

555 GALLERY AND STUDIOS

STRATEGIC PLAN & FUND DEVELOPMENT PLAN

2012 ~ 2014

EXECUTIVE SUMMARY

OVERVIEW

The strategic planning process took place over the course of a two month period, commencing in the fall of 2011 and finalizing in the winter of 2012. All members of the Board of Directors participated in the process except Barbara Neri. Janet Ray of Ray & Associates and Sherry Abela, CPA facilitated the process, which involved non-profit, and arts organizational research and group sessions. The elements of the strategic plan include a comprehensive SWOT analysis (Strengths, Weaknesses, Opportunities and Threats), the development of strategic directions, and an annual work plan. The strategic directions will remain constant over the course of the next three years. The annual plan requires quarterly review by the board members and updating annually.

Additionally, the members of the Board refined their mission, proposed a preliminary budget and fund development plan, and identified areas of board development and specific involvement.

CONSULTANT / FACILITATOR

The external facilitators in the strategic planning process include:

- Janet Ray, President of Janet Ray & Associates
Faculty at the School of Social Work, University of Michigan

PARTICIPANTS

The participants in the strategic planning process include:

- Larry Halbert, Chair
- Mary Thiefels, Vice-Chair
- Keith Phillips, Secretary
- Jason Matthews, Treasurer
- Eric Jackson, Board Member
- Norm Kobylarz, Board Member
- Darryl Odom, Board Member
- Carl Goines, Executive Director
- J. Monte Martinez; Creative Director
- Erin Moran, Program Director
- Elizabeth Sutton, Educational Director

MISSION
2012

The mission of 555 Gallery & Studios is:

*“Enriching Arts in a Diverse
Metro-Detroit”*

The core values of the 555 Gallery & Studios are to:

- ◆ *Support developing communities through artistic means:*
- ◆ *Develop a Creative Community*
- ◆ *Support artists*

SWOT ANALYSIS

2012

SWOT ANALYSIS

Strengths	Weaknesses	Opportunities	Threats
Visioning and Connecting (3)	Communication (5)	Detroit (Big D) - 22	Economic Issues (5)
Artist Residency (2)	Financial Planning (7)	No Money (3)	Collaboration (3)
Youth Artist (5)	Role Clarification (7)	Bring Outsiders In (7)	Morale (1)
Diverse Community (9)		Education (5)	Exposure (2)
Re-Use of Buildings (6)			Misc (3)
Strong Volunteerism (5)			Facilities (2)
Adaptability (1)			

IMPLICATIONS FROM THE SWOT ANALYSIS

The strengths are critical to capitalize upon and maximize wherever possible. The weaknesses, opportunities, and threats suggest that the 555 Gallery & Studios need to:

1. Finalize a permanent organizational location to enable the organization to focus resources on community and artist development. Decisive action to begin tenancy (occupy) the old precinct or rehab the Warren building.
2. Provide Board and staff education and development to insure organization has clear roles and maximize the precious resource of staff time.
3. Set specific income generating goals with accompanying annual implementation plans (program plan, fund development plan) so that the all increased revenue can and will produce a sustainable organization and paid staff. The organization has donated thousands of hours of artist programs and building rehabilitation that for the long term is not sustainable.
4. The Detroit factor - it is recognized that the city's potential and current global leadership will be instrumental in recreating a manufacturing center to creatively lead urban re-birth. Detroit provides the openness and space to welcome artists across the globe to become involved. 555 Gallery & Studios is the bridge and facilitator of creative force for community and artist development.

STRATEGIC DIRECTIONS

2012 ~ 2014

STRATEGIC DIRECTIONS

Where would you like to see the 555 Gallery & Studios in 3 – 5 years?

Role Clarification (7)		Building Reuse – (6)		Economic Issues (5)		Detroit (22)	
Action	Lead	Action	Lead	Action	Lead	Action	Lead
Develop Written Lease	Darryl	Move in , “Occupy” the precinct as is	Monte	Hire a Fundraising Specialist	Keith & Carl	Develop programming for primary schools	Erin Liz
Develop Board Responsibilities and Staff Responsibilities (Job Descriptions)	Darryl	Rehab Warren Building	Carl, Monte Keith	Act as a Fiduciary/Fiscal Sponsor- Investigate/Research	Mary	Engage Detroit Parks and Recreation Department for Public Arts Project	Larry Norm
Create online Reporting System	Keith & Darryl	Build & Increase Arts Youth Programming	Liz Erin Norm	Produce and Promote studio space	Carl, Eric, Norm, Keith	Recruit College interns	Darryl
Formalize Partnership & outside sources that include outcomes, benefits, tasks, timelines and signature line	Carl & Larry	Build Residency Program	Erin	Write Grant & Seek Sponsorship	Eric, Norm, Keith		
		Explore Alternative Locations such as the Boat House & National Bohemian	Eric Carl Keith	Develop and promote memberships	Eric, Norm Keith		
				Obtain Corporate Donation such as computers & building material	Darryl		
				Develop material (Case Statement) to publicize the donation are tax write offs			

