

STRATEGIC PLAN UPDATE SEPT. 2017

Objective 1A: Organize a second annual festival/Dickens Festival (Andrea Mateer)

The IAA rented artist booth spaces on 2nd street during the 2016 Dickens Festival; booths are being rented now for the 2017 Dickens Festival.

Objective 1B: Maintain leadership of the art festival held in May in conjunction with the Shrimp Festival each year (Mark Bennett)

- The establishment of the ZAPP system has minimized Gallery member work hours by streamlining the application process.
- Developed more precise financial accounting procedures identifying income and expenses for current and historical perspective.
- Moving from a paper system to a paperless system (electronic) providing rules, regulations, announcements, et cetera to participating Shrimp Festival artist.
- Initiated an after the show an artist's response/comments via our email site.
- Added consistency to our involvement and participation with the Isle of Eight Flags Shrimp Festival Committee.
- Implemented specific sections in the show between Fine Art and Creative Crafts.
- For the 2018 show we will provide a welcome water and cookies on Friday, a minimal breakfast on Saturday, eliminate breakfast on Sunday and initiating a Saturday awards evening reception which reduces early man hours and congestion during registration. This change will be evaluated after the show to determine it continuation.

Objective 1C: Maintain operation of the IAA retail sales gallery for exhibiting artists (Vickie Maley)

• Enhance software to support sales marketing and accounting.

The board voted not to use the Square software due to immense programming difficulties with our inventory and training of workers. This objective should be removed from the plan.

• Maintain the operations, marketing, special exhibits, and other gallery functions.

Marketing will be addressed by that committee, but we feel it did improve. Operations, exhibits and functions have been maintained.

Operations: We improved the function and appearance of the front desk area.

We streamlined our procedures and forms by having each committee update their information and then combined all the information in one notebook, ***The Procedures and Forms Book***. It is accessible on the website. This should be continued annually.

Vickie Maley, George Haffey and Walter are planning to renovate the back office/computer area. They have met and discussed how they are going to approach the renovation.

Exhibits: Nouveau Art and Featured Artist exhibits were continued. A Christmas Gift Shop was opened, but was very small and resulted in few sales. The mosaics created during the Mosaics Project generated some funds from the participant fee, but little from sales of the products.

Functions: We added three small fundraisers this year with no significant increase in sales.

A Mosaics Project chaired by Georganna and Denise which brought a lot of interest, but little revenue. It was hampered somewhat by Hurricane Matthew.

We tried Joe Winston’s suggestion of a “donation” for a gift certificate for 3 months. We did not break even. We lost about \$25.

We sponsored the Katie Caples Foundation reception in July which raised over \$4,000 for that foundation, but did not result in any sales at the gallery. However, visitors made very positive comments about the gallery during the visit.

Maintain the committee structure and Second Vice President position on the IAA Board for Gallery Director.

The committee structure and the 2nd VP position have been maintained.

Measure for tracking success: Total commission revenue to IAA.

2016-17 Total commission revenue to IAA is -\$14,539 (2015-16: \$95,429 vs. 2016-17: \$80,890).

Month	7/1/15 - 6/30/16	7/1/16 - 6/30/17	Months with negative differences	Months with positive differences	Total difference
JULY	9855	9350	-505		
AUGUST	6903	6276	-627		
SEPTEMBER	2853	5628		2775	
OCTOBER	15954	2435	-13519		Hurricane for low results, High results?
NOVEMBER	7853	7373	-480		
DECEMBER	6529	5673	-856		
JANUARY	6215	5948	-267		
FEBRUARY	7456	11498		4042	??
MARCH	7311	8104		793	
APRIL	8041	7032	-1009		
MAY	8907	5590	-3317		
JUNE	7552	5983	-1569		
TOTAL	95429	80890	-22149	7610	-14539

Outlier Months

Higher than usual sales

October 2015: \$15,954

February 2017: \$11,498

Lower than usual sales

September 2015: \$2853

October 2017: \$2435 (Hurricane Matthew) Closed 3 days with recovery all month

Average Sales per month

2015-16: $95429/12 = \$7,952$

2016-17: $\$80890/12 = \6740

Difference per month of \$1212

Without the 2 high outliers months from each year and divided by 11 months:

$95429-15954 = 79,475/11 = 7255$

$80890-11,498 = 69392/11 = 6308$

Difference pre month of \$947

Without the high and low months each year and divided by 10 months:

$2853+15954 = 18807$

$95429-18807 = 76622/10 = 7662$

$2435+11498 = 13933$

$80890-13933 = 66957/10 = 6696$

Difference per month: \$7662-\$6696 = \$966

Any way it is figured, we generally earned about \$1,000 per month less in 2016-17.

