



# Strategic Plan 2011- 2014

**The Louisa Art Center - Strategic Plan 2011-2014**

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## Executive Summary

### Background:

The Louisa Downtown Development Corporation dba The Louisa Arts Center was established in April 2004 soon after the Town of Louisa purchased the historic Louisa High School/Louisa Elementary School at 212 Fredericksburg Avenue. Beginning with only a few people, the board has now expanded to include eleven members of the community, including residents, artists, local government representatives, and members of the business community. The LDDC is a non-profit organization charged with fundraising and managing the arts center. Included in this project are a 200 seat theater, art education classrooms and an art gallery. The Louisa Arts Center held its Grand Opening Celebration in August 2008 to commemorate the completion of the final phase of construction, and celebrate the opening of the Arts Center.

This three year plan is divided into six goals covering the areas of critical importance to the Center: Programs, Facilities, Marketing, Leadership, and Development & Finance. Each goal is supported by prioritized strategies along with specific initiatives, responsibilities, resource needs and timetables. The plan is presented as a whole in summary form. The more specific individual plans will be used by committees and staff in the implementation of the plan. The plan follows the form and style of the initial five year plan, and is updated for future planning and goal setting.

Within this plan are several key priorities that deserve our primary focus. These strategies are of utmost importance. In addition, they fit our core competencies and help create a market for us.

The strategic plan calls for the Center to focus on ever-increasing programming in order to finalize the transition from a rental facility to an arts and arts education center. This, in turn, will help generate grant and sponsorship funding that will outstrip funding raised through facility rentals, and will further the goals of the Arts Center. Key program areas to be focused on include the development of sponsored live music and dance concerts, theatrical performances and arts education programming. Our gallery will continue to feature diverse art exhibits, and will support and promote local talent. We also will continue to host one key signature event each year. Brief objectives for each of the strategies are presented below:

- The main objective in the facilities strategies area is to define space options to accommodate long-term requirements of the Center's programming. In addition, the maintenance and upkeep of the facility is of paramount importance. We are dedicated to maintaining the Center as a clean, comfortable, safe, and inviting environment in which to experience the arts and special events.
- Through the marketing strategies the Center will continue working toward building

awareness and community support for the Center. We will target five primary audiences through our programs and marketing:

- 1) Families with Children;
- 2) Boomers (age 40-60);
- 3) Young Professionals;
- 4) Students K – 12 and
- 5) Seniors and the Disabled.

- In the area of fund development strategy the primary objective is to build a strong development program in the following areas: annual fund, major gifts, memberships, corporate sponsorships, endowments, individual scholarships and foundation and government grants.
- Supporting these main functional areas are the leadership and finance strategic areas. The leadership focus will continue to build a strong and effective Board and staff.
- In the financial area, the key objective is to ensure the Center operates within a balanced annual budget. This is of the utmost importance due to the Center's very limited amount of cash reserves. In doing this, we will specifically look to ways that can substantially increase earned income so as to decrease the reliance on contributed income. The Center also needs to develop a contingency plan to address potential shortfalls.

The Louisa Arts Center will be an active, dynamic and exciting resource for the community. The Center's aim is to move forward to accomplish its vision of becoming the area's center for creativity, balancing arts & culture, education & entertainment, for our community.

## ***Enrich, Enhance, Inspire***

***The mission of the Louisa Arts Center is to stimulate awareness and appreciation of the arts through education and advocacy, quality exhibitions, theater productions, lectures, studio classes and workshops for both children and adults. The aim is to broaden involvement and access to the arts, to improve the livelihoods of artists and their opportunity to contribute to community life, and to strengthen diversity, interpretive ability and interactive creativity of all involved.***

## ***Principles and Goals***

### ***Artistic Quality***

The Louisa Arts Center endeavors to support and stimulate excellence in the arts. Artistic quality is the first consideration in the decision in booking performances, obtaining art instructors and installing gallery exhibits.

### ***Access to the Arts***

The Louisa Arts Center works to ensure that high quality works of visual and performance art are accessible to all residents regardless of race, age, gender, income, disability, geographic isolation, or social barrier.

The Louisa Arts Center considers the needs of special populations, such as older adults and those with disabilities when planning their programs.

### ***Cultural Diversity***

The Louisa Arts Center believes that it is through the arts that we celebrate the diverse cultures of the world.

The Louisa Arts Center supports artists and arts activities involved in the creation and presentation of projects that preserve and celebrate the diverse cultures in our community.

### ***Assistance to Individual Artists***

The Louisa Arts Center believes in assisting the artist today by providing a venue for performances and for the sale of works of art as an investment in the cultural heritage and economic development in the community. The intention is to develop a broad interest in and demand for new art in the community by assisting in the purchase, commissioning, presentation, and distribution of work by local and regional artists of all disciplines.