ANNUAL ACTION PLAN

2012

ANNUAL ACTION PLAN

<i>Strategic Direction</i>	<i>Objective</i>	<i>Action Steps</i>	<i>Lead</i>	<i>Priority</i>	<i>Date</i>	<i>I know it is Done When - Measure</i>
Role Clarification	Develop Written Lease	Review existing 5 page lease	Darryl	2	4/12	Hard and electronic version of lease
		Create lease for residency, studio, 6 month and 1 night rental	Darryl	3	6/12	Same
		Add logos to lease	Darryl	3	6/12	Same
	Develop Board and Staff Responsibilities	Create Job Descriptions for Board Member, President, treasurer, Secretary and each staff position	Darryl & Larry	1	2/28	Hard and electronic version of each job description
	Creating Online Reporting System	Develop reports that tracks program and financial activities	Keith & Darryl	2	3/30	Report template
		Create template for Board minutes	Keith & Darryl	2	3/30	Minutes template
		Make online Calendar with schedule and reminders	Carl	1	2/15	Calendar online with Schedule
	Formalize Partnership & Outside Sources	Create model template for partnership agreements that include what is committed, when and costs	Carl	3	4/30	Memo of Agreement with outcome, tasks, timelines, signature lines

555 GALLERY & STUDIOS

Enriching Arts in a Diverse Metro-Detroit

<i>Strategic Direction</i>	<i>Objective</i>	<i>Action Steps</i>	<i>Lead</i>	<i>Priority</i>	<i>Date</i>	<i>Measure</i>
Building Reuse	Move In, Occupy Precinct as is	Develop tenant improvement outline	Monte & Carl	3	4/15	Building improvement list
		Develop budget to move in	Monte & Carl	2	3/15	Budget with items and costs
		Moving Plan	Monte	1	2/28	Plan to describes what is needed to move in
	Rehab Warren Building	Develop a construction plan that prioritize task and phases	Carl, Monte, Keith	3	5/30	Phased Construction Plan
	Build & Increase Arts Youth Programming	Obtain youth photo releases	Monte	1	2/28	Photo release document
		Develop curriculum in writing	Liz & Erin	2	5/30	Easy to follow and implement curriculum
		Create youth program promotion material	Liz & Erin	2	6/30	Visually pleasing brochure or program description for schools
		10 week class plan	Liz & Erin	1	4/30	Lesson plans
	Build Residency Program / Artist Exchange	Redefine Art Exchange	Erin	1	3/1	Revise website page
	Explore Alternative Locations (Boat House & National Bohemian	Re-evaluate this location in the future based on outcomes of precinct and Warren building	Eric, Carl Keith	3	9/30	Outcome and Satisfaction with Precinct partnership

555 GALLERY & STUDIOS

Enriching Arts in a Diverse Metro-Detroit

<i>Strategic Direction</i>	<i>Objective</i>	<i>Action Steps</i>	<i>Lead</i>	<i>Priority</i>	<i>Date</i>	<i>Measure</i>
Economic Issues	Hire a fundraising specialist	Finalize fundraising plan	Keith, Carl	1	2/28	Finalize strategic and Fund Development Plan
		Ask volunteer or professional to create specific hired staff priorities	Carl & Erin	1	3/15	Top 5 fundraising task list
		Ask volunteer/organize a fundraiser for the building opening	Carl	2	3/30	List of preparation list for opener fundraiser
	Act as a Fiduciary/Fiscal Sponsor for artist/project needing 501(c)3	Develop contract for artist that describes the benefits, costs, %, how to pay vendors	Darryl & Mary	3	6/30	Artist Contract in electronic & Hard copy form
	Produce and Promote studio space	Estimate timeline, space description and price options	Carl, Eric, Norm, Keith	2	4/1	Studio Description Sheet posted on web
		Produce promotional video	Jason	2	5/1	Video made
	Write Grants and Seek Sponsors	Submit 3 grants (Skillman and 2 others)	Larry	1	3/30	3 grants submitted
	Develop & Promote membership	Define benefits, criteria and pricing levels	Eric, Norm, Keith	3	6/30	Membership Description Sheet
	Obtain Corporate donations such as computers and building Material	Create a wish list for donated items	Darryl	3	8/30	Wish List
	Develop material - case statement	Develop individual donor case statement	Carl, Liz, Erin	1	3/1	Case Statement
Building walk though – Share	Each Board Member invited their sphere of influence to tour the new building	Larry	1	4/15-5/30	15 possible donors walk through precinct	