House and Property(Walter Cartategui)

Two issues concerning the gallery building have occurred. First, the roof continues to leak when heavy downpours occur. Our roofer, Mr.Nichols, was contacted and did a fix on the the existing exhaust fan on the roof that remains from the old restaurant. Eventually we will need a new roof. Our existing roof is flat' we need a roof with a pitch so that water and debris will drain down.

Second, the toilet and water drain to the street's main line from time to time clogs up causing overflows. The last time this occurred, Phillips Plumbing removed the toilet and observed that the water wasn't draining properly and it seemed that something was obstructing the line. We were referred to Metro Rooter. They came and inserted a camera in the line that went all the way to the Main Street line, to see what was obstructing it. The line runs under the floor of the gallery for almost all of its run. It was observed that there are many breaks, including one where roots are protruding into the line causing debris to hang up and plug the line from time to time. The Metro inspector recommended that we need a new line but in the meantime to try root killer and apply it

to the line and let's see if it works. Walter has applied a treatment and so far it is working. He will apply another treatment in November.

Objective 2A: Maintain operation of the IAA Art Education Center (Sharon Haffey)

Maintain operations, marketing, workshops, and other AEC functions.

Ongoing

- Organize field trips to art venues (Cummer, etc.). Postponed
- Maintain the committee structure and Vice President position on the IAA Board for Art Education Center Director. Ongoing – Current Director, Sharon Haffey
- Develop sub-committees for workshop coordinator, publicity, and studio/kitchen care. Ongoing – Sue Schraft, Sharon Haffey & Pam Bennett, Bill Kinney , Georganna Mullis

Measure for tracking success: Number of AEC workshops, classes, and other activities; number of IAA members and visitors using the AEC; and total revenue to IAA from AEC activities. Ongoing – 06/01/16 through 05/31/17, see 2B below.

Objective 2B: Expand the number and kinds of classes, workshops, etc. offered through the Art Education Center that appeal to a broad spectrum of the general population of Nassau County, IAA members, and tourists as a way of expanding enthusiasm for art-making in our community (Sharon Haffey)

- **Create a volunteer coordinator and task force to identify outreach groups, interests and facilitators.** In Process – Barbara McConnel
- **Create a Calendar of Events (name, date, time, place, cost, etc.).**Ongoing – Sharon Haffey
- **Advertise and promote the individual events in productive venues.** Currently limited to Newsleader, Newsletter, E-Blast, Website, Facebook, Bulletin Boards with expansion planned this year
- **Locate alternative off-site facilities when needed.** Not Undertaken this year. Will re-evaluate the interest level.
- **Continue to administer a college scholarship fund for young artists.** Ongoing – 2017: Camille Breen, 2017/18: Betty Rufus

Measure for tracking success: Number of outreach events and participants; and total revenue to IAA from outreach activities.

During the 2016-17 calendar year, the IAA has increase the number of ongoing art opportunities to 10. That number includes the Photographers' Group, Portrait Group, Children's Art, Children's Art Camp, Fun Group, Art Chat and 4 weekly painting groups. On Sunday mornings, the Unitarian Church rents the building for 2 hours.

Board and committee meetings are regularly scheduled in the studios.

In addition, A total of 8 special events were held in the facility and open to members and non-members. They were: a 4 week art flicks series, the mosaic project, the Yart Sale, flower making class, drawing classes, 2 painting demos, Art off the Wall, and a photography session. The space was also used of the Shrimp Festival - jurying, judging, set up, hospitality and registration. Dickens on Center utilized the AEC for check-in.

15 workshops were scheduled during the year and although there were numerous cancellations, those groups that actually met were well received with over 85 participants. A

form has been created to keep a more accurate track for future years including number of members vs. non-members who take advantage of the offerings.

