



Strategic Plan November 2018

Overview

In July 2018, and again in early November 2018 the Arts Council Board, along with several individuals interested in the work of the Council, gathered to participate in planning for the future of the Arts Council.

The sessions were designed by Stan Orr, FASAE, CAE, CEO of NonProfit Resources, Inc. of Glenwood Springs. The sessions were facilitated by Sharon Young of the NPR staff and Mr. Orr. All efforts were in consultation with GSAC President Bonnie Kratovil.

The objectives of the session were to:

- Explore the issues and trends of concern to the GSAC Board and its constituents
- Understand the impact of those issues and trends on the GSAC
- Develop a set of priority issues for GSAC to address on behalf of its stakeholders and the Glenwood Springs community
- Consider strategies to address those priority issues

Participants

The Council board and key constituents generously shared their time in learning and dialogue to assist the GSAC in its efforts to address the challenges and opportunities on the organization's horizon. (Exhibit A)

The board and key constituents' engagement over the course of four days in working sessions was significant and invaluable with high-energy for the process. Their expertise assisted in making the process a very rewarding experience.

Survey Overview

A pre-planning survey collected demographic information and key issues of concern to 197 constituents who participated. The majority of participants were individuals who were supporters of the arts at 59%, and the remaining 41% were artists

Survey participants were asked to identify what were key attributes of a successful community-based arts program. The results indicate a strong desire for a wide range of programming, from art classes to access to art and culture of a plethora of forms, to a public awareness that art was an integral part of the Glenwood Springs culture.

Based on a review and discussion of the survey outcomes, In July the AC Board determined they would “start from scratch,” including the development of a new mission statement, development of core ideology (core values and core purpose) and an envisioned future, or vision statement.

Mission Statement

The board began its process with a review of what had brought the council to its current place in the community. It was determined that the best process would be to acknowledge the past, commit to moving forward, and to work in the best interests of the arts and the community to create a new, dynamic, and well position arts group able to serve the community going forward.

They developed the following under the premise that the statement must be understandable, one which everyone can support and one which defines the organization as being needed. Further, they embraced several premises in developing a mission:

- ✓ The mission statement is the organization’s reason for existence.
- ✓ It is a beacon, something everyone knows and understands.
- ✓ It enables the Council to be one of significance.
- ✓ It shows the council how to get great results from good intentions.
- ✓ Without a strong mission statement, one that speaks to its constituents, in cannot move to significance.
- ✓ As Implementers of the what the Council does, the Council Board must be seen living the mission statement.
- ✓ With its mission statement the Council Board must be held to a higher standard and the organization’s significance will be evaluated against that statement.

The Council Board adopted the following Mission Statement:

Creating visibility, support, and opportunity for the arts in our community.

The Council took a second step upon adopting its mission statement. Oftentimes, when leaders in an organization develop a mission, it is difficult to remember. Therefore, the Council Board adopted a mantra. In Sanskrit, a mantra literally means “instrument of thought.” A mantra is a statement the boils down the mission, it is easily repeated, it is understood by employees and customers, and it easy for everyone inside and outside the organization to get their heads around. Like the mission, it informs the organization’s everyday decisions, both behind the curtain and in front of the crowd. Thought of this way, it should be so easy to remember that it is how the Council staff answer the phone.

The Council Board adopted the following as its Mantra:

Celebrating the arts, enhancing our community.

Core Ideology

The Council Board spent a great deal of time in the process on Core ideology. Core Ideology consists of:

- ✓ Core Values
- ✓ Core Purpose

Core ideology defines the enduring character of the Council – it is a consistent identity, transcending technology, management fads, and individual leaders. It is in fact the most lasting and significant contribution leaders can make. Core ideology also provides the glue that holds an organization together as it grows, diversifies, and faces challenges.

The participants in the process discussed and acknowledged:

- ✓ Organizations that enjoy enduring success have core values and a core purpose that remain fixed while their business strategies and activities adapt to a changing world.
- ✓ The dynamic of preserving the core while stimulating progress are the reasons organizations become elite institutions able to renew themselves and achieve superior long-term performance.
- ✓ An organization may question its structure and revamp its processes and activities, but all the time preserve the ideals embodied in its credo.
- ✓ Great organizations understand the difference between what should never change and what must be open for change, between what is genuinely sacred and what is not.
- ✓ This rare ability to manage continuity of values and purpose in the face of forces of change require discipline and the ability to develop a vision.
- ✓ Vision has become an overused word, but in reality, is an underused concept. It is too easy to be vague and fuzzy when trying to develop the future of an organization around a trendy term.

