



LOUDOUN ARTS COUNCIL

STRATEGIC PLAN FOR FY 2010-2012

APPROVED February 16, 2010

VISION STATEMENT

The arts and cultural community is a vital, integral component of life in Loudoun County. The Loudoun Arts Council provides leadership and support to a healthy, vibrant arts and cultural community that creates diverse opportunities for quality programs and activities to enrich the lives of County residents.

MISSION STATEMENT

Loudoun Arts Council (LAC) supports and nurtures artists and arts and cultural organizations throughout Loudoun County by increasing recognition and support for their work; and promotes the value of the arts and culture to a thriving and dynamic community.

GUIDING PRINCIPLES, VALUES AND BELIEFS

We believe in the power of the arts and culture to build community. LAC educates the community about the pivotal role that the arts and culture play in enhancing the quality of life in Loudoun County and actively encourages community involvement and engagement in arts and cultural activities.

We value creative, innovative solutions to the needs and challenges of the arts and cultural community. LAC empowers arts and cultural organizations and artists by providing them with effective programs, services and ongoing learning opportunities to help them achieve their goals and deliver quality arts and cultural experiences.

We value networking, collaborations and partnerships. LAC organizes and unites artists and arts and cultural organizations and works with them to build a healthy and vibrant community through effective collaborations and partnerships. LAC partners with the arts and cultural community and County government, education, funders, businesses and other organizations to ensure access to the arts and culture for all County residents.

We believe that that the arts and culture can bridge the gap among diverse segments of the community. LAC encourages a diversity of art and cultural forms and reaches out to engage new audience and participants to ensure a thriving and inclusive creative community in the County.

We believe that we have the responsibility to be a relevant, accountable, and effective steward of the arts and cultural community in the County. We are committed to clearly identifying expectations and success measures to ensure achievement of desired outcomes and to ethically and effectively fulfill our obligations to the community we serve.

STRATEGIC DIRECTION

During the next year, LAC will focus on the following strategies to support achievement of its vision and mission:

- Expand awareness of and engagement in the Loudoun County arts and cultural community by networking and developing strategic partnerships and collaborations.

- Engage with County leaders and decision makers to increase recognition and support for the arts and cultural community.
- Implement actions to improve LAC's infrastructure and operations in order to build its capacity to support its work.

ORGANIZATIONAL GOALS

- Goal One:** Expand visibility, recognition and appreciation for Loudoun County artists and arts and cultural organizations and for the work of the LAC.
- Goal Two:** Build and sustain diverse funding sources to support the continued growth and development of Loudoun County artists and arts and cultural organizations and the LAC.
- Goal Three:** Ensure that the LAC has the human resource capacity needed to support achievement of its mission.
- Goal Four:** Develop, implement and sustain an appropriate infrastructure, processes and systems to ensure LAC operates efficiently and effectively.

GOALS AND OBJECTIVES

- Goal One:** Expand visibility, recognition and appreciation for Loudoun County artists and arts and cultural organizations and for the work of the LAC.

Indicators of Progress:

- LAC annually assesses and reports on the needs of the County arts and cultural community.
 - The number of LAC members increase by 10 % in each of the next three years.
 - 95% of all non-profit arts organizations in the county are members of LAC each year.
 - The number of partnerships and collaborations that expand the reach of LAC increase by 1-2 each year.
- A. Annually assess County artists and arts and cultural organizations to gather information about their specific need for programs, services, facilities and types of funding.
1. Evaluate existing LAC programs and services relative to the needs of County artists and arts and cultural organizations.
 2. Set program goals and expectations for 2010.
- B. Promote LAC programs to the community more frequently and consistently to increase involvement, membership and support.
1. Clarify what LAC does for artists and arts and cultural organizations to increase their buy-in.
 2. Increase LAC's involvement with the local arts and cultural community to better promote what LAC does for artists and arts and cultural organizations.
 3. Increase opportunities to inform the community about the LAC mission to enhance understanding of why LAC needs funding and other support.
 4. Organize regular outreach to and contact with elected officials and other leaders in the County to advocate for the arts and cultural community.
 5. Implement collaborations between Loudoun County Visitors Association and the arts and cultural community.
 - Investigate if LAC can adapt "Happenings" to meet needs of the LCVA.
 - Investigate the possibility of LAC spearheading an "Arts and Culture" in Loudoun County" brochure for tourists (similar to wine country booklet).
- C. Evaluate existing communication materials and processes and revise as necessary
1. Develop a communications plan for FY 2010 by March 8, 2010.

- Establish a schedule and implementation plan to ensure regular contact with the media.
- 2. Revise LAC brochure.
- 3. Increase traffic to the LAC website and blog.
 - Add key words and other actions to make site more searchable.
 - Devise process to best utilize the LAC blog and to keep it up to date.

Goal Two: Build and sustain diverse funding sources to support the continued growth and development of Loudoun County artists and arts and cultural organizations and the LAC.

Indicators of Progress:

- LAC annual revenue increases by 10% each of the next three years.

A. Identify new sources of funding to support the work of the LAC as it serves the needs of the County arts community.

1. Determine annual goals for increased contributed revenue during 2010.
2. Develop a fundraising plan to achieve goals for FY 2010 by May 10, 2010.
 - Research and prepare list of prospective funding opportunities and evaluate and prioritize their potential for success.
 - Implement specific fundraising actions and activities, such as using the Chamber mailing list to solicit new donors.
 - Utilize the contacts and connects of the LAC board and others to help achieve fundraising goals.
3. Provide fundraising training for LAC board.

B. Evaluate and increase existing sources of funding.

1. Evaluate existing membership levels/benefits program.
2. Strengthen grant proposals by seeking feedback from grantors and taking suggested actions.

Goal Three: Ensure that the LAC has the human resource capacity needed to support achievement of its mission.

Indicators of Progress:

- The Administrator position is full-time by the end of 2010.
- The LAC Board is at 80% or higher of the maximum number of Directors allowable each year.

A. Address short and long term operational and programmatic staffing needs.

1. Provide the staff resources necessary to support delivery of LAC's programs and services during 2010.
 - Secure funding to increase number of staff hours in 2010 to full-time by the end of 2010.
2. Develop a long-term staffing plan to ensure adequate personnel to support LAC's programs and operations during the next three years.
 - Determine level of staffing needed to ensure consistent focus and follow-up on fundraising and communications actions as well as delivery of programs and services.
 - Plan staffing for each program or activity at least two months in advance.
 - Provide for appropriate support staff to allow executive staff to be more effective and efficient.
 - Develop a case for support to raise funds to support necessary staffing levels.

B. Ensure that LAC has an effective governance structure.

1. Establish a governance (or board development) committee and charge with responsibility for board operations and recruitment.
2. Establish and implement a proactive board development process to recruit 4 new board members by October 1, 2010.
 - Assess attributes, expertise and access of current board members to define

