



Strategic Plan
January 1, 2017 to December 31, 2019

INTRODUCTION

Creative 360's Board of Directors and Leadership Team are pleased to present this strategic plan developed to strengthen our financial sustainability and organizational capacity. The primary focus for the next three years is to further develop our leadership, stabilize and grow our financial capabilities, and refine operations in order to continue to meet community needs through our programs and services.

We're excited by the opportunities this plan presents for our team and the region we serve. You are invited to join us in moving this plan forward.

CREATIVE 360 MISSION

To create environments that allow people of all ages and abilities to experience the creative process, and to enhance physical, mental and spiritual wellness through the arts and humanities.

CORE VALUES

Inclusiveness – No matter your age, gender, race, beliefs, skills or life circumstances, you are welcome at Creative 360 and are free to be yourself.

Creativity – We believe that imagination and free expression are essential to any person's life. We see creativity not as a finished product, but a journey of discovery, so we provide a non-judgmental atmosphere where all work is treasured.

Respect – We respect not only people, but also ideas. We are open to new and non-traditional programming. We believe in the power of saying "yes".

Community – We believe that unity and compassion are components of a strong society. We work to bring people together.

LONG-TERM VISION

Our organization is sustainable with a reputation for innovative, fun and meaningful programs and services that welcome and embrace everyone. Our programs are busy with a diverse clientele that feels safe to experiment with and embrace their creativity. Our team of staff, board members, artists, educators and volunteers share an excitement and passion for our work and are proud of our accomplishments together.

THREE YEAR FOCUS (in order to achieve our long-term vision)

We will strengthen our core capacities over the next three years to be poised for further growth and innovation with the following actions:

- Strengthen and diversify funding.
- Continue to develop and enhance programs.
- Increase community awareness and engagement.
- Further develop and expand our team.
- Address our space and infrastructure needs

FUTURE FUNDING MODEL (see table, page 3)

Creative 360 needs a minimum of \$335,000 annually to cover operations. The organization also needs a reserve of \$75,000 to smooth out cash flow issues during specific times of the year when cash flow is lower.

The desired funding model targets an additional \$75,000 by December 31, 2019 to build a \$75,000 reserve, and to generate additional funds for routine capital and operational needs. The growth in annual revenue is assumed to come from contributions and public support and not from growth in grants or earned income. These categories have held constant for 2017 to 2019.

Building expansion needs will likely require a special capital campaign in addition to the annual fund development target.

Our Current and Future Funding Model

Income Source	2013	% of total	2014	% of total	2015	% of total	2016 Budget	% of total	2017	% of total	2018	% of total	2019	% of total
Public support														
Contributions	62127		127756		68660		81700							
<i>Subtotal</i>	62127	28.2	127756	32.9	68660	13.5	81700	25.0	133000	35.0	153000	38.0	163000	39.0
Grants	93977		111100		149452		124500							
<i>Subtotal</i>	93977	42.7	111100	28.6	149452	29.4	124500	37.0	125000	33.0	125000	31.0	125000	31.0
Earned income														
Tuition and fees	50254		91407		115421		105180							
Rental income	8105		16007		13080		12000							
Merchandise	2318		5072		8996		4200							
Workstudy	3264		4992		3154									
<i>Subtotal</i>	63941	29	117478	30	140651	28	121380	36.0	122000	32.0	122000	31.0	122000	30.0
Other income														
Miscellaneous	50		6731		14302		3500							
Interest	8		21		22									
<i>Subtotal</i>	58	0.03	6752	1.74	14324	2.81		2.00						
<i>Total public support/ other revenue</i>	220103	100%	363086	100%	373087	100%	333480	100%	380000	100.0	400000	100.0	410000	100.0
TOTAL REVENUE*	220103	100.0	388086	100.0	508867	100.0	333480	100.0	380000	100.0	400000	100.0	410000	100.0

Assumptions:

*Temporarily restricted funds have been included in total revenue

The organization needs \$335000 annually for operating expenses and an additional \$75000 to create a cushion for cash flow and capital needs

Assumes all future revenue growth comes from public support; grants and earned income have been held constant at the 2016 level

KEY STRATEGIES

In order to achieve our long-term vision, and successfully pursue the five focus areas, we will implement the following strategies.