Core Values

Core values exist and are nurtured for their own sake, not because of environmental requirements. Any organization must decide for itself what values it holds to be core, largely independent of the current environment, competitive requirements or management fads. An organization should not change its core values in response to market or environmental changes– rather, it should change environments, to remain true to its core values. The key is not what core values an organization has, but that it has them.

The Council adopted the following as their Core Values:

Leadership: *We Are an Advocate for the Arts*
Inclusiveness: *We Value All Expressions of Art*
Supportive: *We Champion the Arts*

Core Purpose

Core purpose, the second part of core ideology, again, is the Council's reason for being.

It should not be confused with specific goals or organizational strategies and activities. The Council might achieve a goal or complete a strategy, but it cannot fulfill a purpose- it is rather a guiding list, forever pursued. It is the purpose that continues to involve people in the organization, regardless of mobile society, cynicism, impossible demands on time, etc.

The Council Board adopted the following as the organization's Core Purpose:

To encourage, challenge, and inspire through the arts.

Envisioned Future

An envisioned future, or vision statement, consists of a bodacious goal and a vivid description of what it will be like to achieve the goal, conveying something visible and yet full of hope and aspirations. Though sounding paradoxical, it should convey something visible, vivid, and real, while on the other hand, it visualizes a time yet unrealized with all the hopes, dream and aspirations of the future. The vision statement should be easily understood, be visionary and not strategic or tactical, and must stand the test of time, as it can never be fully realized.

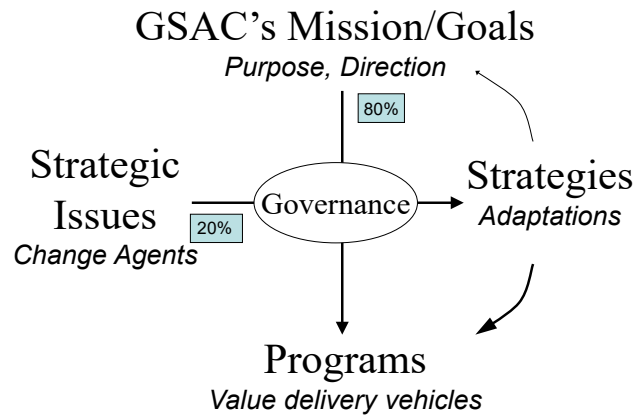
The Council Board adopted the following as its Envisioned Future.

We will serve as the facilitator in making the arts integral to our community's way of life.

Strategic Issues

A strategic issue is a change agent on the horizon which presents a compelling reason to act. It captures a force at work in the Arts Council and the arts environment. It needs to be tracked over time, and bears consequences if not addressed. These change agent issues will likely disrupt the Arts Council's current programs and services and will require the attention of the board in developing strategy and actions to develop new programs and services. Strategic issue change agents also require consideration of the new resources and budget allocations that will be required for implementation.

This graphic provides a visual framework for strategic issues impacting an organization, being addressed by the board of directors and moving into ongoing programs for the members.



Strategic issues are specific internal and external influences that are currently occurring that will have an impact on the GSAC and the community it will serve.

Generally speaking, they will fall into three distinct categories- internal, external, and issues facing all arts councils.

By definition, a strategic issue is a broad statement that identifies a strategic issue facing Arts Council over the next few short years as it advances the Mission and Vision.

The critical strategic issues identified were Programs of Work, Membership, Resources, Partnerships, Image, and Governance.

Programs of Work

The Board recognizes it has limited ability to provide value to community and must expand its programs and services.

Membership

The Arts Council membership has dropped significantly and it is critical that the organization re-establish a strong membership base.

Resources

The Arts Council must rebuild its resources in order to achieve its goals.

Partnerships

The board recognizes that partnerships with arts and non-arts organizations are vital to being sustainable and relevant as an organization and must be nurtured.

Image

The board recognizes that trust & transparency are vital to the success of the Arts Council and its image, and thus both in the short and long term, image must be addressed.

Governance

The board recognizes that a quality board and volunteer governance structure as well as effective staff management is an imperative to the success of the Council's work.

Outcomes, Principles & Guidelines, and Actions

The participants identified desired outcomes from its efforts to address the critical issues identified, generally speaking these outcomes focus on what success will look like for the council if this strategic plan, budget, mission and vision are interlinked together.