### ***Arts Education and Advocacy***

The Louisa Arts Center believes that study of the arts should be a part of the education of every one. The thinking skills required to interpret art lead to improved academic performance in all subjects for students and are helpful in learning other

disciplines. The Louisa Arts Center will provide art courses for students to develop skills in viewing and creating art; develop critical-thinking and analytical skills, and gain confidence in their abilities. Our goal is to provide outlets for creativity, stimulating and inspiring individual expression. Art education courses are for all ages and levels of experience. The Louisa Arts Center promotes the exhibition of art in public places and will work toward displaying art in parks, along roadways, in government buildings and other public buildings and grounds

## ***Louisa Arts Center Program Strategies***

**PROGRAM GOAL: To encourage creativity, spark innovative thinking, and enhance quality of life by developing and directing a multi-disciplinary program of arts, education and entertainment for the community at large.**

### **Program Criteria**

The target audience of the Louisa Arts Center is our community, both within the town, county and state. As the premier arts facility located in the Piedmont Region of Virginia, we will strive to meet arts and fine entertainment needs of

- Families with children
- Boomers (age 40-60)
- Young professionals (new)
- School Students (K-12)
- Elderly and Disabled

### **Program Strategies**

**Strategy A: Develop multiple performance series featuring local, regional, and national talent.**

#### **Initiatives:**

1. Develop an annual calendar of theater events including a mix of dance, music, plays and comedy. Engage artists 12-18 months in advance of performance.

*Responsibility: Director and Program Committee*

2. Sell both subscription and individual tickets to events.

*Responsibility: Director and Program Committee*

3. Create year round film series with thematic approaches. When possible include speakers to introduce the film and its significance and to discuss the film's topic and long lasting contribution to the arts and cinematography

afterwards.

*Responsibility: Director and Program Committee*  
*Timetable: FY 2011 and ongoing*

4. Create annual music series for the Theatre

*Responsibility: Director and Program Committee*  
*Timetable: FY 2011 and ongoing*

5. Create annual signature music and art festival

*Responsibility: Director and Gallery Committee*  
*Timetable: FY 2011 and ongoing*

6. Offer a literary series to include lectures, authors and storytelling.

*Responsibility: Director & Program Committee*  
*Timetable: FY 2012 and ongoing*

7. Offer regional caliber programs:

a. **Music** – Regional/national touring acts (i.e.. Orchestras, Quartets, Rock, Country, Bluegrass, Folk, Gospel, Big Band, etc.)

b. **Dance**–Regional/national touring acts (i.e..Ballet Companies, Folk Dance Companies, Modern/Jazz Dance Companies Ballroom Dance Competitions and Square dance programs).

c. **Theatre** – Regional/national touring theatrical production (i.e. Drama, Musicals, Cabaret, Musical Reviews, etc.)

d. **Literature** - Poetry Jams, writing series in: drama, screen plays, poetry, etc.

e. **Special Events**-Special interest programs.

*Responsibility: Director & Program Committee*  
*Timetable: Ongoing*

### **Strategy B:**

#### **Provide Educational Opportunities in the Arts and Support to Local Artists**

#### **Initiatives:**

1. Establish a multi-discipline artist-in-residence program for professional artists to include classes, workshops, lectures, shows and exhibitions

*Responsibility: Director, Gallery, and Programs Committee*  
*Timetable: FY 2012 and on going*

2. Create class offerings for children and adults such as music, dance, theatre and crafts.  
*Responsibility: Director, & Programs and Gallery Committees*  
*Timetable: on going*
3. Partner with other organizations to offer dance and theatre classes.  
*Responsibility: Director & Programs Committee*  
*Timetable: on going*
4. Offer classes during weekday daytime & evening hours.  
*Responsibility: Director & Programs Committee*  
*Timetable: FY 2012 and on going*

### **Strategy C:**

#### **Attract and Serve Renters for Income Production for the Center**

##### **Initiatives:**

1. Outsource a portion of arts programming to outside renters. Balance community and professional offerings but stress quality and diversity of offerings. Consider price reductions for charitable events on a case by case basis, to be approved by the Marketing Committee, upon recommendation by the Director. One time events may be approved by the Director. *Note: The Board reserves the right to audition charitable events prior to offering a reduced price. Audition requirements will be based on the recommendation of the Director*
2. Determine which programs the Center should produce itself and outsource remainder. Give Center programming preference in scheduling dates.
  - a. Continue to partner with local and regional groups to engender a broad appeal throughout the region.
  - b. For the theatre, determine the ideal mix of each discipline – theatre, dance, music, other that is appropriate for serving the Center’s core audiences, and adhere to the ideal mix when leasing the space and planning performances.
  - c. Actively seek quality renters for disciplines in which there is a current shortage.  
*Responsibility: Director & Program Committee*  
*Timetable: Ongoing*