Focus Area 1: Strengthen and Diversify Funding.	
Strategy 1:	Develop our fundraising capabilities.
Focus Area 2: Continue to Develop and Enhance Programs.	
Strategy 2:	Evaluate and refine program offerings and pricing.
Focus Area 3: Increase Community Awareness and Engagement.	
Strategy 3:	Tell our story more purposefully through aggressive marketing and outreach.
Focus Area 4: Further Develop and Expand Our Team	
Strategy 4:	Continue to recruit new board members and develop our board.
Strategy 5:	Strengthen our human resources infrastructure.
Strategy 6:	Expand our volunteer force and work teams.
Focus Area 5: Address Space and Infrastructure Needs	
Strategy 7:	Develop a plan to address facility needs including storage and art preservation.

SUCCESS MEASURES

Creative 360's leadership will track these success measures in a dashboard report presented at board meetings to determine the success of the strategic plan.

Creative 360 Success Measures
Increase revenue from fund development to \$163,000 annually by December 31, 2019.
Increase participation in programs by __.
Increase visibility and awareness of Creative 360 - To be set by marketing team
Achieve a 15-member board of directors that is actively involved in Creative 360's success.
Increase board engagement so that each board member is assigned to a committee and actively involved in the organization's activities.
Complete annual performance reviews of all staff and executive director.
Full human resources policy and procedure update.
Recruit skilled volunteers to populate committees and support programs.
Ensure Creative 360 has sufficient and affordable space for its programs and services.

Strategic Plan Implementation Matrix

Focus Area 1: Strengthen and Diversify Funding.			
Strategy 1: Develop fundraising capabilities.			
Tactic	Timing	Lead	Success Measure
Establish a Development Committee that includes board members, community representatives, and staff.	By May 2017	Board	Increase revenue from fund development to \$163,000 by 12/31/19.
Train the Development Committee and Board on how to identify and approach donors; how to steward donors.	May 2017		
Develop a fund development plan that sets fundraising targets, goals for each individual and outlines potential donors, strategies and assignments.	By July 2017	Development Committee	
As part of the fund development plan, evaluate whether a membership program is the best way to go.	By July 2017	Development Committee	
Select and purchase donor software/ database.	By July 2017	Ashley Ghose/ Joannah Lodico	
In conjunction with the marketing program, develop a case for support that defines why we are raising money, who are we helping; case studies, and how donations will be used	By July 2017	Development Committee/ Deb Cull	
Board to identify prospects including contact information.	By September 2017 (for Fall Fundraiser)	Board	
Focus Area 2: Continue to Develop and Enhance Programs.			
Strategy 2: Evaluate and refine program offerings and pricing.			
Tactic	Timing	Lead	Success Measure
Establish a screening tool and business plan outline to be used in pursuing new programs and services (see appendix 2).	By Dec 2017	Board and Executive Director	Increase participation in programs by __.

