

# *Garrett Lakes Arts Festival*

## 2016-2022 Strategic Plan

### **Our Mission:**

Mission Statement. Includes the organization's mission, an assessment of the mission's relevance to the community it serves and any revisions to the mission based on this assessment. – *I BELIEVE THAT THIS MISSION STATEMENT MEETS THIS REQUIREMENT.*

The Garrett Lakes Arts Festival's (GLAF) mission is to enrich our community with high-quality performing arts and arts education. GLAF's primary purpose is to improve the quality and increase the scope of performing arts for local residents and visitors to Garrett County. We consider high-quality performing arts to consist of nationally, regionally or locally recognized artists in the fields of dance, music and theater. Our arts education is focused on making available to our elementary through high school students experiences that enhance their appreciation and understanding of the arts.

### **Our Vision:**

Vision Statement. An overview of what stakeholders perceive the organization will look like in the future. This is typically a projection of three to five years.

### **Statement of Values:**

Statement of Values. A statement of the values that the organization believes is important for the fulfillment of its mission.

We have a dream for GLAF...

- That our performances present to a full house.
- That we perform in a performing arts center.
- That we encourage and impact the youth of our community to love and participate in the arts.
- That we have a Board of Directors that are eager to support the arts, attend Board meetings and participate in our projects.
- That we would partner with other arts organizations to share in productions.
- That we will be financially solvent to the degree we can hire an assistant to aid the Executive Director with marketing.

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**Goals, Objectives and Strategies.** An outline of what the organization hopes to achieve over the next three to five years. Goals are very broad overviews of how an organization hopes to fulfill its mission and reach its vision. Objectives are quantifiable, intermediate steps toward fulfilling goals. Strategies are specific steps the organization will take toward achieving its goals and objectives.

**Timeline, Responsible Parties and Costs** .An overview of when an organization's strategies are to be started and completed, a list of the individuals who will be responsible for making sure each strategy is addressed and an estimate of the financial costs of implementing each strategy.

**GOAL ONE:** GLAF is an organization that is recognized for providing programming with artistic content that is exceptional, and marketable to the general public, and/or has educational value to the general public and culturally underserved in the area.

Objective One: Expand our distinctive brand through our performing arts and arts education programming that is attractive and desirable to residents and visitors and consist of, at least, one of the following criteria (1) marketability to the general public, (2) artistic content that is exceptional to the genre, (3) educational value serves a culturally underserved region.

Strategy One: GLAF Program Committee will develop a process by which all potential GLAF Program events meet the desired standards set forth in Objective One.

Strategy Two: GLAF Program Committee will prepare a checklist of pros and cons of all artists under consideration and present such to the Board (should it be requested) proving the potential gains of the presentation.

Strategy Three: GLAF Education Committee will complete similar process evaluation of any education outreach under the umbrella of GLAF to ensure the educational opportunity falls under the mission and vision of GLAF.

Objective Two: Create a creative marketing plan to prompt GLAF as a Performing Arts Series

Strategy One: Assess the potential market creation of a G-PASS (GLAF Performing Arts Series Subscription) marketing plan with art work and advertising aspects.

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**GOAL TWO:** GLAF is an organization which has a strong foundation of financial support to support its programming and education objective.

Objective One: Develop financial reserves that exceed current levels.

Strategy One: Develop annual operating budgets that incorporate at least a 3% annual profit to build our financial reserves, of which reserves will be used toward arts education.

Strategy Two: Increase private contributions by at least 2% per year.

Strategy Three: Investigate and apply for additional grants, to the fullest extent possible to expand our mission, for which we qualify.

Strategy Four: Identify, by cultivating existing donors or seeking out new major donors, at least one large donor willing to commit to ongoing financial support

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## **GOAL THREE:** GLAF is a significant arts resource for Garrett County students

Objective One: To continue operating as a significant arts resource for Garrett County students we will maintain a close relationship with the school system officials to ascertain the needs of staff and students and subsequently provide quality arts experiences for community youth

Strategy One: Immediately work to include a school system representative on the GLAF Education Committee.

Strategy Two: Develop a comprehensive plan, using the fine arts Voluntary State Curricula (VSC) in dance, music, theater, and the visual arts content areas to guide our arts education activities for elementary and high school students.

Strategy Three: Support music/band programs through field trips, instrument rentals, guest artists and other areas of need.

Strategy Four: Get program feedback through post-program surveys of teachers and students.

Strategy Five: Ensure the community is aware of GLAF's contribution to arts education.

Objective Two: Explore the future of arts education camps by working with other organizations who had developed arts camps in the surrounding areas.

Strategy One: Make contact and connections with the current arts education camps in the county and surrounding counties (including but not limited to the Savage River Art Camp, the Frostburg Music Center, etc).

Strategy Two: Develop a relationship with these arts education groups and develop a plan on how GLAF can work with and compliment their efforts in the community.

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## **GOAL FOUR:** GLAF in an organization with increased strategic partnerships

Objective One: To safeguard the future of GLAF in an increasingly competitive market, we will increase our partnerships with other arts organizations

Strategy One: Provide support (both logistical and technical) to other arts organizations for presenting high quality arts and arts education

Strategy Two: Develop a working plan to co-present performances with other arts organizations in the county and surrounding areas.

Strategy Three: Explore relationships with Frostburg State University, West Virginia University and the University of Maryland to learn how a partnership with these institutions can benefit our arts education outreaches.

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**GOAL FIVE:** GLAF is an organization with an increased footprint and broadened market reach

Objective One: To increase the marketability of our organization, we will broaden our market reach for performances to additional markets.

Strategy One: Develop a plan for marketing and track the success or failure of this increased market success.

Strategy Two: Explore how marketing of GLAF and our activities can be customized to reach a broader audience.

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**GOAL SIX:** GLAF's audience embodies a wide variety of ages and socioeconomic levels

Objective One: To ensure inclusiveness of a wide variety of ages and socio-economic levels we will clarify our intended audience and take appropriate steps to motivate targeted population(s) to participate in GLAF's performing arts events.

Strategy One: Expand our program offerings to target specific age groups and community elements that may attract new community segments.

Strategy Two: Develop a plan to broaden participation (i.e., attract new participants from existing markets); deepen participation (i.e., increase participants' level of involvement); or diversify participation (i.e., attract new markets)

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**GOAL SEVEN:** GLAF is an organization that will present in a state-of-the-art performing arts center

Objective One: GLAF will actively support the efforts of the Center for Performing arts and Community Education through its partnership with Garrett College

Objective Two: Ensure active GLAF representation and the continuation of presenting in the Performing Arts Center in Garrett County

Objective Three: Determine how GLAF can best contribute to the sustainability of a performing arts center.

<http://www.cultureforward.org/Reference-Desk/Tools/Strategic-Planning>