**Strategy D:  
Enhance and Diversify Gallery Offerings**

**Initiatives:**

1. Curate to appeal to core audiences; develop a guest curator resource list.  
*Responsibility: Director, and Gallery Committee*  
*Timetable: Ongoing*
2. Establish an annual juried show with well-known jurors from to gain regional notoriety with prize awards.  
*Responsibility: Director, and Gallery Committee*  
*Timetable: on going*
3. Tie-in gallery shows with signature celebration to include speakers & lectures relevant to the exhibit.  
*Responsibility: Director, and Gallery Committee*  
*Timetable: on going*
4. Host traveling exhibits from well-known and respected museums such as the Smithsonian, UVA and the Virginia Museum of Fine Arts to appeal to the artistically literate.  
*Responsibility: Director, and Program and Gallery Committees*  
*Timetable: FY 2012*
5. Invite area schools to come in and tour the gallery, theater and meet Guest Curator and discuss exhibit  
*Responsibility: Director, and Gallery Committee*  
*Timetable: on going*

**Strategy E:  
Create a Center Sponsored, Regionally Significant Annual Signature Celebration**

**Initiatives:**

1. Develop plans for conducting an annual event to be held at the same timeframe every year to involve the community. To this end, determine the appropriate type of celebration provide multiple events during the celebration to include educational offerings and use the Theatre, Gallery and grounds to support the signature event with displays, merchandise and other tie-ins.  
*Responsibility: Director, and Program, Marketing, Gallery, and Facilities Committees*  
*Timetable: on going*

**Strategy F:  
Enhance Relationship with Historic Properties including the Sergeant  
Museum**

**Initiatives:**

1. Propose a plan for programming the renovated Sergeant Museum and its grounds to the Historical Society and the Town, to include historic interpretations, poetry readings, storytelling, lecture series, painting classes and holiday tree lighting. Partner with the Louisa Town Council and Louisa County Historical Society to develop a Heritage Village on the grounds.  
*Responsibility: Director, President, Facilities Committee, and LCHS.*
2. Propose a plan for utilization of park site to the Town.  
*Responsibility: Director, President, Facilities Committee, and LCHS*  
*Timetable: FY 2011-2012*

***Louisa Arts Center  
Facilities Strategies***

**FACILITY GOAL: To provide a comfortable, pleasant, safe, accessible, inviting environment in which to experience the arts by continuing to enhance and maintain the necessary state of the art facilities and physical resources needed to support the quality programs offered at the Center.**

**Strategy A:  
Determine space options to accommodate the long-term requirements of  
the Center.**

**Initiatives:**

1. Keep abreast of and resolve space challenges. Maintain and utilize space efficiently; Retain a “fix it when it breaks” maintenance attitude.  
*Responsibility: Facility Committee, Director, Town of Louisa*  
*Timetable: On going*
2. Maintain licensing for beverage sales, keep abreast of changes in Health Department Rules so we remain in compliance with Food Service Regulations

*Responsibility: Facility Committee, Director, Town of Louisa*  
*Timetable: On going*

**Strategy B:**

**Develop a Landscaping plan (annuals and perennials) for the facility and grounds by 2012.**

**Initiatives:**

1. Develop timelines and budgets for master plan.
2. Present proposed master plan to Board of Directors for approval.  
*Responsibility: Facility Committee, Director, Town Council.*  
*Timetable: by December 2011*

**Strategy C:**

**Provide customers with a positive experience when attending the Center.**

**Initiatives:**

1. Continue to have security personnel during evening hours and large events. Develop standard procedures and criteria for obtaining security.  
*Responsibility: Director, Facilities Committee*  
*Timeline: ongoing*
2. Engage the Public Daily.  
Design and install an electronic sign (like the Bank of Essex sign on Main Street, low and decorative, programmable easily by computer) to highlight events and the Arts Center on the grounds by the Flag Poles. (Cost \$30K, may be split with the town if shared use is acceptable)  
*Responsibility: Director, Facilities Committee.*  
*Timeline: ongoing*
3. Keep the Gallery Open.  
Develop procedures to ensure the Gallery is open more often than not. Staff the box office all day on the last weekday prior to events. Open the Gallery one weekend per month  
*Responsibility: Director, Facilities Committee.*

*Timeline: ongoing*

**Strategy D:**

**Establish long-range maintenance protocols for the Center's physical resources and equipment.**

**Initiatives:**

1. Develop a facilities and equipment inventory including life cycle analysis.
2. Project future maintenance needs and equipment replacement cycles.
3. Develop annual capital budgets to address needs and establish a maintenance reserve.

