



A STRATEGIC PLAN

TO STRENGTHEN ARIZONA THROUGH THE ARTS

2015 - 2020

The Southern Arizona Arts and Cultural Alliance (SAACA) was created in 2009 to preserve, advance and create new arts and cultural opportunities for engagement in Southern Arizona. The organization grew out of the established Greater Oro Valley Arts Council, a local nonprofit organization dedicated to enhancing the quality of life in Oro Valley through advancement of the arts.

With funds generated through grassroots community support from individual donors, special event revenues, grants and collaborative business partnerships, SAACA provides diverse engagement opportunities for artists, organizations, businesses and individuals in the community.

SAACA is committed to the economic and cultural development of Southern Arizona. We accomplish our mission through three primary methods; first, through the creation and production of diverse arts centric community festivals and events; secondly, by establishing collaborative and innovative arts and business partnerships; and thirdly, through the establishment of networked and organized groups of artists and art organizations, and the engagement opportunities provided to them as a result.

Over the past 5 years, SAACA has created over 150 cultural diverse programs, festivals and events creating over 200,000 opportunities for unique arts experiences in Southern Arizona.

In July 2014, the Southern Arizona Arts and Cultural Alliance celebrated our fifth anniversary as an organization. Owing to the organizations continued success and financial solvency, the milestone has afforded a new opportunity for an updated Strategic Plan which will focus on the larger and long term role the organization will play in the Arizona community over the next five years. This renewed focus will be essential in the planning and execution of vital programs offered by the organization, as well as the steps needed to achieve the updated vision for the Arts.

The updated Strategic Plan aims to explore, identify and determine a clear relevant direction for the organization into 2020. The updated Strategic Plan will focus on working towards a long term vision for the organization with the input of identified stakeholders. The purpose of this strategic plan is to articulate the long-range direction and priorities for the Southern Arizona Arts and Cultural Alliance. The objectives and strategies described in this document will be examined by the Board of Directors. Our new strategic plan will strengthen this cornerstone of agility, innovation, and resiliency.

VISION STATEMENT

Providing new opportunities and leadership for the arts to transform people, communities and the daily lives of individuals everywhere.

MISSION STATEMENT

The Southern Arizona Arts and Cultural Alliance (SAACA) is a nonprofit organization dedicated to the creation, preservation and advancement of the Arts.

GOALS

GOAL #1

Ensuring organizational sustainability

Ensure financial and operational stability of the organization, while enabling an ongoing ability to respond to new opportunities and challenges presented

GOAL #2

Increasing the relationship between business and the arts

Building a collaborative environment between businesses and the arts communities

GOAL #3

Strengthening the collective voice and organization of the arts and cultural communities

Advancing a more cohesive voice and representation of artists, organizations and arts and cultural communities

GOAL #4

Establishing new diverse arts and cultural engagement opportunities

Creating new programming and events which engage a broad and diverse range of arts and cultural communities.

MAJOR ISSUES

- Exploring opportunities and challenges with a possible statewide services and program expansion of the organization
- Uncertainty in availability of operational funding for the organization at the State, Federal and Local level.
- Ever changing needs and challenges for the artist communities, arts and cultural organizations and individual artists in the community.
- Need for stronger advocacy and education for arts funding Statewide
- Lack of cohesive voices and organization within the arts and cultural communities.
- Dwindling funding opportunities from grants and business allocations
- Vision exercise maintain relevance in a changing climate
- Identification of existing resources and existing services in the Arts and Cultural community, to ensure non duplication of efforts.
- Identify the most relevant role the organization should play in Arts Education, under the current Arizona Education climate

CORE AUDIENCES

Who will be involved in the decision making process

- Mixed stakeholders
- Local Arts organizations, Arts and Cultural groups and individual Artists
- Private sector
- Arts advocates, event attendees, program participants
- Elected officials and policy influencers
- Organization partners (media, sponsors, donors)
- Arts Educators and representatives

