

# ACWL Strategic Plan Proposal

2012-2017

## Immediate, Short Term 1-3 Year Goals

### Organization/Operations

- Goal 1: Create define and clarify a shared vision, purpose and operational structure between ACWL, Nuveen, WRG and MPA **Mission/Vision workshops conducted summer of 2014. Steps and timeline identified to achieve this goal. New board members beginning October 2014.**
- Goal 2: Create an organizational structure that will result in more efficient & productive operations. **Beginning restructure plan approved November 2013.**
  - Increase contracted bookkeeper hours to 8 per week. **Increased hours to 8 per week beginning January 2014.**
  - Increase Coordinator/Director hours to full time over 1-2 year period. **Coordinator promoted to full-time Executive Director November 21, 2013.**
  - Review constitution and bylaws to align policy and actual practice. **Currently in Process by Chair-Elect Lee Suits**
  - Establish “chain of responsibility & communication” and commit to following/honoring it. **Plan presented and approved August 2014. More focus on this planned for October of 2015.**
- Goal 3: Increase donations by:
  - Creating a development committee with representatives from each branch.
  - Communicating a SINGLE message to donors including that of our combined funding gap. **“Needs” communicated in Fall newsletter. Presentation made at May ALL ACWL MEETING and ACWL May Board meeting.**
  - Setting a clear system for soliciting and processing funds.
- Goal 4: Create a consistent system of evaluation to guide/direct all policies, procedures and decision making and track measurable results. Goal 5: Evaluate the budgeting process to:
  - Have budgets ready and programming set for the year by September 1st to allow for ease of grant writing. **Budgets from all programs submitted in September 2014.**
  - Identify ACWL gaps. **E.D. identified gaps and communicated to membership 2014 & 2015**
  - Identify percentages of the gap held by each branch. **Finance committee to meet with ACWL CPA and treasures from each program and discussed a formal allocation system. Time tracking and expense allocation plan presented to all committees and boards, fully implemented January 2015.**

- Goal 6: Create a system for more productive transition between present and on-coming Board members/committee members.
  - Create a “mentoring” process between current and on-coming board members and committee chairs. **ACWL board approved to fill vacant seats on committees and mentor the 6 new oncoming board members September 2014.**
  - Annually update formal manuals and guidelines for each board and committee position. **Currently under review by ACWL chair elect.**

#### Communications/PR

- Goal 1: Increase visibility of ACWL throughout the community consistently throughout the year.
  - Create partnerships and liaisons with area agencies, associations, organizations. **Memberships formed with Muskegon Chamber of Commerce, W.L. Chamber of Commerce communication opened with Muskegon Area Arts Council and Muskegon Museum of Art.**
  - Create greater involvement in WL are events. **Member of the Friends of the Howmet Playhouse committee, participated in the White Lake Arts and Crafts Fair summer of 2013/2014, served on the events committee for W.L. Chamber of Commerce and volunteered for W.L. Wine and Jazz event, exhibited at the W.L. Business Expo, continued membership with area LEADS group.**
  - Publicize regularly in area news publications, newspapers, agency and organization newsletters, community calendars, TV13, WBLV, and public access channel in WL. **Advertising consistently to community calendars, White Lake Visitors guide, WBLV, Host of North Shore Arts Corridor on WGVU and ACWL segment on local radio station “Real Gold Radio”**
- Goal 2: Increase consistency and effectiveness of ACWL Board communication with its members and donors.
  - Continue newsletter. **Newsletters sent quarterly. Marketing committee is reviewing the content for improvements to 2014 newsletters.**
  - Offer quarterly membership meetings
  - Create a “New Member Orientation” gathering to be held in a designated month each year.
  - Create an annual report that is sent to all ACWL donors. **First Annual Report completed and sent for 2012. 2013 annual report complete.**
- Goal 4: Increase the quality and consistency of communication and cooperation between the ACWL Board, WRG, Nuveen and MPA. **Executive Director hired November of 2013. Executive Director and management consultant performed mission/vision sessions summer of 2014. 13 areas of opportunity identified.**

#### Marketing

- Goal 1: Develop, implement and evaluate a formal ACWL marketing plan. **Plan created for 2013 & 2014. 2015 includes a new graphic designer to help create a consistent brand.**

- Goal 2: Create and implement an ACWL interactive website. **New website designed and launched May of 2013. Revised site released in January 2015.**
- Capitalize on the marketing opportunities at local ACWL events. **Cross marketing measures have begun. Our membership committee is working on a consistent message for events.**

### Fundraising

- Goal 1: Through the development committee, develop, implement and evaluate a formal ACWL annual fundraising plan.
- Create a donor relations plan. **New donor software has been installed and used for one year. Updates are needed and a formal procedure for using the database is in the process.**
- Goal 2: All fundraisers will create revenue or be revamped or eliminated. **Fundraising committee instated. Two fundraisers held in 2014. Two fundraisers identified for 2015. White Night on White Lake, June 19 and Artist n Beer, August 22. Each is challenged to reach \$10,000 gross profit.**
- Grant sourced revenue will continue to be sought and increased. **Grants from foundations continue to be a source of revenue. MCACA grant awarded in 2013 and 2014. White Lake Community Fund grants awarded in 2013, 2014 and 2015. More grant sources are being investigated.**

### Membership

- Goal 1: Create a system for evaluating member retention and growth. **Plan currently in process.**
- Goal 2: Grow member retention rate to 80% and maintain a new member rate of at least 25%. **Membership committee has expanded has exceeded the 10% growth goal for 2014.**

## **Five Year Long Term Goals**

- Increase overall member volunteerism with a focused volunteer program.
- Increase revenue support by 50%
- Increase membership by 15%.
- Secure a combined, permanent ACWL Gallery/education center/ office. **Complete! ALL of ACWL moved to 106 E. Colby St. (Nuveen Center) November 2014.**
- Hire a part-time paid receptionist. **Complete! New admin assistant/gallery manager hired 2014. Goal to increase hours to 20/week in 2015.**
- Create paid director positions for each branch. **In process – Nuveen Education has full director salary, MPA director is on contract basis, Gallery manager has very limited hours (10 per week).**
- Increase sponsored artistic, cultural & educational opportunities by 50%.
- Create an ACWL Youth Arts Council **In it's infancy. Lead identified.**