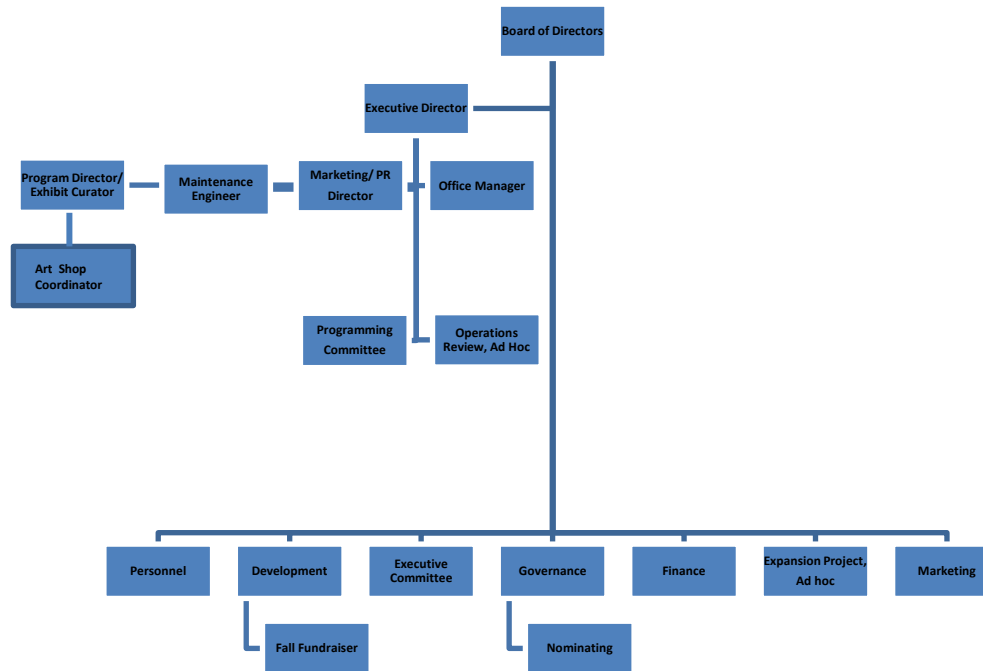
Review and evaluate programs using the Matrix Map (see appendix 3).	By Dec 2017	Staff	
Consider whether there is a need for teen programs including a teen art exhibit.	By Dec 2018	Staff	
Focus Area 3: Increase Community Awareness and Engagement			
Strategy 3: Tell our story more purposefully through aggressive marketing and outreach.			
Tactic	Timing	Lead	Success Measure
Find ways to consistently include elements of the updated Creative 360 mission and core values in our communications, including in comments/releases to media.	Ongoing	Deb Cull, Bryan Dahl	To be set by marketing team
Rebuild marketing committee and set manageable schedule for meetings.	By May 2017	Deb Cull, Bryan Dahl	
Review marketing strategy from 2015/2016 and discuss tactics/metrics for coming year; set regular review date for strategy in future years.	By July 2017	Marketing Committee	
Create a key message document for use by board, staff and volunteers that summarizes Creative 360, its key programs and its fundraising.	By July 2017	Marketing Committee	
Revisit website to see how its copy/layout might be improved to better express key messages – set consistent date to do this each year.	By September 2017 (any revisions completed before annual fundraiser)	Marketing Committee	
Focus Area 4: Further develop and expand our team.			
Strategy 4: Continue to recruit new board members and develop our board.			
Tactic	Timing	Lead	Success Measure
Share mission moments at every board meeting.	Ongoing	Staff	

Develop a committee structure with leadership, assignments and reporting requirements.	By April 2017	Board	Achieve a 15-member board of directors that is actively involved in Creative 360's success.
Every board member to select a committee assignment.	By May 2017	Board	
Review and update board role description.	By April 2017	Governance Committee	Increase board engagement so that each board member is assigned to a committee and actively involved in the organization's activities
Develop orientation process for new board members.	By June 2017	Jeff, Alex and Darby	
Conduct board training on serving as an ambassador, fund development and financial oversight(with Dev Committee).	May 2017	Governance Committee	
Complete revisions to board manual.	By July 2017	Jeff	
Identify board recruitment needs based on strategic plan.	January 2018	Governance	
Strategy 5: Strengthen our human resources infrastructure.			
Tactic	Timing	Lead	Success Measure
Staff to set annual goals based on strategic plan.	By May 2017	Carol Rumba	Complete annual performance reviews of all staff and executive director.
Establish an ad hoc committee to review and update personnel manual/policies and procedures.	By May 2017	Board and Carol Rumba	
Staff to update job descriptions, roles and expectations.	By September 2017	Carol Rumba	
Develop a process for conducting performance reviews.	By January 1, 2018	Personnel	Full human resources policy and procedure update.
Develop succession plans for the executive director and board leadership.	By January 1, 2018	Personnel and Governance	
Revise staffing model based on needs of strategic plan; build increases in staffing into future budgets.	By December 31, 2019.	Personnel	
Update job descriptions based on new staffing model and conduct compensation study; build salary plan into future budgets.	By December 31, 2019.	Personnel Committee	
Review business processes and identify opportunities to systemize and streamline back office support.	By December 31, 2019.	Operations Review Comm	

