

LAKE WALES ARTS COUNCIL
STRATEGIC PLAN
To Be Adopted May 14, 2002

Mission: To promote, encourage and celebrate the arts for the enhancement of community life.

Vision: The community of Lake Wales is recognized as a cultural center of the county

Council

Goal #1 – To be the leading community resource for quality cultural activities in Greater Lake Wales

Strategies

Position Arts Council as the Public Information and Referral center for cultural activities

Promote and facilitate creative partnerships between all cultural providers, which will expand programming and funding opportunities

Coordinate community-wide cultural events

Education

Goal #2 – To educate our community about the arts through existing programs and by creating, implementing, and evaluating new programs and services

Strategies

Develop programs which reach diverse and expanded audiences

Provide opportunities for children to nurture their love and understanding of the arts

Create alliances with other arts groups throughout the county, state (**and nation**) in order to offer a wider range of educational opportunities.

Evaluate current educational programs

Facilities/operations

Goal #3 Maintain our present quality facility and assure that appropriate community facilities are available to enable the Arts Council to provide a high level of service to the community

Strategies

Continue to utilize the Arts Center to accomplish the purposes of the mission statement and maintain it as a building of historical significance.

Create (Maintain) a collections and accessions policy

Evaluate community resources for facilities and develop arts orientated partnerships with others, which help to achieve the Art Council's and Center's goals.

Evaluate community's resources for space and partner with other facilities to help to achieve the Art Council's and Center's goals

Provide information to staff and public by implementing state of the art technology

Resource Development

Goal #4 Assure that resources are developed to support the mission and goals of the Lake Wales Arts Council.

Strategies

Broaden and secure annual campaign base so those predictable revenue streams exist.

Aggressively pursue grant and alternative funding opportunities.

Advocate government support for the arts

Establish a planned giving program

Maintain and expand quality volunteer programs.

Marketing/Public Relations

Goal #5 Develop and implement marketing and public relations program to promote the Lake Wales Arts Council and the greater Lake Wales area arts community.

Strategies

Coordinate marketing efforts between the Lake Wales Arts Council and other cultural groups in the greater Lake Wales area.

Maintain strong relations with media representatives

Utilize current technology to promote the Lake Wales Arts Council and the greater Lake Wales Arts Community.

Engage volunteers, clients and all art providers as a marketing resource for the Lake Wales Arts Council.

Respectfully Submitted,

Strategic Planning Committee-99-00
Cindy Alexander, Chair
Connie Christoph
Kathy Clark
Sherol Larkin
Pearl McKinney
Marilyn Newell
Sandra Pierce
Miriam Rockness
Bob Sullivan
Cilla Temple
Rich Thompson
Jim Weaver

Revision Committee
May 2002
Nancy Hale Hoyt, Chair
Jean Gibson
Marilyn Newell

LAKE WALES ARTS COUNCIL, INC.
LONG-RANGE PLAN 2002- 2007
To Be Adopted May 14, 2002

Mission and Vision Statement

The mission of the Lake Wales Arts Council is to promote, encourage, and celebrate the arts for the enhancement of community life. The Vision of the Lake Wales Arts Council is for the community of Lake Wales to be recognized as a cultural center of the county.

Goal #1 of Strategic Plan

To be the leading community resource for quality cultural activities in Greater Lake Wales.

FY 2002-2003

1. Seek to diversify musical offerings to better reflect the Lake Wales community. Include at least one entirely different program from the previous year.
2. Investigate having local school groups perform in order to increase awareness of the Arts Center.
3. Continue summer exhibitions in order to increase year-round visitation.
4. Seek other venues for reaching out to a larger number of fine artists for the Art Show.
5. Continue to obtain professional artists' input on the quality of performances and exhibits.
6. Organize activities at the Center to better promote the Arts Center.
7. Continue purchases as recommended by the Accessions Committee study.
8. Continue scheduling events in cooperation with the Bok Tower Gardens.
9. Work with greater Polk County arts agencies to form a Polk County Arts Council.

