

# JASPER COMMUNITY ARTS COMMISSION

## Strategic Plan and Regional Plan ♦ 2005



**OUR MISSION:** TO STIMULATE AND ENCOURAGE AN APPRECIATION OF AND PARTICIPATION IN THE ARTS.

**POSITIONING STATEMENT:** JASPER COMMUNITY ARTS-PART OF YOUR LIFE

**OUR VISION:** We are an organization guided by quality. We have developed a strategic plan that will guide our work and allow us to be more proactive to issues and less reactive to anything that comes along. Our customer is the center of the work that we do: we will listen and respond to the needs of that customer in our quest to meet our mission. We will treat customers as if they are our best friends: We will talk with them. We will listen to them. We will respond to what they tell us.

We have developed a positive working relationship with the Friends of the Arts who underwrite each year an increasingly large portion of our work. We will continue to work cooperatively with them to increase area support for all arts activities.

We believe the arts are for all. We will offer a continuous series of visual and performing art experiences for both the novice and the more seasoned arts patron. We will seek constantly to improve and expand our offerings. We are a partner in the arts with the Kennedy Center, which connects the arts to the school curriculum and enhances teachers' professional development opportunities.

We will continue to work on plans for our facility and will take strategic action on these plans in order to meet the needs of our customers. Our facility is the premier arts facility in the region, and as a Regional Arts Partner, we will work in cooperation with the Indiana Arts Commission to advance the arts in the area and the state of Indiana.

We will work to maintain positive relationships with our city, our county, our region, our business community, and our patrons while focusing on bringing the arts to life for all.

❖ **REGIONAL SERVICES GOAL**

Provide effective Arts Development Services as the Indiana Arts Commission's Regional Arts Partner for Region 11, which includes Daviess, Martin, Dubois, Orange, Crawford, and Perry counties.

❖ **VISUAL ARTS, PERFORMING ARTS AND EDUCATIONAL PROGRAMMING GOAL**

Offer quality arts and educational programming at the Jasper Arts Center, the JCAC satellite space, the Greater Jasper Consolidated Schools, and the community that responds to citizen interests and raises arts awareness and appreciation.

❖ **MARKETING GOAL**

Promote increased awareness and participation in programs of Jasper Community Arts.

❖ **JCAC CAPACITY BUILDING GOAL**

Govern, manage, and support the Jasper Arts Center to bring programs and services to citizens.

## STRATEGIC AND REGIONAL PLAN GOALS AND OBJECTIVES

### ❖ REGIONAL SERVICES GOAL

Provide effective Arts Development Services as the Indiana Arts Commission's Regional Arts Partner for Region 11 which includes Daviess, Martin, Dubois, Orange, Crawford, and Perry counties.

#### **a. Manage Grants Making**

- Provide grants information presentations and individual consultations to potential applicants.
- Widely promote the availability of grants so that all eligible applicants receive information about grant opportunities. Especially target non-arts organizations for arts project grants as there are few nonprofit arts organizations in the region.
- Ask for a letters of intent before full proposals. FY07
- Explore with the Regional Advisory Council creating grant priorities to focus funds toward underserved areas and/or other priorities such as arts education.
- Evaluate the effectiveness and value of the mini grants program.
- Convene advisory panels to review grant applications. Achieve representation from all counties. Continually refresh the panels with new members.
- Manage grants consistent with IAC and JCAC policies and priorities.

#### **b. Provide Information and Referrals**

- **Increase visibility of JCAC as the Region 11 service provider**
  - Create a web portal and/or visible home page location for regional information on the JCAC web site.
  - Recruit a JCAC board member to attend quarterly Regional Advisory Council meetings.
  - Identify JCAC in publications, promotions, and web pages as the Region 11 Arts Partner in the southern part of Indiana providing grants, information, and services to schools, arts organizations, artists, and communities in Daviess, Martin, Dubois, Orange, Crawford, and Perry counties.
- **Calls for information**

Respond to calls for information and referrals. Target in 2006 is 500 services and 600 in 2007.
- **Web information**
  - Maintain a website page for Region 11 as a featured section on the JCAC site.
  - Update events to keep information current.
  - Link from the JCAC web site to regional, state, and national arts resources.
  - Post JCAC workshops and classes.
  - List consulting and referrals provided by JCAC staff with Regional Services Coordinator as "first call for help."
  - Provide links to web sites of artists and arts organizations in the region or contact person.
  - Encourage arts organizations and artists to post their organizations and events on Indianaartgs.org. 2006 target is 55 arts providing organizations and 140 artists. 2007 target is 155 artists and 55 organizations maintained.