555 GALLERY & STUDIOS

Enriching Arts in a Diverse Metro-Detroit

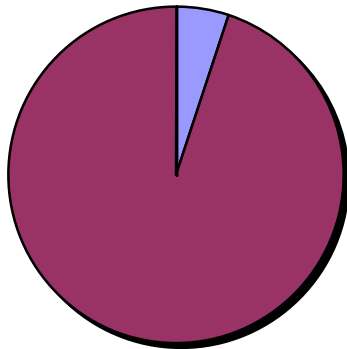
<i>Strategic Direction</i>	<i>Objective</i>	<i>Action Steps</i>	<i>Lead</i>	<i>Priority</i>	<i>Date</i>	<i>Measure</i>
Detroit	Develop Program for primary schools	Develop curriculum for students	Erin & Liz'	1	Done	Ready to implement curriculum
		Test curriculum for high school	Erin, Liz	2	7/1	Evaluation results from High School student impact, satisfaction and outcome
		Roll out youth program to new schools and possibly new sites	Erin & Liz	3	4/1/13	3 visits to new schools
		Consider where to do youth program such as Bosco Hall	Larry	2	4/1/13	Introduce topic to Board consideration
	Engage Detroit Parks and Recreation for Public Art Projects	Obtain City of Detroit application	Larry, Norm	1	Done	Application hard copy
		Develop protocol/procedure for projects	Larry, Norm	2	5/1	Ready to implement procedure/guide
	Recruit College Interns	Develop rigorous interview process and specific tasks for future interns	Carl & Darryl	3	1/1/13	Intern Criteria and job description
	Celebrate the Positive contribution of 555 stakeholders in recreating history	Mention this objective as often as possible	All	1	Always	Maintain attitude of appreciation for each other's intentions

FUND DEVELOPMENT PLAN

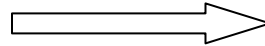
2012-2014

The Board of Directors would like to move in the direction of balanced and diversified revenue streams so that there is not dependence on one income source.