FY 2003-2004

1. Continue to seek diversity in the performance series.
2. To promote diversity, consider additional performances as budget and scheduling permit.
3. Consider having local school groups perform in order to increase awareness of the Arts Center.
4. Aim to have two or more artists in each gallery exhibition to allow for more artists to exhibit.
5. Encourage the Art Show Committee to evaluate the Art Show.
6. Organize the permanent collection for the possibility for inter-gallery loans.
7. Seek high quality and more diverse presentations for the Center.
8. Work towards joint promotions with other groups.
9. Develop and publish a monthly newsletter to give a calendar of events, information about upcoming classes and programs to replace the multitude of current mailings.

FY 2004-2005

1. Consider expanding the season for performances, including possibly a summer program.
2. Explore opportunities at the Lake Wales Amphitheater.
3. Continue year round exhibits.
4. Make overtures towards a Rt. 27 corridor cultural network, exploring Economic-Cultural Tourism co-ordination efforts.
5. Develop closer working, promotional relationship with the Lake Wales Little Theater.
6. Determine what, if any, performance options might be available at the anticipated Hardman Center.
7. Support groups that might undertake roofing the Amphitheater.

8. Explore options for a mini-Music Festival coordinated with other groups.
9. Increase the size and scope of the Center's community enrichments to include all the arts.
10. Reevaluate the option of a one-day vs. a two-day Lake Wales Art Show.
11. Continue to monitor the permanent collection and arrange to purchase new works based on the continued work of the Accessions Committee.
12. Continue publication of a monthly newsletter.

FY 2005-2006

1. Continue the performance series to include multiple art forms.
2. As opportunities present, welcome outstanding traveling shows.
3. Continue year-round exhibitions.
4. Continue enrichment programs in various art forms.
5. Continue to evaluate the Lake Wales Art Show re: number of artists, format and one vs. two days.
6. Evaluate feasibility of exhibiting our permanent collection in another venue.

FY 2006-2007

1. Set as this year's goal: to revisit all aspects of the Arts Council Strategic Plan, its programs, community involvement, physical plant, financial situation present and future, in light of meeting developing/changing community needs and the realistic ability to offer a diversity of quality programs, and the availability of volunteer and paid personnel. Keep in mind the goals of the Arts Council.
2. Continue a varied schedule of quality programs for adults and youth on a year round basis.
3. Continue a varied series of quality performances.
4. Do an annual review and evaluation of the Art Show.
5. Continue to work with other arts organizations.
6. Consider a workshop with other local arts organizations to focus on our common needs and potential coordinated support of one another.

Goal #2 of the Strategic Plan

To educate our community about the arts through existing programs and by creating, implementing and evaluating new programs and services.

FY 2002-2003

1. Continue educational programs in art and music for adults and youth.
2. Continue to seek quality and diversity in the performance series.
3. Continue variety in the art exhibits.
4. Support Hillcrest Elementary School's efforts to become a magnet school for the arts.
5. Continue music classes for children.
6. Explore the possibility of obtaining Orff instruments for teaching children.
7. Continue the Artscamp and evaluate its curriculum and relevance.
8. Continue the enrichment programs for adults and youth.
9. Coordinate with other advocacy groups to support arts education in our community.
10. Make our "Music in the Schools Program" available to more students.
11. Change the name from "Sundays at the Center" to reflect the fact that, currently, special programs are offered throughout the week.

FY 2003-2004

1. Continue educational programs in art and music for adults and children.
2. Continue to seek diversity and quality in the performance series.
3. Continue variety in the art exhibits.
4. Support Hillcrest Elementary School's efforts to be a magnet school for the arts.
5. Explore the possibility of offering Orff Schulwerk music classes for children.
6. Continue Artscamp and evaluate its curriculum, relevance and opportunities for older children.
7. Seek promotional efforts with other local arts groups.
8. Continue the Lake Wales Art Show.
9. Continue monitoring the arts education in the schools.
10. Continue our "Music in the Schools" program.