- **Newsletter**  
Use the JCAC biannual newsletter, pARTicipate to post information on arts opportunities, events, resources, and advocacy issues in all six counties. Distribution target 5,000 in 2006 and 6,000 in 2007.
- **Arts calendar**  
Publish an annual printed arts calendar as part of the pARTicipate newsletter.
- **Arts organization directory**  
Publish an annual on-line arts organization directory.
- **Arts resource library**  
Maintain a publicly accessible library of books, periodicals, CDs, etc. to serve as resource for arts-related information.
- **E-News**  
Develop capacity to send emails with news and information targeted to specific constituencies through IndianaArts.org and the JCAC new box office software. Target reach by email communications is 150 constituents in 2006 and 250 in 2007.
- **Arts education information**  
Make web links to arts education resources including: AEIA, Indiana Music Educators Association (IMEA), and to the Department of Education (DOE) arts curriculum specialist.
- **Arts education advocacy**  
Profile the state of arts education in the region: how many schools have arts specialists, teaching how many students, for how many minutes, at what levels. Distribute this information to make people aware of the region's arts education strengths and gaps.  
  
Long term arts education goal: Encourage public and parochial schools in Region 11 to provide a program of sequential arts education taught by qualified, licensed arts teachers.  
  
Encourage local arts education advocates to organize community advocacy groups to advocate for arts education in their schools. Support campaigns for that purpose.
- **Artist information**  
Encourage and support the development of the region's professional artists. Respond to artists' top priority requests for information in the 2005 constituent survey with web information including: providers of business development instruction and insurance, marketing and grant opportunities, and providers of legal services.
- **Nonprofit information and referrals**  
Keep current with state and national trends (conferences, reading, and networking) to respond to constituent requests for information. Maintain key reference books and contact information for state and national service organizations. Provide web links to the most useful resources. Distribute "news you can use" directing constituents to resources and solutions by email.
- **Advocacy**  
Share information on advocacy and funding issues from the state with regional constituents. Participate in the organizing and communication efforts of Indiana Advocates for the Arts. Work with local media (through the Regional Advisory Council) to promote and advocate for the arts locally. Advocate for the arts by maintaining JCAC's membership in Indiana Advocates for the Arts, Arts Alliance Indiana, and as Regional Partner with the Indiana Arts Commission. Distribute arts

advocacy alerts with a target distribution list of 200 constituents in 2006 and 300 by 2007.

**c. Provide Technical Assistance**

- **Nonprofit workshops**  
Enhance the regions' nonprofit organizational effectiveness through volunteer and professional leadership development. Respond to 2005 regional survey. Highest priority needs for nonprofit management workshops are help with 1) fundraising from individuals and business, 2) grant writing, 3) marketing/audience development, 4) facilities improvement, and 5) board and volunteer development. Strategic planning is of interest to some nonprofits. Target number of group seminars/workshops is 5 in 2006 and 8 in 2007. Target for organizations served individually in 2006 is 17 and in 2007 is 20. Schools: 2006-15 and 2007-18.
- **Collaborate**  
Identify and collaborate with other agencies to provide workshops and services. Direct inquiries to other agencies as appropriate.
- **Staff consultations and referrals**  
Refer calls for assistance to Regional Services Coordinator as appropriate. Other staff members provide as appropriate within their level of expertise. Price an 800 number for the JCAC. Target for 2006 is 5 group consulting services and for 2007, 7 services. Target for individual consultations is 60 in 2006 and 70 in 2007.
- **Teacher training**  
In partnership with the Kennedy Center, Jasper teachers will learn how to include the arts across the curriculum through a series of workshops and in-services (2006). In 2007 offer a region-wide summer institute where regional teachers would be invited to participate and work with Kennedy Center artists.
- **Artist training**  
Provide professional development workshops as requested in the 2005 constituent assessment. Highest priority needs are 1) business management, 2) marketing, 3) grant writing, 4) insurance, and 5) arts business law (copyrights, contracts). We don't say when we will provide these.