The participants also placed parameters for defining success- principles and guidelines that establish values, benchmarks, and boundaries important to the Council.

The board determined specific actions to be taken to achieve the outcomes, which in turn when successful, advance the mission and vision.

The following are the efforts on each Strategic Issue: Outcomes, Principles & Guidelines, and Actions to be taken.

Glenwood Springs Arts Council Strategic Plan

Critical Strategic Issue: Programs of Work

The Board recognizes it has limited ability to provide value to community and must expand its programs and services.

Outcomes

- An expanded membership base thru increased program offerings
- Creation of positive revenue streams
- Identification and prioritization of program offerings that fulfill constituent needs
- Creation of programs that involves and engages highly motivated volunteers
- An overall growth in program offerings

Parameters

- Examine and prioritize programming choices
- Full tracking of revenues and expenses of all program offerings
- Full tracking of performance and value of each program
- Complete analysis & viability of each program to determine which to continue, which to drop.

Actions

- Establish a committee to prioritize suggested programs. Utilize initial survey results as a guide.
- Board to review and approve suggested programs.
- Assign various program committees with the responsibility of designing and building a specific program, including budget, expected outcomes, and post program analysis.
- Annually survey constituents regarding their wants, needs and expectations of the arts council

Critical Strategic Issue: Membership

The Arts Council membership has dropped significantly and it is critical that the organization re-establish a strong membership base.

Outcomes

- Lost member base will be re-established
- Effective marketing and participation will foster new member activity
- An effective narrative for past members will demonstrate stability
- An effective narrative for potential members will demonstrate current and future success
- Effective retention will be commonplace and expected

Parameters

- Increase membership 10-fold
- Leverage programs that encourage volunteer support
- Build a diverse membership

Actions

- Create and deploy outreach programs for lapsed members (retention)
- Create and deploy an annual membership development campaign
- Create and deploy a diversity program

- Develop, maintain and manage an active volunteer list
- Develop a plan to improve and maintain the website

Critical Strategic Issue: Resources

The Arts Council must rebuild its resources in order to achieve its goals.

Outcomes

- There will be an increase in funding through grants
- There will be an increase in retention of the membership base
- The Council will conduct an annual signature program to increase income
- The Council will build a reliable bank of volunteers
- Programming will appeal to a younger generation as a result of increase volunteer participation and funding growth

Parameters

- Events will be budgeted for a profit or will be subject to board evaluation for long-term ROI.
- Diverse sources of income will be recognized as integral to success
- Volunteer potential will be maximized

Actions

- Survey volunteers to discover where they best fit
- Explore feasibility of retaining a grant writer
- Create a trackable, sustainable donor base
- Identify a signature income producer
- Design an outreach program to appeal to younger generation of volunteers
- Identify potential corporate sponsors for annual giving and program-based giving
- Create a verbal and written narrative to share with potential sponsors and donors
- Establish official policy and procedures for financial management
- Develop a two to three-year budget for the council as well as multiyear budgets for each program of work being deployed or under consideration

Critical Strategic Issue: Partnerships

The board recognizes that partnerships with arts and non-arts organizations are vital to being sustainable and relevant as an organization and must be nurtured.

Outcomes

Successfully partnering with arts related and non-arts related entities that result in substantial growth in programs, funding and GSAC recognition.

Parameters

Establish formal written agreements partnerships

Increase formal partnerships ten-fold in the first year (example GS chamber)

Increase informal partnerships ten-fold in the 1st year (example Aspen Art Museum)

Successfully attract other entities to reach out to the GSAC to form partnerships by ten-fold in the 1st year (example Valley View).

Actions

- Notify the community the council is actively seeking partnerships
- Target collaborative efforts with:
 - Other art orgs
 - City Chamber of Commerce
 - Schools
 - Businesses
 - City government
 - Community-based funders such as Civic Orgs
 - Civic Groups such as Rotary, Kiwanis
 - Other non-art organizations such as 100 club, Riverwatch
 - Garfield County
- Create an effective marketing & storytelling delivery product
- Create presentation for civic groups and deploy
- Explore feasibility of partnership to develop the old Eagles Building

Next Steps

The participants discuss possible next steps in planning and deploying existing and new programs. Utilizing the initial survey of constituents, and utilizing an unscientific straw poll of participants in the planning sessions, the following programs were listed in priority order to consider undertaking:

PROGRAM GENERAL DESCRIPTION	RANK
art festivals	1
Performance at classes	2
Performance for kids/families	3
permanent art space	4
Dance performance	5
art classes	6
coordinated field trips	7
Live space work program	8
concerts	9
professional development for artists	10
STEAM programs	11
Street art	12
Cinema	13
scholarship programs	14
Lectures	15
advocacy	16
Busker program	17
writer workshops	18
culinary events/festivals	19
music festivals	20
manage public arts	21
Symphony	22
craft classes	23
art walks	24
Live stage theatre	25
craft shows	26
marketing for artists	27

The participants, utilizing the list, determined the following priorities through the end of the year and 2019.

