



ART FOR LIFE'S SAKE Strategic Plan – 2012 - 2017

This strategic plan is meant to be flexible, adaptable and mobile so that the organization can react to changes around it. Throughout each year, AFLS will continue to define challenges so that the organization's leadership team can keep on a path toward success. All the goals, objectives, strategies and action steps are meant to help clarify where Art For Life's Sake intends to go, so that AFLS can focus on core issues, avoid meandering off course and have an overall clear strategy. Strategies in particular can be changed as needs arise, but all organizational stakeholders should be aware of revisions to key strategies or to the overarching goals.

AFLS VISION STATEMENT

The vision of Art For Life's Sake is that every child's creativity and talent is nurtured in an environment that promotes the arts, skills development and artistic expression for an enriched childhood and productive future.

AFLS MISSION STATEMENT

The mission of Art For Life's Sake is to create opportunities for under-served and under-represented children to have access and exposure to the arts.

ORGANIZATIONAL GOALS

Goal One: Strengthen the organization for a bright, sustaining future.

Goal Two: Design and refine programs and performances to achieve excellence.

Goal Three: Build Public Awareness and Community Outreach for ongoing support.

OPERATIONAL STRATEGIES AND TACTICS

Goal One: Strengthen the organization for a bright, sustaining future.

- **Objective: Develop Board for sustaining a \$150,000 budget for the future**

Strategies & Action Steps

Recruit new board members through personal contact and with a general solicitation letter. Provide an informational kit on the organization's history, vision and mission.

1. Develop and send six solicitation letters to prospective board members by January of each year with follow-up personal contacts.
2. Identify two new board members per year.

Place an emphasis on potential members with financial wherewithal in order to strengthen the organization fiscally.

1. Explore prospects that can financially support the goals of AFLS in the fall of each year.
2. Introduce these prospects to AFLS through informational kits that reflect organizational history, vision and mission within two weeks following identification.

Train and nurture the AFLS Board of Directors through induction into the organization's vision and mission, and ongoing development for a highly-committed and engaged leadership.

1. Schedule and train board members in August of each fiscal year.

Form Board committees around programs and organization needs (ex: marketing & communications; finance; programs; volunteers; parent engagement).

1. Solicit Board members to chair committees prior to the first quarterly meeting through personal contacts.
2. Confirm working committees at the initial quarterly meeting for the fiscal year.

Require 100% board giving annually (To foundations the fact of giving is important; the amount of the gift is not).

1. Describe Board responsibilities, including 100% giving of a designated amount, in the Board Qualifications flyer.
2. Encourage commitment of giving annually during the initial contact and at the first Board meeting.

Develop "elevator speech" about the organization so that new board members can speak to the AFLS story easily and confidently.

1. Create and ensure that AFLS abbreviated story is part of all correspondences, including Board communication.
2. Describe and practice the mission statement at initial Board training.

Objective: Build AFLS Administrative & Operational Capacity

Strategies & Action Steps

Strengthen Administrative skills through consultative services.

1. Solicit funding for hiring a consultant to strengthen staff development.
2. Research, identify and hire a consultant by fall 2013.

Acquire affordable office space sufficient for operations, in a central location to programming; consider sharing office space or renting from non-profit cooperative.

1. Explore options for establishing an administrative office by July 2013
2. Select an administrative office within the limits of budget to include operational technology such as a computer, phone services with automatic answering system, and FAX by July 2013.
3. AFLS will possibly consider resource sharing with entities in same location.

Hire an executive officer; consider starting part-time and moving to full-time by Fall 2013.

1. Discuss with the Board of Directors AFLS need for a part-time Executive Director by July 2012.
2. Announce job opening and solicit candidates for the position by September 2012.
3. Interview prospects by October and hire a director by November 2012, pending funds.

Hire clerical staff member, part-time. Time Frame: Spring, 2014.

Objective: Design and implement successful fundraising projects

Strategies & Action Steps

Establish an annual appeal by mail (with small brochure, card, bookmark or other printed material enclosed) for private and corporate donations to support the organization in general, and to pay for needs-based scholarships for qualified students.

1. Design an attractive brochure that reflects AFLS story, vision and mission for donor solicitation by August 31.
2. Send annual appeals by mail to solicit private and corporate donations in September of each year.

Develop and carry out an annual fundraising event that can bring in money without too much expenditure of time, energy or costs. Use young people and their art as a draw

1. Recruit a Board member who is committed to chair and lead a successful fundraising event by September of each year.
2. Establish a fiscal fundraising goal by September.

Solicit concert sponsors at various levels and provide marketing in return (ads, website news, tickets, premium seating, et al).

1. Recruit and train a volunteer to coordinate two musical performances by July.
2. Identify local professional musicians to appear as guest artists at the special concert performances.

Consider Participation in Original Works, Inc. art project. Seek a board member or other volunteer to organize and carry out the project.

1. Solicit local visual artists or college students to volunteer time to assist students with art projects, to begin by October.
2. Contact Original Works, Inc for possible arts project partnership by September 1.

Collect an annual gift from board members; ask board members to help solicit other donations.

1. Contact each Board member by June 15 with refined Board qualifications that include an annual gift.
2. Collect annual gift by September 30, with option to pay quarterly until balance is paid.

Solicit notable individual to fund a scholarship fund in his/her name.
Investigate fundraising via Groupon (application under way).