**d. Conduct Cultural Planning**

- Conduct regional needs assessment through survey research, focus groups, and target interviews with the help of the Regional Advisory Council (complete in 2005 and repeat in 2008.)
- Advisory Council and JCAC board approve this regional plan in fall of 2005 and present to the IAC in December 2005.
- The Advisory Council will annually monitor progress to implement the plan.
- Make an interim report of progress to IAC in August 2006 and again a final biennial plan report in 2007. Report as required through the life of the plan.
- Develop a new biennial plan (grant proposal) to the IAC in 2007.
- Update this strategic plan and integrated regional plan in 2008.

#### e. Maintain communication with the IAC

- Clarify the unique role of the municipally-appointed Commission so that IAC panelists understand that a municipal ordinance requires that JCAC Commissioners be appointed by the mayor and city council, and that JCAC balances this with an active Regional Arts Advisory Council representing each county in the region.
- Clarify that JCAC has an arts programming and curriculum enhancement role in Jasper and a funding and service role throughout the region.
- Acknowledge the benefits of JCAC serving as Regional Arts Partner to the Region 11: nonprofits are getting access to grants that would not otherwise be available: information, services, and technical assistance.
- Acknowledge the regional partnership benefits to the City of Jasper and JCAC: visibility is enhanced in the region, builds markets, and some funding; 96% of survey respondents correctly identified JCAC as their Regional Arts Partner.

#### ❖ VISUAL ARTS, PERFORMING ARTS AND EDUCATIONAL PROGRAMMING GOAL

Offer quality arts and educational programming at the Jasper Arts Center, the JCAC satellite space, in the Greater Jasper Consolidated Schools, and in the community that responds to citizen interests and raises arts awareness and appreciation.

##### a. Performing Arts

- Continue to offer the highest quality performances from a conscious mix of genres across multiple years' program offerings.
- Plan and present three performing arts series: Performers Series, Backstage Series, and Family Series.
- Continue the intimate setting of the "Backstage Series."
- Consider price increases annually or bi-annually to improve earned income in most popular programs or series.
- Develop single ticket audience by scheduling second performances by artists based on interest and cost-benefit to JCAC.
- Present ARTventures, summer art camp, each summer.
- Organize and promote the annual JCAC Chalk Walk Arts Festival.
- Provide rental space for artists, arts and community organizations, and businesses.

##### b. Visual Arts

- Host monthly visual arts exhibits in the Krempp Gallery featuring artwork from local, regional, and nationally-recognized artists – annual Juried Show, Student Art Month, and nine other exhibits, group and solo shows.
- Maintain balance between local, regional, and national art exhibits.
- Consider extending length of exhibitions to six weeks each.
- Present ARTventures, summer art camp, each summer.
- Organize and promote the annual JCAC Chalk Walk Arts Festival.
- Offer the visual art lecture series.
- Offer visual arts classes and workshops in the fall, winter, and summer at the satellite space.

- Provide rental space for artists, arts and community organizations, and businesses.

### c. Education

- Enhance the basic curriculum with arts experiences for students in the Greater Jasper Consolidated Schools Corporation and the two Jasper parochial schools.
- Provide two education-based arts programs for every child enrolled in the Greater Jasper Consolidated School Corporation and the Jasper parochial schools each year in partnership with the schools.
- Involve local artists in school programs where appropriate. Make referrals to local artists directory when requests are received from schools.
- Provide opportunities for lifelong learning in the arts.
- In conjunction with the Kennedy Center for the Performing Arts (Washington, DC), offer a series of professional development workshops for teachers in the Greater Jasper Consolidated School Corporation to encourage arts integration through the curriculum.
- Continue annual program of quality arts residencies featuring performances, workshops, master classes, clinics, and other services involving students, minorities, community, and area residents.
- Evaluate the success of the regional program offerings held at the Jasper Arts Center for grades 6-8 and determine program's future.

## ❖ MARKETING GOAL

Promote increased awareness and participation in programs of Jasper Community Arts.