1. Governance Structure: Establishing training, management processes, volunteer recruitment
2. Membership Development: Recruitment of new members, and retention of past members. This will include a look at dues structures
3. Initial Messaging: What has been done to set a course for success, and planning for the message to be delivered at the annual member meeting.
4. Development of a 2019 budget, including a full analysis and recommendation on the disposition of the piano.

5. Establishment of programs to undertake in 2019. The participants determined that quarterly events, built around increasing revenues, would include:
 - a. The Annual Membership meeting in January as a focused, celebratory event.
 - b. An Art show, date TBD.
 - c. A concert of some type, date TBD.
 - d. A culinary festival in the fall.

Further, it was determined that some advocacy programs should be considered in 2019, including:

- a. "Crayons for Kids"
- b. Scholarships
- c. Sponsor development

Glenwood Springs Arts Council 2019-2021 Radar Screen of Strategic Issues

1. Generally, arts councils in the US are increasingly under pressure to meet the needs of a broad base of constituents desiring a variety of programs and services. As such, the Glenwood Springs Arts Council is committed to broadening its scope of services.
2. The council has traditionally not sought to provide constituent programming outside of arts classes, but recognizes that the enjoyment of arts requires it to expand beyond its traditional scope of programming. This will place increased pressure on the council to meet resource needs, both human and financial.
3. Past poor management of the Arts Council has caused a decline in support of the arts as well as confidence in the Arts Council as reliable source for the arts. A new Arts Council board is committed to rebuilding the council through best practices in governance and management oversight.
4. Potential defunding of arts at the federal level will require more creative approaches to funding arts programs.
5. The increased funding challenges will require the GSAC to develop partnerships, joint events and initiatives.

Using the Radar Screen of Strategic Issues

The Radar Screen of Strategic Issues is designed to be a single page listing of the strategic issues that provides areas of future focus for the board and the organization. The issues are the starting point of strategy and action.

It will be important to prioritize one to two that will be addressed strategically in the year ahead with the appropriate financial and human resources committed to achieve the desired outcomes. Remember – there are very few programs and services underway at the Arts Council, so this is about the next big thing on the GSAC’s horizon requiring new programs and resources. There may also be opportunities to integrate implementation elements of a new strategic issue into current programs and services.

The issues are also a consensus building document used year-round by Board members to create alignment on what is important and should be an agenda items at every board meeting.

The issues can also be used with members to build organizational awareness and rapport about the change agent issues. The issues frequently require a planning “gestation period” so that everyone can comprehend their complexity and the challenges there may be to achieving them.

As the board addresses the Radar Screen of Strategic Issues, they may want to use some of the following questions throughout the process of undertaking each issue:

- Is there solid understanding of the issue?
- What is currently being done to address the issue?
- Who are competitors/allies?
- Are there guidelines?
- What are the desired outcomes?
- How might desired outcomes be achieved?
- What are the known obstacles?
- What will it cost?
- How long will it take?
- What wildcards might exist?
- Who will have what responsibility?

Asking a set of probing questions is critical to undertaking a set of actions on a strategic issue. The answers to the questions are relevant to developing an operational plan for volunteers and staff, setting timelines, allocating the financial resources that will enable success, and determining the volunteer, staff and/or contracted services needed for implementation.

GSAC 3028 Planning Session Attendees

July 2018

Judy O'Donnell
Laurie Chase
Ken Stein
Alice Bedard-Voorhees
Bonnie Kratovil
Jan Kaufman
Kate Collins
Darrell Mount
Tammy Giradot
Lisa Giradot

November 2018

Judy O'Donnell
Laurie Chase
Ken Stein
Alice Bedard-Voorhees
Bonnie Kratovil
Jan Kaufman
Maureen Taufer
Brie Carmer
Jim Hiller
Sarah Gordon