*Responsibility: Director and Facility Committee.*

*Timetable: Ongoing*

## ***Louisa Arts Center Marketing Strategies***

**MARKETING GOAL: To increase awareness of and support for the Center through effectively communicating the values of the Center's mission and offerings to audiences in the region.**

**Families with children**

- Different types of families – blended, single parent & caretakers
- Old fashioned values for today's family - (Respect, manners, family/quality time, making memories)
- So many choices – limited time
- High energy – hands on/interactive
- Programs – short, high energy, visually accessible to all ages, using as many senses as possible, outdoor

**Young Professionals**

- Social aspect & status – dating, drink
- Short attention span

- Respond to immediate communication – word of mouth, technology, sensory driven
- Self expression & exploration – more tolerant
- College educated, career oriented
- Instant gratification – not been wanting

#### **Boomers (40 – 60)**

- College educated, 2 income families, homeowners, in 2<sup>nd</sup> marriages, secure in profession, variety of kids ages, looking forward to retirement
- Do have free time to pursue leisure, want involvement & activism in leisure, altruistic, results.
- Has disposable income – money as status/self worth; idealistic & materialistic (but realizing money isn't happiness)
- Active lifestyle, but seeking balance; education – want to grow & learn
- Legacy – what will they leave? Former leaders, results oriented; workaholics.

#### **Elderly, Disabled, Low Income**

- Accessibility features
- Handicapped parking
- Hearing devices
- Scholarships

#### **Students K-12**

- Determine with public school art teachers an appropriate age related plan for art enrichment programming for students.
- Assist in meeting the SOLs.

#### **Strategy A:**

**Develop a brand that reflects the Center's mission, vision and goals while reaching targeted audiences.**

#### **Initiatives:**

1. Develop key messages to basic questions such as: "What is the Center?" Ensure messages utilize strong points such as safety, parking, program diversity, etc. For the media to latch on, we need to focus on something new, first or different about the Center. Compare the differences between regional art centers and the Louisa Art Center.

*Responsibility: Director and Marketing Committee.*

*Timetable: by June 2011*

#### **Strategy B:**

**Provide customers with a positive experience when dealing with and attending the Center.**

**Initiatives:**

1. Provide exceptional customer service
  - a. Define expectations
  - b. Recruit volunteers with good customer service attitudes.
  - c. Provide training to volunteers.
  - d. Continually evaluate through customer surveys and observation
  - e. Recognize staff and volunteers for exceptional service  
*Responsibility: Director and Marketing Committee*  
*Timetable: Ongoing*
  
2. Have adequate signage so customers can get a feel for the Center to include Interstate signage and onsite signs.  
*Responsibility: Director and Facilities Committee*  
*Timeline: Ongoing*
  
3. Create an environment to make art accessible to those that may not be educated in the arts.  
*Responsibility: Director, Gallery, and Marketing Committee*  
*Timeline: Ongoing*
  
4. Provide amenities to enhance the customer's experience
  - a. Create more awareness of theatre, classes and gallery through web page, social networks, and publications.  
*Responsibility: Director and Marketing Committee*  
*Timeline: Ongoing*
  
  - b. Provide ticketing to make the customers experience more convenient. Develop assigned seating process.  
*Responsibility: Director and Marketing Committee*  
*Timeline: by July 2011*
  
  - c. Maintain information on all Center events at the information desk and on the website.  
*Responsibility: Director and Marketing Committee*  
*Timeline: Ongoing*

**Strategy C:**

**Utilize media of chosen targeted audiences to promote the Center's brand, mission and programs.**

**Initiatives:**

1. Media Relations

a. Continue to build the Center's mission, message and programs through the media using stories from volunteers, artists, patrons, staff, Board members, etc. Work on hard news stories as well as feature stories.

*Responsibility: Director and Marketing Committee*

*Timeline: On going*

b. Secure luncheons and Center tours with all major media editors.

*Responsibility: Director and Marketing Committee*

*Timeline: On going, Annual goal*

c. Create a basic media kit on line, linked to our web site, with fact sheets, history, CD with photos, etc. Use creative tactics with media kit for individualized promotions.

*Responsibility: Director and Marketing Committee*

*Timeline: On going*

d. Develop a relationship with a high-profile advocate for the Center. Unveil the advocate/spokesperson at the media event explained below.

*Responsibility: Marketing Committee*

*Timeline: By July 2011*

e. Plan at least one yearly event just to attract local and regional media and politicians. This event should have visuals, interviewees and purpose.

*Responsibility: Director*

*Timeline: By July 2011*

f. Continue to use media calendars to promote events.

*Responsibility: Director*

*Timeline: Ongoing*

2. Advertising

a. Instead of solely using advertising dollars on major programs, create branding advertising campaigns to feature the Center. Create ads for each of the five target demographics.

*Responsibility: Director and Marketing Committee*

*Timeline: Ongoing*

b. Continue to use a small amount of advertising to focus on signature programming.