Strategy 6: Expand our volunteer force and work teams.			
Tactic	Timing	Lead	Success Measure
Meet with key personnel to identify volunteer needs; develop an inventory of volunteer needs.	By March 2017	Karen Thomas/ Joannah Lodico	Recruit skilled volunteers to populate committees and support programs.
Break volunteer needs into categories and descriptions; develop written assignments including task to be performed, time commitment and expectations.	By March 2017	Karen Thomas/ Joannah Lodico	
Develop postings including the benefits for individual opportunities.	By May 2017	Karen Thomas/ Joannah Lodico	
Post postings and promote opportunities on the website, in the class schedule, in the newspaper and newsletter, and during events.	By May 2017	Karen Thomas/ Joannah Lodico	
Develop an orientation program and packet for new volunteers and prepare them to serve as ambassadors for Creative 360.	By May 2017	Karen Thomas/ Joannah Lodico	
Post an orientation schedule and identify volunteer leaders to conduct orientations.	By May 2017	Karen Thomas/ Joannah Lodico	
Develop training materials and instructions for specific assignments.	By May 2017	Karen Thomas/ Joannah Lodico	
Prepare the “host” for volunteers.	By May 2017	Karen Thomas/ Joannah Lodico	
Staff to establish a mechanism to capture and track volunteer hours.	By May 2017	Karen Thomas/ Joannah Lodico	
Staff to update assignments routinely.	Ongoing	Karen Thomas/ Joannah Lodico	
Develop an evaluation process to assess the fit and assignment; obtain input from both the volunteer and staff in charge.	By September 2017	Karen Thomas/ Joannah Lodico	
Recognize volunteers through online stories, the newsletter and other promotion.	Ongoing	Karen Thomas/ Joannah Lodico	
Host a volunteer appreciation event annually.	By January 2018	Karen Thomas/ Joannah Lodico	

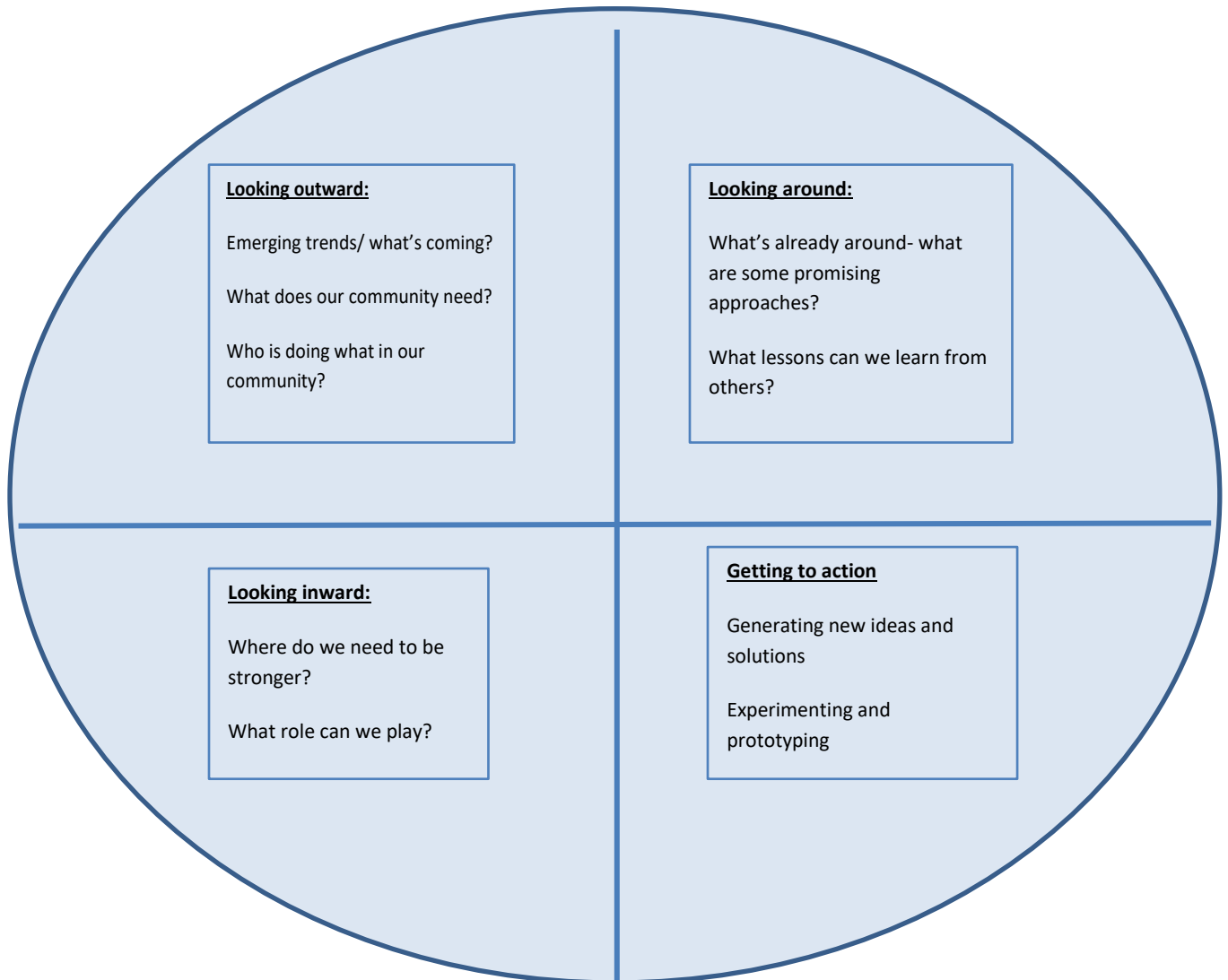
Recognize volunteers at annual Fundraising Luncheon.	October 2017	Karen Thomas/ Joannah Lodico	
Strategy 7: Develop a plan to address facility needs including storage and art preservation.			
Tactic	Timing	Lead	Success Measure
Develop facility expansion plan with a corresponding budget and timeline for expansion.	By December 31, 2020	Expansion Project Committee	Creative 360 has sufficient and affordable space for its programs and services.
Develop a capital campaign to support facility expansion.	By December 31, 2020	Development Committee	