### a. Building Awareness

- Solidify (Brand) Logo and ensure consistent use. Use Jasper Community Arts instead of Jasper Community Arts Commission in relationship to the logo. Incorporate the positioning statement, *pART of your life*, into the logo design.
- Establish a marketing committee utilizing board and community members.
- Develop a line of JCAC merchandise to sell in the Krempp Gallery.
- Ask visiting artists to donate CDs, posters, or photos that could be used as giveaways.
- Create contests and use billboard and banners to gain interest and excitement.
- Use more photos in all promotional materials
- Hold open houses and special events to cater to new members of the community.
- Develop a Power Point presentation about the JCAC to use promotionally, especially when speaking to community clubs and organizations.
- Involve board members as advocates to attend city council meetings, speak to community clubs and organizations, attend community events such as the Senior Fair, Family Festival, and meet personally with school and government officials.
- Create a volunteer tracking system to record the number of volunteers and the number of hours served by those volunteers.
- Record data over a three-year period to track attendance figures at programs and events, focusing on the economic impact of the arts on the community.
- Purchase advertising in regional tourism publications and work with area convention and visitors bureaus and tourism agencies to promote the Jasper Arts Center/Krempp Gallery as a regional tourism destination.

## **b. Building Audience**

- Embrace Internet technology, such as online ticket sales through JCAC website and e-mail newsletters to gain market share from families and younger patrons.
- Expand audience by promoting Jasper Arts Center as a regional cultural destination.
- Seek attendee input into performing arts programming by creating one audience survey and one web site survey each season.
- Consider using “audience” survey as newsletter insert to offer opportunity for non-attendees to have input into what is programmed.
- Develop improved marketing materials to better promote the JCAC student rush ticket program.
- Continue annual season guide promoting performing, visual, and educational events and other JCAC sponsored arts programming and activities.
- Continue publication of pARTcipate newsletter and increase distribution. Target 5,000 in 2006 and 6,000 in 2007.
- Continue to promote wherever possible both series and individual ticket sales.
- Seek free radio shows to further event sales.
- Consider part-time staff or agency contract to advance all marketing areas.
- Pitch feature story ideas to area press.

## **❖ JCAC CAPACITY BUILDING GOAL**

Govern, manage, and support the Jasper Arts Center to bring programs and services to citizens.

### **a. Funds development**

- Work with the City of Jasper Common Council to increase funding for Arts Department operations annually.
- Orient new Jasper City Council members, as they are elected, to the arts and JCAC.
- Work with Friends of the Arts to secure private-sector operating funds for programs.
- Work with Friends of the Arts to build Endowments (Friends endowment for education through Dubois County Community Foundation and JCAC endowment for facility maintenance and long-term JCAC development.)
- Establish an Arts Center Expansion/Renovation fund through the City of Jasper to save for future facility improvements.
- Seek out grant opportunities related to capital improvements.

### **b. Governance**

- Continue annual planning and evaluation meeting for board members.
- Identify, recruit, and nominate to respective appointing body/person, candidates who can and will work to advance shared goals of the JCAC.
- Activate Commissioner term limits to encourage best work, and to open the JCAC to new people/new ideas.

### **c. Planning and evaluation**

- Monitor progress to implement this strategic plan with regular progress reports at JCAC and Regional Advisory Council meetings.
- Assess program results with participant evaluations and tracking participation.
- Make minor changes to the strategic plan as changes occur and revise the plan in 2008 as part of renewed regional assessment and planning.

**d. Staff/Board development**

- Maintain a staff of qualified professionals.
- Contract with a Regional Services coordinator as City policy prohibits employing staff whose responsibilities are directed beyond the City of Jasper.
- Provide and advocate for professional development, performance appraisal, and adequate compensation of staff.
- Develop a board orientation packet with board member job description. Develop a time and talent sheet to gain information on board members' interest and abilities.

**e. Facility**

- Continue to work with City to maintain building and grounds in top condition
- Increase building use by implementing initiatives that make it easier for outside groups to rent and use space in the Jasper Arts Center.
- Market to outside renters to meet rental budget. Send rental information to members of area chambers of commerce, tourism agencies, and not-for-profit organizations.
- Seek, where possible, multiple facility uses of the same day and/or time to increase use without substantial staff increase.
- Develop plan for annual upgrading of internal computer system, including equipment and software. Budget accordingly.

**f. Long-term facility improvements**

- Identify needs and assess the feasibility of a capital campaign to address needs of the Jasper Arts Center including but not limited to ADA accessibility, restrooms, visual arts exhibitions, classrooms, and storage.
- Review architectural schematics when prioritizing needs.
- Select prospective donors who can assist in seeking funds for building additions/redesign. Ask their input with plans prior to moving project forward.
- Document utilization and other data to support stated needs.
- Draft compelling case statement to explain and develop support for needed improvements.
- Determine best funding options: seek input from those sources' spokesperson to engage them in the process and the improvements needed.