FY 2004-2005

1. Continue year-round educational programs, including art and music, for adults and children.
2. Continue to seek diversity and quality in the performance series.
3. Continue variety in the art exhibits.
4. Support Hillcrest Elementary School's efforts to be a magnet school for the arts.
5. Explore possibility of offering Orff Schulwerk music classes for children.
6. Continue Artscamp.
7. Seek promotional efforts with other local arts groups.
8. Continue the Lake Wales Art Show.
9. Continue monitoring the arts education in the schools.
10. Continue our "Music in the Schools" program.
11. Explore the option of hiring a part time education program coordinator/administrator.

FY 2005-2006

1. Continue year-round educational programs, including art and music, for adults and children.
2. Continue to seek diversity and quality in the performance series.
3. Continue variety in the arts exhibits.
4. Monitor and support a local magnet school for the arts.
5. If begun, continue Orff music classes for children.
6. Continue and possibly expand Artscamp
7. Continue promotional efforts with other local arts groups.
8. Continue the Lake Wales Art Show.
9. Continue monitoring the arts in our schools.
10. Evaluate the continuation of Arts in Our Schools program.
11. Evaluate the success of year-round programs in a "snow-bird" community.
12. Hire a part time education program coordinator/administrator.

FY 2006-2007

1. Evaluate the current programs, classes, Artscamp, exhibits, and other offerings associated with the Arts Center for relevance, community support, community needs, ability to support those programs, diversity of programming, and other resources in the community.

2. Based on the former envisioning, review the financial supports of the organization and determine what the Arts Center's financial needs are.
3. During this year of visioning, continue those programs that have proved successful.
4. Continue to monitor the arts in our schools.
5. Continue coordination with other arts agencies.

Goal #3 of the Strategic Plan

Maintain our present quality facility and assure that appropriate community facilities are available to enable the Arts Council to provide a high level of service to the community.

FY 2002-2003

1. Raise sufficient funds to adequately cover all needed structural, maintenance, and landscaping costs.
2. Maintain the facility in good condition in both structure and appearance.
3. Hire a qualified general maintenance person with additional useful skills.
4. Maintain the landscape to enhance the outward appearance of the physical plant.
5. Continue to evaluate the plant and environs for their best use and care.
6. See that all remaining construction issues and "punch lists" are completed.
7. Investigate alternative community venues for use by the arts, for example the Hardman Complex and the amphitheater.

FY 2003-2004

1. Adequately fund all needed structural, maintenance, and landscaping costs.
2. Increase the Endowment.
3. Maintain the facility in good condition in both structure and appearance.
4. Maintain qualified personnel to maintain the plant and environs.
5. Maintain the landscape to enhance the outward appearance of the physical plant.
6. Continue to evaluate the plant and environs for their best use and care.
7. Begin to consider the long-term facility needs and be aware of opportunities.

FY 2004-2005

1. Adequately fund all needed structural, maintenance, and landscaping costs.
2. Increase the Endowment.
3. Maintain the facility in good condition in both structure and appearance.
4. Maintain qualified personnel to maintain the plant and environs.
5. Maintain the landscape to enhance the outward appearance of the physical plant.
6. Continue to evaluate the plant and environs for their best use and care.
7. Begin to consider the long-term facility needs and be aware of opportunities.

FY 2005-2006

1. Adequately fund all needed structural, maintenance, and landscaping costs.
2. Increase the Endowment.
3. Maintain the facility in good condition in both structure and appearance.
4. Maintain qualified personnel to maintain the plant and environs.
5. Maintain the landscape to enhance the outward appearance of the physical plant.

6. Continue to evaluate the plant and environs for their best use and care.
7. Consider the long-term facility needs and be aware of opportunities.

FY 2006-2007

1. As part of this 35th Anniversary Year, look at our current facility in light of needs exposed by the visionary process.
2. Consider possible future capital construction or purchase needs for larger auditorium, more class space or other factors that can only be anticipated in the future.
3. Adequately fund all needed structural, maintenance, and landscaping costs.
4. Increase the Endowment.
5. Maintain the facility in good condition in both structure and appearance.
6. Maintain qualified personnel to maintain the plant and environs.
7. Maintain the landscape to enhance the outward appearance of the physical plant.
8. Continue to evaluate the plant and environs for their best use and care.

