



## **Strategic Plan (2011 - 2015)** **Adopted March 14, 2011**

### **MISSION STATEMENT**

*“The Santa Cruz Mountains Arts Center supports and encourages the arts through education, exhibition and cultural activities, reflecting the unique and diverse environment of the mountain communities.”*

### **OUR VISION FOR 2015**

- Scope:
  - o Growth – facility, classes, participation
  
- Education
  - o Have a published 3 month schedule for all classes
  - o Services onsite and at other Valley locations
  - o Centralized system for teacher recruitment (better management)
  - o Diverse classes / workshops
  - o Training & Mentorship
  
- Infrastructure
  - o Garden area – “A Destination”
  - o Artist in residence
  - o Gathering place for artists
  - o Meals & Entertainment

## 2010 - 2015 GOALS

1. **The Center will have a balanced budget**
  - a. 2011: \$ 100,000
  - b. 2013: \$ 110,000
  - c. 2015: \$ 120,000
  
2. **Market the Art Center - Promote Membership classes and events**
  - a. Increase community access
    - i. Increase annual membership to 500 by 2015
    - ii. Increase visits to 500 per month by 2012
    - iii. Increase collaboration with local businesses
    - iv. Bring 200 new first-time visitors to the Center each year
  - b. Increase community awareness about the Center
    - i. Develop materials and strategies to improve public awareness of Center offerings
  
3. **Develop & implement an effective Adult Education program**
  - a. Teacher recruitment / involvement
  - b. 3 month schedules
  - c. Management & policies
  - d. Beyond the Center (other locations)
  
4. **Maintain and improve the facility**
  - a. Garden / Backyard
  - b. New Gallery Floor

**Goal #1: The Center will have a balanced budget**

	Action Steps	Responsibility	Timeline	Resources needed
A	Establish Budget & Finance Committee			
B	Increase the budget - 2011: \$100,000 - 2013: \$110,000 - 2015: \$120,000	Finance Committee	Yearly	Budget/Finance Committee
C	Increase community business support from \$4000 to \$10,000			
D	Increase membership from \$7,000 to \$10,000/yr - Increase dues to \$45/\$65			
	Solicitations: E-mail campaign Facebook campaign Web – on-line			
E	Grants for Adult Ed Programs			
F				

**Goal #2: Market the Art Center - Promote Membership, Classes and Events**

	Action Steps	Responsibility	Timeline	Resources needed
A	Establish Marketing Committee			
B	Membership Drive			
C	Social Media Utilization			
D	3 month class schedules			
E	Post info @ colleges, other locations			
F	Combine Workshops / packages			
G	Collaborate / other NPs			

**Goal 3: Develop & implement an effective Adult Education program**

	Action Steps	Responsibility	Timeline	Resources needed
A	Establish Committee			
B	Use Youth Program as model			
C	3 month class schedules			
D	List the possibilities / prioritize			
E	Training / Mentorships			
F				

**Goal #4: Maintain and improve the facility**

	<b>Action Steps</b>	<b>Responsibility</b>	<b>Timeline</b>	<b>Resources needed</b>
A	Establish Committee			
B	Develop facility improvement plan, budget & implementation schedule			
C	Prioritize required maintenance tasks			
D				
E				
F				

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

Depending on the committee structure review –

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