As part of our community outreach, member Barbara McConnel will be structuring and implementing a program, discovering your creative self- which will serve as a means for participants to unlock their interests in a nonjudgmental environment as well as provide the AEC committee with information on where the interests of members of our community lie.

Total revenues generated by outreach events totaled \$ 9841. There were no major purchases made during the year although the need to expand distributing information to a wider audience is under consideration once costs have been evaluated.

Objective 3A: Establish a “marketing orientation” to support each of the gallery, festivals, and art Education Center and outreach activities of IAA(Marla McDaniel/Cori Beychok)

- **Establish a Marketing Committee as a standing committee under Section 9.3 of the Bylaws.**
Done.
- **Delete the Publicity Committee as a standing committee, and organize a new sub-committee under Marketing to assure continuity through multi-channel communications. A marketing plan is needed to establish how we will present the organization effectively to the community; how we will raise awareness and expand opportunities, meet the needs of the community, and organize cultivation of donors and financial gifts.**
Simplified Marketing Plan is now in place:
 1. Goals of each committee that need assistance
 2. Their target audiences
 3. Their key messages
 4. Tactics = What do they need for success – website & Facebook messaging, media hits, eblasts, newsletter – if help is needed, provide program/project information to Marketing Committee for outreach
 5. Evaluate committee objective, measure success and failures, make any changes.
- **Consider possible “tag line” expressions; adopt a “tag line.”**
Creating, Educating, Inspiring
- **Research and purchase database system for use with donors, members, volunteers.**
Donor monies are being tracked by Finance on Excel. Membership has initiated an Excel file for Donors and Sponsors.No Database system was purchased. At this time, Excel appears to meet the needs.
- **Stay in touch with donors through focused mailings that engage supporters with our mission; continue to build email list of donors/friends.**
This was not initiated this year.
- **Send colorful oversize postcard out once or twice a year with photos that show classes and charitable activities without asking for a donation – drive traffic to website and Facebook by including web address and Facebook icon on all mailings, correspondence, apparel (new aprons for use in festivals), etc. Advertising lists Facebook and Website, both greatly improved.**
Focused mailing goal for 2018 if new donors/supporters numbers warrant (TBD). These patrons may not be artists, but rather wish to support the arts. Highlighting beneficial activities in the community conducted by IAA would be the purpose of such a mailing.

Measure for tracking success: The Marketing Plan is presented to and approved by the Members.

Objective 3B: Recruit new members and retain current members

- **Define the categories :**

The categories are defined as student, Supporting Member, Family Member and Exhibiting Member

- **Establish the price for each category:**

Student memberships are \$10; Supporting Members are \$50; Family Memberships are \$80; Exhibiting Members are \$125.

- **Renew buddy or mentor follow -up with new members:**

Buddy system has been initiated and put into practice for the new Exhibiting Members only.

- **Develop the meetings, mail and phone follow-up strategy with current members:**

All members who have email have been placed on the EBlast Mail Chimp system. Members who do not have email receive newsletters in the mail. All members who did not renew by July 1 were contacted by phone by the membership committee. All members who did not renew by Aug. 1 were contacted by email by the Membership Chair. Membership Chair sent out an email requesting feedback on why membership was not renewed to help the IAA understand the wants and needs of the community.

- **Measure for tracking success: Memberships**

By Aug 1, 2014/15 there were 135 paid memberships

By Aug 18, 2015/16 there were 168 paid memberships

By Aug. 22, 2016/17 there were 159 paid memberships

By Aug. 18, 2017/18 there were 189 paid memberships.

- Not listed as an objective, but initiated and carried through, was revamping the Membership brochure to include up to date information and Donor/Sponsor information.

Objective 3C: Establish a volunteer program

See objective 2B.

Objective 3D: Establish a new marketing category for “Patrons”(Lis Krawiecki/Susan Henderson/Marla McDaniel)

- **Establish a “patron” or “sponsorship” program with donation levels and a naming structure for each level:**

Accomplished and published in the new membership pamphlet as well as on the web site.

- **Identify areas where sponsors would be needed, such as the scholarship program.**

In the new Membership pamphlet all programs that the IAA is involved with in the community are listed. Donors and Sponsors are provided with this information so that they are able to determine if there is a specific program they would like to sponsor.

