



901 15th Avenue
South Milwaukee, WI 53172

Strategic Plan 2008-2011

CONTENTS

Contents.....2

Overview

 Introduction.....3

 Our Gratitude.....3

 Four Future Opportunities.....3-4

Mission & Values

 Mission.....5

 Values.....5

Marketing

 Marketing Goals, Objectives & Strategies.....6-7

Audience Development

 Audience Development Goals, Objectives & Strategies.....8-9

Personnel

 Personnel Goals, Objectives & Strategies.....10

Development/Finance

 Development/Finance Goals, Objectives & Strategies.....11-12

Capital/Equipment

 Capital/Equipment Goals, Objectives & Strategies.....13

Institutional Stability

 Institutional Stability Goals, Objectives & Strategies.....14

Conclusion.....15

OVERVIEW

INTRODUCTION

To be as inclusive as possible, and to invite different points of view, the South Milwaukee Performing Arts Council Board (Council) first held a round-table discussion with 30 community members and consultant Ellen Rosewall. Then a survey was developed that was issued to patrons and members of our mailing list. The survey gathered information regarding audience demographics, opinions on our performance and performances, and changes and/or additions they would like us to incorporate. Approximately 130 people responded and from those responses, ideas were gathered to formulate our next steps. The Council Board, South Milwaukee Performing Arts Center (SMPAC) Director and our intern at the time then met on two occasions to brainstorm ideas under the categories found on the following pages. The following plan was developed using these ideas.

This process began in May 2007 with a final plan approved by the Board of Directors at the **January 2008** meeting. This plan addresses the years 2008 to 2011 and the goals articulated below refer to the year 2008.

OUR GRATITUDE

The work that follows is the result of the inspired thinking of many dedicated people in many meetings over eight months. We are grateful for the depth of their commitment, the originality of their thinking, and the generosity of their spirit.

FOUR FUTURE OPPORTUNITIES

In considering how the SMPAC will be different in 2011 from how it is now, all the minutes of all the meetings and all the thoughts and ideas seem to distill into four key opportunities that will guide the growth and development of the SMPAC. What follows is our vision of the SMPAC in 2011:

1. AUDIENCES AND PROGRAMMING

The SMPAC will have committed audiences for whom our programming is reflected. With an increase in audience size and demographic will come an increase in the number and type of programs offered. It is our goal to have a family/children's series, day-time school series and classes/workshops and other fun events in addition to our already wonderfully supported performing arts series.

2. STAFF

The 2007-2008 season is a pivotal one in the history of the SMPAC. Having a full-time intern allowed us to see where we can and need to take our organization. It is time to hire a full-time assistant to free up our director's time in order to begin achieving our fundraising goals. It is time for the director to think about our future and not be dealing with the day-to-day tasks of the theatre. If we make this change now, our organization will grow substantially in the next three years, at which time we will need to make our Technical Director a full-time position to maintain the needs of the SMPAC.

3. FUNDING

Our support in the greater community has grown significantly. It is time to teach our patrons new ways to support us. It is time to begin fundraising. If we start implementing our ideas now, we will have a financially strong organization in 2011 with a self-sustaining performing arts series.

4. FACILITY

The care and responsibility of the SMPAC has been entrusted to us. We must show the community we take this responsibility seriously. By assessing our capital needs now and developing a strategy for replacement, maintenance and new acquisition, we will have a beautiful and full-functioning facility in 2011, just as we do today.

MISSION & VALUES

MISSION

The South Milwaukee Performing Arts Center's mission is to enrich the community by providing creative, innovative, and diverse performing arts and life-long learning experiences, as well as a professionally managed facility for community and regional organizations. Our vision is to be a performing arts center that delivers outstanding and diverse performance events and services to the students, district, community and greater South Shore area.

The South Milwaukee Performing Arts Council is a soon-to-be nonprofit board that serves the South Milwaukee Performing Arts Center through fundraising initiatives that enable the SMPAC to continue offering its annual Performing Arts Series and additional events and initiatives as seen appropriate and necessary. The board assists in the planning of each performing arts series and other important tasks that serve the SMPAC as needed.