OBJECTIVES & STRATEGIES

GOAL #1 Ensuring organizational sustainability

Ensure financial and operational stability of the organization, while enabling an ongoing ability to respond to new opportunities and challenges presented

GOVERNANCE OBJECTIVE

Improve efficiency, impact and effectiveness of the Board of Director roles and responsibilities (Creating a culture of Governance, Leadership & Stewardship)

	DUE	BOARD	STAFF
Increase annual Board Meeting frequency to 6 annual meetings	2014	BOARD	
Create updated Board of Directors Roles and Responsibilities Control Document	2014	BOARD	CEO
Create, adopt and enforce updated Board Handbook Policies and Procedures (Conflict of Interest Document, Board of Director Fundraising Expectations, Commitment Forms, Confidentiality Agreement, Code of Conduct, Board Diversity, Job Description, Communications Policy, Chain of Command, Whistleblower, Privacy, Scope of Authority)	2014	BOARD	CEO
Carry out biannual organization SWOT analysis (Strengths, Weaknesses, Opportunities, Threats) analysis to assess your strengths, weaknesses, opportunities, and threats	JAN 2015	BOARD	CEO / STAFF
Implement and adopt accepted document management policy	2014	BOARD	STAFF
Implement new Board Meeting Structures to efficiently conduct Board Meetings (Dashboard Reports, time monitoring, planned Board Agendas, consent agenda) Fiduciary, Strategic, Generative	2014	BOARD	CEO
Create and publish biannual report on activities, accomplishments and financials of organization	JULY (ann.)	BOARD	CEO
Engage in approved annual lobbying and advocacy activities	ONGOING	BOARD	CEO/STAFF
CEO and Board of Director Succession Plan created	2014		CEO
Chart Board of Director Performance annually (Identify leadership: Thank, Fundraisers, Ambassadors)	JULY (ann.)	BOARD	
Conduct annual visioning and mission session to establish updated Strategic Plan for the organization	2014	BOARD	CEO/STAFF
Establish and Document Board Orientation Process, with Training Packet	2015	BOARD	
Implement and enforce 3 year maximum Board Terms	JULY 2015	BOARD	
Implement Board > CEO & CEO > Board Relationship Policy (Expectations and Evaluation)	JAN 2015	BOARD	CEO
Create and distribute Biweekly Board Email Updates (programming, program performance)	ONGOING		CEO
Implement Board > Management Staff Relationship and Limitations Policy	ONGOING	BOARD	
Adopt Gift Acceptance Policy	2014	BOARD	
Create new Board Committee purpose, roles and responsibilities, and structure chart (Executive Committee, Finance & Audit Committee, Fundraising Committee, Marketing & Communications)	2014	BOARD	CEO
Conduct annual Board Diversity analysis to ensure equal representation in key audience, demographics and individuals served are represented	JULY 2015	BOARD	
Become more effective leaders by studying leadership models, extracting and employing those that work best for The Southern Arizona Arts and Cultural Alliance, and adjusting and stepping beyond the models when innovation is required.	ONGOING	BOARD	CEO / STAFF

STAFFING OBJECTIVE

Hire, train and maintain a strong and qualified management staff to lead the organization into a sustainable future

	DUE	BOARD	STAFF
Create updated Paid Time Off (PTO) charting, accrual and management database	2014		CEO
Implement and create New Hire Training Process Document	2014		CEO
Update Employee Handbook to ensure compliance with all updated Human Resources requirements	2014		CEO / HR
Establish up to date Employee files with accepted evaluation methods and reports	2014		CEO
Participate in annual Strategic Planning Sessions and Mission / Vision updates	2014	BOARD	CEO / STAFF
Refine and update all Staff Roles and Responsibilities	2014		CEO / STAFF
Provide ongoing professional and leadership development training for staff	ONGOING		CEO
Actively participate in program budgeting processes	ONGOING		CEO / STAFF
Implement adopted policy on staffing retention, hiring and termination processes	2014		CEO
Update annually on benefits and compensation packages offered	JUL (ann.)		CEO
Participate in annual Board Meetings, trainings and retreats	ONGOING	BOARD	STAFF
Intern, hourly staff, temporary hired staff accepted policies and limitations	FEB 2015		CEO / STAFF
Create long term planning, training process and policies pertaining to volunteer training	MAY 2015		CEO / STAFF
Operations Manager annual HR training and updates	JUNE (ann)		CEO / STAFF
Maintain updated internal Organization Chart	ONGOING		CEO
Update and train all staff annually on internal Code of Conduct, Human Resources Regulations, and Reporting Processes	JULY 2015		CEO / STAFF