- **Identify companies that would be willing to make donations for specific causes to receive donations:**

Marketing and Membership are working together to identify companies, businesses and individuals. As specific need arises, need to know well in advance of cause or program.

- **Create new fund raising programs around needs and purpose.**

As needed basis, requires advance planning

- **Work with the Director of Grants to identify areas where grants would be needed.**
A competitive Case for Support must be made for future grant proposals, ongoing
- **Recommend production of an Annual Report to establish status in the community, build awareness, be accountable, and use as a tool for fundraising.**
We are working on this with Membership. Attempts to cultivate membership/donor levels at mid year are difficult (traditional calendar year is easier for members/donors to understand). One possible solution is to send a review of prior year's activities/accomplishments and solicit membership/donors in the spring and include explanation of membership (dates) renewals at IAA.
- **Special annual event for Donors:**
Membership and Marketing are working together and will arrange for an event at the end of the year to honor Donors and Sponsors. This is listed as an activity in the new IAA Membership brochure.
- **Determine number of touch points with donors throughout the year, such as a special mailing and holiday card.**
TBD as warranted and if budget allows
- **Establish a database for maintaining donation and membership records:**
An Excel file is maintained by the treasurer for donors and sponsors. A separate Excel file is maintained by the secretary for membership.

Measure for tracking success: Databases exist for donors, total donation revenue per year and existence of database for maintaining records.

2016 Donations: \$1330

2017 Donations (thru august): \$1500

Objective 4A: Maintain and enhance financial records and oversight

- **Enhance software to support sales marketing and accounting.**
After reviewing the Square system that was purchased previously to implement at the desk, it was determined that this system would not be usable as a point of sale and reporting tool. The system requirements to be used in that manner were beyond what members could be reasonably expected to maintain for inventory and sales tracking.

A new chip card reader system was implemented at the desk which does provide more protection for the gallery from fraud and has a fee structure that decreased our card fees approximately 25% from the prior system.
- **Create and distribute monthly and year-to-date P&L statements at each monthly Board meeting; have these financial statements available to any member both at monthly Members Meetings and at the main desk in the gallery.**
P&L and Balance sheets are distributed each month at the board meeting and copies are attached electronically to the minutes distributed to all members with the newsletters. As the newsletter is now only published quarterly, we may need to re-visit how distribution of minutes and statements are made to members.
- **Create and distribute a monthly cash flow budget at monthly Board meetings.**
- Simplified cash flow reports are actually produced and distributed to all members at the business meetings held three times each year.

- **Develop an Annual Budget by September each year (starting 9/2016) for the calendar year (starting with 2017) based on historical financial data and new or discontinued activities and needs based on the strategic plan and other decisions by the Board of Directors.**

Not done and at this point we haven't seen any need for a formal budget with the increased availability and readability of the financial reports to board members.

- **Conduct training sessions for Members on reading financial reports.**

Simplified cash flow and monthly reports to the board include analysis and highlights of what the reports are telling us. Not planning at this time to have any formal training sessions.

- **Develop specific financial tactics as needed for both new and continuing operations.**

Treasurer has worked with our accountants to clean up our reports and make them more usable as a management tool. She has also created some historic data reports so we can track where we are against past performance. The finance committee is currently assessing more options for earning interest on our reserve funds and our options for quicker retirement of our mortgage. This year we will also look at a way to determine how much reserve we need to carry.

- **Maintain the committee structure and Treasurer position on the IAA Board.**

Done. We have also started to keep important finance information on the Dropbox site to ensure a better transition of information to future treasurers/finance committees.

Objective 5A: Streamline Board governance and oversight

The IAA by-laws and operations Manual were revised to accurately reflect Committees and to support increased participation by Supporting members. Board minutes and reports are posted on the IAA website so they are accessible to all members.

Objective 5B: Enhance communication and transparency

Email communications were transitioned from the YMLP paid service to the MailChimp free service. As a result there has been a significant reduction in problems with Members receiving IAA correspondence. Newsletter, calendars, minutes, and manuals are now available on the website.

Objective 5C: Prepare plan for adding part-time paid staff

This was not initiated this year.