VALUES

- ♪ We are a professional facility and organization that provides our patrons with quality artistic performances and entertainment accessible to all.
- ♪ We share our knowledge of and love for the arts with both children and adults through our programming and educational workshops provided by the artists we employ.
- ♪ We work hard to reach a large audience through diverse programming.
- ♪ We create a sense of community ownership by providing not only a facility for arts and entertainment, but also a facility in which to gather and socialize with fellow arts patrons.
- ♪ We respect our patrons and guest artists and strive to serve them in a friendly and welcoming manner.
- ♪ We understand the trust that has been granted to us to serve this community and facility, and we do so with the greatest intentions toward achieving fiscal stability in a timely manner.
- ♪ We express the artistic conscience of our community while also expanding its artistic vision.
- ♪ We strive to create lifelong memories through our performing arts series and the value-added events that accompany them.

MARKETING

MARKETING GOALS, OBJECTIVES & STRATEGIES

GOAL 1: Develop a Marketing Plan.

OBJECTIVES	YEAR	STRATEGIES:
A. Develop a concise plan to guide the organization's marketing mission.	1	<input checked="" type="checkbox"/> Research demographics of current & future audiences through survey & 2000 census
	1	<input type="checkbox"/> Research partnerships & collaborations to help reach our audiences
	2	<input type="checkbox"/> Establish relationships with partners & collaborators
	1	<input type="checkbox"/> Research effective marketing strategies
	1	<input type="checkbox"/> Develop plan based on these findings
	2-3	<input type="checkbox"/> Acquire data to analyze effectiveness of plan
	2-3	<input type="checkbox"/> Update as necessary

GOAL 2: Establish SMPAC's Identity to clearly define the organization to patrons.

OBJECTIVES	YEAR	STRATEGIES:
A. Redesign & maintain website	1	<input checked="" type="checkbox"/> Research designers
	1	<input checked="" type="checkbox"/> Select new designer
	1	<input checked="" type="checkbox"/> Move PAC website to school district server
		<input checked="" type="checkbox"/> Regularly update site—Assign to PAC Assistant
B. Establish SMPAC brand.	1	<input type="checkbox"/> Establish consistent language and designs
	1	<input type="checkbox"/> Produce consistent public relations, advertising and marketing materials.
	1	<input type="checkbox"/> Establish efficient proofing process before materials are distributed: work with PAC Assistant
C. Purchase/Create professional signage throughout facility	1	<input type="checkbox"/> Fundraise \$2,500 to purchase signs for hallways
D. Implement signage to assist patrons when traveling to SMPAC	1	<input type="checkbox"/> Collaborate with cities and county to implement street and highway directional signs for SMPAC

GOAL 3: Provide excellent customer service

OBJECTIVES	Year	STRATEGIES:
A. Staff box office with staff/volunteers other than director	1	<input checked="" type="checkbox"/> Submit request to school board for funding of full-time

OBJECTIVES	Year	STRATEGIES:
	1	assistant <input checked="" type="checkbox"/> Hire full-time assistant
C. Offer online ticket sales	1 1 1	<input checked="" type="checkbox"/> Director meet with Marcus Promotions to finalize details <input checked="" type="checkbox"/> Add link to Marcus Promotions website from SMPAC website <input checked="" type="checkbox"/> Announce new service to patrons <input checked="" type="checkbox"/> Keep ticket sales information up-to-date: Assign to PAC Assistant
D. Develop creative and entertaining ways to reach & engage audiences	2 2 2 3	<input type="checkbox"/> Research strategies used by other organizations <input type="checkbox"/> Brainstorm for new ideas <input type="checkbox"/> Customize approach for our audiences <input type="checkbox"/> Implement with 5 th season celebration

AUDIENCE DEVELOPMENT

AUDIENCE DEVELOPMENT GOALS, OBJECTIVES & STRATEGIES

GOAL 1: Define and understand target audience in order to increase attendance and maximize revenues.

