



Strategic Plan (2005 – 2007) (Adopted 2-14-05)

MISSION STATEMENT

“The mission of the Santa Cruz Mountains Arts Center is to support and encourage the arts through education, exhibition and cultural activities, reflecting the unique and diverse environment of the mountain communities.”

OUR VISION FOR 2007

- Scope:
 - No dramatic growth
 - Fill out & improve the current physical footprint

- Education
 - Have a published 3 month schedule
 - Services onsite and at other Valley locations
 - Centralized system for teacher recruitment

- Infrastructure
 - Better information for visitors
 - Paid or trained volunteer / Greeter to answer visitor questions
 - Stable funding and paid / trained staff to:
 - Schedule calendar
 - Answer phones
 - Handle public relations
 - Take out the trash, order office supplies
 - Provide membership support, update member database
 - Handle transactions and support the Gallery and Gift Shop
 - Report to the board

2005-2007 GOALS

- 1. The Center will have a balanced budget**
 - a. 2005: \$ 100,000
 - b. 2006: \$ 110,000
 - c. 2007: \$ 125,000
 - d. Raise money for key staff

- 2. Fine tune the use of the Center to maximize classes and events**

- 3. Develop and implement an effective volunteer program**
 - a. Recruit a coordinator of volunteers
 - b. Reestablish the music program
 - i. Recruit a music and poetry volunteer liaison to the board

- 4. Complete, maintain, and improve the facility**

- 5. Develop a plan to increase community access and awareness of the Center**
 - a. Increase annual membership to 500 by 2007
 - b. Increase visits to 400 per month by 2007 (100% increase from 2004)
 - c. Increase collaboration with local businesses
 - d. Bring 200 new first-time visitors to the Center each year
 - e. Develop policy criteria and funding strategies to subsidize youth and adult class and workshop attendance
 - f. Develop materials and strategies to improve public awareness of Center offerings

ACTION PLANS FOR EACH GOAL

Goal #1: The Center will have a balanced budget					
	Action Steps	Responsibility	Timeline	Resources needed	
A	Present balanced budget for 2005	Finance Committee	Completed Jan 2005 board mtg	Quicken/Office	
B	Increase the budget 10% per year - 2004: \$90,000 - 2005: \$100,000 - 2006: \$110,000 - 2007: \$125,000	Finance Committee 2005: \$107K	Yearly	Budget/Finance Committee	
	i	Increase business community support from \$4000 to \$10,000	Elizabeth North	Continuously	Phone Call Campaign
	ii	Exhibit auctions \$2000	Brenda Berg	Scheduled-2005	Publicity
	iii	Increase membership drive from \$8,000 to \$10,000	Volunteer Committee	Ongoing	
	iv	Mail solicitation twice yearly \$2000	Brenda Berg	Bi-Annual	Begs Letter/Office
	v	Community Day \$2000	Julie Erreca/New Leaf	Application completed	Advertising/volunteers
C	Create a 3 Year Fund Development Plan to support the Strategic Plan goals, including money for key staff	Budget Line Items for each committee	Review Yearly	\$25K over current income	

Budget & Finance Committee Members:

Brenda Berg, Ralph Joachim, Linda Levy, Elizabeth North, Sanda Jo Spiegel

Goal #2: Fine tune the use of the Center to maximize classes and events				
	Action Steps	Responsibility	Timeline	Resources needed
A	Develop quarterly adult and youth class schedule	Education Committee	March 2005	Time Volunteers Postage, paper
B	Synchronize day classes and events with related shows, artists, and community events i.e. Cereamerama with ceramics sale at show; textile classes before/after tea show	Education/ Curatorial/ Ceramics Committees Rhea Giroux	Scheduling meeting after each Board Meeting	Time Volunteers
C	Coordinate teachers, classes, times, offerings (feeds into A) - Maintain list	Lisa Alexander– kids Jody Snyder– adults	Begin 2005 Ongoing	Time
D	Artist conference network	Jody Snyder	Ongoing	