Committee Structure to Support this Plan (see appendix 4 for committee descriptions.)



APPENDICES

APPENDIX 1: OUR STRATEGIC PLANNING PROCESS



APPENDIX 2: STRATEGIC SCREENING MATRIX

To be used in evaluating new strategies, programs or new revenue opportunities

Criterion	Rating 1-5 1 is weaker, 5 is stronger	Weight	Score
Fit with mission		2	
Fit with core values		2	
Meets clients' needs		2	
Knowledge/ capability to implement		1	
Ability to recruit volunteers		1	
Time commitment of executive director and board		1	
No other program/ no duplication		1	
Level of user interest		1	

Instructions:

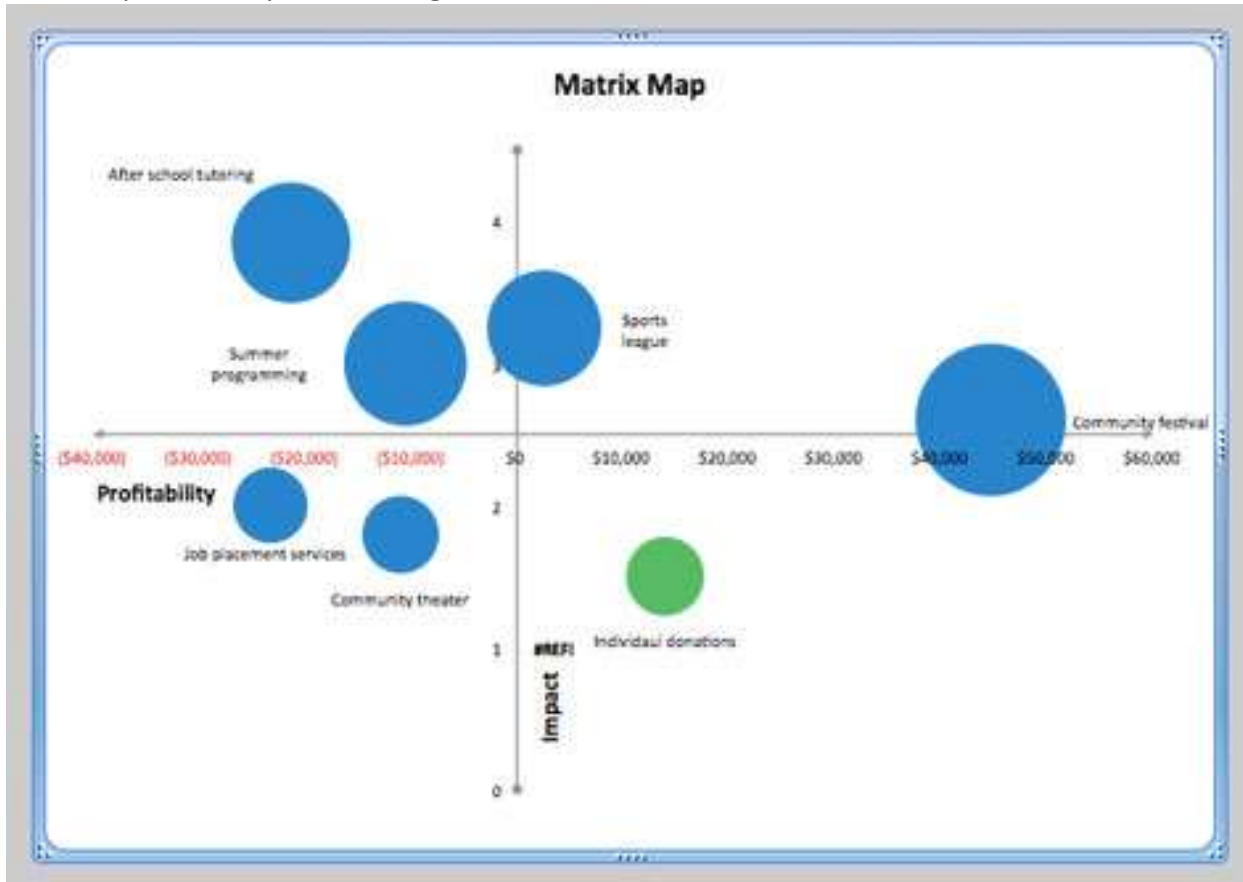
- 1) Review and customize the criterion listed in the left column.
- 2) Apply stronger weights to criterion that are more important than others.
- 3) Score how well your new opportunity, program or strategy fits the criterion on a scale of 1 to 5 where 5 is a stronger fit and 1 is a weaker fit.