OBJECTIVES	Year	STRATEGIES:
A. Define target audiences	1	<input checked="" type="checkbox"/> Analyze demographics of current and potential audiences
	1	<input checked="" type="checkbox"/> Acquire zip code information from area arts organizations
B. Expand & diversify audiences	2	<input type="checkbox"/> Include cultural/ethnic programming in series
	3	<input type="checkbox"/> Program events geared toward specific audience groups (comedy, family/youth-oriented programming)
C. Establish consistent contact with audiences	1	<input type="checkbox"/> New marketing plan will establish our brand identity
	2	<input checked="" type="checkbox"/> Develop monthly/bi-monthly newsletter--print & electronic
	1	<input checked="" type="checkbox"/> Create updated materials accessible at SMPAC (program inserts, flyers, brochures, take-alongs)
	1	<input checked="" type="checkbox"/> Penetrate market with information at convenient locations for our patrons (library, grocery store, bank, place of work) (also done through partnerships & collaborations)
D. Develop annual events to engage and develop our audiences	2	<input type="checkbox"/> Research fun, free or inexpensive events for current & potential audiences to attend to "get to know the PAC & staff"
	2	<input type="checkbox"/> Add one to two events per year—use 5 th anniversary to help launch events
	2-3	<input type="checkbox"/> Analyze effectiveness of events
	3	<input type="checkbox"/> Add, subtract or change events as needed

GOAL 2: Deepen audience commitment through memorable arts & entertainment experiences and superior service.

OBJECTIVES	YEAR	STRATEGIES:
A. Increase the subscriber base.	1	<input checked="" type="checkbox"/> Offer subscription discounts and benefits for return subscribers, new subscribers.
	2	<input type="checkbox"/> Develop a “refer-a-friend” subscription program
B. Increase commitment to the institution.	1	<input type="checkbox"/> Develop programs for new patrons to encourage them to attend and return in the future. (onsite babysitting, discussion groups, provide ways for them to give feedback, give them ownership)
	2	<input type="checkbox"/> Create stimulating displays in the lobby about the theater experience.
	1	<input type="checkbox"/> Offer value-added experiences with performances (dinners, “behind-the scenes looks,” meet & greets, before & after Q&A)
	1	<input type="checkbox"/> Offer specialized services on an as-need basis for patrons (rides to and from performances, payment plans)
	1	<input type="checkbox"/> Develop events to involve community to show our support & commitment to it (\$5 off tickets with donation to food drive)

GOAL 3: Expand current programming to increase and diversify audiences and offerings.

OBJECTIVES	YEAR	STRATEGIES:
A. Offer a family/youth series	2	<input type="checkbox"/> Research artists geared toward this audience
	2	<input type="checkbox"/> Add 2-3 performances per year until able to sustain a series of 4 or more performances
B. Offer daytime school matinee series	2	<input type="checkbox"/> Work with already-established education committee to choose programming for various grade levels
	3	<input type="checkbox"/> Offer 3-5 performances per year
C. Offer senior matinees	2	<input type="checkbox"/> Research performances appropriate for matinee performances
	3	<input type="checkbox"/> Work with area organizations and businesses (senior centers, senior care facilities) to promote and bring groups to performances
D. Offer lecture series	2	<input type="checkbox"/> Research lecture circuit
	2	<input type="checkbox"/> Research audience needs
	3	<input type="checkbox"/> Add 1-2 lecture events first year
	3	<input type="checkbox"/> Analyze response and add or subtract events as needed

OBJECTIVES	YEAR	STRATEGIES:
E. Offer additional programming that is free or inexpensive for all age groups and audiences	2	<input type="checkbox"/> Offer film series for children/families & classic film series
	3	<input type="checkbox"/> Offer evening and weekend activities, workshops (art classes, acting classes, clowning workshops, seasonal activities—Christmas crafts) in partnership with recreation department

PERSONNEL

PERSONNEL GOALS, OBJECTIVES & STRATEGIES

GOAL 1: Establish sufficient staffing levels in order to fully serve the community.