FINANCE

To exercise regular proactive financial management, in order to sustain the ongoing operational health and development of the organizations programs, activities and operations.

	DUE	BOARD	STAFF
Maintain updated internal Control Policies (General Controls, Writing Checks, Deposits, Other Cash, Payroll, Furniture &, Equipment Assets, Inventory Assets, Expenses, Recording Other Transactions, Financial Reporting, Signatory requirements, back up documentation, automated bank controls, restricted funds policy, cash flow management, finance and cash handling procedures, credit and debit policies, chart of accounts, program reporting)	JAN 2015		CEO
Improve efficiency of all accounting processes through the adoption and implementation of Quickbooks Financial Reporting Software. (Transfer accounting system from Peachtree Accounting Software)	JAN 2015	BOARD Finance Com	CEO / STAFF
Implement annual budgeting timelines with assigned responsibility chart	JULY 2015		CEO / STAFF
Maintain annual contract with CPA to conduct a professional and complete total budget and end of year financial review. CPA to attend one annual Finance & Audit Committee meeting to present annual report to committee.	ONGOING	BOARD Finance Com	CEO
Provide annual training to all staff on budgeting and financial forecasting	JULY 2015	BOARD	CEO
Provide Board of Directors with updated and accurate program, event and fundraising goals	ONGOING		CEO
Maintain updated segregation of financial responsibilities template	JAN 2015	BOARD	
Implement bimonthly dashboard reports to chart financial trends	JAN 2015		CEO
Continuously evaluate strategies for generating earned income	ONGOING	BOARD	
Implement two year budget projection schedule and evaluate annually	ONGOING		CEO
Adopt donor designated funds restrictions for donations with a minimum and maximum amount	JAN 2015	BOARD	
Adopt a cash reserves minimum and maximum, with policies and procedures	MARCH 2015	BOARD	

FUNDRAISING

Develop a diversified revenue stream of income, which includes special events and festivals, contract partnerships, grant revenue, individual donors and corporate sponsorships.

	DUE	BOARD	STAFF
Individual Donors: Substantially increase the size, frequency and total amount of donors to the organization	JULY 2015	BOARD	CEO
Implement an updated and comprehensive Individual Giving structure and policies which includes a Donor Bill of Rights, Donor Gift Timeline, Thank You and donor thanking processes, pledge system, online giving, estate planning and planned giving policy	JULY 2015	BOARD	CEO
Increase total number of donors by 10%-20% annually	ANNUALLY	BOARD	
Implement new donor database with increased functionality and tracking mechanisms	JULY 2015		STAFF
Integrate Board of Director into thanking donor processes	JULY 2015	BOARD	
Corporate Fundraising: Develop corporate partnerships by 15% annually with established giving levels and benefits	ANNUALLY	BOARD	
Manage and document all corporate benefits received	ONGOING		STAFF
Grants: Research and develop grant applications for General Operating Support as well as key identified programming	ONGOING		STAFF
Contract Partnerships: Develop contract partnerships as mutually beneficial relationships to help deepen and enrich cultural experiences	ONGOING	BOARD	STAFF / CEO
Establish and manage a Board led committee focused on developing individual and corporate donors	FEB 2015	BOARD	
Seek new local government and municipality partnership contracts based in Arts and Cultural programming (specifically in Oro Valley, Marana, Pima and Pinal County, Tucson, Sahuarita, Green Valley, Sierra Vista, Casa Grande and Tubac)	JUNE 2015	BOARD	