*Responsibility: Director*

*Timeline: Ongoing*

**Strategy D:  
Employ marketing vehicles to promote the brand mission and programs while reaching the target audiences.**

**Initiatives:**

1. Publications

a. Continue to use brochures, newsletters and postcards to highlight Center events, classes and programs and to solicit funds.

*Responsibility: Director and Marketing Committee*

*Timeline: Ongoing*

b. Create a facility publication that can be used by all departments for targeted needs.

*Responsibility: Director and Marketing Committee*

*Timeline: Ongoing*

c. Target key demographics with individualized publications.

*Responsibility: Director*

*Timeline: Ongoing*

d. Maintain database using new tables, categories and add transaction capabilities when appropriate.

*Responsibility: Director*

*Timeline :Ongoing*

e. Strategically plan methods for gathering additional names through website, referrals, onsite and possibly purchasing lists, and keep database updated.

*Responsibility: Director*

*Timeline: Ongoing*

f. Create more distribution points for publications. (i.e. doctor's offices, libraries, hospitals, downtown businesses etc.)

*Responsibility: Director and Volunteers*

*Timeline: Ongoing*

2. Website

a. Continue to keep our site exciting, user friendly and representative of the Center. Continue development of social network presence.

*Responsibility: Director*

*Timeline: Ongoing*

b. Update photos, text and features more frequently.

*Responsibility: Director*

*Timeline: Ongoing*

c. Ensure the Center's website is linked to from other websites and search engines used by the target demographics.

*Responsibility: Director*

*Timeline: Ongoing*

d. Utilize the website for online registration, donations and purchases.

*Responsibility: Director*

*Timeline: Ongoing*

e. Utilize the Social Medias (Facebook, Twitter etc..) to announce events, advertise, and keep the community aware what is happening at the Arts Center

3. Onsite marketing vehicles

a. Continue to use banners, flyers, posters, display cases, etc. to educate visitors on mission, message and upcoming events and programs.

*Responsibility: Director*

*Timeline: Ongoing*

b. Create a recorded message brief "Welcome Message" keep phone message up to date, checked every day for accuracy.

*Responsibility: Director*

*Timeline: Ongoing*

c. Place the Center logo and name in the theatre.

*Responsibility: Facility Committee*

*Timeline: July 2011*

4. Community Outreach

a. Build a speaker's bureau with Center staff and Board members to go out to businesses and community organizations to gain exposure and support.

*Responsibility: Director, President and Board Members*

*Timeline: Ongoing*

b. Produce a Center video or CD for speaking presentations, donor and board meetings, etc.

*Responsibility: Marketing Committee*  
*Timeline: Ongoing*

c. Use community events to highlight Center offerings and distribute marketing materials. Goal: Five events a year.

*Responsibility: Marketing Committee & Director*  
*Timeline: Ongoing*

**Strategy E:**

**Develop and support an Alumni Association** The purpose of The Alumni Association shall be to nourish the growth and enhance the reputation of the Louisa Arts Center, to maintain a mutually beneficial relationship between the arts community and alumni, to oversee all alumni programs and activities, to foster loyalty and financial support for the Arts Center.

**Initiatives:**

1. Identify a core group of interested Louisa High School alumni. Send, organize events, host reunions, maintain a web site, prepare an alumni pamphlet.

***Louisa Arts Center***  
***Leadership Strategies***

**LEADERSHIP GOAL:** To attract and nurture a competent, committed, and motivated Board of Directors and staff to carry out the vision and mission of the Center.

**Leadership Strategies**

**Strategy A: Board Composition and Structure - Recruit highly qualified people from throughout the community who will bring diverse talents, interests, resources, and perspectives to the Center.**

**Initiatives:**

1. Identify people with one or more of the following traits and/or skill sets:
  - a. Passion for the arts
  - b. Affinity for the Center
  - c. Interest in the Community Service and Volunteerism
  - d. Knowledge of Investments, Legal, Accounting, Personnel Management or Business Management skills
  - e. Sales and Marketing Skills
  - f. Fundraising Development Skills

- g. Media Connections
  - h. Connections with Town/County officials
  - i. Interest in Charitable Giving
2. Develop a committee structure to execute and oversee the Board's strategy and the Center's activities (includes responsibilities for nominating, planning, and personnel).
    - a. Executive (Includes officers)
    - b. Finance
    - c. Facilities
    - d. Programs
    - e. Development
    - f. Marketing
    - g. Fund Raising
    - h. Personnel
  3. Review Bylaws and Articles of Incorporation periodically.
    - a. Review terms of office
    - b. Size of board
    - c. Successive terms
    - d. Succession Plan
  4. Monitor Progress of strategic plan.
  5. Develop Committee Charges to define roles and responsibilities for each committee and committee chair.
  6. Develop Transition plan for Board Members and Staff – Redundancy is key for survival