Goal #4 of the Strategic Plan

Assure that resources are developed to support the mission and goals of the Lake Wales Arts Council.

FY 2002-2003

1. Develop a comprehensive development program.
2. Promote recently devised donor level opportunities.
3. Increase the membership base for greater giving.
4. Seek new individual and corporate sponsors.
5. Increase the endowment.
6. Establish a bequest society.
7. Develop a planned giving program.
8. Make the opportunity of planned giving known to members.
9. Assure that all donations are credited and acknowledged.
10. Project future financial needs and devise a plan to meet those needs.
11. Apply for grants, national, state, corporate and others to fund our facility and programs.
12. Research additional non-earned income sources.
13. Develop a comprehensive earned income plan to take advantage of the gift shop and building use fees.
14. Consider whether we need the assistance of a professional development person primarily for administrative chores.

FY 2003-2004

1. Follow the comprehensive development program.
2. Promote donor level opportunities.
3. Increase the membership base for greater giving.
4. Seek new individual and corporate sponsors.
5. Increase the endowment.
6. Promote the bequest society.

7. Promote a planned giving program.
8. Assure that all donations are credited and acknowledged.
9. Project future financial needs and devise a plan to meet those needs.
10. Apply for grants, national, state, corporate and others to fund our facility and programs.
11. Research additional non-earned income sources.
12. Earn income, taking advantage of the gift shop, and building use fees.
13. Look for part-time professional development help.

FY 2004-2005

1. Follow the comprehensive development program.
2. Promote donor level opportunities.
3. Increase the membership base for greater giving.
4. Seek new individual and corporate sponsors.
5. Increase the endowment.
6. Promote the bequest society.
7. Promote the planned giving program.
8. Assure that all donations are credited and acknowledged.
9. Project future financial needs and devise a plan to meet those needs.
10. Apply for grants, national, state, corporate and others to fund our facility and programs.
11. Research additional non-earned income sources.
12. Earn income, taking advantage of the gift shop, building use fees and other opportunities.
13. Consider other earned income opportunities.
14. Consider the role of and the need for expanding the hours of the professional development person

FY 2005-2006

1. Continue to follow the comprehensive development program.
2. Continue to promote donor level opportunities.
3. Increase the membership base for greater giving.
4. Seek new individual and corporate sponsors.
5. Increase the endowment.
6. Promote the endowment fund for planned giving.
7. Continue to make the opportunity of planned giving known to members.
8. Assure that all donations are credited and acknowledged.
9. Project future financial needs and devise a plan to meet those needs.
10. Follow the plan to meet those needs.
11. Apply for grants, national, state, corporate and others to fund our facility and programs.
12. Research additional non-earned income sources and implement them.
13. Earn income, taking advantage of the gift shop, building use fees, and other opportunities.
14. Consider other earned income opportunities.
15. Anticipate obtaining funding for the 35th Anniversary Year visioning process.

FY 2006-2007

1. Fund all aspects of the 35th Anniversary Year visioning process.
2. In cooperation with this visioning year, review all finances and look to areas where they can be strengthened.
3. Review all giving and consider how that might be enhanced.

4. Consider a major campaign to increase the endowment, planned giving and/or new needed capital expenses.
5. Meanwhile, maintain all development efforts.
6. Continue seeking grants from all possible sources.
7. Continue earned and non-earned income sources.
8. Consider more time/help from a professional development person.

Goal # 5 of the Strategic Plan

Develop and implement a marketing and public relations program to promote the Lake Wales Arts Council and the greater Lake Wales area arts community.