OBJECTIVES	YEAR	STRATEGIES:
A. Hire qualified staff at appropriate levels.	1	<input checked="" type="checkbox"/> Work with school board to fund a full-time assistant
	3	<input type="checkbox"/> Analyze technical director position to determine need for full-time status
	1	<input type="checkbox"/> Update Director's job description to reflect change from day-to-day work to main fundraiser and strategist for organization

GOAL 2: Increase the number of volunteers and reward them for their time and efforts.

OBJECTIVES	YEAR	STRATEGIES:
A. Recruit and maintain a sufficient number of volunteers to handle the number of events held at SMPAC.	1	<input checked="" type="checkbox"/> Establish recruiting materials (brochures) to have available for people attending the SMPAC.
	2	<input type="checkbox"/> Partner with organizations to have their members volunteer.
	2	<input type="checkbox"/> Partner with area businesses to establish corporate volunteerism.
	1	<input checked="" type="checkbox"/> Provide quality training so volunteers feel informed and take ownership of their duties.
B. Establish fun and rewarding ways to acknowledge volunteers.	1	<input checked="" type="checkbox"/> Provide volunteers with benefits (t-shirts, free concessions, free tickets to events)
	1	<input checked="" type="checkbox"/> Host annual appreciation event
	2	<input type="checkbox"/> Host annual event for volunteers to become acquainted with staff and fellow volunteers
	2	<input type="checkbox"/> Send holiday cards and birthday cards
	2	<input type="checkbox"/> Establish annual volunteer award

DEVELOPMENT/FINANCE

DEVELOPMENT/FINANCE GOALS, OBJECTIVES & STRATEGIES

GOAL 1: Establish a development plan that enables the performing arts series to be self-sufficient by 2011.

OBJECTIVES	YEAR	STRATEGIES:
A. Develop a budget reflecting both earned and contributed revenues	1	<input checked="" type="checkbox"/> Set realistic financial goals for next three years
	1	<input type="checkbox"/> Create monthly reports to monitor success

GOAL 2: Increase both earned & contributed incomes to move toward a balanced and increasing budget.

OBJECTIVES	YEAR	STRATEGIES:
A. Increase earned revenue.	1	<input type="checkbox"/> Through the implementation of this plan, audiences will increase, thereby increasing ticket revenue.
	1	<input checked="" type="checkbox"/> Set appropriate ticket prices based on performance fees and budgets
	1	<input type="checkbox"/> Compare rental fees for other organizations. Set our fees accordingly.
	1	<input type="checkbox"/> Target groups and organizations that need rental facilities.
	2	<input type="checkbox"/> Add 1-2 new rentals each year.
	1-3	<input type="checkbox"/> Maintain 75% of existing rentals.
	1	<input type="checkbox"/> Offer appetizing concessions at reasonable prices.
	1	<input checked="" type="checkbox"/> Sell t-shirts and other merchandise as appropriate.
B. Establish a Research and Development (R&D) committee, whose responsibility is to study and recommend ways to fulfill objective A.	1	<input type="checkbox"/> Create Ad Hoc Committee with community and board members. PAC Assistant serves as chair.
		<input type="checkbox"/> Council Board approves final decisions.
C. Establish contributed funding sources.	1	<input type="checkbox"/> Acquire 501c3 status.
	1	<input type="checkbox"/> Research applicable grants.
	1-2	<input type="checkbox"/> Establish relationships with granting organizations
	2	<input type="checkbox"/> Apply for grants