Lisa Alexander, Jody Snyder

Goal 3: Develop and implement an effective volunteer program				
	Action Steps	Responsibility	Timeline	Resources needed
A	Form Committee	Susan Archibald, Julie Erreca, Doris Sherwyn	Feb 2005	Mailing/Printing
B	Make calls to membership and regulars (follow up from above)	Committee	Feb/Mar/Apr Ongoing	
C	Categorize volunteer duties, i.e. education, maintenance, gift shop, events, gallery sitting	Committee	Spring 2005	Office
D	Create a new docent book Review/update yearly	Committee	Spring 2005 Annually	Office
E	Develop materials for visitors to learn about us Keep our approachable and unique culture Review Update yearly	Committee	Spring 2005 Annually	Office
F	Recruit core docents	Committee	Spring 2005	
G	Orient and train volunteers 8-10 per session	Committee	March 31, 2005	Office/Printing
H	Thank volunteers; party, play day / Raku	Committee	2005	\$, Bisque Ware

Susan Archibald, Julie Erreca, Doris Sherwyn

Goal #4: Complete, maintain, and improve the facility

	Action Steps	Responsibility	Timeline	Resources needed
A	Develop facility improvement plan, budget & implementation schedule	Shahn	March 8	None
B	Identify potential funding & labor resources Develop funding and/or labor resources/services in conjunction with Volunteer Program Committee.	Committee	June 14	TBD
C	Implement existing facilities plan and budget forecast for 2005-2008 - Revise as necessary	Committee	Jan. 10	None
D	Prioritize required maintenance tasks	Committee	Feb. 8	None
E	Research property constraint(s)/limitation(s)	Committee	Feb. 8	TBD
F	Obtain bids for required maintenance tasks	Committee	As required to support task	None

Shahn, Annette, Rhea, Christa

Goal #5: Develop a plan to increase community access and awareness of the Center

	Action Steps	Responsibility	Timeline	Resources needed
A	Form a committee	Board	January 2005	People
B	Develop a plan to increase community access and awareness of the Center	Community Access Committee	January-February 2005	Research
	i Increase annual membership to 500 by 2007	Coordinate with Volunteer committee	Ongoing	Printing/Mailing Office
	ii Increase visits to 400 per month by 2007 (100% increase from 2004)	Committee & coordinate with volunteer committee	Ongoing	Metrics
	iii Increase collaboration with local businesses	Committee	Ongoing	Research
	iv Bring 200 new first-time visitors to the Center each year	Committee & coordinate with volunteer committee	Ongoing	Metrics
	v Develop policy criteria and funding strategies to subsidize youth and adult class and workshop attendance with work/study opportunities and adult scholarships for people in need	Committee & Healthy Start Program	2005	Adult Scholarships Grant Writer
	vi Develop materials and strategies to improve public awareness of Center offerings	Committee	2005	TBD
C	Implement the approved plan and update this Action Plan		2005-2007	

Joy Abelson, Linda Levy, Noel Littlejohns, Shahn Spratt, Martine Zaun

HOW THE BOARD WILL MONITOR PROGRESS AND MODIFY THE PLAN AS NECESSARY

Depending on the committee structure review –

1. Include progress on goals in monthly reports to the board
2. Quarterly review by each committee of their progress presented at a board meeting
3. Annual board review of the Strategic Plan

NEXT STEPS

- Review revised Mission Statement at the January 2005 board meeting (Completed)
- Revise this draft of the Strategic Plan document; distribute (Completed 1-20-05)
- Review what committees are necessary to successfully implement this Strategic Plan at the February 2005 board meeting (Completed)
- Committees complete and refine these Action Plans; present to the board on January Board Meeting (completed)
- Board discusses final Strategic Plan document and approves by February Board Meeting, February 14, 2005 (completed)
- Board schedules quarterly and annual reviews of the Strategic Plan Committees pull out 2005 workplans from the Strategic Plan
- Committees include progress reports in monthly reports to the board