*Responsibility: President, Personnel Committee*

*Timetable: Continuous Review throughout the life of the Arts Center, and Comprehensive revisions to the Strategic Plan by Dec 31, 2013*

**Strategy B: Board Development and Nurturing – Develop and foster programs and processes to engage Board members in furthering the mission of the Center.**

**Initiatives:**

1. Provide for evolution of leadership and leadership succession.
2. Provide continuing education through Board retreats, special presentations at Board meetings, guest lectures by noted artists and similar functions.
3. Develop Board Orientation Packets consisting of By Laws, Agreements, Latest Audit, Committee assignments, Contact List, Schedules etc to new Board Directors prior to their first meeting. Provide thorough orientation of

new Board members including meeting staff, tour of the facility and formal introductions to Committee Chairpersons

4. Nurture and encourage Board connectivity through receptions, joint activities with County/Town officials, and similar functions.
5. Survey Board annually to evaluate its performance and effectiveness.
6. Enhance Board Meeting productivity by having Agendas, Committee Reports, Director Reports and as much financial information available and distributed 1 week prior to the scheduled meeting. Action items should be highlighted

*Responsibility: President, Executive Committee*

*Timetable: By June 30, 2011 and ongoing*

### **Strategy C:**

**Board Connectivity – Engage former Board members and County/Town elected and appointed officials and seek to continue their sense of involvement and support.**

### **Initiatives:**

1. Communicate with former Board members and County/Town elected and appointed officials through newsletters and personal communications.
2. Invite former Board members and County/Town elected and appointed officials to functions at the Center.
3. Provide former Board members with specific volunteer tasks that would appeal to them, including service on Board committees.
4. Solicit former Board members for annual donations and recognize their contributions appropriately.
5. Send quarterly updates to the Louisa Town Manager and County Administrator
6. President to meet with the Louisa Town Manager and Louisa County Administrator informally at least once a year.
7. Keep County/Town elected and appointed officials abreast of future plans and get their input where appropriate.
8. Make annual presentations to the Louisa Town Council and Louisa County BOS by President and selected Committee members

*Responsibility: President and Director.*

*Timetable: On going*

**Strategy D:**

**Staff Recruitment and Development: Recruit and retain a competent Director to help formulate, enhance and carry out the vision and mission of the Center.**

**Initiatives:**

1. Provide a compensation package that is competitive with those of peer arts and cultural organizations in the Richmond/Charlottesville area.
2. Provide resources to enhance the knowledge and skills of staff.
3. Provide appropriate work space, technology and equipment to allow staff to work effectively and productively.
4. Conduct annual performance evaluations of staff.
5. Conduct annual goal setting sessions with staff.
6. Develop Personnel Policies, Procedures and Job Descriptions.  
*Responsibility: President, Personnel Committee*  
*Timetable: Ongoing*

**Strategy E:**

**Board and Staff Synergy: Strengthen the Center's leadership by enhancing teamwork among Board and staff.**

**Initiatives:**

1. Assure continuing interaction among Board and staff through formal and informal activities and projects
2. Actively involve staff in strategic planning sessions and regular Board and committee meetings  
*Responsibility: President, Executive Committee*  
*Timetable: Ongoing*

***Louisa Arts Center  
Development Strategies***

**DEVELOPMENT GOAL: The Louisa Art Center is committed to the development of financial resources other than rental revenue, ticket sales and gallery commissions to fulfill the mission of the Center. The Center will seek funds through special events, and annual and capital giving in order to meet the needs for rising operating costs, specific program expenses, building maintenance, and facilities renovation or new construction.**

**Criteria:**

The Louisa Art Center Development program will be a strong and broad-based coordinated comprehensive fundraising program in support of the Center. Members of the Board of Directors in conjunction with the Development Committee will work with staff in order to increase giving in the following areas:

- Annual gifts
- Major gifts
- Corporate outright gifts
- Corporate sponsorship gifts
- Government and Private Foundation grants

Future Contributed Income areas:

- Endowment
- Capital Campaign

In addition, staff and the Development Committee will work to find, attract, and retain annual donors as well as cultivate and steward new and old donors.

Target Audiences

- Current Donors: This includes any individual, corporation, or foundation that has given to the Center in the current fiscal year
- Past Donors: This includes any individual, corporation, or foundation that has given to the Center in the past
- Prospective Donors: This includes those individuals, corporations, and foundations that will be or have been screened and qualified as annual fund and major donor prospects.

The groups above could include any of the following constituents of the Center: Current and Past Board of Directors and Honorary Board, Alumni of the Louisa School, Volunteers, Members, Gallery Visitors, Ticket Subscription Buyers, those on the Center's mailing list, class participants, Center Instructors, Artists and Staff and past and current Annual Fund donors.