OBJECTIVES	YEAR	STRATEGIES:
	1 1 1 1 1 1 1 Ongoing Ongoing 1 1 Ongoing	<ul style="list-style-type: none"> <input type="checkbox"/> Establish board/staff commitment <input type="checkbox"/> Develop and implement annual campaign <input type="checkbox"/> Inform audiences of the need for annual campaign <input type="checkbox"/> Establish 2 annual fundraising events (coffee/chocolate tasting, ballroom dance competition, garden tour)—1 first year, 2 third year (these fundraisers will allow the Council to make significant donations to SMPAC for the performing arts series) <input type="checkbox"/> Set sponsorship levels appropriate for each performance and season <input type="checkbox"/> Develop relationships with local businesses and corporations <input type="checkbox"/> Request funding <input type="checkbox"/> Maintain relationships to ensure renewal of support <input type="checkbox"/> Maintain 75% of sponsorships on annual basis <input type="checkbox"/> Create materials with donation information (gifts of stock, bequests) <input type="checkbox"/> Distribute information to patrons <input type="checkbox"/> Establish & maintain strong relationships with key patrons to establish future bequests.
D. Cultivate stewardship of supporters.	1 1 1	<ul style="list-style-type: none"> <input checked="" type="checkbox"/> Recognize supporters in all program books, lobby signage and other places as appropriate <input checked="" type="checkbox"/> Offer special incentives for different levels of giving <input type="checkbox"/> Host annual donor thank you event <input type="checkbox"/> Provide timely and personal acknowledgement and on-going updates where appropriate.

CAPITAL / EQUIPMENT

CAPITAL / EQUIPMENT GOALS, OBJECTIVES & STRATEGIES

GOAL 1: Maintain a state-of-the art, safe and beautiful performing arts center.

OBJECTIVES	YEAR	STRATEGIES:
A. Identify projects and plan for their implementation.	1	<input type="checkbox"/> Develop a comprehensive list of capital needs, with timelines and cost factors, for: <ul style="list-style-type: none"> • Replacement and upgrading of existing technical equipment. • Replacement and upgrading of aesthetic features, e.g. carpet, stage floor, seats • Ongoing business operations, e.g. computers.
B. Prioritize the list and develop a timeline for implementing purchases and maintenance.	1	<input type="checkbox"/> Coordinate with Director, Technical Director, Business Manager and School Board

INSTITUTIONAL STABILITY

INSTITUTIONAL STABILITY GOALS, OBJECTIVES & STRATEGIES

GOAL: Be the preeminent non-profit arts board within the South Shore communities, as measured by community respect and support and by effective fundraising for our mission.

OBJECTIVES	YEAR	STRATEGIES:
A. Maintain a well-informed board through strong leadership and commitment to sustain its mission. The goal is 100% board participation in training and fundraising.	1	<input type="checkbox"/> Set dates for annual Board orientation of new members as well as current non-oriented members.
	1	<input type="checkbox"/> Update board of new information regarding trends within the art-form.
	1	<input type="checkbox"/> Evaluate the Strategic Plan Goals, Objectives & Strategies and progress annually.
		<input type="checkbox"/> Add committees as necessary to address SMPAC needs. Include community members as needed. <input type="checkbox"/> Hold a Board Retreat as needed
B. Recruit new board members based on the specific goals and needs of the organization.	1	<input type="checkbox"/> Review the demographics of the Board annually.
	2	<input type="checkbox"/> Conduct in-depth homework on prospective Board members to ensure they will fulfill a meaningful place on the Board.
	2	<input type="checkbox"/> Review our Board requirements annually for the expectations about contributions, subscriptions, and committee service and convey these expectations to prospective board members during the interview process.
	2	<input type="checkbox"/> Prepare an in-depth bio for all current Board members for circulation to all Board members and staff.

CONCLUSION

It is the board and the staff's intention and responsibility to make this plan a "living plan." Its success depends on our ability to use this plan as an operational blueprint and as a basis for performance assessment. The plan reflects the hard work and creative thinking of many people. This work must be used in order for us to take the SMPAC to the next level.

The South Milwaukee Performing Arts Council Board takes the responsibility for annually performing the assessment and adjustments to the plan. We are grateful to everyone who gave steadfast participation in this demanding process. The result reflects the quality of their work.