Decide- how strong of a score does it need to be for our organization to pursue it? Any opportunities that meet this threshold are worthy of investigating further and conducting thorough due diligence.

APPENDIX 3: THE MATRIX MAP

The Matrix Map is a visual tool that plots all of the organization's activities -- not just its programs -- into a single, compelling image. By illustrating the organization's business model -- through a picture of all activities and the financial and mission impact of each one -- it supports genuinely strategic discussions.

Below is an example of a Matrix Map for a community center. Each circle represents a business line. You can see that circles higher on the map have higher impact than those lower on the map. You can see the relative size of each activity, and which ones make money, which break even, and which require subsidy from the organization's unrestricted funds.



The resulting image often provides an "Aha!" moment for board members. After years of hearing about seemingly unrelated programs, they can now understand how they all work together to support the impact and viability of the organization they care about.

To create a Matrix Map there are four steps:

- Identify your "lines of business" or activities
- Assess relative mission impact
- Determine profitability and
- Map the results!

APPENDIX 4: COMMITTEE DESCRIPTIONS

EXECUTIVE COMMITTEE

Purpose: The Executive Committee supplements the work of the entire Board and consists of the Board officers. The Executive Committee can make decisions on behalf of the Board in cases where it is impossible to convene the full Board or a situation that requires immediate attention.

The Board chair may also choose to convene the Executive Committee for planning purposes or in-depth discussion on a specific topic.

Primary Responsibilities:

- Deal with board emergencies and crisis.
- Make decisions in the event that the full board is not available.
- Develop the Board including strong Board practices, procedures and culture
- Advise the Board President
- Carry out specific directions of the board, and take action on policies when they affect the work of the executive committee or when the full board directs the committee to do so.
- Initiate the board's involvement in establishing a strategic framework or direction.
- Lead the board's efforts in developing the strategic plan.
- Serve as an ambassador for the organization, adhere to its principles and promote a positive image.

Structure: Board officers; other Board members as needed to deal with governance needs; reports routinely to the Board and submits committee minutes.

Schedule: Meets on an ad hoc, as needed basis only.

GOVERNANCE COMMITTEE

Purpose: The Governance Committee serves as the "conscience of the Board" and ensures that the work of the Board is consistent with its mission. It examines how the board is functioning, how board members communicate, and whether the Board is fulfilling its responsibilities and living up to the objectives and aspirations set for itself and the organization. While all Board members should understand the organization's mission and goals, the Governance Committee must consider them with an eye on the Board's responsibility to guide the organization and what is required of the board to best accomplish that. The Governance Committee must be able to articulate the Board's vision for the Board and find the Board members who can put it into action.