MARKETING & COMMUNICATIONS

Develop a comprehensive marketing and branding plan to adequately relay the message, current programming, mission and vision of the organization throughout Southern Arizona

	DUE	BOARD	STAFF
Branding: establish a more consistent brand to promote the SAACA Logo on all current event and program materials as well as event communications	ONGOING		STAFF
Work with a local graphic designer to create all SAACA events and program designs	ONGOING		STAFF
Website: expand all event info on SAACA website to include more archived event information. Ensure all information on the SAACA website is updated weekly and monthly to maintain the most relevant community information	ONGOING		STAFF
Use community resources to brand the organization and educate the public on SAACA services, programs and events	ONGOING		STAFF
Social Media: Increase presence and brand with consistent brand on all social media	ONGOING		STAFF
Partner with all local media outlets to promote relevant events, festivals and programs (print, radio, TV, social)	ONGOING		STAFF
Publish and create post-event marketing reports for all annual events and programs with net revenues over 15K and/or contract partnership agreements over 10K	ONGOING		STAFF
Enhance communication with constituents and the general public through more frequent and targeted communication through newsletter, e-briefs, social media, web and other electronic media	ANNUALLY	BOARD	CEO
Establish chain of command protocols for communication processes and accepted verbiage for use by staff, volunteers and Board of Directors	JAN 2015		CEO
Simplify the SAACA website to clearly communicate a clear mission and vision	FEB 2015		CEO / STAFF
Continue to grow and expand the SAACA e-mail database to utilize as the primary contact method for information on events, mission and vision as well as stories of business and arts collaborations	ONGOING		STAFF
Highlight innovative and effective ways to enrich arts experiences through all communication methods	ONGOING		CEO
Utilize SAACA communications outlets to promote advocacy and awareness for the arts	ONGOING		STAFF

GOAL #2

Increasing the relationship between business and the arts

Building a collaborative environment between businesses and the arts communities by increasing the ability of local businesses of all sizes to interface with the arts at the management and employee level, as well as utilizing arts and cultural programming onsite to increase business development practices.

Maintain annual membership and local affiliate status with the National Business Committee for the Arts – Southern Arizona Business Committee for the Arts.	ANNUALLY		CEO
Expand the membership of the Southern Arizona Business Committee for the Arts by 20% each year	ONGOING	BOARD	CEO / STAFF
Collect and disseminate success stories of increasing arts and business partnerships presented by the Southern Arizona Arts and Cultural Alliance partnerships executed with employee arts integration, branding businesses through the arts, volunteer and business arts partnerships, and building businesses through arts centric initiatives and programs.	ONGOING		CEO / STAFF
Seek out new opportunities for business and their employees to contribute to SAACA in a variety of ways, including volunteer hours, financial resources, and professional leadership, offering tangible benefits to each support system	ONGOING	BOARD	CEO STAFF
Promote the National initiatives as set forth by the National Business Committee for the Arts (Administered by the Americans for the Arts)	ONGOING		CEO / STAFF
Establish annual Board and Staff meetings with key Local and State Arts and Cultural leaders to identify collaborative direction and visioning	ONGOING	BOARD	STAFF
Conduct a resource survey of arts and cultural organizations, to determine gaps of services provided and existing	MAY 2015	BOARD	CEO
Maintain the accessibility of membership for all levels of business with moderate membership fees	ONGOING		CEO / STAFF

GOAL #3

Strengthening the collective voice and organization of the arts and cultural communities

Advancing a more cohesive voice and representation of artists, organizations and arts and cultural communities