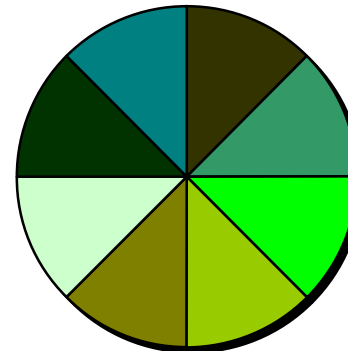
Past & Present



Model of Past Funding Trends -
One or Two Dominant Funding Sources



Future



Model of Future Funding Goals -
Diversification of funding Sources

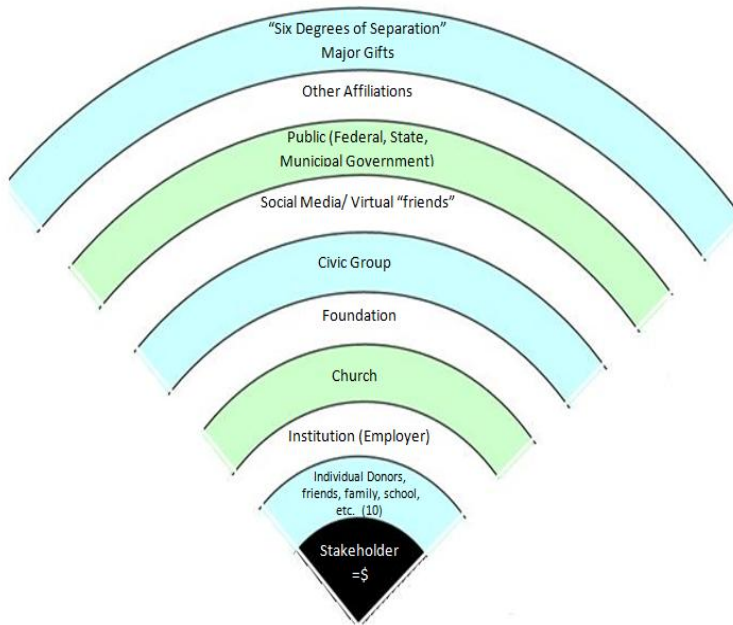
555 GALLERY & STUDIOS

Enriching Arts in a Diverse Metro-Detroit

The Board recognizes that each person that cares about 555 Gallery & Studios has a sphere of influence. Each individual can open doors to other potential donors, artists and volunteers. Eight Board members used the tool on the left to strategically think about potential individuals who could be excited about the 555 Gallery & Studio's mission and possible be a potential donor. The chart illustrates the fundraising capacity of eight board members. The potential is \$60,100!

Sphere of Influence
Fund Development Individual Chart

Instructions: Write estimates of how many people in each sphere you would feel comfortable brokering a meeting with that may have cultivation potential. Place one name on each post-it.



Stakeholder Total=\$ _____

Stakeholder Name _____

Stakeholder Category: Board ___ Staff ___ Individual/Champion ___ Client ___

Board Giving – Fundraising Capacity

Eight participating Board members took part in the sphere of influence exercise that results in the collective financial goal of \$60,100. Below is the financial projection of each board member

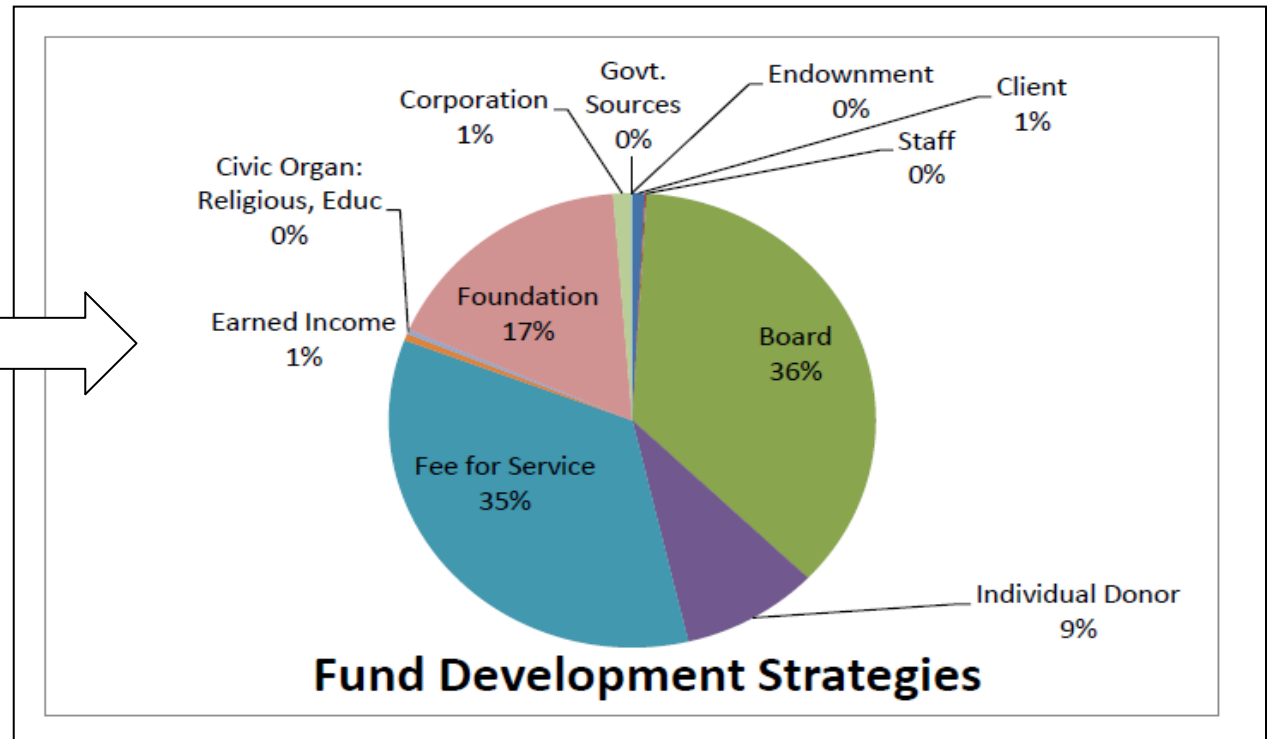
Board Member Estimate	Amount Raised
1	\$350
2	\$1,000
3	\$11,400
4	\$450
5	\$3,200
6	\$3,700
7	\$17,000
8	\$23,000
Board Fund Raising Capacity	\$60,100

555 GALLERY & STUDIOS

Enriching Arts in a Diverse Metro-Detroit

The chart below illustrates the move towards diverse fund development strategies to generate and diversify revenue streams including the board fundraising capacity as well as other revenue generating activities. .