Primary Responsibilities:

Find, keep, and/or retire Board members

- Revise Board member job descriptions, as needed.
- Conduct composition analysis to support Board recruitment.
- Identify potential Board members and maintain information about each candidate.
- Cultivate and recruit new members from beyond the Board's traditional circles.
- With the Board Chair, help assess and maintain Board members' individual commitment, support, and participation in governance duties.
- Observe and nurture potential leaders within the Board.
- Evaluate Board members' eligibility for re-election.

Educate Board members

- Orient new Board members to ensure that they have adequate materials and understand their roles and responsibilities.
- Involve Board members in "continuing education." The Governance Committee can update Board members (about new programs, etc.) and continue to improve their skills as Board members.
- Establish an effective communications network to keep Board members apprised of activities through emails, board and committee minutes, reports, and phone calls.

Evaluate the Board's performance

- Annually lead the Board in its self-assessment and develop recommendations to the board for self-improvement.
- Discuss with the Executive Director and other staff their views of the board's performance and ways to strengthen the Board in both its governing and supporting role.

Serve as an ambassador for the organization, adhere to its principles and promote a positive image.

Structure: Comprised of all Board members; reports routinely to the Board and submits committee minutes.

Schedule: Meets at a minimum on a quarterly basis; may require more frequent meetings.

FINANCE COMMITTEE

Purpose: The Finance Committee works with the Executive Director, Bookkeeper and Treasurer to generate the required monthly financial reports for the Board, develop the draft budget, anticipate future financial needs, and addresses financial issues that relate to providing adequate resources for operations. The Committee is also responsible for conducting an annual external financial audit (including the selection and rotation of the lead auditor), presenting the final audit to the board for approval and ensuring appropriate financial controls are in place.

Primary Responsibilities:

- Develops with the Executive Director and Treasurer the draft annual budget prior to final submission to Board.
- Determines necessary board financial reports and format.
- Prepares financial reports as needed.
- Monitors financial reports and identify potential financial issues.
- Monitors checking account and cash flow/ balance.
- Conducts financial forecasts and project future needs.
- Identifies process and timing for conducting audit including selection of auditor
- Facilitates audit process; ensure access to required information and records that is provided to the auditors
- Reviews initial audit reports
- Provides final report and explanations to Board
- Represents and serves as ambassadors for the organization, adheres to its principles and promotes a positive image.

Structure: The Finance Committee includes both Board and non-Board members with the Board Treasurer serving as the committee chair. The work of the Finance Committee is subject to review by the audit committee and approval by the full board. Reports routinely to the Board and submits committee minutes. The Executive Director and Board Chair are ex officio members.

Schedule: Meets at a minimum on a quarterly basis

DEVELOPMENT COMMITTEE

Purpose: The Development Committee is responsible for developing and overseeing the organization's overall fund development program and relationship building activities.

Primary Responsibilities:

- Provide a forum for coordinating fundraising activities and contacts.
- Establish a fund development plan and related fundraising strategies and calendar. These include annual appeals, events sponsored by community groups, house parties and “friend-raising”, planned giving, protocols and more.
- Promote the organization’s image, visibility and case for support.
- Develop prospects, donor, and other mailing/ contact lists.
- Conduct donor meetings focused on soliciting major gifts.
- Develop certain types of development efforts, such as chairing an event or hosting fundraising parties, etc.
- Identify fundraising infrastructure needs.
- Involve all Board members in fundraising, such as having board members make telephone calls to ask for support, and conduct donor meetings.
- Monitor fundraising efforts to be sure that ethical practices are in place, that donors are acknowledged appropriately, and that fundraising efforts are cost-effective.
- Participate in fundraising training sessions.
- Evaluate and refines strategies to insure their successful execution
- Serve as an ambassador and promote the organization’s image, visibility and case for support within the community.

Structure: Three or more members including both Board and non-Board members; reports routinely to the Board and submits routine reports. The Executive Director and Board Chair are ex officio members.

Schedule: Meets monthly.