FY 2002-2003

1. Establish a Marketing and Public Relations committee to review pertinent issues.
2. Charge the committee with developing an overall marketing plan.
3. Consider professional advice if indicated.
4. Find ways to streamline communication to members.
5. Investigate cross promoting with other arts organizations, even expanding into other Rt. 27 areas like Winter Haven, Haines City, Babson Park and Frostproof.
6. Investigate promoting in new real estate developments.
7. Fine tune procedures for providing information to the media.
8. Send out media releases for all events sponsored by the Arts Council.
9. Seek to have local arts writers review as well as provide stories on concerts and art exhibitions.
10. Encourage media involvement.
11. Expand marketing for the Lake Wales Art Show.
12. Continue and update the web page.
13. Continue participation in Art-I-Facts in cooperation with the Polk County Cultural Arts Board.
14. Participate in business expos at the Eagle Ridge Mall.
15. Continue efforts for a community events calendar in cooperation with local newspapers.
16. Attempt to consolidate mailings, with the objective of eventually having a monthly newsletter.

FY 2003-2004

1. Implement marketing and public relations plans.
2. Continue efforts to work with other arts organizations to promote events.
3. Continue to work with Art-I-Facts and the Polk County Cultural Arts Board.
4. Continue to work with the media and send out media releases for all events.
5. Publicize the web page.
6. Continue to participate in any local expos, Chamber events, or other opportunities to "outreach."
7. Continue to promote a community events calendar.
8. Develop and publish a monthly newsletter to give a calendar of events, information about upcoming classes and programs to replace the multitude of current mailings.
9. Continue to evaluate effectiveness of the marketing and public relations plans and fine tune as needed.
10. Utilize professional advice as needed.
11. Consider enhancing the stand-alone web page.

FY 2004-2005

1. Continue implementing marketing and public relations plans.
2. Continue the monthly newsletter for members. Evaluate its effectiveness.
3. Continue efforts to work with other arts organizations to promote events.
4. Continue to work with Art-I-Facts and the Polk County Cultural Arts Board.
5. Continue to work with the media and send out media releases for all events.
6. Publicize the web page.
7. Continue to participate in any local expos, Chamber events, or other opportunities to “outreach.”
8. Continue to promote a community events calendar.
9. Continue to evaluate effectiveness of the marketing and public relations plans and fine tune as needed.
10. Utilize professional advice as needed.

FY 2005-2006

1. Continue implementing marketing and public relations plans.
2. Continue a monthly newsletter for members, if effective. Otherwise, develop a new communication method.
3. Continue efforts to work with other arts organizations to promote events.
4. Continue to work with Art-I-Facts and the Polk County Cultural Arts Board.
5. Continue to work with the media and send out media releases for all events.
6. Publicize the web page.
7. Continue to participate in any local expos, Chamber events, or other opportunities to “outreach.”
8. Continue to promote a community events calendar.
9. Continue to evaluate effectiveness of the marketing and public relations plans and fine tune as needed.
10. Utilize professional advice as needed.
11. Anticipate the activities of the 35th Anniversary Year.
12. Gear up to market the Lake Wales Arts Council in its 35th year.

FY 2006-2007

1. As part of this envisioning year, review the marketing and public relations plans.
2. Consider the expanding nature of the community and the opportunities to reach out into other neighboring communities. Can this be more effective? Are all potential markets being reached?
3. Are there better and/or more effective ways to work with the media for greater publicity?
4. While undergoing this envisioning process, continue all marketing and public relations efforts, fine-tuning as evidence presents itself.

Goal # 6 Administration

To provide leadership and support staff to implement the goals of the Strategic Plan.

FY 2002-2003

1. Evaluate the book keeper’s hours to confirm that a quality job can be done, and expand those hours if necessary.

2. Meet with the Arts Council Long-Range Planning Committee to assist in determining a realistic and forward thinking vision for the Arts Council. Draw up cost guidelines for meeting those goals.
3. Evaluate the maintenance staff to determine that the abilities of the employee and the hours hired meet the needs of maintaining the plant and grounds and other needs of the Arts Center. If additional hours are required for the new plant, make adjustments.
4. Continue having an audit done by a professional accounting firm.
5. Continue having an investment committee to oversee the endowment fund.
6. Encourage the Arts Guild to expand, and see that volunteers have satisfying jobs.
7. Continue the scheduling of volunteers so that the Arts Center remains open seven days a week.
8. Continue working with the administrative assistant for smooth operations of the Arts Center.
9. Focus on solidifying the inner workings of the Arts Center, on transitioning from the chaos of the "construction years" to a solid, smoothly working organization that provides quality programs, exhibits, classes, and other enrichments, while still maintaining financial stability and growing an endowment.
10. Market the Arts Council to a broader base including new developments, eastern Winter Haven, and other surrounding areas.
11. Attempt to consolidate mailings, with the objective of eventually having a monthly newsletter.
12. Explore employing someone to write, layout and distribute a professional monthly newsletter.