- **Objective: Solicit Volunteers to help support and accomplish AFLS goals**

Strategies & Action Steps

Beginning with board members and involved parents, recruit and train a pool of volunteers for programming, fundraising, speakers' bureau.

1. Recruit and train ten volunteers to include four parents by September 2012.
2. Create a job description and responsibilities for volunteers, matching interest and talent with jobs by September, 2012.

Make contact with volunteer organizations (ex: Volunteer Center of Memphis) for resources for major events. Seek innovative collaborations, such as service bartering.

1. Maintain partnership with Volunteer Mid-South for recruiting volunteers for two major events.
2. Plan an appreciation event for all volunteers and supporters by May of the fiscal year.

Develop a corps of professional artists and art teachers to assist in the development and delivery of arts programs and services.

1. Expand corps of professional artists and teachers to include some volunteers to assist in designing and delivering arts programs and performances by September.

Establish a parent support group.

1. Recruit and train a parent for coordinating a parent support group by July.
2. Provide orientation and training for the parent support group by September.

Formalize an AFLS alumni group and organize the group for volunteering and teaching.

1. Identify a list of former teachers, parents, and participants and recruit four individual for providing volunteer services by July.
2. Recruit former AFLS musicians for teaching and mentoring current string students by September.

Goal Two: Design and refine programs and performances to achieve excellence.

- **Objective: Program participants will make measurable improvement in performing arts**

Strategies & Action Steps

Inventory all current programs and create a list of what works, what doesn't work and the related needs of students and instructors.

1. Working with senior string artists, literacy and visual arts teachers, critique programs for successes and eliminate or refine areas of concern by June 30.
2. Implement newly agreed on music and literacy programs by September. Implement two visual arts series by April 30.

Recruit professional artists and teaching staff to assist in refining existing programs, and/or developing new and creative arts programs.

1. Schedule a meeting with current artists to evaluate and refine programs.
2. Identify areas in need of strengthening and formulate creative strategies for program improvement.
3. Document refined programs for sharing with Board and publishing in newsletter.

Explore local professional performing artists aligned with AFLS program offerings to assist with program refinement/development and creative performances.

1. Identify and train teaching artists in selected schools for after school programs, particularly literacy projects.
2. Recruit a strings orchestra teacher for identifying at 10 candidates through auditions and to inspire current students to work toward this opportunity by June 2012.

Survey parents to ask about improvements or changes they would like to see in programs and/or performances.

1. Assess parents of all participants through a simple survey for program improvement and for the safety and protection of participants, to be conducted by December 15 and May 15.
2. Disseminate survey results to Board members and parent support group
for their ideas in designing strategies for improvement.

- **Objective: Demonstrate Growth from newly established partnerships**

Strategies & Action Steps

Investigate potential partnerships with professional performing arts groups for student instruction and inspiration.

1. Contact two local performing arts groups by May for possible partnerships to inspire AFLS participants.
2. Plan one side-by-side performance using the professional performing group and AFLS musicians.

Seek partnerships with instrument suppliers for upgrades and acquisitions.

1. Contact Amro and Lane Music Stores for possible partnerships to support the goals of the MUSIC program via donated instruments, upgrades, and repairs by May.
2. Establish a partnership with Shar Music for yearly music books, supplies (rosin, shoulder rests), music stands, and replaceable strings by June.

Hold a “previously-played” musical instrument drive in support of programs such as a string orchestra. Get news media coverage to enhance participation.

1. Recruit a volunteer to coordinate supportive activities for the MUSIC program with emphasis on the instrument drive by June.
2. Contact local news media for publicity two months prior to the event.

Monitor growth/impact on young participants and build written track record, with testimonials.

1. Design format for charting and maintaining monthly and quarterly achievement of participants.
2. Publish progress in quarterly newsletters with testimonials.

Goal Three: Build Public Awareness and Community Outreach for ongoing support.

- **Objective: Double the number of students served by building public awareness**

Strategies & Action Steps

Develop informational materials with a long shelf life for efficiency. Materials can be multi-purpose so that they can be used as a media kit, a sales kit, an education kit.

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1. Upgrade and update often the AFLS website. (Ongoing.)
2. Redesign and build new website. Timeframe: Fall, 2012.
3. Connect the site to an AFLS Facebook Page and keep the content fresh.

Launch Constant Contact newsletter and send it out on a regular basis (quarterly, or twice a month)

1. Collaborate with AFLS Executive Director regarding newsletter content.
2. Provide a monthly accountability document of activities with constant contacts.

Develop a regular process for creating and disseminating press releases on programs, performances, events and news.

1. Create and post on web site a seasonal event calendar and special events.
2. Collaborate with AFLS Executive Director when press releases are disseminated.

Identify publications, blogs and TV shows that will help build awareness and pitch them.

- **Objective: Make connections with key institutions and organizations**

Strategies & Action Steps

Expand outreach efforts with vital institutions that touch the lives of young people and their families.

1. Design and disseminate announcements and applications to schools, churches and libraries in targeted marketing areas twice per year, (in August and December).
2. Introduce AFLS to organizations that established to serve families with young children through presentations and/or performances.

Build an “AFLS Speakers Bureau” of board members, volunteers who can take the organization’s story to civic groups, churches and others.

1. Following Board and volunteer training, solicit volunteers to join AFLS Speakers Bureau.
2. Identify at least ten businesses, civic groups, and churches per quarter to present AFLS’s story to.