MARKETING COMMITTEE

Purpose: The Marketing is responsible for developing and overseeing the organization's overall marketing program and outreach activities.

Primary Responsibilities:

- Promote the organization's image, visibility and case for support within the community.
- Establish a marketing plan that is consistent with the overall strategic plan of the organization.
- Establish identity standards and guidelines which ensure the establishment of a consistent brand and image for the organization
- Outline specific marketing and visibility activities which promote public understanding and the case for supporting the organization to the public.
- Create a media relations protocol, media release template, and media contact list.
- Develop an outreach strategy which includes presentations to service organizations, key employers, banks and other pertinent organizations.
- Further develop the website and social media strategy.
- Evaluate and refines strategies to insure their successful execution
- Serve as an ambassador and promote the organization's image, visibility and case for support within the community.

Structure: Comprised of two or more members with a minimum of one Board member; reports routinely to the Board and submits committee minutes

Schedule: Meets as needed.

PERSONNEL COMMITTEE

PURPOSE: The Personnel Committee is an ad hoc committee that will review the human resources manual, review and update job descriptions, conduct a compensation review and review and update the performance review process for the staff.. Their responsibilities include ensuring fair and legal hiring and employment practices, administration of human resources policies and procedures and the provision of safe working conditions.

PRIMARY RESPONSIBILITIES:

- Review and update job descriptions and compensation guidelines
- Develop, review and revise human resources policies and procedures
- Develop an evaluation process and administer employee evaluations
- Serve as ambassadors for the organization and promotes a positive image/ reputation for the organization

STRUCTURE: An ad hoc committee that will disband when its work is completed. Includes staff, board and non-Board members; provides routine updates to the Board and submits committee minutes.

PROGRAMMING COMMITTEE

PURPOSE: The Programming Committee oversees the development and evaluation of programs, classes and workshops for Creative 360 planning including identifying content, trainers, pricing, promotion and effective evaluation of sessions.

PRIMARY RESPONSIBILITIES:

- Develop an annual class/ workshop schedule, monitoring the type and number of programs to be held.
- Provide direction to trainers leading sessions including guidelines about content.
- Ensure protection of intellectual property and appropriate trademarking/ copyrighted of Creative 360 content
- Develop new programs including outreach programs.
- Work with the Marketing Committee to promote sessions.
- Evaluate the success and effectiveness of each program, workshop/ class and develop recommendations focused on improving programs.
- Serve as ambassadors for the organization and promotes a positive image/ reputation for the organization

STRUCTURE: Comprised of two or more members with a minimum of one Board member; reports routinely to the Board and submits committee minutes.

SCHEDULE: Meets as needed

OPERATIONS REVIEW COMMITTEE, AD HOC

PURPOSE: The Operations Review Committee is an ad hoc committee led by the Executive Director and with the purpose of reviewing business workflow and processes and identifying opportunities to refine and improve operations.

PRIMARY RESPONSIBILITIES:

- Review key work processes by developing flow charts or operating procedures; identify potential improvements or enhancements to operations.
- Document work processes by developing guidelines and operating improvements.
- Identify budget needs (such as equipment, training, or other systems) for operational enhancements.
- Train and coach staff on new protocols and procedures.
- Serve as ambassadors for the organization and promotes a positive image/ reputation for the organization

STRUCTURE: A team of staff, board and/or outside resources led by the Executive Director that meets to review and discuss a specific work process; the team composition will vary based on the work process to be reviewed. Regularly submit updates and reports to the Board including resource needs for process improvements.

EXPANSION PROJECT COMMITTEE, Ad Hoc

Purpose: The Expansion Project Committee identifies the space and facility needs for the organization; develops a plan to address these needs and a corresponding budget and timeline. The Expansion Project Committee works with the Board of Directors to identify the project timing and resource needs, and Development Committee to identify the approach for launching a capital campaign.

Primary Responsibilities:

- Develop an expansion plan, budget and timeline.
- Identify the architect to develop the plan and oversee the project.
- Identify capital budget requirements.
- Work with the Development Committee on developing a capital campaign.
- Update the Board of Directors routinely.
- Serve as an ambassador for the organization, adhere to its principles and promote a positive image.

Structure: Consists of board members, staff and community members; reports routinely to the Board and submits committee minutes.

Schedule: Meets on an ad hoc, as needed basis only.