REVENUE SOURCES	
555 Gallery & Studios	
as of Jan 15, 2012	
STRATEGY	Total
Client	\$1,372
Staff	\$200
Board	\$60,100
Individual Donor	\$15,100
Fee for Service	\$57,112
Earned Income	\$813
Civic Organ: Religious, Educ	\$500
Foundation	\$28,500
Corporation	\$2,000
Govt. Sources	\$0
Endowment	\$100
	\$165,797



555 GALLERY & STUDIOS

Enriching Arts in a Diverse Metro-Detroit

DETAILED REVENUE PLAN				
555 Gallery & Studios				
as of Feb 10, 2012				
STRATEGY	CACULATION	Projected Amount 2012	2012 Actual	Month
Client Contribution				
Participant	8 After school kids x 12 months x \$7/class	\$672		monthly
Member ??	Artist model membership or DIA model - 35 Artist x \$20	\$700		Sept
Staff Contribution				
	4 staff x \$50	\$200		Jan
Board Contribution	Board Sphere of Influence	\$60,100		March
Individual Donor				
3 Mail Appeal	2000 of people on mailing list? X 25 Donation x 3 times a year	\$7,500		Nov, Feb, Sept
Annual Campaign - Letter, Note & Call	2000 of people on mailing list? X 50 Donation x 1 times a year	\$5,000		May
On line Contest :Art Prize		\$1,000		March
Staff Sphere of Influence volunteer	4 Staff x 3 people x \$50	\$600		Apr, May
Dean Advisory Council	8 council x \$1000	\$1,000		Oct
Fee for Service				
Studio Rental	8 studios x \$200/MONOTH X 7 Month low cost art studios and exhibition space in the range of \$200-\$500 (\$1 or \$2 sq ft)	\$11,200		June - Dec
Artist Residency	8 x \$200/month X 6 months	\$9,600		June - Dec
In School - Art Infused Education Unit Prep School	management fee teachers at crockett	\$2,000		Sept
	4 students x \$7/student x 3/wkly x 4 months x 5.5hr (school or exhibit or kids raisings	2112		Oct
Gallery/Exhibit Space Rental	7 month x 2 exhibit/month x \$800/exhibit	\$11,200		May-Dec
Gallery/Exhibit: Door Donation	7 month x 2 exhibit/month x 10 x 150 people	\$21,000		May-Dec
Earned Income				
T-Shirt`	10 shirts x 7 months x \$10	\$700		ongoing
Art Sales	30% x 5 piece x \$75	\$113		May-Dec
Civic Organ: Religious, Educ				
University of Michigan ?	1 presentation x \$250 x 2 person	\$500		Oct
Foundation				
Puffin	1 grant x \$1000	\$1,000		
CPAD - Kresge		\$0		
MCACA	1 grant x \$2500	\$2,500		
Skillman	1 grant x \$5000	\$5,000		
ERB		\$20,000		
Corporation				
Target		\$2,000		
Govt. Sources				
City		\$0		
State		\$0		
Federal		\$0		
		\$0		
Endowment				
Start Up		\$100		Mar
Total		\$165,797		

**555 GALLERY & STUDIOS
BOARD MEMBERS**

2012

BOARD MEMBERS

Larry Halbert, (Chair)

Public Artist

Argyle Stoneworks

Mary Thiefels(Vice Chair)

Treetown Murals

Keith Phillips, (Secretary)

Think Shop Architects

Jason Matthews, (Treasurer)

Independent Photographer

Norm Kobylarz

Rehabilitation Case Manager,

Retired

Barbara Neri

Dancer, Playwright, and

Educator

Darryl Odom

Public Health Researcher

Eric Jackson

Buffalo Soldiers Filmworks

Carl Goines

555 Executive Director

J. Monte Martinez

555 Creative Director

Erin Moran Martinez

555 Program Director

Elizabeth Sutton

555 Educational Director