**

**Rationale: To provide multiple entry points to RiverArts so that art becomes a vital part of the experience of living in this community; to attract, cultivate and retain engagement in RiverArts by artists, members, donors, volunteers, visitors.**

ACTIONS	TIMELINE	MEASURES
Children and young families: <ul style="list-style-type: none"> <li>• Sustain KidSPOT Saturdays, after school program, camp including Clay Studio partnership.</li> <li>• Grow KidSPOT through Second Saturday and Kids Club</li> <li>• Initiate and build KidSPOT “Kids in the Gallery”</li> </ul>	Years 1-2  Years 1-2  Years 1-3	KidSPOT becomes self-sustaining through fee programs and grants
Initiate program for teens and young adults as KidSPOT children grow, thereby creating a bridge between KidSPOT and adult programs	Year 5; aspirational	Program is initiated
Clay studio enhances classes, open studio, workshops, and Empty Bowls	Years 1-5	Clay Studio becomes self-sustaining
Education Center offers array of programs, including life drawing, 2D studio classes, digital media, workshops, open studio/studio guild, and visiting artists.	Years 1-5	Education Center becomes a profit center
Offer classes at locations throughout Kent County	Conduct trial class in Year 3	Attendance revenue exceeds cost

**III. Improve Organizational Structure: To build an efficient, professional organizational structure through internal communications, training, policies, procedures, and succession planning.**

**Rationale: If organizational matters are not structured appropriately, RiverArts likely will not operate efficiently and cooperatively to achieve the organization’s mission and goals.**

ACTIONS	TIMETABLE	MEASURES
Develop a succession plan for Board officers, committees and staff.	Board-Year 1 Committees – Year 2 Staff – Year 3	Succession plans in place
Assess staff expansion.	Year 1-2	Assessment completed; hire as needed
Revise bylaws to reflect current operations	Year 1	Revised by-laws adopted
Develop comprehensive policies and procedures for all aspects of the organization	Year 1-2	Policies & procedures manual drafted; updated annually
Assemble and safely store copies of key organizational documents in one location with backup	Year 1	Completed; updated annually
Develop mission, vision, goals, and budget for Committees, consistent with overall RiverArts plan	Years 1-2	Establish schedule for completion by specific committees
Establish a volunteer committee	Years 1-2	Chair identified; committee established
Train volunteers in organization values, operations, and interacting with the public	Year 1 and on-going	Cadre of knowledgeable and engaged volunteers

Assess and improve information technology <ul style="list-style-type: none"> <li>• Network all computers</li> <li>• Database fully functional</li> <li>• Comprehensive data collection capability</li> </ul>	Assessment- Year 1 Improvements Year 2 and continuing	Network established; database and data collection capability support 80% of data requests
Review and update onboarding training for new Board members	Years 1	Board book distributed to each Board member; updated annually
Identify Board development needs & opportunities	Years 1-2	Annually
Identify staff training needs & opportunities	Year 1	Annually
Develop schedule for Committee and volunteer meetings	Year 1	Schedule established
Develop a communication methodology between Executive Director, Board, Committees and volunteers to assure that all have the same understanding about activities	Year 1	Establish task committee; methodology developed
Conduct assessment of Board needs and requirements for new members; draft new Board members as needed	Year 1-5	Establish short & long-term needs

**IV. Establish Financial Stability and Underwrite RiverArts Growth**

**Rationale: Financial stability is necessary to grow and sustain RiverArts as a vital force in the community.**

ACTIONS	TIMELINE	MEASURES
Strengthen financial management by clearly delineating duties and responsibilities of treasurer	Year 1	Position description drafted
Coordinate with Committee Chairs and major programs to develop and monitor budget (income and expense); advise Board of current and ongoing financial health	Year 1	Quarterly

Grow membership and visionaries	On-going	10% annually
Grow annual appeal contributions	On-going	10% - 15% annually
Establish for profit and corporate contributions	Year 1 Years 2-5	\$7,500 10% increase annually
Maintain current repeat grant applications	On-going	100% repeat applications
Identify new grant opportunities that support our core programs and activities	Year 1 and on-going	10% increase in grants for core programs and activities annually
Optimize profit potential of the gift shop, gallery sales, and clay studio sales	Year 1	10% increase in each area annually
Establish consistent revenue stream from educational programs	Year 2-3	Income received from scheduled programs each quarter
Explore feasibility of using a professional fundraiser	Year 2-3	Study and recommendations completed
Explore launching capital campaign for unique facility	Year 1	Study and recommendations completed

**V. Increase visibility of RiverArts through branding and promotion**

**Rationale: To grow participation in membership, donors, programs, exhibits, and events.**

ACTIONS	TIMELINE	MEASURES
Develop and maintain a brand by connecting all RiverArts programs to the brand and by contracting with a facilitator/branding expert	Year 1-2	Branding expert retained; brand developed
Explore the feasibility of contracting with a marketing specialist—identify RFP specifications	Year 1-2	Study concluded; RFP drafted

Develop and implement a promotional schedule to include: advertising/Social Media/Newsletter/website; videos/native content; utilizing Bay Country Welcome Center (RT 301)	Year 1-3	Schedule drafted
Develop a signage plan: on all High Street RiverArts buildings and at other end of the alley; pop up at Kent County Visitor Center; event signage at locations such as People’s Bank, Rails to Trails, Queen Anne’s County	Year 1	Plan developed

**IMPLEMENTATION:** In order to achieve our objectives under the Strategic Plan, the Board and staff must develop a budget to support the above actions and assume personal responsibility for organizational effectiveness. Each action in each objective should be owned by individual Board members, Committee members, staff members, or volunteers with overall oversight by the Executive Committee. The Plan should be a constant reference as the Board, Committees, and staff make decisions affecting the organization; it should be available at each Board meeting, and reviewed and updated at least annually.