## **Development Strategies**

### **Strategy A:**

**Raise contributed income in the following areas: Annual Fund, Major Gifts, Corporate Sponsorships, Foundation and Government Grants, and future Endowment to obtain fundraising goal of contributed income accounting for 1/3 to 1/2 of the operating budget.**

## Initiatives:

1. Annual Fund (Unrestricted) Gifts to the Annual Fund are repeatable, renewable or replaceable gifts that are an integral part of the Center's operating budget. According to national statistics, annual gifts should account for about 10% of the total operating budget. The Center's fiscal year runs from July 1 through June 30. The goal will include income from individuals and corporations (non-sponsorship contributions). Continue to raise money through marketing pieces, personal donor visits, phone-a-thons, and special events.  
*Responsibility: Director and Fund Raising Committee*  
*Timetable: Ongoing*
  
2. Annual Fund (Restricted) – Corporate Sponsorships Increase the membership in the corporate sponsorship categories to include major event headliner sponsors and secondary sponsors for all events produced by the Center: Music Series, Film Festivals, Arts/Cultural Celebrations, Storytelling, “Fun in the Garden” etc.  
*Responsibility: Director, Fund Raising and Marketing Committee*  
*Timetable: Ongoing*
  
3. Grants - Government and Private Foundations - Increase income from Foundations/Grants. This will be to secure funding for specific programs, operations, staffing, or capital needs. Grant awards are designated gifts and must be used accordingly in the appropriate timeline.
  - a. Research Foundations that support the Arts and increase amount of grant applications.
  
  - b. Create and sustain a comprehensive list of prospective grants. Start prospect researching with the Board of Directors assistance to connect us to potential supporters.
  
  - c. Research foundations, which might be interested in our programs.
  
  - d. Recruit grant writing professional to seek and administer grants on a contract basis.
  
  - e. Reapply for grants that we have already support from (i.e.): Virginia Commission for the Arts, Arts & Cultural Funding Consortium, Town of Louisa, and County of Louisa.
  
  - f. Maintain a grants calendar with names of prospective funding sources and their deadlines. This calendar should also provide prompts for formal requests of obligated funds.

g. When local grant funds or Government funds are distributed, make it a priority to have a member of the Board or the Executive Director to meet the grantor and formally accept and acknowledge the gift. This is invaluable in maintaining good public relations and press coverage.

*Responsibility: Director, President and Fund Raising Committee*

*Timetable: Ongoing*

4. Capital/ Major Gifts - Capital/Major Gifts are gifts which are earmarked for specific capital projects (i.e., bricks and mortar, plant and equipment) or other temporarily restricted or unrestricted gifts. Members of the Board of Directors and the Fund Raising Committee will assist in raising additional future funds for Capital / Major Gifts by taking on the following responsibilities:

a. Make contact with our hottest 100+ prospects contacted regarding the Annual Fund and invite them to give additional funds for future Capital/ Major Projects.

b. Under the direction of the Development Committee, each Board Member will identify and cultivate at least five new major prospects over the course of the year. **Clear names through the Fund Raising Committee before making contact.** Make recommendations to the committee about appropriate solicitation and/or stewardship strategies which would be implemented at an appropriate time.

c. Staff develop list of 5-10 qualified, solid prospects with profiles to bring to Fund Raising Committee meetings for consideration.

d. Stewardship – Top donors and prospects should have a minimum of monthly contact with the President

*Responsibility: Fund Raising Committee, President*

*Timetable: Ongoing*

5. Endowment Program --An Endowment Fund for the Center is needed and is crucial to our long- term success. An endowment fund is invested under the guidance of the Board of Directors. Endowment Funds come from gifts designated by the donors and from unrestricted capital gifts that the Board may designate.

a. Begin work to establish an Endowment Plan and the elements needed for successful implementation in 3-5 years. Begin researching foundations, grants, and individuals who are interested in participating in naming opportunities for a beginning endowment fund.

*Responsibility: Board & Fund Raising Committee, President*  
*Timetable: June 2011 and ongoing*

b. Continue stewardship for potential members of an Endowment Society in order to improve the depth of the relationship between the member and the Center and begin conversations about advancing their bequests or major gifts. All potential Society members should be invited to special Center functions.

*Responsibility: Board and Fund Raising Committee, President*  
*Timetable: June 2011 and ongoing*

6. Develop strong marketing materials and vehicles that reflect the Center's missions and fundraising goals to reach our current audience and broaden our reach to potential donors.

a. Create an Annual Report each year that reflect the story of the Center, its current and future needs, and its financial goals.

*Responsibility: Director and President*  
*Timetable: Ongoing*

b. Continue to Publish an Annual Donor Report each year as a tool to recognize donors of the Center and use as a cultivation tool for prospective donors.

*Responsibility: Director and Fund Raising Committee*  
*Timetable: Ongoing: Each year to be mailed by end of August*

c. Create a development section on the website and a secured giving site so that visitors are able to learn more about our giving programs and contribute on-line.