FY 2003-2004

1. Evaluate the book keeper's hours, and expand those hours if necessary.
2. Evaluate the maintenance staff to determine that the abilities of the employee and the hours hired meet the needs of maintaining the plant and grounds and other needs of the Arts Center. If additional hours are required for the new plant, make adjustments.
3. Continue having an audit done by a professional accounting firm.
4. Continue having an investment committee to oversee the endowment fund.
5. Encourage the Arts Guild to expand, and see that volunteers have satisfying jobs.
6. Continue the scheduling of volunteers so that the Arts Center remains open seven days a week.
7. Continue working with the administrative assistant for a smooth operation of the Arts Center.
8. Hire a part time development person to handle those administrative chores.
9. Evaluate the effectiveness of the newsletter.
10. Employ someone to write, do layout and distribute a professional monthly newsletter.
11. Investigate the option of a professional to handle the education programs.

FY 2004-2005

1. Evaluate the maintenance staff to determine that the abilities of the employee and the hours hired meet the needs of maintaining the plant and grounds and other needs of the Arts Center. If additional hours are required for the new plant, make adjustments.
2. Evaluate the bookkeeper's job and hours; determine if the employee can effectively help by taking on other jobs
3. Continue having an audit done by a professional accounting firm.
4. Continue having an investment committee to oversee the endowment fund.
5. Encourage the Arts Guild to expand, and see that volunteers have satisfying jobs.
6. Continue the scheduling of volunteers so that the Arts Center remains open seven days a week.
7. Continue working with the administrative assistant for a smooth operation of the Arts Center.
8. Evaluate the development person to verify that the employee is making a maximum contribution and make adjustments accordingly.

9. Hire a part time education program coordinator/administrator.
10. Evaluate and enhance the monthly newsletter.

FY 2005-2006

1. Evaluate the maintenance staff to determine that the abilities of the employee and the hours hired meet the needs of maintaining the plant and grounds and other needs of the Art Center. If additional hours are required for the new plant, make adjustments.
2. Continue to evaluate the bookkeeper's job and hours; determine if the employee can effectively help by taking on other jobs.
3. Continue having an audit done by a professional accounting firm.
4. Continue having an investment committee to oversee the endowment fund.
5. Encourage the Arts Guild to expand, and see that volunteers have satisfying jobs.
6. Continue the scheduling of volunteers so that the Arts Center remains open seven days a week.
7. Continue working with the administrative assistant for a smooth operation of the Arts Center.
8. Evaluate the development person to verify that that employee is making a maximum contribution and make adjustments accordingly.
9. Evaluate the part time education program coordinator/administrator to verify that they are fulfilling the needs of the Arts Center and its multitude of programs.
10. Evaluate and enhance the monthly newsletter.
11. Anticipate professional assistance to be available for the 35th Anniversary Year visioning process.

FY 2006-2007

1. During this 35th Anniversary Year envisioning process, review all programs, the plant and its maintenance, the office staff and their effectiveness and determine if they and the current systems best meet the needs and goals of the Arts Council.
2. Where changes are determined to be needed, implement those changes. Advise the executive committee of the findings and actions.
3. Maintain smooth operating of the Arts Center and all its programs during this period.
4. Continue having an audit done by a professional accounting firm.
5. Continue having an investment committee to oversee the endowment fund.
6. Continue the scheduling of volunteers so that the Arts Center remains open seven days a week.
7. See that the development operations continue.
8. Anticipate the implementation of the 35th Anniversary Year envisioning process recommendations.

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Long Range Plan