Identify dynamic mechanisms to establish the organization as the central resource linking the individuals, business and organization to the arts and artists in the community	JULY 2015	BOARD	CEO
Over the next five years The Southern Arizona Arts and Cultural Alliance will focus on strengthening its working relationships with three key partner groups as a path to achieving the community-impact objectives.	ONGOING	BOARD	CEO
Regularly communicate, interacts and draw measurable feedback from identified stakeholders in the community, to establish priorities and initiatives in the community	ANNUALLY	BOARD	CEO
Increase the leadership roles that staff, trustees, volunteers, and donors play on key issues in Southern Arizona, especially those identified as our community-impact objectives.	ONGOING	BOARD	
Become more effective leaders by studying leadership models, extracting and employing those that work best for The Southern Arizona Arts and Cultural Alliance, and adjusting and stepping beyond the models when innovation is required.	ANNUALLY	BOARD	CEO
Participate in local, regional and national conversations about arts advocacy, education and advancement	ONGOING	BOARD	CEO STAFF
Establish a working dialogue with Southern Arizona Arts and Culture Nonprofits through a series of one-on-one and community meetings	2015	BOARD	CEO
Conduct a comprehensive survey of all local Southern Arizona Arts and Culture Nonprofits to better understand the needs and services the organization may offer in the greatest area of need	2015		CEO
Collaborate on programming and events with cross sector Nonprofit organizations in Southern Arizona to expand the coverage	ONGOING		CEO
Establish and maintain effective, flexible relationships with nonprofits so that we can work together to achieve our goals, as community needs change and evolve over time.	ONGOING	BOARD	CEO

GOAL #4

Create and cultivate diverse arts and cultural engagement opportunities

Creating new programming and events which engage a broad and diverse range of arts and cultural communities.

EVENTS & PROGRAMS			
Promote the SAACA Logo on all current event and program materials	2014		STAFF
Use community resources to brand the organization and educate the public on SAACA services, programs and events	ONGOING		STAFF
Provide exhibition opportunities and ongoing services to artists and the arts in all Southern Arizona Communities	ONGOING		CEO / STAFF
Establish, maintain and grow collaborative artistic events and programs with the business community in varied mediums and genres, with a manageable annual calendar of events commensurate with staffing abilities	ONGOING		STAFF
Maintain a high standard of arts and cultural programming within the community	ONGOING		
Provide a varied and active calendar of events and arts and cultural program			
Maintain all programming accessible to all ages and physical capacity at all presenting venues (in line with the ADA / Accessibility standards)	ONGOING		CEO
Conduct annual program evaluation assessing mission, vision and goals achieved or not achieved	ANNUALLY	BOARD	CEO / STAFF
Expand the activities of the organization to become one of the largest Arts and Cultural organization in the Southern Arizona region, providing serves and programs to all communities	ONGOING	BOARD	CEO
Evaluate each program on Arts and Cultural relevancy, community need, collaborative partnerships and financial sustainability.	ANNUALLY	BOARD	CEO

OUR WAY FORWARD

As we implement this strategic plan, The Southern Arizona Arts and Cultural Alliance will work with identified stakeholders who will help us craft the tactics and activities that will best achieve our community-impact objectives.

Listening to the Community: How We Will Establish Our Strategic Priorities

The strategic plan is a broad road map and there is still much to be determined relative to implementation. Over the coming years, the Southern Arizona Arts and Cultural Alliance will draw a wide range of identified stakeholders to participate in the conversation.

For over 17 years, as both the Greater Oro Valley Arts Council and the Southern Arizona Arts and Cultural Alliance, thousands of Southern Arizona residents have entrusted the organization to be a responsive and agile servant to the community. This strategic plan embodies our continuing commitment to listen to the diverse voices of the community, deepen our partnerships in every sector, and share the lessons and benefits that emerge from our work.

As we look to the future, accelerating change, increasing complexity, and continued uncertainty, we will ultimately be defined by our ability to adapt our strategic model into a sustainable future. In the midst of these challenges, our intent is clear: the Southern Arizona Arts and Cultural Alliance is a nonprofit organization dedicated to the preservation, expansion and creation of Arts and Culture in Southern Arizona. This plan sets us on a trajectory for deepening our impact and improving every aspect of our operation. As we carry out this plan, we anticipate seeing a number of important benefits.