*Responsibility: Director*  
*Timetable: Ongoing*

7. Create an environment where it is easy for visitors and friends of the Center to give.

a. Put in place in the Center Lobby and the Gallery a donation and suggestion box for visitors that is clearly marked

*Responsibility: Facility Manager*  
*Timetable: Ongoing*

b. Host an Endowment Society Recognition Reception at the Center.

*Responsibility: President*  
*Timetable: June 2012*

c. Register and participate in the Federal Combined Federal

Campaign and Virginia Charitable Campaign  
*Responsibility: President*  
*Timetable: May 2011 and annually*

**Strategy B:**

**Develop strong Stewardship and Cultivation practices to include marketing materials, special events, and personal donor visits to major donors: individual /corporate/foundation.**

**Initiatives**

1. Develop a calendar of special events to recognize and cultivate past, present, and future donors of the Center.
  - a. Plan a major donor recognition event each fiscal year including a cocktail party in the evening with entertainment.  
*Responsibility: Fund Raising Committee*  
*Timetable: Ongoing*
2. Create and develop a plan for one major fundraising event each year to include all of our target audiences and potential donors.  
*Responsibility: Fund Raising Committee*  
*Timetable: Ongoing*
3. Host introductory breakfast gatherings at the Center to bring into the fold new and prospective donors. This will be called a "Point-of-Entry" event to cultivate new friends of the Center and will be hosted by the Center and the Board Fund Raising Committee.  
*Responsibility: Fund Raising Committee, Board, President*  
*Timetable: Ongoing*
4. Create a phone-a-thon/thank-a-thon calendar to bring together volunteers, staff, and donors.  
*Responsibility: Director*  
*Timetable: Ongoing*

**Strategy C: Develop Prospect Screening and Donor Qualification strategies to grow a Major Gifts Program component of the Annual Fund.**

**Initiatives:**

1. Begin regular Prospect Screening sessions with current Board of Directors, volunteers, and staff to broaden the Center's ability to reach

current and prospective donors.

*Responsibility: President, Board*

**Strategy D: Create a comprehensive Development Office infrastructure to enhance and provide support for fundraising initiatives.**

**Initiatives:**

1. Consider a Fund Raising Consultant to help support the beginning implementation stages of Strategic Plan and feasibility studies for a campaign.
2. Maintain Database to help maintain and organize the Center's customer and donor base
3. Recruit volunteers with knowledge of fundraising practices and interest in furthering arts and culture
4. Provide training to staff and volunteers.
5. Subscribe to philanthropic magazines and continue membership in VAFRE and AFP.
6. Encourage President and Staff involvement in all development functions and committee meetings.

*Responsibility: Director*

*Timetable: Ongoing*

***Louisa Arts Center  
Finance Strategies***

**FINANCE GOAL: To develop and manage financial policies and resources to achieve the Center's vision and ensure the organization's long-term financial security.**

**Strategy A: Ensure that the Louisa Art Center operates within a balanced annual budget approved by the Board of Directors.**

**Initiatives:**

1. Meet annual operating expenses without drawing on cash reserves.
2. Maintain an effective mixture of income sources. Work toward a 1/3

earned income, 1/3 grants and 1/3 contributed income goal.

3. Develop a contingency plan to address shortfalls in achieving initiatives 1 and 2. Consider restructuring debt.
4. Ensure timely and accurate communication between all interested parties (Town, donors, Board)

*Responsibility: President, Finance Committee and Board*  
*Timetable: Annually*

**Strategy B: Evaluate all components of the Center for cost effectiveness and ensure that financial and other resources are properly allocated to support the strategic priorities of the Center.**

**Initiatives:**

1. Support the President and board committees in an assessment of all the Center's facilities, marketing, and programs to ensure the optimum use of best practices and resources
2. Review the Strategic Plan to ensure that all initiatives are included in annual budgets or timed to the availability of budgeted funds.
3. Align the annual budget to the strategic priorities of the Center.
4. Begin setting aside funds for capital improvements and repairs/replacement of equipment ie Light/Sound/Kitchen/Video etc...

*Responsibility: President, Finance Committee, Program Committee, Marketing Committee and Board*  
*Timetable: Annually prior to finalizing budgets, Review Strategic Plan by December 2013*

**Strategy C: Generate substantial annual increases in earned income.**

**Initiatives:**

1. Provide programs that increase audiences and generate earned income and net profit after all direct costs.
2. Explore options for increasing profitable revenue from rentals and gallery sales.
3. Explore the feasibility of charging fees for certain programs and facilities that at first may be offered for free.

4. Develop new products and services that can generate a profit or provide a new source of revenue (ex. Ad revenue).  
*Responsibility: President, Staff, Finance and Program Committees*  
*Timetable: On going*